The Influence of Leadership and Work Environment on Job Satisfaction with Job Stress as an Intervening Variable

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Abstract: Human resources is one of the keys to the success of an organization, this is because human resources makes company work properly. Good employee performance will support the achievement of organizational goals and one of the triggers is the level of employee job satisfaction. Many factors can affect job satisfaction; some of them are leadership, work environment, and job stress. This research aims to find out and analyze the effect of leadership and work environment on job satisfaction with job stress as an intervening variable. The sample used in this research is all employees at PT Waste for change Alam Indonesia. The method used in this research is Path Analysis with SPSS 2.4 software as a tool for data processing. The results showed that leadership had a significant positive effect on employee job satisfaction, work environment has significant positive effect on employee job satisfaction, and job stress has significant negative effect on job satisfaction. Leadership has significant negative effect on work stress and work environment has significant negative effect on work stress. Leadership has a direct effect on employee job satisfaction without going through work stress, and work environment has a direct effect on employee job satisfaction without going through work stress.

Keywords: Job satisfaction, leadership, work environment, job stress

Introduction

The era of globalization, every company is competing to be able to compete and be the best in achieving its business targets. An important factor that supports the sustainability and progress of a company is Human Resources (HR). HR is also the key that determines the development of the company. This was also expressed by Arni Anti Kinas (2018) who said that human resources are assets for companies that have an important function in supporting company goals because human resources are the driving force for all activities that occur in a company. Good or not the quality of a company is determined by the quality of human resources. Therefore, it is very important for a company to try to increase job satisfaction for its employees to support its performance.

Job satisfaction will encourage employee performance; this is also stated by Tjong Fei Lie and Hotlan Siagian (2018) in their research on the effect of job satisfaction on employee performance through work motivation. The results of this study indicate that job satisfaction has a positive and significant effect on employee performance, thus the higher the level of employee satisfaction, the performance will increase.

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Leadership is a leader's way of influencing the behavior of subordinates so that they are willing to work together and work productively to achieve organizational goals (Malayu S.P Hasibuan, 2016: 170). Leadership style is how a leader acts to influence his members to achieve the goals that have been set (Dr. Emron Edison, 2016:93). Leadership is a leader’s way of influencing the behavior of subordinates so that they are willing to work together and work productively to achieve organizational goals (Malayu S.P Hasibuan, 2016: 170). Leadership style is how a leader acts to influence his members to achieve the goals that have been set (Dr. Emron Edison, 2016:93). Leadership is the first factor in increasing job satisfaction on an ongoing basis. In this process the leader has a big
role in determining the implementation of the organization of a company. A leader is required to be able to provide clear direction to the vision and mission of the organization, and be able to run the organization well so that the results obtained are in accordance with the goals to be achieved by the company. Apart from leadership factors that can encourage job satisfaction, another factor is the employee's work environment.

The work environment can encourage an employee to carry out work optimally in accordance with the goals desired by a leader in creating a conducive work atmosphere within the company. The work environment according to Afandi (2018: 66) is something that exists in the workers’ environment that can affect themselves in carrying out their work such as temperature, humidity, air flow, lighting, noise, cleanliness of the workplace, and whether or not work equipment is adequate. The work environment can be interpreted as the entire tooling faced, the surrounding environment in which a worker, his work methods, as the influence of his work both as individuals and as a group.

In addition to leadership and work environment factors, another factor that influences job satisfaction is employee job stress. Hasibuan (2017: 204) defines work stress as a condition of tension that affects a person's emotions, thought processes, and conditions. Many factors affect work stress, both internal and external factors. Work stress can occur due to the emergence of excessive pressure and demands imposed on a worker, so that it can affect the emergence of one's tension at work. High job stress can reduce job satisfaction, and vice versa.

Indonesia's waste management is one of the drivers of the economy that has an important role in the nation's economic development. PT Waste for change Alam Indonesia is one of the companies engaged in the field of waste processing in Indonesia, which is developing quite rapidly in the current era of globalization. PT Waste for change is trying to improve the performance of its employees in order to optimally achieve company goals. The company, which is also often known as Waste4Change, does many things to improve the performance of its employees, and one of them is increasing employee job satisfaction. This is evidenced by the holding of a job satisfaction survey in 2020 as well as a job stress or burnout survey for employees.

The results of the job satisfaction survey show that the work environment has the lowest level of satisfaction compared to other indicators, namely 11% of the total employees feel dissatisfied and 13% are neutral in terms of the work environment. In 2021, the author conducted a pre-survey on leadership and showed that the pre-survey was conducted on 30 employees of PT Waste for change Alam Indonesia. The results of the pre-survey in the dimension of Relationship with and indicate that as many as 7% of employees agree that the leadership has a poor relationship and as much as 52% of the leadership does not consider the condition/situation of employees in making decisions. In the Task Structure dimension, it shows that as many as 59% of employees agree that the leadership is less clear in delegating tasks, and as many as 52% agree that the leadership provides work with unclear procedures. On the Position Strength dimension, it shows that as many as 74% of employees agree that the leadership is less firm in giving sanctions/punishments, and as many as 48% agree that the leadership does not always or rarely evaluate employee performance. The survey results showed as many as 60.9% of employees had a level 3 level of stress, which means at the level of caution because burnout symptoms have been detected, 9.8% at level 4 which means being aware of burnout symptoms, and 2.2% level 5, which means that there is a high level of burnout symptoms and must be followed up to manage the burnout experienced. The indicators used in this survey are workload, work environment, and symptoms of work stress. Therefore, the authors want to investigate further about this phenomenon of burnout/work stress.

