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### RESEARCH ARTICLE

## THE INFLUENCE OF EMPLOYEE MOTIVATION, LEADERSHIP AND ORGANIZATION CULTURE TOWARD EMPLOYEE'S SATISFACTION.

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#### Abstract

The purpose of this study is to analyze *The Influence of Employee Motivation, Leadership, and Organizational Culture toward Employee Satisfaction on Hospital Employees in South Tangerang*. Base on the purpose of the study, hypotheses of this study are: 1) Employee Motivation influence on employee satisfaction; 2) Leadership Influence on Employee Satisfaction; 3) and Organizational Culture Influence on Employee Satisfaction.

The study design used a combination of verificative research and descriptive research, while research method used is survey approach. The study sample is 200 respondents of Hospital employee in South Tangerang. Sampling technique is done by random sampling. The method of analysis uses descriptive statistic average, and SPSS method version 17 by used regression method for hypotheses testing.

The study result based on the descriptive analysis toward the variable used is positive and some are negative. The SPSS result analysis toward the hypotheses test based on the empirical data of 3 hypotheses proven are employee motivation is proven to be significant influence the employee satisfaction, leadership proven to be significant influence employee satisfaction, and organizational culture is proven to be significant influence employee satisfaction.

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#### Introduction:-

Economic development now days has grown very fast. This condition causes in economic growth especially hospitals. There are many hospitals mushrooming almost in every district especially in South Tangerang. However, this condition is not equal with the human resources as it can be seen from the low satisfaction of the employees, the employee's complaint on the work environment that has many deficiency. In the pre-research, it was clearly seen the low motivation of the employees from their morose expression, rude words in communicating as if there is no organization culture. The leader that has less response on his/her employees condition. Hospital employees should have treated the patients with pleasure and sincere. The sincerity is shown in the heart of the hospital workers. It must be supported by the satisfaction of the workers in the hospital. It does not happen just like that because it needs to be supported by a strong motivation from the hospital workers that are willing to do their duty energetically, enthusiastically and dedicatedly (Robin, 2010). The workers have mind, feeling, knowledge and motivation. All of those workers' potency influences the organization effort in achieving company's goal (Wiener and vardi, 1980). Technology advancement, information development, capital availability and sufficient material, without workers

will be difficult for the organization to achieve their goal. The most important human resource in a company is worker. Workers are a really valuable asset that must be managed well by the company so that they will give optimum contribution ( Meyer and Allen, 1984). One thing that must become the main attention of the company is the employee work satisfaction since when they do not feel comfortable in working and cannot develop their potency, automatically they cannot focus and fully concentrate in their work, like satisfaction according to Hariandja (2002:291), that stated working satisfaction is not a job done for the duty, but there is other aspect namely interaction with other workers, employer, rules and working environment. Organization culture needs to be created so employees work according to the values of the organization culture that is the company strategy to reach the goal achieving employee satisfaction by creating company values that ensure the employees' comfort.

#### **Identification and Study Framework:-**

Based on the problem identification, the literature review “ is there any influence on Motivation Employee, Leadership, and Organizational Culture toward Employee Satisfaction ?

1. Is there any influence on employee motivation to employees satisfaction of Hospital employees in South Tangerang.
2. Is there any influence on leadership to employees satisfaction of Hospital employees in South Tangerang.
3. Is there any influence on organizational culture to employees satisfaction of Hospital employees in South Tangerang.

#### **Literature:-**

##### **Motivation:-**

According to Van Knippen beg D (2000); Organ (1990) employees motivation is a factor that motivates someone to do a certain activity. Therefore, employee motivation is also called a motivation factor of someone's behavior. Moslow and Robin (2006); Sulisyani and Rondah (2003) stated that employee motivation can be measured by six using the dimensions as follow: psychology need, security need, social need, reward need and actual need.

##### **Leadership:-**

According to Padsakoff *et.al* (1990); Eisenberger *et.al* (2002) leader is the pattern of behaviour, words and action of a leader felt by other people. Leadership is one of the key factors that can move the business, either for success or for failure. Leader is someone that is influential to accuate and coordinate organized group member activity to company goal ( Padsakoff *et.al*, 1990).

Robert Hause ( Jiang j.J. and Klien, G. ,2000 ) then stated that leadership can be measured by four dimensions namely directive leadership, supportive leadership, participative leadership and achievement-oriented leadership.

##### **Organization Culture**

Kossek (1990) stated that organization culture is a concept that becomes the target to measure the suitability of organization structure, strategy and duty of organization and the resulted effect. Evaluating organization culture completely can be experienced by the leader and employees by using six dimensions namely organization values, supporting management, wage system, working tolerance and cooperation.

##### **Employees' Satisfaction:-**

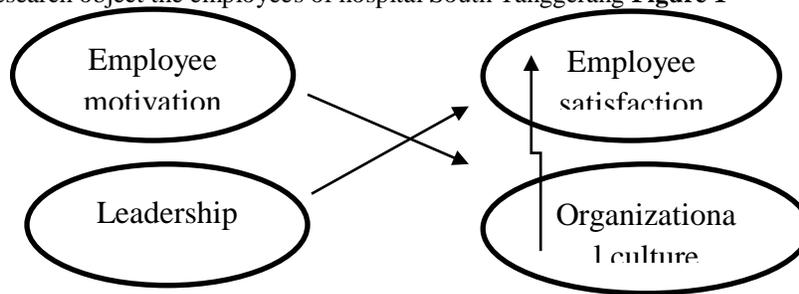
Employee's satisfaction is a feeling and reaction of an individual toward her/his working place ( Kim. J and Cunningham *et al* (1992). Measuring company satisfaction by using five dimensiona that are the work itself, salary, supervising, colleagues and appropriate reward ( Kossek and Noe , 2001)

##### **Hypotheses:-**

1. The Influence on Employee Motivation To Employee Satisfaction  
H1 : There is a positive influence on employee motivation to employee satisfaction
2. The Influence on Leadership To Employee Satisfaction  
H2 : There is a positive influence on leadership to employee satisfaction
3. The Influence on Organizational Culture To Employee Satisfaction  
H3 : There is a positive influence on organizational culture to employee satisfaction

**Study Concept:-**

In according with the study context, study conceptual model then being made that are the influence of Employee Motivation, Leadership, and Organizational Culture together with Employee Satisfaction and the analysis tool used is SPSS with the research object the employees of hospital South Tangerang **Figure 1**



**Gambar 1:-**Conceptual Model

**Study Methodology:-**

The design of this study is verificative and descriptive study through quantitative methods and qualitative methods (interview) with a survey approach. The technique collecting data by uses questionnaire with scala linker 1-5 ( 1= strongly disagree, 2 = disagree, 3 = no comment, 4 = agree and 5 = strongly agree) . Sampling technique is done by random sampling (Sugiono, 2009) .The samples used are 200 respondents of Hospital employees in South Tangerang .

The analysis tool that is used to describes the study variables that use descriptive statistic is average and percentage statistic , and for influence analysis between variables uses SPSS method version 17 by used regression .

**Research Result (Computerised):-**

**Descriptive Analysis:-**

Average research result describes is that respondents evaluated the employee’s motivation, leadership, organization culture and employee’s satisfaction still have problem while some others have already run well.

**Inter Variable Influence:-**

Computerised result on the hypotheses test related with the influence of employee motivation and leadership and culture organization toward employee’s satisfaction can be seen in from **Table 1** until **Table 12** .

**The Influence between Motivation (X1) and Employee Satisfaction (Y):-**

**Determination Coefficient Test Result:-**

The influence of employee motivation variable (X1) to employee satisfaction variable (Y) is shown in **Table 4** .

Determination Coefficient (rxy<sup>2</sup>) is 0,733 = 73,3%, which means 73,3 employee satisfaction variable (Y) can be determined by employee motivation (X1) and the rest is 27,7 %, determined by other variable that cannot be explained in this research.

**Equation Test Result:-**

Computerized result uses the calculation of SPSS regression equation test  $Y = 3.721 + 1.091 X1$  **Table 1**.

**Table 1:-** Simple Regression Equation Test X1 and Y Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std.Error	Beta		
1	(Constant )	3.721	2.357	1.371	.099
	Motivation	1.091	.067	13.362	.000

Dependent Variable: Employee Satisfaction

The influence between motivation (X1 ) to employee satisfaction variable (Y) is shown in linear regression equation  $Y = 3.721 + 1.091 X1$

T Test is seen in **Table 1 and Table 2**

T-count ( 13.362 ) > t-table (199:1:198 ) ( 1,285 ) , therefore, the equation is really significant.

Computerized result significance regression equation  $Y = 3.721 + 1.091 X_1$

**Table 2:-** Regression Equation Significance Test  $Y = 3.721 + 1091 X_1$

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	785.381	1	785.381	11 7.810	.000
	Residual	472.325	198	3,881		
	Total	1241.751	199			

F test is seen in **Table 3**

Computerized result on regression linearity can be seen in **Table 3**

**Table 3:-**Equation regression linearity test  $Y = 3.721 + 1091 X_1$

			Sum of Squares	df	Mean Square	F	Sig.
Employee Satisfaction	Between	(Combined)	827.060	11	91.805	33.315	.000
	Group	Linearity	785.381	1	785.381	216.117	.000
	Within group	Deviation from Linearity	66.671	9	7.398	1.982	.792
	Total		323.691	198	3.675		
			1241.751	199			

The next regression linearity is seen from f-count (1.982) > from f-table (199:9:198) (1,663 ) on **Table 3**

Based on both tests it can be concluded that the influence showed by regression equation  $Y = 3.721 + 1.091 X_1$  , means linear, so every additional 1 score of motivation variable ( $X_1$ ) will influence the increase of employee satisfaction variable ( $Y$ ) about 1.091 on contanta about 3.721

#### Correlation:-

Computerized result of correlation test **Table 4**

**Table 4:-** Relation correlation coeeficient test of variable  $X_1$  with  $Y$

Model	R	R Square	Adjusted R Square	Std Error of the Estimated
1	.820 <sup>a</sup>	.733	.669	1.94639

Predictors: (Constant ) , Motivation

The statistic realtion of motivation variable ( $X_1$ ) with employee satisfaction variable ( $Y$ ) is shown by correlation coefficient that is positive ( $r_{xy} = 0,820$ ) in **Table 4**

T test is seen in **Table 1 and Table 2**

t-count ( 13.362 ) > t-table (199:1:198 ) (1,285)

Both tests above are meaningful and significant (a and b ) , therefore, correlation ( $r_{xy}$ ) is meaningfully significant. Based on both tests, it can be concluded that the relation between employee motivation variable ( $X_1$ ) and employee satisfaction ( $Y$ ) is positive, meaningfully significant and very strong, if the motivation variable ( $X_1$ ) increases then the employee satisfaction variable ( $Y$ ) also increases. On the other hand, if the motivation variable ( $X_1$ ) decreases, then employee satisfaction ( $Y$ ) also decreases.

#### Partial Correlation:-

Correlation between employee motivation ( $X_1$ ) with employee satisfaction ( $Y$ ) is 1,091 on **Table 1** and if controlled by employee motivation variable ( $X_1$ ) makes partial correlation about 0,792 on **Table 3**. The number showed employee satisfaction variable ( $Y$ ) decreases about 0, 299 each if controled by employee motivation variable ( $X_1$ ).

**Influence between of leadership (X2) and Employee Satisfaction (Y)**

**Determination Coefficient Test Result**

The influence of leadership variable (X2) to employee satisfaction variable (Y) is shown in the **Table 8** .

Determination coefficient ( $r_{xy^2}$ ) is  $0,763 = 76,3\%$  , with means  $76,3\%$  employee satisfaction variable (Y) can be determined by leadership (X2) and the rest is  $23,9\%$  , determined by other variable that cannot be explained in this research.

**Equation Test Result:-**

Computerized result uses the calculation of SPSS regression equation test  $Y = 4.308 + 1.181 X_2$  **Table 5**.

**Table 5:-**Simple regression equation test X2 and Y Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant )	4.308	2.111		1.371	.081
	Leadership	1.181	.070	.967	10.112	.000

Dependent Variable: Employee Satisfaction

The influence between leadership (X2) to employee satisfaction variable (Y) shown in linear regression equation  $Y = 4.308 + 1.181 X_2$

T test is seen in **Table 5 and Table 6**

T- count ( 10.112 ) > t-table (199:9:198 ) (1.285) , therefore, the equation is really significant .

Computerized result significance regression equation  $Y = 4.308 + 1.181 X_2$

**Table 6:-**Regression equation significance test  $Y = 4.308 + 1.181 X_2$

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	881.471	1	881.471	117.730	.000
	Residual	532.321	198	1,931		
	Total	1321.631	199			

F test is seen in the **Table 7**

Computerized result on regression linearity can be seen in **Table 7**

**Table 7:-**Equation regression linearity test  $Y = 4.308 + 1.181 X_2$

			Sum of Squares	df	Mean Square	F	Sig.
Employee Satisfaction	Between Group	(Combined)	777.050	11	90.999	41.155	.000
		Linearity	881.471		881.471	221.233	.000
	Within group	Deviation from Linearity	55.673	1	8.396	1.991	
		Total	432.781	9	2.711		.787
		Total	1321.631	198			
				199			

The next regression linearity is seen from f-count ( 1.991 ) > from f-table (199:9:198) (1.663 ) on **Table 7**.

Based on both tests it can be concluded that the influence showed by regression equation  $Y = 4.308 + 1.181 X_2$  , means linear , so every additional 1 score of leadership variable (X2) will influence the increase of employee satisfaction variable (Y) about 1.181 on constant about 4.308.

**Correlation:-**

Computerized result of correlation test **Table 8**

**Table 8:-** Relation correlation coefficient tests of variable X2 with variable Y

Model	R	R Square	Adjusted R Square	Std Error of the Estimated
1	.853 <sup>a</sup>	.763	.779	1.83429

Predictors : (Constant), Leadership

The statistic relations of leadership variable (X2) with employee satisfaction variable (Y) is shown by the correlation coefficient that is positive ( $r_{xy} = 0,853$ ) in **Tabel 8**

T test is seen in the **Table 5** and **Table 6**

t- count ( 10.112 ) > t-table (199:1:198) ( 1.285)

Both tests above are meaningful and significant (a and b), therefore, correlation ( $r_{xy}$ ) is meaningfully significant. Based on the both tests, it can be concluded that relation between leadership variable (X2) and employee satisfaction (Y) is positive, meaningfully significant and very strong. If the leadership variable (X2) increases than employee satisfaction variable (Y) also increases. On the other hand, if the leadership variable (X2) decreases, then employee satisfaction (Y) also decreases.

#### Partial Correlation:-

Correlation between leadership variable (X2) with employee satisfaction (Y) is 1.881 on **Table 5** and if controlled by leadership variable (X2) makes partial correlation about 0,787 on **Table 7**. The number showed employee satisfaction variable (Y) decreases about 0,394 each if controlled by leadership variable (X2)

#### Influence between of organizational culture (X3) and employee satisfaction:-

##### Determination coefficient test result

The influence of organizational culture variable (X3) to employee satisfaction variable (Y) is shown in the **Table 12** Determination coefficient ( $r_{xy}^2$ ) is  $0,699 = 69,9\%$ , with means  $69,9\%$  employee satisfaction variable (Y) can be determined by organizational culture (X3) and the rest is  $30,1\%$ , determined other variable that cannot be explained in this research.

#### Equation Test Result:-

Computerized result uses the calculation of SPSS regression equation test

$Y = 3.837 + 1.107 X3$  **Tabel 9**.

**Table 9:-** Simple regression equation test X3 and Y Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
3. (Constant)	3.857	2.118		1.461	.097
Organizational culture	1.107	.071	.826	12.521	.000

Dependent Variable : Employee Satisfaction

The influence between organizational culture (X3) to employee satisfaction variable (Y) is shown in linear regression equation  $Y = 3.857 + 1.107 X$

T test is seen in the **Table 9** and **Table 10**

T- count ( 12.521 ) > t-table (199:9:198) (1.285), therefore, the equation is really significant.

Computerized result significance regression equation  $Y = 3.857 + 1.107 X3$

**Table 10:-** Regression equation significance test  $Y = 3.837 + 1.107 X3$

Model	Sum of Squares	df	Mean Square	F	Sig.
3 Regression	791.421	1	801.362	118.102	.000

Residual	402.321	198	1.987		
Total	1251.662	199			

F test is seen in the **Table 11**

Computerized result on regression linearity can be seen in **Tabel 11**

**Table 11:-**Euation regression linearity test  $Y = 3.837 + 1.107 X3$

			Sum of Squares	df	Mean Square	F	Sig.
Employee Satisfaction	Between Group	(Combined) Linierity	827.060	11	92.117	34.317	.000
		Deviation from Linerrity	791.421	1	791.421	227.118	.000
			69.524	9	8.111	1.888	.783
	Within group Total		341.665	198	3.711		
			1351.662	199			

The next regression linearity is seen from f- count (1.888) > from f-table (199:9:198) (1,663 ) on **Table 11**

Based on both tests it can be concluded that the influence showed by regression equation  $Y = 3.837 + 1.107 X3$  , means linear , so every additional 1 score of organizational culture variable (X3) will influence the increase of employee satisfaction variable (Y) about 1.107 on contanta about 3.837

**Correlation:-**

Computerized result of correlation test **Table 12**

**Table 12:-**Relationsion correlation coffisience test of variable X3 with Y

Model	R	R Square	Adjusted R Square	Std Error of the Estimated
1	.831 <sup>a</sup>	.699	.711	1.92741

**Predictors:-**(Constant ),Organizational Culture

The statistic relationship of organizational culture variable (X3) with employee satisfaction variable (Y) is shown by correlation coefficient that is positive (rxy = 0,831) in **Tabel 12**

T test is seen in the **Table 9** and **Table 10**

T- count ( 12.521 ) > t-table (199:1:198 ) ( 1.285)

Both tests above are meaningful and significant (a and b) , therefore, correlation (rxy) is meaningfully significant. Based on both tests, it can be concluded that the relation between organizational culture variable (X3) and employee satisfaction (Y) is positive , meaningfully significant and very strong. If the organizational culture variable (X3) increases than the employee satisfaction variable (Y) also increases. On the other hand, if the organizational culture variable (X3) degreases, then employee satisfaction (Y) also degreases

**Partial Correlation:-**

Correlation between organizational culture (X3) with employee satisfacation (Y) is 1.107 on **Table 9** and if controlled by organizational culture variable (X3) makes partial correlation about 0,783 on **Table 11**. The number showed the employee satisfaction (Y) decreases about 0,324 each if controlled by organizational culture variable (X3)

**Research Result:-**

Descriptive research result shows respondents' evaluation is negative toward the items of research variables this needs to be corrected :

1. The employee motivation such as psychological needs, security needs, and social needs this is still consider negative
2. Leadership such as leadership participation .
3. Organizational culture such as value of organizational , wage system , and job tolerance cooperation
4. Employee satisfaction such as salary items and reward ore appropriate

### Conclusion:-

The conclusion of this study is hypotheses test based on empirical data is proven to be significant. There are three that are proven with are employee motivation influence the employee satisfaction, leadership influence the employee satisfaction, and organizational culture influence the employee satisfaction .

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