Method

This research uses quantitative research methods. In this study using primary data, namely data sourced from respondents who are willing to fill out a questionnaire. The questionnaire used consisted of questions that were structured and qualified with a Likert scale. Respondent data that has been collected will be processed by calculating each answer to the statement of each respondent about the variables in the study, namely leadership, work environment, job stress and job satisfaction.

The target populations used in this study were employees at PT Waste for change Alam Indonesia. The saturated sample method is a sampling technique when all members of the population are used as samples. In this study as many as 90 employees or equal to 100% of the population.
RESULTS AND DISCUSSION

Table 1. Structure Regression Results I

Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.500$^a$</td>
<td>.250</td>
<td>.232</td>
<td>9.504</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), X1, X2

Based on the table above, the calculation results of R Square (R2) are 0.250. This shows that the contribution of leadership and work environment variables to work stress is 25%, the rest is influenced by other variables not examined in this study. From the results of the above data processing, the value of e1 is obtained with the formula: $e1 = (1 - 0, 250) = 0, 866$. After getting $e1$, then the significance value can be searched for the work stress variable as the dependent variable, while the leadership and work environment variables are independent variables.

Table 2. Path Analysis Test Output I

Coefficients$^a$

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
</tr>
<tr>
<td>(Constant)</td>
<td>114.136</td>
<td>6.353</td>
<td></td>
<td>17.964</td>
</tr>
<tr>
<td>X1</td>
<td>-.207</td>
<td>.081</td>
<td>-.284</td>
<td>-2.542</td>
</tr>
<tr>
<td>X2</td>
<td>-.266</td>
<td>.106</td>
<td>-.282</td>
<td>-2.522</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Y

The significance of the leadership variable on work stress is 0.013 and the work environment is 0.014. Both of these variables have a value less than 0.05, so it can be concluded that structural regression I can be described as follows:

Fig.1 Sub Structure Path I.

Leadership (X1)

-0.284

H1

e1 = 0.866

Job Stress (Y)

Work Environment(X2)

-0.282

H2

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Based on the table above, the calculation results of R Square ($R^2$) are 0.523. This shows that the contribution of leadership variables, work environment and work stress to job satisfaction is 52.3%, the rest is influenced by other variables not examined in this study. The amount of R Square is contained in the Model Summary table in the results of the coefficient of determination of the work stress variable is 0.250. The value of $e^2$ can be found with the formula $e^2 = (1-0.523) = 0.6906$. After getting the value of $e^2$, a path analysis test was carried out, and got the following results:

The leadership variable on job satisfaction has a significance value of 0.014. The significant value in the work environment variable is 0.000. The work stress variable on job satisfaction has a significant value of 0.001. The test results show the significant value of the three independent variables on the job satisfaction variable as the dependent variable, less than 0.05. This shows that structural regression II has an influence on job satisfaction. From the results of the tests carried out, the beta value and the path diagram of the structure II can be described as follows:
The Effect of Leadership (X1) on Work Stress (Y) Variable X1 to Y is known with a significant value of 0.013 <0.05. So it can be concluded that there is a direct influence between leadership on job stress. Effect of Environment (X2) on Work Stress (Y); Variable X2 to Y is known with a significant value of 0.014 <0.05. So it can be concluded that there is a direct influence between the Work Environment on Job Stress. Influence of Leadership (X1) on Job Satisfaction (Z); Variable X1 to Z is known with a significant value of sig 0.014 <0.05. So it can be concluded that there is a direct influence between Leadership on Job Satisfaction. Effect of Work Environment (X2) on Job Satisfaction (Z); Variable X2 to Z is known with a significant value of 0.000 <0.05. So it can be concluded that there is a direct influence between the Work Environment on Job Satisfaction. Effect of Job Stress (Y) on Job Satisfaction (Z); Variable Y to Z is known with a significant value of 0.000 <0.00. So it can be concluded that there is a direct influence between Job Stress on Job Satisfaction. The Effect of Leadership (X1) on Job Satisfaction (Z)Through Job Stress (Y) ; The results can be seen that the direct effect of X1 on Z is 0.232, while the indirect effect of X1 on Z through Y is 0.08, the direct effect is 0.232 and the indirect effect is 0.08, which means that the indirect effect is smaller than the direct effect. This shows that leadership has a direct effect on job satisfaction. Effect of Work Environment (X2) on Job Satisfaction through Job Stress (Y); Results can be known direct effect. X1 to Z is 0.375, while the indirect effect of X2 to Z through Y is 0.079, so the direct effect is 0.375 and the indirect effect is 0.079, which means that the indirect effect is smaller than the direct effect. This shows that leadership has a direct effect on job satisfaction.

Conclusion

From the previous discussion, conclusions can be drawn from the research as follows:

A. Leadership has a significant negative effect on work stress for employees of PT Waste for change Alam Indonesia.
B. The work environment has a significant negative effect on work stress for employees of PT Waste for change Alam Indonesia.
C. Leadership has a significant positive effect on job satisfaction for employees of PT Waste for change Alam Indonesia.
D. The work environment has a significant negative effect on job satisfaction for employees of PT Waste for change Alam Indonesia.
E. Work stress has a negative and significant effect on job satisfaction for employees of PT Waste for change Alam Indonesia.
F. The work environment has a significant positive and direct effect on job satisfaction, without going through stress work as an intervening variable, for employees of PT Waste for change Alam Indonesia.
G. Leadership has a significant positive and direct effect on job satisfaction, without going through work stress as an intervening variable, on employees of PT Waste for change Alam Indonesia.

Reference


Journal:


