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THE EFFECT OF LEADERSHIP STYLE ON EMPLOYEE JOB SATISFACTION (CASE STUDY: PT.PLN (PERSERO) CABANG PAYAKUMBUH)

THESIS



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06152020**

**JURUSAN MANAJEMEN
FAKULTAS EKONOMI
UNIVERSITAS ANDALAS
PADANG
2011**

**DEPARTMENT OF MANAGEMENT
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ACKNOWLEDGEMENT

Alhamdulillah Rabbil 'Alamin, First of all, I would like to thank to Allah SWT who has given everything that I have till today, a health and happiness. These are just part of Allah's wonderful gifts that we simply cannot count or measure. Certainly Allah's gifts are many for they include anything that gives us happiness, delight or comfort, such as health, wealth, position and status, knowledge, family and much more. Allah commands in surah an-Nahl verse 18: Which means: if you would count up the favors of Allah, Never would you be able to number them; for Allah is oft-forgiving, Most merciful. So let us be thankful to Allah for gifts he has showered upon us. And let us not do things that will only result in these bounties being taken back by Allah, or worse, bring Allah's wrath and punishment. Because of the grace and favor of Allah SWT, I can finish my thesis with a title: The Effect of Leadership Style on Employees' Job Satisfaction (Case Study: PT.PLN Persero Cabang Payakumbuh)

Shalawat and prayer to our role models, the most Sholeh man of the world who have ever lived on this earth, the Prophet Muhammad SAW also to all the families, friends and his followers that Insha Allah we included in it if we are always istiqomah establish Islam as rahmatan lil'alam.

This thesis is proposed as the requirement of bachelor degree which took four months to complete all the research and analysis. During the accomplishment process, I found a lot of barriers in collecting the data, analyzing, and aligning with the theoretical and research method. But I could pass all the barriers since a

got support from all people surround me. Here deeply I would like to thanks for those people who impactful my life:

1. ***"My heroes are and were my parents. I can't see having anyone else as my heroes" (Michael Jordan).***

Thank you deeply to my mom and dad who always teach me right from wrong, guide me to the right way and accept me as the way I am. Mom, someone that always makes me cries when I really miss her. You are my soul and my spirit. I always remember your last word that I should be the person that can be useful and have to make you and dad proud of me. Mom, now I can see your smile there, because I'm sure that now, you're proud of me. For Dad, for me you are the main reason behind everything that I have achieved. I just want to make you proud of me. I'm happy when I see the smile on your face. While I still work on my thesis, I always call you when I felt drop, because for me every advice that you give to me, like a new energy for me to accomplish this thesis. Dad, this is only starting point of my achievement. I still need your support and pray to achieve my other goals. I promise, I will keep that smile on your face. Then for Tante Et, thank you for your support. Even you're only my stepmother, but I know you love me and my sister like your real children.

2. ***"For there is no friend like a sister, in calm or stormy weather, to cheer one on the tedious way, to fetch one if one goes astray, to lift one if one totters down, to strengthen whilst one stands." ~ Christina G. Rossetti.***

For my beloved sister, the one and only, Mustika Arini. Thank you for

everything. Like a human body, me as right side and you as the left side. Sometimes, I can't do something without your help. Especially in support me in my study and accomplished my thesis. Having a sister is like having a best friend you can't get rid of. You know whatever you do, they'll still be there. When I have a problem and need to share, lucky for me I have you in my side that will give advices. My turn is finish, now is your turn. Keep studying hard and keep pursuing your dream. Always remember your favorite quote, ***"Keep dreaming, and God will hold your dreams"*** (Arai, Sang Pemimpi)

3. ***"Treat people as if they were what they ought to be and you help them become what they are capable of becoming."*** – Goeth.

I do appreciate all people who give me any learning. Thank you to Dr. Rahmi Fahmi, SE, MBA who had been my counselor and tough me a lot how to write a thesis well. Thank you to Dr. Harif Amali Rivai, SE, M.Si and Dr. Vera Pujani, SE, MM. Tech as the examiner. Thank you to all lectures and thank you to Buk Fauziah, Da Yal and Bang Franky for guiding and helping me with all the complicated procedures.

4. ***"If a friend is in trouble, don't annoy him by asking if there is anything you can do. Think up something appropriate and do it"*** ~Edgar Watson Howe. For the friend of *"senasib dan seperjuangan"*, Liska Afrianto Kamar, Muhammad Harits, Adma Hendra, Juwita Sanusi dan Sari Fitria Rosadi, I really believe with the meaning of friendship by knowing you all

buddies. We kept together in all condition while work on this thesis. Hope in the future we would gain the great result of our pains.


5. For my Management International Friends, Vinda and Gatot, thank you for the advice in accomplish this thesis. For Yoka, Azmen, Agya, Danang, Reren, Winda, Ridwan, Zola, Farah, Chia, Kiki, Icing and Lani, thanks for the friendship for the last four years. I'm sure, when we're getting older later, I still can feel the warmth of this family.

6. For my housemate at "*Kontrakan Motor Biru*", Romi, Hafiz, Rudi, Yuliadi, Ari Edo, Khairul and Yingki, Thank you for your support and help, especially when I need to wake up early in the morning after work all night long on my thesis. Even we come from different background, but I hope we can be the best in our own way later. *Jazakallahukhairanakhi..*

This thesis is not the best and still need any improvement. Any correction and suggestion will be necessary to improve this thesis better. That is all from me and always best wish for University of Andalas.

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THE EFFECT OF LEADERSHIP STYLE ON EMPLOYEES' JOB SATISFACTION (Case Study: PT. PLN (Persero) Cabang Payakumbuh)

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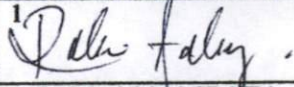
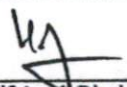
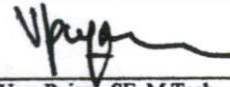
ABSTRACT

This research investigates the effect on leadership style on employee job satisfaction. The objectives of this research were to determine how far leadership style influences employee job satisfaction, determine the leadership style that is suitable applied in the hospital and determine the level of employee job satisfaction. Based on literature review there are 6 kind of leadership style: Trait approach, Situational approach, Contingency approach, Path-goal theory, Transformational theory, and Transactional theory, and there are 5 dimensions of job satisfaction: Work Itself, Salary, Promotion opportunities, Supervision and Co worker. The total of 60 respondents in PT. PLN (Persero) Cabang Payakumbuh was surveyed in this research. The finding has some interesting results. The finding indicates that Leadership style have a significant relationship with job satisfaction. Based on the survey, it's show that Situational leadership is best applied in PT. PLN (Persero) Cabang Payakumbuh. The employees was not satisfied because the company did not give enough appreciation. Thus, the employees could not work effectively.

Keyword: Leadersip style, Employee job satisfaction.

Skripsi ini telah dipertahankan di depan sidang penguji dan dinyatakan lulus pada tanggal 18 Januari 2011.

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CHAPTER I

INTRODUCTION

1.1 Background of Research

All organizations consist of leader and follower, leader is a person who is appointed, elected, or informally chosen to direct and coordinate the work of others in a group (Fieldler, 1995). Clawson (2002) defined that the leader is person that have characteristics that will influence other person ability to create a successful leadership outcome. A leader might therefore be defined as one who is followed by others (The oxford Encyclopedic English Dictionary, 1991). While follower is somebody that follow the leader in achieving the goal of an organization.

The collaboration between leader and followers will be needed in achieving organizational goal. A leader can not work without followers, and the followers have no direction without a leader. The quality of relationship between the leader and follower will determine the organization outcome.

Every second the organizations are forced to change by internal and external environments. And the leader needs leadership skill or ability to influence and motivating others in leading the organization to achieve desirable goal. Tead (1935) stated that leadership is the activity of influencing people to cooperate toward some goal which they come to find desirable. And Lundy (1957) in Cooper (2003) defined that Leadership is

principally a task of planning, coordinating, motivating and controlling the efforts of others toward a specific objective.

To get respect from the followers in order to influence and motivate them, a leader needs to consider an appropriate leadership style in leading the organization. 'Leadership style is the manner and approach of providing direction, implementing plans, and motivating people' (U.S. Army Handbook, 1973 in Clark, 1997).

A leader has to consider the specific circumstance in choosing leadership style in leading the followers. A leader cannot adopt one leadership style that he or she think the best, he or she must consider the condition and situation especially the followers. A leader should know and understands what kind of leadership style that the followers wish and than he or she should consider it in implementing the leadership style to achieve an effective leadership that can avoid conflict within the organization and to be easy in reaching the organizational goals.

In any industrial setting, employee's work plays an important role for organizational achievements. Therefore, it is highly important for management to recognize employees' work and provide them with an opportunity to grow and to look after their well-being. It is true that work has predominantly occupied most of employees' time than any other single activities, and it also provides an economic well-being. Therefore, job satisfaction is one of the most important areas of research. According to Wilson and Rosenfeld (1990), one major reason for conducting research on job satisfaction is that positive or negative attitudes effects towards

work form largely many behaviors in the organizations (as cited in Koustelos, 2001).

The human resource is considered to be the most important resource of the service system. The performance of the service system is greatly influenced by the knowledge, skills and motivation of the human resource delivering the services. The quality and quantity of the health workforce determines to a great extent the success of a reformed health sector. Within the organization setting, the same requirement exists. The quality of the services is influenced by the technical and managerial skills of the team.

PT.PLN (Persero) Cabang Payakumbuh is a BUMN in Payakumbuh, West Sumatra. The rules in all BUMN set by the organization and government, it also happen in PT.PLN (Persero) Cabang Payakumbuh. May be there are some deficiencies in the style of leadership and employee job satisfaction. Which should be evaluated and rectified by this company.

PT.PLN (Persero) Cabang Payakumbuh must know what the appropriate leadership style to be applied there is. And how they increase the employee job satisfaction so the company can create good performance of employees. It is because performances of employees have a direct impact to performance of company. If the employees have good performance, it will make a positive impact on company performance. Otherwise, if the employees have a bad performance, it will make a performance of company also become worst.

Knowing and understanding the preferred leadership style and job satisfaction in PT.PLN (Persero) Cabang Payakumbuh is important. Thus make writer interested doing this research to investigates **THE EFFECT OF LEADERSHIP STYN IN PT.PLN (PERSERO) CABANG PAYAKUMBUH.**

1.2 Problem Statement

Based on the above explanation, the problem statement is:

1. How does leadership style influence employee job satisfaction?
2. What types of leadership style that best applied in PT.PLN (Persero) Cabang Payakumbuh ?
3. How does level of job satisfaction in PT.PLN (Persero) Cabang Payakumbuh ?

1.3 Scope of the Research

The role of Human Resource Management has been more significant in order to increase job satisfaction level of people in organization. Job satisfaction will lead to high dedicated people in organization. With this high dedication, company efforts to increase organizational commitment will be reached and increase the capacity of organizational.

There are many job elements influence job satisfaction. So that the discussion of the research will be restricted on the effect of leadership style on employee's job satisfaction. The research was conducted in PT.PLN (Persero) Cabang Payakumbuh .

1.4 Objectives of the Research.

1. To determine how far leadership style influences employees' job satisfaction.
2. To determine the leadership style that is best applied in the company to fulfill job satisfaction of the employees of PT.PLN (Persero) Cabang Payakumbuh.
3. To determine the level of employee job satisfaction in the company.

1.5 Significance of the Research

The significances of this research are:

1. To give contribution and input to PT.PLN (Persero) Cabang Payakumbuh about the effects of leadership to employee job satisfaction. Therefore, it will help the company increase the work performance of the employees.
2. To add references that can be used by other researchers who are interested in investigating the same topic in the future.

1.6 Structure of Thesis

Chapter I is an introduction that mentions; the background of research, problem formulation that that will answer in this research, the objectives of study to know what this research done for, benefits of study to know the useful of

this research, scope of study to know the limitation of this research, and structure of thesis as a guide lines in writing this thesis.

Chapter II is literature review, consist of concepts and theories, which is useful in explaining the analysis of this thesis.

Chapter III is research methods that mention the research design, variable of research, sources of data, sampling design, data collection method, and data analysis.

Chapter IV is PT.PLN (Persero) profile which mention the general overview of PT.PLN (Persero), PT.PLN (Persero) Wilayah West Sumatera, and PT.PLN (Persero) Cabang Payakumbuh.

Chapter V is the analysis and discussion of this research that answer of the problem statements; analyze the best leadership style that best applied in PT.PLN (Persero) Cabang Payakumbuh and analyze the level of employees job satisfaction in that company.

Chapter VI is a general conclusion where writer make the conclusions from the analysis that has been done and tries to give some suggestions to leaders PT.PLN (Persero) Cabang Payakumbuh in considering the appropriate leadership style to

be implemented, to increase their employees job satisfaction
and writer also tries to give some advices for the next research.

CHAPTER II

LITERATURE REVIEW

2.1 Definition of Leadership Style

People mostly know the leadership through the process of leadership, what leader say and do, and refer to typical leadership characteristics, to know the meaning leadership need a common understanding. There is no one single definition of leadership. Definition may also contain an element of personal experience. Commonsensical similarities and dissimilarities will depend on our own experience and views' (Cooper, 2003). Georgiades and Macdonell (1998) comment that image of leadership are entirely personal.

Scholars and other writers have offered more than 350 definition of the term leadership, and one authority on the subject has concluded that the leadership is one of the most observed and least understood phenomena on earth (Daft, 2005). The following definition help illustrate different perspective.

Leadership is the activity of influencing people to cooperate toward some goal which they come to find desirable (Tead, 1935 in Cooper, 2003)

The similar statement from Daft (2005), leadership is and influence relationship among leaders and followers who intend real change and outcomes that reflect their shared purposes.

Leadership is a system of organized method of operation in controlling work performance (Heinrich, 1951 in Cooper, 2003)

Bass (1990) defined the meaning of leadership as follows:

“Leadership is an interaction between two or more members of a group that often involves a structuring or restructuring of the situation and the perceptions and expectations of the members”

Ray (1999) stated that leadership is a series of behaviors that enable a group or organization to accomplish commonly desired goals.

Meanwhile Lundy (1957) in Cooper (2003) defined Leadership as follows;

“Leadership is principally a task of planning, coordinating, motivating and controlling the efforts of others toward a specific objective”.

Leadership is a skill. Involved in a process of two-way communication, a continuous feedback. This interaction sustains that the working morale and the felling of personal worth of each member of the team, and is in turn sustained by them. True leadership is characterized not by domination, but by service (Marrow, 1957)

Leadership implies two directions in the relationship (follower and leader), and the effectives as well as lead. His leadership indeed may include his fitting in or integrating the needs and wants of his employees with the needs and wants of his company (Calhoon and Kirkpatrick, 1956)

From the definition of the leadership above, there are similarities and also differences each other. According to Cooper (2003) the definition of leadership might depend on:

- ☐ The theoretical stance of the writer.
- ☐ The managerial approach that might be in vogue at the time.

- ☐ The managerial approach favored by the writer.
- ☐ The organizational level on which the writer may wish to focus.

2.2 Leadership Functions

According to Walter (1951) the function of leadership include: providing equipment, materials, and supplies, development of personnel, planning work, directing activities, selecting methods, and checking results.

Lindgren (1954) in Cooper (2003) stated that Leaders in various ways guide, control, direct, counsel, advise, teach, influence, and help others in the conduct of their public and private lives.

Meanwhile Ray (1999) said that one of the purpose of leadership is to enable all organizational members to choose to move in a common direction and to accomplish their organizational task successfully while learning from the tasks and growing as people. According to Clawson (2002) there are three key leadership initiative; influencing others, designing organization and selecting strategy.

2.3 Types of Leadership Style

Leadership style is how one affects the subordinates achieving corporate objectives determined by the application of appropriate leadership style used by a leader. Corporate leaders need to realize fully the role that the application of leadership styles in order to encourage companies to achieve organizational goals. In the application they have bad leaders and different leadership styles in carrying out their function as leaders. There are some type of leadership styles:

a. Trait Approach

Traits theory is seen as one of the important and primary attempts carried out from the late 1800s to the mid-1940s to identify the properties of leadership effectiveness. According to Jerry, Gray, and Starke (1984), there are certain traits and properties that determine the effectiveness of a leader. Leaders' successes and abilities are determined by certain physical, mental, and personality characteristics. According to Bass (1990), successful leadership is determined by factors classified into six groups: achievement, responsibility, capacity, participation and situation. He also claimed that leaders are born but not made. He said that "without Moses, the Jews would have remained in Egypt and without Winston Churchill the British would have given up in 1940" (p. 59).

The main assumptions of this approach or theory are manifold: (a) the common features that characterize leaders are considered as the criteria to define the suitability and successfulness of leadership; (b) an effective leader inherits and learns his/her traits; and (c) leaders are born and not made.

The Trait Approach arose from the "Great Man" theory as a way of identifying the key characteristics of successful leaders. It was believed that through this approach critical leadership traits could be isolated and that people with such traits could then be recruited, selected, and installed into leadership positions. This

approach was common in the military and is still used as a set of criteria to select candidates for commissions.

The problem with the trait approach lies in the fact that almost as many traits as studies undertaken were identified. After several years of such research, it became apparent that no consistent traits could be identified. Although some traits were found in a considerable number of studies, the results were generally inconclusive. Some leaders might have possessed certain traits but the absence of them did not necessarily mean that the person was not a leader.

Although there was little consistency in the results of the various trait studies, however, some traits did appear more frequently than others, including: technical skill, friendliness, task motivation, application to task, group task supportiveness, social skill, emotional control, administrative skill, general charisma, and intelligence.

b. Situational Approach

As the name of the approach implies, situational leadership focuses on leadership in situation. The basic premise of the theory is that different kinds of leadership. From this perspective, to be an effective leader requires that an individual adapt his or her style to the demands of different situations.

This approach sees leadership as specific to the situation in which it is being exercised. For example, while some situations

may require an autocratic style, others may need a more participative approach. It also proposes that there may be differences in required leadership styles at different levels in the same organisation.

Situational leadership stresses that leadership is composed of both a directive and a supportive dimension, and each has to be applied appropriately in a given situation. To determine what is needed in a particular situation, a leader must evaluate her or his employees and assess how competent and committed they are to perform a given task. Based on the assumption that employees' skill and motivation vary over time, situational leadership suggests that leaders should change the degree to which they are directive or supportive to meet the changing needs of subordinates.

In brief, the essence of situational leadership demands that a leader match his or her style to the competence and commitment of the subordinates. Effective leaders are those who can recognize what employees need and then adapt their own style to meet those needs.

c. Contingency Theory

This is a refinement of the situational viewpoint and focuses on identifying the situational variables which best predict the most appropriate or effective leadership style to fit the particular circumstances.

Contingency theory suggests that situations can be characterized by assessing three factors: leader-member relations, task structure, and position power. Leader-member relations refer to the group atmosphere and to the degree of confidence, loyalty, and attraction that followers feel for their leader. The second situational variable, task structure, refers to the degree to which the requirements of a task are clear and spelled out. Tasks that are completely structured tend to give more control to the leader, whereas vague and unclear tasks lessen the leader's control and influence. Position power, the third characteristic of situations, refers to the amount of authority a leader has to reward or to punish followers. Position power is strong if an individual has the authority to hire and fire or give raises in rank or pay; it is weak if a leader does not have right to do these things.

d. Path-Goal Theory

House and Mitchell (1974) in relation to Path-Goal theory describe that leadership generates motivation when it increases the number and kinds of payoffs that subordinates receive from their work. Leadership is also motivating when it makes the path to the goal clear and easy to travel through coaching and direction; when it removes obstacles and roadblocks to attaining the goal; and when it makes the work itself more personally satisfying.

In brief, path-goal theory is designed to explain how leaders can help subordinates along the path to their goals by

selecting specific behaviors that are best suited to subordinates' needs and to the situation in which subordinates are working. By choosing an appropriate style, the leaders will increase subordinates' expectations for success and satisfaction.

Furthermore, Evan, 1996; Schriesheim & Neider, 1996; Wofford & Liska, 1993 provide the definition of Goal Path Theory as follows:

"The part-goal theory of leadership attempts to explain the relationship between leader behaviors and subordinates performance and satisfaction. Based on the expectancy theory, it argues that leaders alter the expected rewards and the part toward achieving these rewards, and subordinates motivation changes accordingly."

The different components of Path-Goal theory include leader behaviors, subordinate characteristics, task characteristics, and motivation. Path-Goal theory suggests that each type of leader behavior has a different kind of impact on subordinates' motivation. Although many different leadership behaviors could have been selected to be a part of path-goal theory, this approach has so far examined as *directive, supportive, participative, and achievement-oriented* leadership behaviors (House & Mitchell, 1974).

1. Directive Leadership

Directive leadership is similar to the "initiating structure" concept described in the Ohio State studies (Halpin & Winer, 1957) and the "telling" style described in situational leadership. It characterizes a leader who gives

subordinates instructions about their task, including what is expected from them, how to be done, and the time line for when it should be completed. A directive leader sets clear standards of performance and makes the rules and regulations clear to subordinates.

2. Supportive Leadership

Supportive leadership refers to being friendly and approachable as a leader and includes attending to the well-being and human needs of subordinates. Leaders with supportive behaviors go out of his/her way to make work pleasant for subordinates. In addition, supportive leaders treat subordinates equally and give them respect for their status.

3. Participative Leadership

Participative leadership refers to leaders who invite subordinates to share in decision making. A participative leader consults with subordinates, obtains their ideas and opinions, and integrates their suggestions into the decisions regarding to how the group or organization will proceed.

4. Achievement-Oriented Leadership

Achievement-oriented leadership is characterized as a leader who challenges subordinates to perform work at the highest possible level. This leader establishes a high standard of excellence for subordinates and seeks

continuous improvement. In addition to expecting a lot from subordinates, achievement-oriented leaders show a high degree of confidence that subordinates are capable of establishing and accomplishing challenging goals.

House and Mitchell (1974) suggests that leaders may exhibit any or all of these four styles with various subordinates and in different situations. Path-Goal theory is not a trait approach that locks leaders into only one kind of leadership; leaders should adapt their styles to the situation or to the motivational needs of their subordinates.

Path-Goal theory is very suitable in service business, like in hospital because Path-Goal theory help subordinates along the path to their goals by selecting specific behaviors that are best suited to subordinates' needs and to the situation in which subordinates are working. By choosing an appropriate style, the leaders will increase subordinates' expectations for success and satisfaction. If the employees was satisfacted they will have good performance and good service in serving their customers.

e. Transformational Theory

Leadership defined as the process of influencing others to know what they have to do and how it can be done effectively and the process of facilitating people to pursue the common and shared objectives (Yukl, 2002). There are numerous way of looking at leadership and many interpretations of its meaning. Generally,

leaders are people who are able to turn their beliefs and visions into reality, through control and influence they exercise over other people (Bennis and Nanus, 1985; Hayward, 2005). According to Robbins (2003; 314) leadership means “the ability to influence a group toward the achievement of goals”.

Transformational theory began with the work of Burns (1978) and involved both leaders and followers working together to raise motivation toward an idealistic goal. This idealistic goal was one in which the aim and aspirations of both leader and followers were combined into one vision. Transformational leaders sought to energize followers as whole persons without restricting the range of their basic needs; therefore, leaders addressed the higher order needs of their followers. By leaders addressing higher order needs, they motivated followers to aspire to the organizational goals. In other words, if organizations treated employees as individuals, those employees would, in turn, demonstrate more loyalty to the company.

Robbins (2003) cited that transformational leaders are leaders who inspire followers to transcend their own self-interests and who are capable of having a profound and extraordinary effect on followers. They pay attention to the concerns and developmental needs of individual followers; they change followers' awareness of issues by helping them to look at old

problems in new ways; and they are able to excite, arouse, and inspire followers to put out extra effort to achieve group goals.

Transformational leadership is more than charisma. “ the purely charismatic (leader) want followers to adopt the charismatic world view and go no further; the transformational leader will attempt to instill in followers the ability to question not only established views but eventually those established by the leader ” (Bass and Avolio, 1985, p.14 in Robbins, 2003)

Transformational leadership is part of new “New Leadership” (Bryman, 1992), which gives more attention to the charismatic and effective elements of leadership. The central concept here is change and the role of leadership in envisioning and implementing the transformation of organisational performance. Transformational leadership refers to the process whereby an individual engages with others and creates a connection that raises the level of motivation and morality in both the leader and follower. This type of leader is attentive to the needs and motivates of followers and tries to help followers reach their fullest potential. Burns points to Mohandas Gandhi as a classic example of transformational leadership. Gandhi raised the hopes and demands of millions of his people and in the process was changed himself.

f. Transactional Theory

This approach emphasises the importance of the relationship between leader and followers, focusing on the mutual benefits derived from a form of 'contract' through which the leader delivers such things as rewards or recognition in return for the commitment or loyalty of the followers. Transactional leadership refers to the bulk of leadership models, which focus on the exchanges that occur between leaders and their followers. Politicians who win votes by promising no new taxes are demonstrating transactional leadership. Similarly, managers who offer promotions to employees who surpass their goals are exhibiting transactional leadership. In classroom, teachers are being transactional when they give students a grade for work completed. The exchange dimension of transactional leadership is very common and can be observed at many levels throughout all types of organizations.

Transactional leader is the one who believes in exchanging relationships with followers, clarifying responsibilities, monitoring activities, and rewarding subordinates for achieving objectives and correcting them for failing to achieve objectives. He recognizes accomplishment, promises rewards for achieving performance, and searches for deviations from rules and standards (Bass, 1990). In sum, these authors consider transformational leaders as more effective in reacting to circumstances and reshaping the

environment than transactional leaders because the latter motivate their followers by reward and punishment, whereas the former do so by establishing personal relationships and inspirational motivation. Despite these ideological differences, however, they further assert that transformational and transactional leadership styles complete rather than contrast each other. In other words, each style aims to reach a goal and the effective leader displays various styles in different situations.

In sum, Bass (1990) considers the effective leader as the one who has cognitive, interpersonal, and technical skills which are important and helpful in defining successful leadership.

2.4 Definition and Concept of Job Satisfaction

Job satisfaction refers to an emotional state of mind that reflects an affective reaction to the job and work situation (Dipboye et al., 1994; Farkas & Tetrick, 1989; Lance, 1991, Russel & Price, 1988). An employee tends to react negatively towards their job which caused withdrawal of behavior and feeling de-motivated towards their work function. Thus, job satisfaction is the positive and negative feelings and attitudes the people hold about the job (Schultz & Schultz, 1994) i.e. to the extent a person satisfies or dissatisfies in doing their work. Locke, 1976 defined job satisfaction as pleasurable or positive personal state resulting from the appraisal of one's job experiences. Therefore, keeping one person happy in their work is intuitively appealing to employers in any organization.

2.4.1 Theories of Job Satisfaction

There are various theories that attempt to explain why employees are satisfied or dissatisfied with their jobs, and these theories are briefly explained below:

1. Fulfillment Theory

Two main researchers i.e. Schaffer (1953) and Vroom (1964) defined fulfillment theory in terms of needs and valences. Schaffer stated that job satisfaction varies depending on the extent of actually satisfying the needs (which can be satisfied) of an individual. Vroom stated that if we consider an individual as satisfied with an object, it means that the object is with a positive valence for him.

2. Discrepancy Theory

The main notion of discrepancy theory is that people have different desires. Lawler (1994) argued that there should be a comparison made between what an individual receives and the level of the outcome. Katzell (1964) claimed that the more an individual desires of an outcome, he/she will be less satisfied with a discrepancy. Locke (1969) argued that job satisfaction and dissatisfaction can be measured and determined by the difference between what an individual wants from his/her job and what he/she perceived it is offering.

3. Equity Theory

Lawler (1994) considered equity theory as a motivation theory that gives information about the causes of satisfaction and

dissatisfaction. Adams (1963, 1965) argued that satisfaction is determined and measured by an individual's perception of the input-outcome balance. An individual's input-outcome balance determines his/her reward and the reward determines the satisfaction. According to Lawler (1994), an employee will judge his/her input-outcome balance in a comparison with other employees' balances.

4. Herzberg's Motivation-Hygiene Theory

Frederick Herzberg's motivation-hygiene theory proposed that intrinsic factors are related to job satisfaction and motivation, whereas extrinsic factors are associated with job dissatisfaction.

Figure 2.1

Motivators	Hygiene Factors
<ul style="list-style-type: none"> • Achievement • Recognition • Work Itself • Responsibility • Advancement • Growth 	<ul style="list-style-type: none"> • Supervision • Company Policy • Relationship with Supervisor • Working Conditions • Salary • Relationship with Peers • Personal Life • Relationship with Subordinates • Status • Security
Extremely Satisfied	Neutral
	Extremely Dissatisfied

Source: Robbins, S.P. and Coulter, M. (2002).

Herzberg concluded from his analysis of the findings that the replies people gave when they felt good about their jobs were significantly different from the replies they gave when they felt badly.

Herzberg believed that two entirely separate dimensions contribute to an employee's behavior at work. The first dimension, called hygiene factors, involves the presence or absence of job dissatisfiers, such as working conditions, pay, company policies, and interpersonal relationships. When hygiene factors are poor, work is dissatisfying.

The second set of factors does influence job satisfaction. Motivators fulfill high-level needs and include achievement, recognition, responsibility, and opportunity for growth. Herzberg believed that when motivators are present, workers are highly motivated and satisfied. Thus, hygiene factors and motivators represent two distinct factors that influence motivation.

Other theorists (e.g. Rose, 2001) have viewed job satisfaction as a bi-dimensional concept consisting of intrinsic and extrinsic satisfaction dimensions. Intrinsic sources of satisfaction depend on the individual characteristics of the person, such as the ability to use initiative, relations with supervisors, or the work that the person actually performs; these are symbolic or qualitative facets of the job. Extrinsic sources of satisfaction are situational and depend on the environment, such as pay, promotion, or job security; these are financial and other material rewards or advantages of a job. Both extrinsic and intrinsic job facets should be represented, as equally as possible, in a composite measure of overall job satisfaction.

Job satisfaction refers to a pleasurable or positive attitudinal orientation based on the results of an appraisal of one's job or job

experience that meet or exceed the employee's expectations (Locke, 1976; Price, 1977; Vandenberg & Lance, 1992).

Prior studies in organizational behavior tended to concentrate on job satisfaction as the core attitude in relation to turnover (Locke, 1976). Empirical research has dealt with the link between job satisfaction and turnover intention. Overall job satisfaction appeared to be associated with turnover intention (Angle & Peny, 1981; Bedeian & Armenakis, 1981). Studies of facet measures of job satisfaction also have reported significant association between turnover intention and satisfaction with work itself (Hom, et al., 1979; Kraut, 1975; Waters, Roach, & Waters, 1976) and with promotion (Hom, et al., 1979; Waters, et al., 1976).

2.4.2 Dimension of Job Satisfaction

Job satisfaction is an attitude that individuals maintain about their jobs. This attitude is developed from their perceptions of their jobs (Reilly, Catman, & Caldwell, 1991). A major goal of studying job satisfaction is to better understand the complexities of these variables and their impact on job satisfaction. Such an investigation may enable managers to understand how employees form attitudes that affect their job satisfaction (DeBats, 1982). Smith, Kendall, and Hulin (1969) supported the results of the study by Weiss, Darwin, England, and Lofquist (1967), which suggested five essential dimensions for measuring job satisfaction: the job itself, pay, promotion, opportunities, supervision, and co-workers.

1. Job itself

Perhaps most important to employee motivation is helping individuals believe that the work they are doing is important and that their tasks are meaningful.

Peoples like the job which congruent or fit with their personality. Chosen of the job make people realize on their talent. Appropriate skill in fulfilling job demand is necessary in order to success with what they did, and lead to high satisfaction in work. Job fitness with the personality will make peoples appear confidently and convince to themself that they can do best with the job.

2. Pay

The old adage "you get what you pay for" tends to be true when it comes to staff members. Salary is not a motivator for employees, but they do want to be paid fairly. If individuals believe they are not compensated well, they will be unhappy working for you. Consult salary surveys or even your local help-wanted ads to see whether the salaries and benefits you're offering are comparable to those of other offices in your area. In addition, make sure you have clear policies related to salaries, raises and bonuses.

Robbins (1998) found, Employees want incentive system and promotion policy are conducted fairly. If incentive is seen as

something fair based on job capacity and level of individual's skill, it is possible leads to satisfaction.

3. Promotion opportunities

Individuals at all levels of the organization want to be recognized for their achievements on the job. Their successes don't have to be monumental before they deserve recognition, but your praise should be sincere. If you notice employees doing something well, take the time to acknowledge their good work immediately. Publicly thank them for handling a situation particularly well. Write them a kind note of praise. Or give them a bonus, if appropriate. You may even want to establish a formal recognition program, such as "employee of the month."

Other research from Robbins (1998), Employees tend to like jobs that give variety and opportunities to use one's skills. These characteristics make the job more challenging and interesting. If the job less in challenge, it feel bored. Too many challenges will create frustration since there are many barriers come needs to handle. If in middle challenge, employee will feel enjoy ness, happiness and satisfied.

4. Supervision

To decrease dissatisfaction in this area, company must begin by making wise decisions when appoint someone to the role of supervisor. Be aware that good employees do not always make good supervisors. The role of supervisor is extremely difficult. It

requires leadership skills and the ability to treat all employees fairly. Company should train supervisors to use positive feedback whenever possible and should establish a set means of employee evaluation and feedback so that no one feels singled out.

5. Co-workers

Remember that part of the satisfaction of being employed is the social contact it brings, so allow employees a reasonable amount of time for socialization (e.g., over lunch, during breaks, between patients). This will help them develop a sense of camaraderie and teamwork.

Job satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment (Levinson, 1997, Moser, 1997). Lack of job satisfaction is a predictor of quitting a job (Alexander, Lichtenstein and Hellmann, 1997; Jamal, 1997).

2.5 The Effect of Job Satisfaction on Employee Performance

Based on Northouse (2003) there are 3 effects of job satisfaction on employee performance:

1. *Satisfaction and Productivity.*

At the individual level, the evidence suggests that the reverse to be more accurate—that productivity is likely to lead to satisfaction. If it is seen from the individual level to that organization, there is renewed support to the original satisfaction-

performance relationship. Organizations with more satisfied employees tend to be more effective than organizations with fewer satisfied employees. So, it might not be possibly true to say that a happy worker is more productive, but happy organizations are possibly more productive.

2. Satisfaction and Absenteeism.

There is a negative relationship between satisfaction and absenteeism. While it certainly makes sense that dissatisfied employees are more likely to miss work, other factors have an impact on the relationship and reduce the correlation coefficient.

3. Satisfaction and Turnover.

Satisfaction is also negatively related to turnover, but the correlation is stronger than absenteeism. Job satisfaction is more important in influencing poor performers to stay than superior performers. Regardless the level of satisfaction, the latter are more likely to remain with the organization because the receipt of recognition, praise, and other rewards give them more reasons for staying.

2.6 Responses of Dissatisfaction from Employees

Northouse on 2003 said there are 4 responses of dissatisfaction from employees:

1. Exit

Dissatisfaction is expressed through behavior directed toward leaving the organization, including looking for a new position as well as resigning.

2. Voice

Dissatisfaction expressed through active and constructive attempts to improve condition, including suggesting improvements, discussing problem with superiors, and some forms of union activity.

3. Loyalty

Dissatisfaction expressed by passively waiting for conditions to improve, including speaking up for the organization in the face of external criticism and trusting the organization and its management to "do the right thing."

4. Negligence

Dissatisfaction expressed through allowing conditions to worsen, including chronic absenteeism or lateness, reduced effort, and increased error rate.

Exit and neglect behavior encompass the performance variables-productivity, absenteeism, and turnover. But this model expands employees' response to include voice and loyal-constructive behaviors that allow individuals to tolerate unpleseant situations or to revive satisfactory working condition.

2.7 Empirical Researches

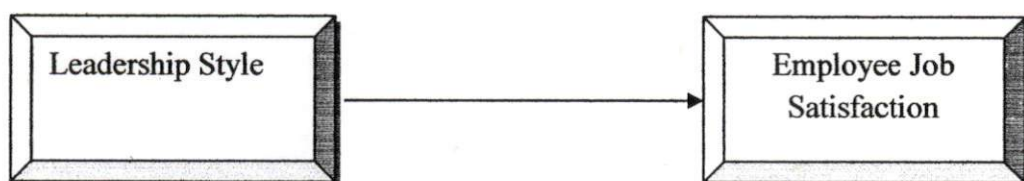
Research done by Alam and Mohammad (2009) investigates the level of job satisfaction and intent to leave among Malaysian nurses. The objectives of the study were to examine the level of perceived job satisfaction and intention to leave. Based on the literature reviews an instrument of six facets of job satisfaction and intention to leave was developed to find the level of perceived job satisfaction and intention to leave. For this purpose, data from 153 nurses in one of the public sector hospitals in Perlis, were used. Findings of this study suggested that the nursing staffs were moderately satisfied with their job in all the six facets of job satisfaction i.e. satisfaction with supervisor, job variety, closure, compensation, co-workers and HRM/management policies and therefore exhibits a perceived lower level of their intention to leave the hospital and the job. Based on the findings recommendations and suggestions for health managers and health policy makers are presented.

Research done by Ababneh (2009) found revealed that leadership style and leaders' competencies were statistically and significantly related to overall job satisfaction. Leaders' competencies were found to be the best predictor of job satisfaction. Moreover, it is found that competencies (in addition to emotional intelligence) like communication skills, solving problems, listening effectively, processing information, motivating successfully, delegating responsibilities, building personal relationships, focusing on working efficiently, taking action, and achieving results have a significant effect on forming leadership styles.

2.8 Conceptual Framework

Based on the review of literature, the research will examine relationship of leadership style and employee job satisfaction. The research hypothesis will be described in a conceptual model as shown in Figure 2.2

Figure 2.2
Conceptual Framework



2.9 Hypothesis

Ho: Leadership styles have no impact on job satisfaction of employees of PT.PLN (Persero) Cabang Payakumbuh

Ha: The leadership styles have positive impact and significant to the job satisfaction of employees of PT.PLN (Persero) Cabang Payakumbuh.

CHAPTER III

RESEARCH METHOD

3.1. Research Design

To address on the research questions, this research used quantitative research. For quantitative method, primary and secondary data collections are needed. Primary data is gathered by doing preliminary survey and questionnaires distribution to employees of PT.PLN (Persero) Cabang Payakumbuh. Then, secondary data is gathered by doing literature review. Quantitative method is used to quantitatively test hypotheses of the research.

3.2. Data Collection Method

The data for this research is collected by doing preliminary survey and interviews, distributing questionnaires, and reviewing literature. The methods are described at the following sections.

3.2.1. Primary Data Collection

3.2.1.1. Preliminary Survey

Preliminary survey was done by direct observing the daily business processes. It is done to get an overview about the leadership style that used by the company and whether it is success to satisfied the employees or not.

3.2.1.2. Open Question

The questions put in the questionnaire. The question use to compare the respondents answer that they fill in questionnaire or that they write in the answer sheet of the question. The questions spread to employees of PT.PLN (Persero) Cabang Payakumbuh to get deepest information about the overview that used by the company and confirmations of employees' satisfaction and their perception to leadership role and the suitable leadership style used to manage it.

3.2.1.3. Questionnaires

The questionnaires distributed to PT.PLN (Persero) Cabang Payakumbuh employees were utilized to measure how far the leadership style influence the employees' satisfaction, the effect of employees' satisfaction to the service quality in the company and the suitable leadership style used to manage it. The utilization of questionnaires in the data collection is to test and analyze the effect of independent variables include leadership style and employees' job satisfaction in PT.PLN (Persero) Cabang Payakumbuh as dependent variable.

The sample of the questionnaires is attached at the end of this thesis (Appendix A).

3.2.1.3.1. Population and Sample

Sekaran (2003) conceptualized population as entire group of people, events, or things of interest that the researcher wishes to investigate. Population of the research is the employees' at PT.PLN

(Persero) Cabang Payakumbuh. It's means that we only use employees for the sample because the limitation of the reasearch.

According to Sekaran (2003), sample is a subset of population. Sampling design for questionnaires and interviews will now be explained.

1. Sample size of the research for questionnaires is 100 respondents. The reason to choose the sample size is based on Roscoe (1975) Sekaran (2003, p. 295) who conceptualized the rules of thumb for determining sample size:

- Sample sizes larger than 30 and less than 500 are appropriate for most research.
- Where samples are to be broken into subsamples; (male/females, juniors/seniors, etc.), a minimum sample size of 30 for each category is necessary.
- In multivariate research (including multiple regression analyses), the sample size should be several times (preferably 10 times or more) as large as the number of variables in the study.

Convenience sampling design of the research is used to obtain information from specific target groups and conveniently available. Sekaran (2003) says that "The sampling here—purposive sampling is confined to specific types of people who can provide the desired information, either because they are the only ones who have it, or conform to some criteria set by the researcher. In this research, the samples are 100 respondent employees of PT.PLN (Persero) Cabang Payakumbuh. Sekaran

(2003) refers convenience sampling as the collection of information from members of the population who are conveniently available to provide it.

3.3. Conceptualization and Operationalization of Variables

3.3.1. Dependent Variable

The research uses employee job satisfaction as dependent variable.

There are five essential dimensions of job satisfaction: the job itself, pay, promotion, opportunities, supervision, and co-workers.

3.3.2. Independent Variables

Leadership style as the independent variable of this research. There are some type of leadership styles:

- a. Trait Approach
- b. Situational Approach
- c. Contingency Theory
- d. Path-Goal Theory
- e. Transformational Theory
- f. Transactional Theory

For the detail of the conceptualization and operationalization of the research, the variables are explained in Table on the next page.

Table 3.1
Conceptualization of Variables

No.	Concept	Sub Concept	Definition
1.	Job Satisfaction	1. Job Itself	Employee motivation is helping individuals believe that the work they are doing is important and that their tasks are meaningful.
		2. Pay	Salary is not a motivator for employees, but they do want to be paid fairly.
		3. Promotion Opportunities	Individuals at all levels of the organization want to be recognized for their achievements on the job.
		4. Supervision	To decrease dissatisfaction in this area, you must begin by making wise decisions when you appoint someone to the role of supervisor.
		5. Co-worker	Remember that part of the satisfaction of being employed is the social contact it brings, so allow employees a reasonable amount of time for socialization (e.g., over lunch, during breaks, between patients). This will help them develop a sense of camaraderie and teamwork.
2.	Leadership Style	1. Trait Approach	This approach leadership traits could be isolated and that people with such traits could then be recruited, selected, and installed into leadership positions.
		2. Situational Approach	Effective leader requires that an individual adapt his or her style to the demands of different situations.

Source: Weiss, Darwin, England, and Lofquist (1967)

No.	Concept	Sub Concept	Definition
	Leadership Style	3.Contingency Approach	Focuses on identifying the situational variables which best predict the most appropriate or effective leadership style to fit the particular circumstances.
		4. Path-goal Theory	How leaders can help subordinates along the path to their goals by selecting specific behaviors.
		5.Transformational Theory	The process whereby an individual engages with others and creates a connection that raises the level of motivation and morality in both the leader and follower.
		6. Transactional Theory	The bulk of leadership models, which focus on the exchanges that occur between leaders and their followers.

Sources: Northouse (2003)

3.4. Analysis Methods

Analysis method that is used in this research is regression. This method is a statistical analysis tools to test the effect of leadership style on employee job satisfaction.

Then, the data and information gathered from the data collection activities to explore the type of the leadership style that used by the company and how the leadership style effect the employee job satisfaction in PT.PLN (Persero) Cabang Payakumbuh.

3.4.1. Data Analysis

Rating scales of this research are questionnaire's questions based on Likert's Scales where they are designed to examine how strong the subjects agree or disagree with the statements on a 5-point scale (Sekaran, 2003). The anchors are:

- | | | |
|---|---|------------------------|
| 1 | = | Strongly Disagree (SD) |
| 2 | = | Disagree (D) |
| 3 | = | Netral (N) |
| 4 | = | Agree (A) |
| 5 | = | Strongly Agree (SA) |

The formulation of the research's regression is:

$$Y = a + bX$$

In which:

Y = Employee Job Satisfaction (Dependent Variable)

a = Constant

b = Regression Coefficient

x = Leadership Style (Independent Variable)

The effect of independent variables to dependent variable will occur if the significant of $p \leq 0.05$. If the coefficients (b) for independent variables are significant, means that it has effect to dependent variable.

3.4.2. Descriptive Analysis

3.4.2.1. Respondents Descriptions

The respondents are characterized by their ages, sexes, working periods, and most current educations.

3.4.2.2. Factors description

This section will describe the effects of leadership style on employee job satisfaction in PT.PLN (Persero) Cabang Payakumbuh. Leadership styles were summarized as how one affects the subordinates achieving corporate objectives determined by the application of appropriate leadership style used by a leader. The leadership style effect the employee job satisfaction. Employee job satisfaction is very important to the company because it is also related with the service quality that provide by the employees' to the customers.

CHAPTER IV

COMPANY PROFILE

4.1. The History of PT. PLN (Persero)

The History of PT. PLN (Persero) divided to three periods; they are the Dutch colonialism Period, Japanese colonialism, and the era proclamation of Indonesia's Independence until nowadays. In the era of Dutch Colonialism until 1942 in Indonesia there are a organization that serve an electrical energy to government, regional autonomy (gemente), or private organization.

In Indonesia, electrical use start on early 20th century, the main function of electrical at that time is for lighting as alternate of traditional lamp that still use kerosene as main energy. At that time, the electrical company in Indonesia held by private organization that appointed of Dutch Colonial. In running the company the private company that appointed of Dutch Colonial using a monopoly system that means they are only a company that held an electrical energy in Indonesia.

In the early of 1905, when Indonesia still holding by Dutch Colonial, the electrical company starting held in Bandung, West Java. This company ran by monopoly system by Dutch's private company, *Bandoengsche Electriciteit Maatschappij (BEM)*, which got a license from Dutch Colonial to hold a electrical company in Bandung. But in

1913, the distributor of electrical energy in all areas in Indonesia holds by "*Land Waterkraccht Bedriif (LWB)*".

First time, the electrical company that held by Dutch Colonial just used for private sector, then their growth to be a company that serve an electric energy for public use. The pioneer for this action is a Dutch's private company NV.NIGM that growth from the only gas company to the electrical company. During the World War II, all of companies in Indonesia hold by Japanese Colonial. But after declaration of Indonesia Independence in August 17th 1945, all companies that hold by Japan captured by Indonesian youths, specifically in September 1945. Then in October 27th 1945, these companies gave to the government. President Soekarno at that time create a gas and electrical service company with the capacity of powerhouse is only 157, 5 MW.

Based on Presidential Decree (Kepres) No. 163, in October 3rd 1953 about nationalization of Dutch Company, all of Dutch companies after the end of concession these companies will take over and join with National Service Company.

Then in 1958, DPR and Indonesian government publish the regulation about Nationalization of all Dutch company and Government law no 18th about Nationalization of Gas and Electrical Companies (P3LG). Based on the regulations of P3LG all of Dutch Companies will take over by government.

Through the letter of Minister of public works (PU) no. P254/42/17 at September 23rd 1958, Electrical Service Company replaced

by National Electrical Company (BPU-PLN). PLN formed based on PP No.19 in 1965 and have a position below the Department of Public Works and Electrical Energy (PUTL).

Minister of Public Works and Energy publish the Letter of Ministerial Decree no. Menteri 161/ 20 in May 20th 1961 that have ideas:

1. BPU is a National Electrical Company that have job to serve an electric to all consumer and formally incorporated.
2. The organization BPU-PLN headed by director.
3. In some areas formed general exploitation areas (Generator and Distributor)
4. To run a company in the some areas, so the branch offices build there.
5. Exploitation areas especially in Distributor area divided in to some sectors.

In January 1, 1965, BPU-PLN was dissolved and formed two companies states that the State Electricity Company (PLN), which manages the electric power and the State Gas Company (PGN), which manages the gas. It was PLN's generation capacity of 300 MW. In 1972, the Government of Indonesia has set the status of the State Electricity Company as the State Electricity Company (PLN). Year 1990 by Government Regulation No. 17, PLN is defined as the holder of the power of electricity business. In 1992, the government gives opportunity to the private sector to move in the business of electricity supply. In line with the

above policy, in June 1994 PLN status transferred from the Public Company into Limited Liability Company (Persero).

Since October 27th, 1945, then that day commemorated as Electricity and Gas Day that commemorated at the first time in October 27th, 1946 in Yogyakarta. Date October 27th 1945 officially appointed as Electricity and Gas Day is based on The Letter of Public Works and Energy Minister No. 20 in 1960. But, based on Ministerial Decree of Minister Public Works and Energy No. 235/Kpts/1975 in September 30th 1975, the memorial of Electricity and Gas Day combined with The Day worship service public works and electric power in December 3rd. But considering the importance of spirit and values of electricity day, so based on Mining and Energy Ministerial Decree No. 1134.k./43.pe/1992 in August 31st, 1992 appointed as The National Electricity Day.

The scope of PLN operation is very broad and it covers the whole of Indonesia, which consists of more than 13,000 islands. In its development, PT PLN (Persero) has established 6 subsidiaries and a joint venture company, namely:

1. PT Indonesia Power, which is engaged in power generation and other businesses involved, which stand on 3 October 1995 under the name of the new PT PJB I and September 1, 2000 the name of company, was changed to PT Indonesia Power.
2. PT. Generation Java-Bali (PT PJB) is engaged in power generation and other efforts related and established on 3

October 1995 under the name of PT PJB II and September 22, 2000, the name was changed to PT PJB.

3. National Electric Service Batam (PT PLN Batam); which is engaged in the supply of electricity for the public interest in the area of Batam Island. Founded on October 3, 2000.
4. PT Indonesia Comnets Plus, which is engaged in telecommunication business, was founded on October 3, 2000.
5. PT Prima National Services Engineering (PT PLN Engineering) is engaged in Engineering Consultants, Engineering Supervision Engineering and Construction, was established on October 3, 2002.
6. National Electric Service Tarakan (PT PLN Tarakan), is engaged in the supply of electricity for the public interest in the island of Tarakan.
7. Geo Dipa Energi, a joint venture company PLN - PERTAMINA engaged in Power Plants, especially the use of geothermal energy.

As a Limited Liability Company, the Subsidiary is expected to move more freely by form the Joint Venture Company, to sell shares in the Stock Exchange, issuing bonds and other business activities. In addition, in anticipation of Autonomy, PLN has also formed a Strategic Business Unit on the basis of territorial management with broader authority.

4.2. PT. PLN (Persero) and BUMN

Based on the Regulation No. 19 in 2003 about State-Owned Enterprises (BUMN), the BUMN are:

1. State-Owned Enterprises, hereinafter referred to as BUMN, is a business entity that all or most of the capital owned by the state through direct investment that comes from wealth separated state.
2. Perseroan Company, hereinafter referred to as Persero is the state-owned limited company whose capital is divided into shares of all or at least 51% (fifty one percent) of its shares owned by the Republic of Indonesia whose main pursuit of profit.
3. Listed company, hereinafter referred to as Open, is the capital s and number of shareholders meet certain criteria or Persero that its public offering in accordance with legislation in the field of capital markets.
4. Public Corporation, hereinafter called the Public Corporation, is a wholly owned BUMN state and not divided into shares, which aims for the public benefit of providing goods and / or high-quality service and simultaneously pursues profits based on the principles of corporate management.

Based on the regulation PT.PLN (Persero) including on the State-Owned Company (BUMN) that means the capital of them divided at least

51% (fifty one percent) to the government of the Republic of Indonesia. PT.PLN (Persero) including on the state-owned company that run in energy.

4.3. Vision, Mission, Values and Motto of PT. PLN (Persero)

a. Vision

“Recognized as world Class Company that is growing, superior, and trusting that focus on human potentials”

b. Mission

1. Running the electricity business and other business related field, oriented on customer satisfaction, member of the company and shareholders.
2. Making electricity as a medium to improve the quality of community life.
3. Striving for electricity power to drive economic activity.
4. Running environmentally friendly business activities.

c. Values

1. Mutual trust
2. Integrity
3. Care
4. Learner.

d. Motto

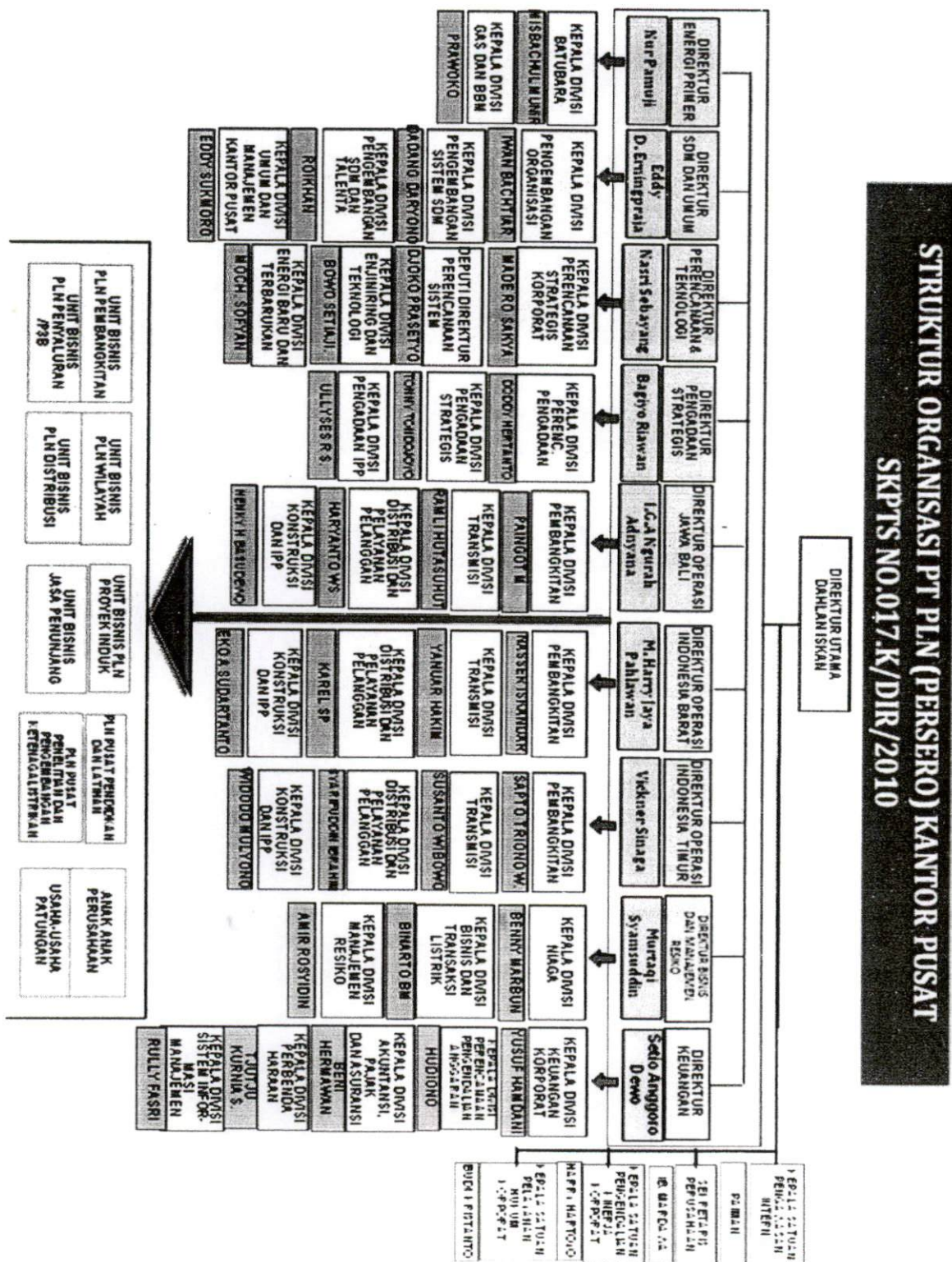
“Electricity for better life”

4.4. Organization Structure of PT.PLN (Persero)

Based on Direction Decree No.017.K/DIR/2010, the Organizational Structure of PT. PLN (Persero) Indonesia, and the list of director are as follow:

President Director	: Dahlan Iskan
Director of Primer Energy	: Nur Pamuji
Director of HRM	: Eddy D. Erningpraja
Director of Planning and Technology	: Nasri Sebayang
Director of Strategic Complain	: Bagiyo Riawan
Director Operational of Java and Bali	: I.G.A Ngurah Adnyana
Director Operational West Indonesia	: M.Harry Jaya Pahlawan
Director Operational of East Indonesia	: Vickner Sinaga
Director of Business and Risk Mng	: Murtaqi Syamsudin
Dirrector of Financial	: Setio Anggoro Dewo

Indonesia



4.5. PT. PLN (Persero) West Sumatera

PT PLN (Persero) Region of West Sumatra was trying to realize the vision of the company, namely "Being a world class company that grows, develops, superior and reliable", through the implementation of two major missions. The first mission is to "Doing Business-oriented Electrical customer satisfaction, employee, owner and intimate environment." While the second mission is "Making electricity to improve the quality of community life and fostering economic growth."

By implementing the above vision and mission, expected to PT PLN (Persero) Region of West Sumatra to organize the supply of electricity for public interest in adequate quantity and quality and foster profitability and implement assignment from the government in the electricity sector in order to support national development by applying the principles of limited liability companies.

PT PLN (Persero) Region West Sumatra carries a big mandate for electricity services in West Sumatra. A change to the improvement of service continues to be, some amendment PLN Organization, like the existence of the Presidential Decree No. 139 of 1998 in September 11th, 1998 on Restructuring and Rehabilitation Team PT. National Electricity Company (Persero). PLN has issued Directors Decree No. 113.K/010/DIR/2001 Date May 25th, 2001 so that PLN Region III status changed to PT. PLN (Persero) West Sumatra-Riau Business Unit which includes the formation of Zone of West Sumatra. Then PT. PLN (Persero) Region of West Sumatra-Riau was split into a PT. PLN (Persero) Region

of West Sumatra and PT. PLN (Persero) Region Riau which stands alone as the Board of Directors Decision No. 089.K/010/DIR/2002 Date July 2nd, 2002 on the amendment in the Environment Business Unit Organization PT. PLN (Persero).

PT.PLN (Persero) Wilayah West Sumatera has four branch offices, they are:

1. PT.PLN (Persero) Cabang Padang.
2. PT.PLN (Persero) Cabang Solok.
3. PT.PLN (Persero) Cabang Bukittinggi
4. PT.PLN (Persero) Cabang Payakumbuh

4.6. PT. PLN (Persero) Cabang Payakumbuh

PT.PLN (Persero) Cabang Payakumbuh is the youngest branch office among four branch offices in PT.PLN (Persero) Wilayah West Sumatera. PT.PLN (Persero) Cabang Payakumbuh held on January 2008.

Before PT.PLN (Persero) Wilayah West Sumatera built their branch office in Payakumbuh, there are only have a rayon office below the PT.PLN (Persero) Cabang Bukittinggi.

Based on interview that that writer held to the HRM Supervisor at PT.PLN (Persero) Cabang Payakumbuh, Mr. Yendra, writer got an information that if the main reason PT.PLN (Persero) Wilayah West Sumatera expand to Payakumbuh is because the autonomy reason.

Payakumbuh start to growth become a big city in West Sumatera, so the government of Payakumbuh thought PT.PLN (Persero) Wilayah West Sumatera have to expand their office in Payakumbuh from Rayon offices become a branch offices. PT.PLN (Persero) Wilayah West Sumatera also considering the region that including in PT. PLN (Persero) Cabang Bukittinggi that to wide, so the request from government of Payakumbuh can be accepted.

After take a process and time, finally in January 2008 PT.PLN (Persero) Cabang Payakumbuh officially launched. As a branch office, PT.PLN (Persero) Cabang Payakumbuh consist of four rayon offices, they are:

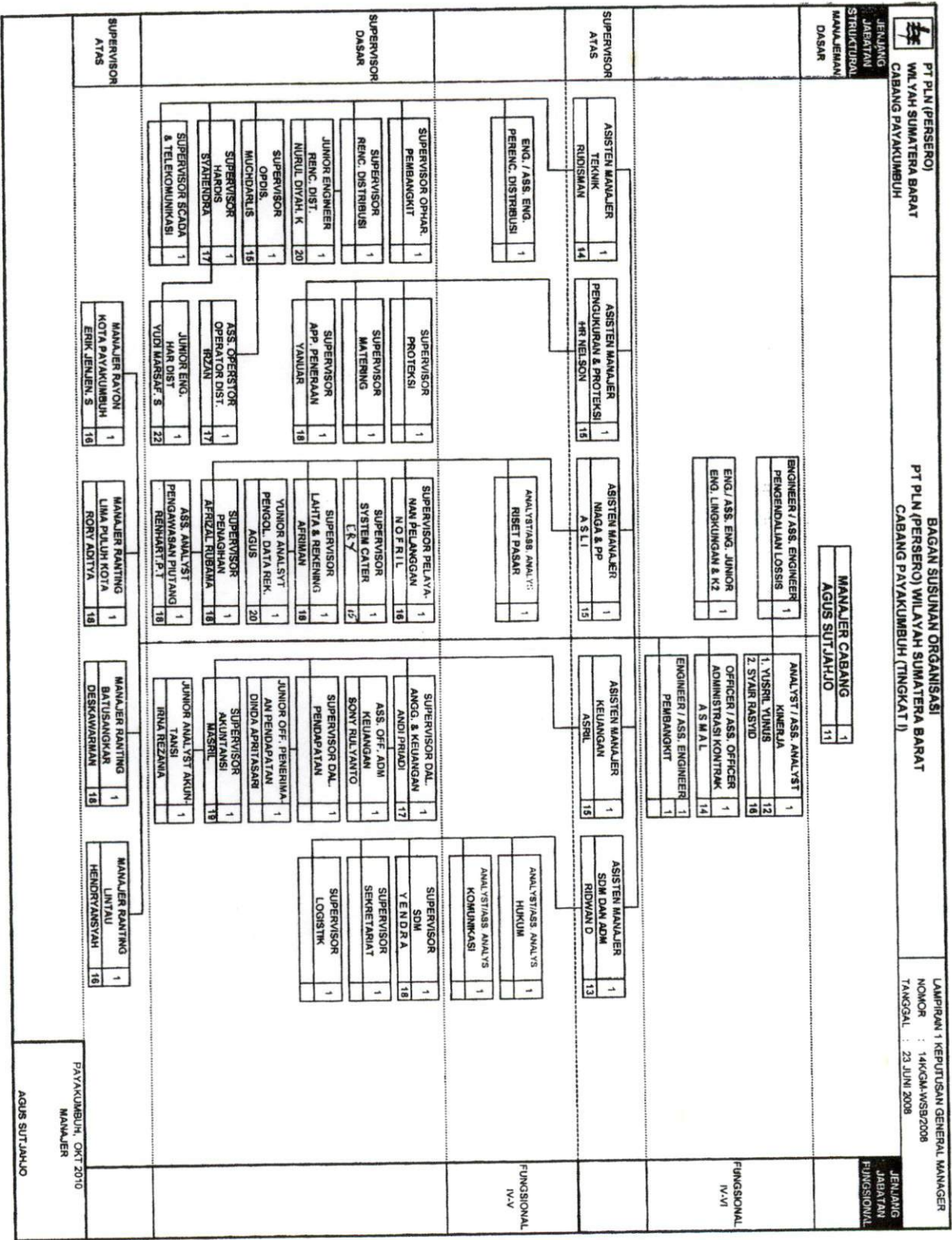
1. PT.PLN (Persero) Rayon Payakumbuh,
2. PT.PLN (Persero) Ranting Batusangkar,
3. PT.PLN (Persero) Ranting 50 Kota,
4. PT.PLN (Persero) Ranting Lintau.

These four rayon offices lead by the rayon manager, and have some supervisors and staff in the rayon offices to help them in running the rayon offices well.

Not only has that, these four rayon offices also consisted of some sub-rayon offices or "*pos jaga offices*" that located in suburb, it is help PT.PLN (Persero) to solving the problem in suburb area.

Figure 4.2 Organizational Structure of PT.PLN (Persero) Cabang

Payakumbuh



CHAPTER V

RESULT AND DISCUSSION

5.1 Data Analysis

This chapter discusses the analysis of data and research results related to the influence of leadership style on job satisfaction of employees at PT PLN (Persero) Cabang Payakumbuh. To know the answer then be distributing questionnaires to 100 respondents who were employees of PT PLN (Persero) Cabang Payakumbuh. But the questionnaire is returned only by 60 questionnaires. So the data processing is only done to 60 questionnaires. The samples used in this study was purposive sampling, i.e. sampling conducted on the basis of characteristics - a specific characteristic Through information obtained from questionnaires can be found filling the possibility of differences of opinion arising as a manifestation of feeling satisfied or not satisfied that the respondent felt on leadership style company. In this way the respondents in this study to see what indicator those influence job satisfaction of employees of PT PLN (Persero) Cabang Payakumbuh.

In more details, this chapter will discuss about the respondent descriptive review, analysis and effect relationship between variables and testing hypotheses and discussion.

5.1.1. Validity Test and Reliable

Validity test is the accuracy or precision of an instrument in measuring what you want measured. Techniques of correlation calculation performed using correlation of corrected item with total correlations. This analysis is done by correlating each item score with total score and make corrections to the correlation of coefficient value that over estimate.

Validity test was conducted to examine whether the questionnaire feasible for use as a research tool or not. Valid means that the instrument can be used to measure what it should be measured. Reliable means that the instrument used several times to measure the same object, would produce the same data (Sugiyono, 2008).

The criteria of validity that is when the coefficient of each question with r table greater than r table so the instrument is valid (value of r table with respondents as much as 30 persons is 0.361)

5.1.1.1 Validity Test

As an initial analysis, validity test conducted to all respondents who totaled 60 respondents. The result of validity test to 48 questions that consist of 32 questions of job satisfaction and 16 questions of leadership styles as pointed in the table 5.1 below.

Table 5.1**Resume of Validity Test**

No	Indicators	rtable	raccount	Explanation
	Job Satisfaction			
Work Itself				
1	This job is very meaningful to me	0.254	0.536	Valid
2	I am proud of my job	0.254	0.492	Valid
3	I was motivated to work harder	0.254	0.588	Valid
4	Bureaucracy makes it difficult me in carrying out duties	0.254	0.658	Valid
5	I like the job desk I did in my work	0.254	0.525	Valid
6	My work is too much	0.254	0.332	Valid
7	I get clear instructions about what should I do	0.254	0.355	Valid
8	Many of the company's procedures and regulations that prevent me to do a good job	0.254	0.624	Valid
9	I do not understand what the purpose of the company	0.254	0.607	Valid
10	I like my job	0.254	0.508	Valid
Salary				
11	Salary earned in the company got as good as another	0.254	0.309	Valid
12	I am satisfied with benefits that I received	0.254	0.312	Valid
13	Salaries are obtained in accordance with the work I do	0.254	0.337	Valid
14	The leader give a fair salary to all	0.254	0.366	Valid

No	Indicators	rtable	raccount	Explanation
	employees			
15	The leader have a clear policy regarding salaries, salary increases and bonuses	0.254	0.456	Valid
16	Benefits I received fair and equal	0.254	0.458	Valid
Promotion Opportunities				
17	Opportunities for promotion in this job is very open	0.254	0.369	Valid
18	The company provides many rewards to the employees	0.254	0.355	Valid
19	The leader give awards for employees who outstanding work that will motivate employees	0.254	0.502	Valid
20	Who is doing the job well have the same opportunity for promotion	0.254	0.414	Valid
21	Achievements of employees always carefully and correctly assessed	0.254	0.434	Valid
Supervisor				
22	The leader give equal treatment to all employee	0.254	0.292	Valid
23	I feel be able to trust my supervisor	0.254	0.262	Valid
24	My supervisor understand what is felted by his subordinates	0.254	0.655	Valid
25	I like my supervisor	0.254	0.425	Valid
26	My supervisor is competent in his work	0.254	0.492	Valid
27	The leader have implemented a good method of monitoring and supervision	0.254	0.627	Valid
Co-Workers				
28	Working relationship with others co-workers goes well	0.254	0.582	Valid

No	Indicators	rtable	raccount	Explanation
29	I can adapt well in work environment	0.254	0.437	Valid
30	I like my co-workers	0.254	0.520	Valid
31	Conflict at work is very rare happen	0.254	0.542	Valid
32	Established good cooperation between co-workers	0.254	0.568	Valid
	Leadership Style			
Trait Approach				
1	The leader communicate effectively to employees	0.254	0.333	Valid
2	The leader are people who consistently and confidently	0.254	0.421	Valid
3	The leader are a good and warm person	0.254	0.289	Valid
Situational Approach				
4	The leader told employees about what they have to do and how to do a job	0.254	0.379	Valid
5	The leader provides the opportunity for employees to discuss their problems	0.254	0.422	Valid
6	The leader working with employees to make their tasks	0.254	0.355	Valid
Contingency Approach				
7	The leader are open-minded person	0.254	0.388	Valid
8	The leader are a pleasant person	0.254	0.385	Valid
Path-Goal Theory				
9	The leader create a good relationship between supervisor and employee	0.254	0.255	Valid
10	The leader gives clear explanations to subordinates to comply with the	0.254	0.358	Valid

No	Indicators	r _{table}	r _{account}	Explanation
	regulations			
11	The leader gives targets for employee to motivate employees	0.254	0.470	Valid
Transformational Theory				
12	The leader trust to the employees	0.254	0.362	Valid
13	The leader motivates employees to work better	0.254	0.500	Valid
14	The leader helps employees to develop themselves	0.254	0.340	Valid
Transactional Theory				
15	The leader create a pleasant working atmosphere	0.254	0.522	Valid
16	The leader always be wise in solving problems	0.254	0.547	Valid

Source: analyzed data

Based on the results validity test with the SPSS program 15 for windows, r account values obtained for each item is greater than the value of r table (0,254). Thus, for 48 items tested statement is valid. Question that have highest validity value for the job satisfaction questionnaire is question number 2 about co-workers that the question is they have good relationship with their co-workers with coefficient correlation value is 0.0658. And the question that has lowest validity value is the question number 23 about supervisor, that the question has coefficient correlation value is 0.262.

And for the leadership style instrument, the highest coefficient correlation value is the question number 16 about the wise leader in solving

problem. This question has coefficient correlation value is 0.547 and for lowest coefficient correlation is the question number 6 about the leader that create a good relationship with the employees that have coefficient correlation value is 0.255.

5.1.1.2 Reliability Test

Validity test of two variables tested that are leadership style and job satisfaction can be seen on the table 5.2 below

Tabel 5.2
Result of Realibility Test

Variable	Cronbach's Alpha	Number of Questions
Leadership Style	0.791	16
Job Satisfaction	0.847	32

Source: analyzed data

From the table 5.2 we can expalin that the value of alpha cronbach for leadership style that consist of trait approach, situational approach, contingency approach, path-goal theory, transformational theory, transactional theory is 0.791 and the value of of alpha cronbach for job satisfaction that consist work, salary, promotion opportunities, supervisor, and coworkers is 0.847. So, it's mean that all of questions in the questionnaire is reliable, as state by Triton (2006)

5.1.2 Characteristic of The Respondents

1. Respondent Characteristic Based on Gender

Based on the gender, number of employees can be classified become two. For the detail can see in the table 5.3 below

Table 5.3

Characteristic of the Respondent Based on Gender

Gender	F	%
Male	35	58.3
Female	25	41.7
Total	60	100

Source: analyzed data

Based on the questionnaire on table 5.3 we know that from 60 respondents that consist of 58.3% of them is male 41.7% of them is female.

2. Characteristic of The Respondents Based on Age

The characteristic of respondent based on age in this research can classify become on 5 groups, as seen in the table 5.4.

Table 5.4

Characteristic of the Respondent Based on Age

Age	F	%
< 20 years old	2	3.3
20 – 29 years old	8	13.3
30 – 39 years old	20	33.3
40 – 49 years old	15	25.0

> 50	10	16.7
Total	60	100

Source: analyzed data

From the table 5.4 we can know that from 60 respondents, 33.3 % of them are between 30 - 39 years old, 25 % of them are 40-49 years old, 16.7% of them are older than 50 years old, 13.3 % of them are 20-29 years old, and 3.3% of them are younger than 20 years old. Data on the table can show us if the respondents in the productive age.

3. Characteristic of The Respondents based on Educational Level

The characteristic of the respondents based on education can be classified on five groups, as mentioned in the table below:

Table 5.5

The Characteristic of the Respondent Based On Educational Level

Educational Level	F	%
Elementary School	0	0.0
Junior High School	2	3.3
Senior High School	15	25.0
S-1	35	58.3
Master	8	13.3
Total	60	100

Source: analyzed data

From the data on the table 4.5, we can know that from 60 respondents, 58.3% of them are S-1, 25% of them are Senior High School, 13.3% of them are Master and 3.3% of them are Junior High School.

4. Characteristic of The Respondent Based on Position

Characteristic based on job description in this research can be classified become three, for more detail can see on the table 5.6 below:

Table 5.6

Characteristic of The Respondent Based On Job Description

Job Description	F	%
Manager	5	8.3
Supervisor	15	25.0
Staff	40	66.7
Total	60	100

Source: analyzed data

Based on the table above we can conclude that if from 60 respondents, 66.7% of them are staff, 25% of them are supervisor, and 8.3% of them are manager.

5. The Characteristic of Respondents Based On Work Duration

For the characteristic of respondents based on work duration on PT.PLN (Persero) Cabang Payakumbuh can be classified to four groups, as a table below:

Table 5.7

Characteristic of Respondents Based On Work Duration

Work Duration	F	%
< 1 year	8	13.3
1 – 5 years	20	33.3
6 – 10 years	15	25.0
> 10 years	22	36.7
Total	60	100

Source: analyzed data

Based on the data on the table above we can conclude that from 60 respondents, 33.3% of them are working on PT.PLN (Persero) Cabang Payakumbuh about 1-5 years, 36.7 % of them are working there more than 10 years, 25% of them are working there about 6-10 years, and 13.3% of them are working there less than a year.

5.1.3 Analysis of Leadership Style

People mostly know the leadership through the process of leadership, what leader say and do, and refer to typical leadership characteristics, to know the meaning leadership need a common understanding. Leadership is the activity of influencing people to cooperate toward some goal which they come to find desirable (Tead, 1935 in Cooper, 2003). Leadership style is how one affects the subordinates achieving corporate objectives determined by the application of appropriate leadership style used by a leader. Corporate leaders need to realize fully the role that the application of leadership styles in order

to encourage companies to achieve organizational goals. In the application they have bad leaders and different leadership styles in carrying out their function as leaders.

5.1.3.1 Questionnaire

Overview of the respondents answer at PT.PLN (Persero)

Cabang Payakumbuh can we see on the table 5.8 below:

Table 5.8

Overview of The Respondents Answer Regarding Leadership Style

No	Indicators	Number of Respondents					Total	Mean
		SS	S	N	TS	STS		
	TRAIT APPROACH							
1	The leader communicate effectively to employees	20	24	12	4		60	4.00
2	The leader are people who consistently and confidently	17	23	17	2	1	60	3.88
3	The leader are a good and warm person	19	32	7	2		60	4.10
	Mean							3.99
	SITUATIONAL APPROACH							
4	The leader told employees about what they have to do and how to do a job	27	25	8			60	4.32
5	The leader provides the opportunity for employees to discuss their problems	29	28	3			60	4.43
6	The leader working with employees to make their tasks	33	23	4			60	4.48
	Mean							4.41
	CONTIGENCY APPROACH							
7	The leader are open-minded person	24	29	6	1		60	4.27

No	Indicators	Number of Respondents					Total	Mean
		SS	S	N	TS	STS		
8	The leader are a pleasant person	38	16	6			60	4.53
	Mean							4.40
	PATH-GOAL THEORY							
9	The leader create a good relationship between supervisor and employee	12	29	16	3		60	3.83
10	The leader gives clear explanations to subordinates to comply with the regulations	41	15	3	1		60	4.60
11	The leader gives targets for employee to motivate employees	24	26	9	1		60	4.22
	Mean							4.32
	TRANSFORMATIONAL THEORY							
12	The leader trust to the employees	7	22	26	2	3	60	3.47
13	The leader motivates employees to work better	30	21	8	1		60	4.33
14	The leader helps employees to develop themselves	12	37	11			60	4.02
	Mean							3.94
	TRANSACTIONAL THEORY							
15	The leader create a pleasant working atmosphere	22	29	9			60	4.22
16	The leader always be wise in solving problems	39	17	4			60	4.58
	Mean							4.40
	TOTAL MEAN	24	25	9	2	2	60	4.21

Source: analyzed data

There are six kind of leadership style: Trait approach, Situational approach, Contingency approach, Path-goal theory, Transformational theory, and Transactional theory. From the analysis

of the questioner, the highest mean of leadership style is Situational Approach with mean 4.41. It means that the leader in PT.PLN (Persero) Cabang Payakumbuh focuses on leadership in situation. The basic premise of the theory is that different situations demand different kinds of leadership. From this perspective, to be an effective leader requires that an individual adapt his or her style to the demands of different situations. Based on situational approach leadership model that developed by Hersey and Blanchard (1969), there are two-by-two matrix shown in the small figure indicates that four leadership styles are possible, they are:

- **Delegating Style**

Allowing the group to take responsibility for task decisions; this is a low-task, low-relationship style.

- **Participating Style**

Emphasizing shared ideas and participative decisions on task directions; this is a low-task, high-relationship style.

- **Selling Style**

Explaining task directions in a supportive and persuasive way; this is a high-task, high-relationship style.

- **Telling Style**

Giving specific task directions and closely supervising work; this is a high-task, low-relationship style.

For the lowest means for leadership style questionnaire is transformational theory with the mean value is 3.94. Especially to question number twelve (12) that told about the trust that leader give to the employees that have lowest mean value (3.47). It's mean that in PT.PLN (Persero) Cabang Payakumbuh, the leader should more trust to the employees there. Based on Bernard Bass (1965) about transformational leadership, transformational leadership occurs when a leader transforms, or changes, his or her followers in three important ways that together result in:

- Increase subordinates' awareness of the importance of their tasks and the importance of performing well.
- Make subordinates aware of their needs for personal growth, development, and accomplishment.
- Motivate their subordinates to work for the goal of the organization rather than exclusively for their own personal gain or benefit.

The leader in PT.PLN (Persero) Cabang Payakumbuh should increase their trust to the employees, and motivate their subordinates to work goal of the organization rather than their own personal benefit.

Commonly, for the leadership style in PT. PLN (Persero) Cabang Payakumbuh is about 4.21 (84.2%). Where 24 respondents (40%) tell that they are very agree, 25 respondents (41.67%) tell that

they are agree, 9 respondents (15%) tell that they are neutral and 2 respondents (3.33%) tell that they are disagree and very disagree. This is showing us if almost all respondents tell that the leadership style in PT.PLN (Persero) Cabang Payakumbuh is very good.

5.1.3.2 Open Question

There are 3 question for open question:

1. How do you think about the leadership style that applied in PT.PLN (Persero) Cabang Payakumbuh ?
2. According to you, what is the best leadership style?
3. Do you want a leadership style change in PT.PLN (Persero) Cabang Payakumbuh?

Analysis:

1. How do you think about the leadership style that applied in PT.PLN (Persero) Cabang Payakumbuh ?

From the results of open questions which are distributed to the respondents, only 36 respondents answer this question, and less of them (24 respondents) do not answer it.

Most employees said they satisfied with the leadership style in the applied current. But the others feel not satisfied yet. Even though most of respondents feel they are satisfied with the leader, common reasons that come from the respondents that feel not satisfied is they

thought the leader in PT.PLN (Persero) Cabang Payakumbuh not act like professional.

2. According to you, what is the best leadership style?

Based on the results of open questions, there are some different answers:

- a. Over 50% or 32 people want a democratic leader. These employees are given broad freedom to think and be creative, leaders should always give explanation of what should they do in every job they do and leader should give oppotunities for employees to solve their problem.
 - b. Employees also want a leader who understands his subordinates and treats every employee fairly. Employee need leaders that understand every problem that they face so that they can solve it together.They also want to be treat fairly. Unfair treatment would cause conflict within the work environment. This porblem will distroy the employee effectiveness. Leaders should be very concerned about this.
 - c. Professional. Employees need a professional leader. Skilled and expert in his work. Because it will give effect to the performance leader. Professional leader can direct the employee to work better.
3. Whether you want a leadership style change in PT.PLN (Persero) Cabang Payakumbuh? (give a reason)

In this question, most of respondents only answer by short answer. But about 25 respondents give their reason. Most of the respondents that answer by short answer want to change the leadership style in PT.PLN (Persero) Cabang Payakumbuh. This is different with the respondents that give a reason in their answers; most of them thought that the current leadership style is good enough for PT.PLN (Persero) Cabang Payakumbuh

5.1.4 Job Satisfaction

Job satisfaction refers to an emotional state of mind that reflects an affective reaction to the job and work situation (Dipboye et al., 1994; Farkas & Tetrick, 1989; Lance, 1991, Russel & Price, 1988). An employee tends to react negatively towards their job which caused withdrawal of behavior and feeling de-motivated towards their work function. Thus, job satisfaction is the positive and negative feelings and attitudes the people hold about the job (Schultz & Schultz, 1994) i.e. to the extent a person satisfies or dissatisfies in doing their work. Locke, 1976 defined job satisfaction as pleasurable or positive personal state resulting from the appraisal of one's job experiences. Therefore, keeping one person happy in their work is intuitively appealing to employees in any organization.

5.1.4.1 Questionnaire

Overview answer of the respondents about job satisfaction at PT. PLN (Persero) Cabang Payakumbuh can see in the table below:

Table 5.9

Overview Answer of The Answer of Respondents about Job Satisfaction

N0	Indicators	Number of Respondents					Total	Means
		SS	S	N	TS	STS		
	WORK ITSELF							
1	This job is very meaningful to me	33	24	3			60	4.50
2	I am proud of my job	15	35	10			60	4.08
3	I was motivated to work harder	22	26	12			60	4.17
4	Bureaucracy makes it difficult me in carrying out duties	21	32	7			60	4.20
5	I like the job desk I did in my work	27	29	4			60	4.38
6	My work is too much	25	21	14			60	4.18
7	I get clear instructions about what should I do	24	26	10			60	4.10
8	Many of the company's procedures and regulations that prevent me to do a good job	26	28	6			60	4.33
9	I do not understand what the purpose of the company	21	24	15			60	4.10
10	I like my job	27	24	9			60	4.27
	Mean							4.23
	SALARY							
11	Salary earned in the company got as good as another	25	26	9			60	4.23
12	I am satisfied with benefits that I received	22	31	7			60	4.17
13	Salaries are obtained in accordance with the work I do	19	26	15			60	3.77
14	The leader give a fair salary to all employees	24	19	17			60	4.05
15	The leader have a clear policy	17	24	19			60	3.93

N0	Indicators	Number of Respondents					Total	Means
		SS	S	N	TS	STS		
	regarding salaries, salary increases and bonuses							
16	Benefits I received fair and equal	19	24	17			60	3.90
	Mean							4.01
	PROMOTION OPPORTUNITY							
17	Opportunities for promotion in this job is very open	24	19	17			60	4.05
18	The company provides many rewards to the employees	14	21	25			60	3.62
19	The leader give awards for employees who outstanding work that will motivate employees	23	24	13			60	4.10
20	Who is doing the job well have the same opportunity for promotion	15	26	19			60	3.80
21	Achievements of employees always carefully and correctly assessed	16	31	13			60	3.85
	Mean							3.88
	SUPERVISOR							
22	The leader give equal treatment to all employee	27	20	13			60	3.90
23	I feel be able to trust my supervisor	21	22	17			60	3.67
24	My supervisor understand what is felted by his subordinates	30	24	6			60	4.33
25	I like my supervisor	18	27	15			60	3.92
26	My supervisor is competent in his work	20	26	14			60	4.07

N0	Indicators	Number of Respondents					Total	Means
		SS	S	N	TS	STS		
27	The leader have implemented a good method of monitoring and supervision	17	29	14			60	3.98
	Mean							3.98
	CO-WORKER							
28	Working relationship with others co-workers goes well	23	29	8			60	4.25
29	I can adapt well in work environment	22	23	15			60	4.05
30	I like my co-workers	12	27	21			60	3.65
31	Conflict at work is very rare happen	23	23	14			60	4.08
32	Established good cooperation between co-workers	17	20	23			60	3.77
	Mean							3.96
	Means	22	25	13			60	4.05

Source: analyzed data

Based on the survey to 60 employees of PT.PLN (Persero) Cabang Payakumbuh, we got the highest means for job satisfaction questionnaire is in the work itself dimension that has value of mean 4.23. This is showing us almost all respondents tell that their job is very important for them. The employees of PT.PLN (Persero) Cabang Payakumbuh like with their job, job desk and feel proud of it. In doing their job at PT.PLN (Persero) Cabang Payakumbuh, they feel motivated by doing better. And then the respondents also feel they done the job that related to their educational background.

And for the lowest means for job satisfaction is in dimension of promotion opportunities, especially in the question number 18 about the company provides many rewards to the employees is about 3.62. For this question 23.3% respondents tell that they are very agree, 35% tell that they are agree, and 41.7% respondent tell that they are neutral. This is show us if the employees think they are not get good reward as an appreciation from their leader or company so the employees fell not satisfied in work there.

But commonly, the job satisfaction at PT. PLN (Persero) Cabang Payakumbuh is about 4.05 (81%) where 22 respondents tell that they are very agree, 25 respondents tell they are agree and 13 respondents tell that they are neutral. This is showing us if the job satisfaction at PT.PLN (Persero) Cabang Payakumbuh is very good.

5.1.4.2 Open Question

There are two questions for open question that related to job satisfaction of employees, they are:

1. Are you happy with your current job?
2. According to your opinion what is the factors that influence the satisfaction of the employee?

Analysis:

1. Are you happy with your current job?

Most of the respondents feel proud and happy with their current job. Because they think they feel satisfied with the salary and proud can work in this company. The other reason is they feel by working at PT.PLN (Persero) Cabang Payakumbuh they can develop their self more than working outside.

2. According to your opinion what is the factors that influence the satisfaction of the employee?

Based on the respondents that answer this question (23 respondents), they are give different opinion, like:

- Co-workers
- Work environment
- Promotion
- Opportunity to growth their self.

From these four points, co-workers and work environment become the most popular answer by the respondents.

5.1.5 Normality Test

Normality test do for knowing how the population and distribution running. Is they are running normal or not. The Normality test using parametic method that means the requirements of this analysis have to fulfill. The suitable regression model is data distribution or close to normal. Imam Ghazali (2002) told that if the normality test can we use by using normal plot

graphic where if the dots in the graphic distribute around and follow the diagonal line, so it's mean that the distribution is normal.

From the normality test in this research we got graphic like in the two images below:

Figure 5.1
Normality Test
Normal P-P Plot of regression Standardized Residual

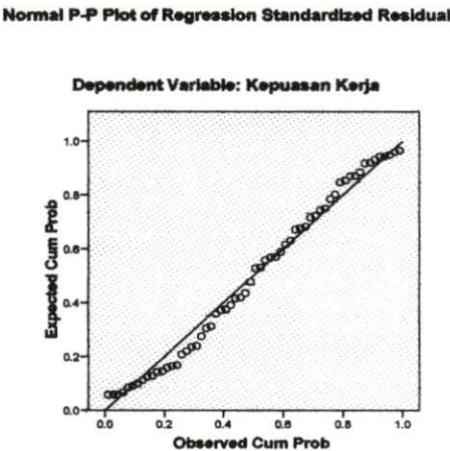
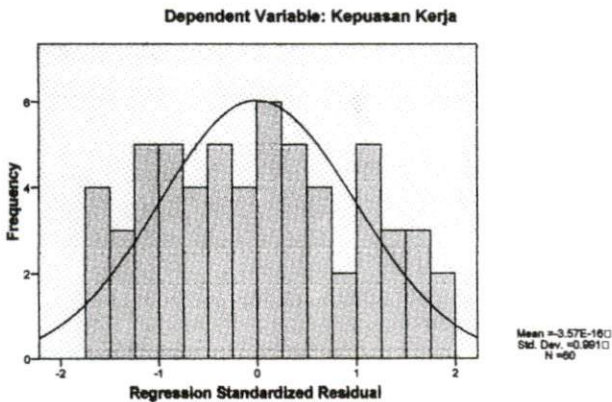


Figure 5.2
Normality Test with Histogram Graphic
Histogram



Source: questionnaire result

In the image 5.1, the normal graphic Q-Q show us if the dots distributed around the diagonal line. And from image 5.2 about histogram graphic show if the make a perfect curve. This is showing us if the data in this research distributing well and normal or create the normal line or close to normal.

5.1.6. Linearity Test

To Linearity test using to make we know is two variable have linear relationship or not in significant way. This test commonly use as pre-requirement in correlation or linear regression analysis. SPSS test by using test for linearity in significant 0.05. Two variables state have a linear relationship if the signification (linearity) lowers than 0.05.

Table 5.10
Linearity Test Result

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Kepuasan Kerja * Gaya Kepemimpinan	Between Groups	(Combined)	3.183	20	.159	2.567	.006
		Linearity	2.452	1	2.452	39.560	.000
		Deviation from Linearity	.731	19	.038	.620	.887
	Within Groups		2.418	39	.062		
	Total		5.601	59			

Source: analyzed data

From the table 5.10 above we can know that is the value of signification of linearity is 0.000. Because of the signification lower than 0.05 so we can conclude that if between leadership style variable and job satisfaction variable have linear relationship.

5.1.7 Hypothesis Test

Regression analysis is linear relationship between two or more independent and dependent variables. This analysis do to know the direction of the relationship between independent and dependent variable, is each of independent variables have a positive or negative relationship? And it is also use to predict the value of independent and dependent variables that is increasing or decreasing.

The test to the regression coefficient of independent variables do by two way (two tail) with the integrity rate is 95% ($\alpha = 0.05$) with degree of freedom (df) is 58 ($n-k-1 = 60-1-1$).

The results of regression analysis can we seen in the table 5.11 below:

Table 5.11
Summary of Analysis of Regression Result

Variables	Un- standardized Coefficient (B)	Standardized Coefficient (B)	T account	Signification
Constanta	1.814			
Leadership Style	0.553	0.662	6.721	0.000
R	= 0.662	F account	=	
R Square	= 0.438	Sign	45.177 = 0.000	

Dependent Variable: Employees job satisfaction

Sources: analysis of data questionnaire

Based on data analysis that uses SPSS 15.0 for windows program, so we got the regression equation as follow:

$$Y = 1.814 + 0.553X$$

From the equation, we can explain that:

1. The Constanta value is 1.814, this is indicating that if the value of leadership style is constant or zero, so the values without or before influenced by the style of leadership at PT.PLN (Persero) Cabang Payakumbuh is 1.814.
2. Regression coefficient for the leadership style is 0.553; this is show that if every value of leadership style increases one point, so the value of job satisfaction at PT.PLN (Persero) Cabang Payakumbuh will increase 0.553. Regression coefficient is positive is show that if there are positive relationship between leadership style and job satisfaction. It's mean that if the leadership style become better, the job satisfaction also become increase at PT.PLN (Persero) Cabang Payakumbuh.

5.1.7.1 T Test

T test using to know if the independent variables of regression model partially have significant effect to the dependent variable at $\alpha = 5\%$, as limited boundary to reject the datas.

In the table 5.11 we know that the value of t account for the leadership style is 6.721 with significant value is 0.000. If we compare with table t with degree of freedom ($df = n - k - 1 = 60 - 1 - 1 = 58$, where n = number of sample, and k = number of independent variable, value of t table at degree of trust 95% (significancy 5% or 0.05) is 2.001. So, $t \text{ account} > t \text{ table}$ ($6.721 > 2.001$) and the significant value is 0.000 ($\text{sig} < 0.05$). Because of $t \text{ account} > t \text{ table}$ so the H_a can be accepted and H_o rejected, it's mean that the leadership style have

positive impact and significant to the job satisfaction of employees of PT.PLN (Persero) Cabang Payakumbuh.

5.1.7.2 Test ANOVA or F Test

Table 5.12

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.452	1	2.452	45.177	.000 ^a
	Residual	3.148	58	.054		
	Total	5.601	59			

a. Predictors: (Constant), Gaya Kepemimpinan

b. Dependent Variable: Kepuasan Kerja

Source: Data Analysis

Based on the result of regression analysis so we got the value of f account are 45.117 with signification 0.000. If we compare with f table with degree of freedom (df) = $n-k-1 = 60-1-1 = 58$, where n = number of sample, and k = number of independent variable, value of f table at the level 95% (significant 5% or 0.05) is 4.007. So, f account > f table (45.117 > 4.007) with the significant value is 0.000 (sig < 0.05). Because of value of f account > f table so Ha can be accepted and Ho rejected, so it's meant that the leadership style have positive impact and significant to the employees job satisfaction at PT.PLN (Persero) Cabang Payakumbuh.

5.1.7.3 Test of r and r^2

Table 5.13
Result of Test of R and R^2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.662 ^a	.438	.428	.23298

a. Predictors: (Constant), Gaya Kepemimpinan

Source: data in questionnaire

Test of R used to know the relationship between two or more independent variables to dependent variables at the same time. Coefficient of correlation (R) show us how big the relationship between independent variables at the same time with the dependent variable. Value of R is about between 0 until 1, it's mean that getting close to 1 means that the relations become stronger, otherwise the value of getting closer to 0 then the relations weakened.

Based on Sugiyono (2007), guidelines to provide interpretation of the correlation coefficient is as follows:

0.00 – 0.199 = very low

0.20 – 0.399 = low

0.40 – 0.599 = middle

0.60 – 0.799 = strong

0.80 – 1.00 = very strong

From the regression analysis, at the table 5.14 we get value of R is 0.662. This is show us if the leadership style have strong relationship with the employees job satisfaction.

While the analysis of determination (R^2) in linear regression is used to determine the percentage contribution of independent variables influence the independent variable. This coefficient shows how large percentage of variation of independent variables used in the model can explain the variation of the dependent variable. R^2 equals 0, then there is no influence of the slightest percentage of donations given independent variable to dependent variable, or variations of the independent variables used in the model does not explain the slightest variation of the dependent variable. Conversely R^2 equal to 1, the percentage contribution of the influence of a given independent variable is a perfect or a variation of the independent variables used in the model explains 100% variation of the dependent variable

While for the determination analysis (R^2) in linear regression used to know the percentage of contribution of dependent variable to independent variable. This coefficient show us how big the percentage of independent variable that used in the model that can explain the variation of dependent variable. R^2 equal with 0, so it's mean that there are no percentage of contribution of impact that that independent variable given to the dependent variable, or variation of independent variable that used in the model cannot explain about variation of dependent variable. Otherwise, R^2 equal with 1, so the percentage of contribution that independent variable given to dependent

variable is perfect, or variation of variable that used by independent variable in the model can explain well or 100% about variation of dependent variable.

Based on table 5.13 above we get value of R^2 is 0.438 or 43.8%. This is showing us the contribution percentage of the leadership style to the job satisfaction of employees of PT. PLN (Persero) Cabang Payakumbuh is 43.8%. Or the variation of the leadership style that used in the model can explain about 43.8% the variation of job satisfaction of PT. PLN (Persero) Cabang Payakumbuh employees. And the least about 56.2% influences by others variable that not include in this research model.

Standard Error of the estimate is a measurement of the number of errors in regression models to predict the level the value of employee satisfaction. From the regression results we get the value of Standard Error of the estimate about 0.0233. This shows of the number of errors in to predict the level of employee satisfaction of PT. PLN (Persero) Cabang Payakumbuh. As a guideline if the standard error of the estimate is less than the standard deviation of job satisfaction of employees of PT. PLN (Persero) Cabang Payakumbuh, so the regression model is better in to predict the job satisfaction of employees at PT. PLN (Persero) Cabang Payakumbuh.

5.2 Discussion

Based on the results of descriptive analysis, from the 60 employees of PT. PLN (Persero) Cabang Payakumbuh majority are men - men aged 40-49 years old and educated bachelor (S1). From the 60 people most of the work of

employees under investigation are the staff in the company and has worked approximately more than 10 years.

Based on a statistical test, are known that the leadership style has positive and significant impact on job satisfaction of employees of PT. PLN (Persero) Cabang Payakumbuh. It can be seen from the acquisition of the value of regression coefficient is positive and $t_{count} > t_{table}$ with significantly smaller from the $\alpha = 5\%$.

The results of this study support research conducted by Ababneh (2009) find revealed that leadership style and leaders' competencies were statistically and significantly related to overall job satisfaction. Leaders' competencies were found to be the best predictor of job satisfaction.

Employee satisfaction is the feeling of pleasant or not that employees felt in looking at their work. Employees' satisfaction was influenced by several factors one of them is the leadership style of the company leaders.

According to Davis (1996), the leadership style will greatly affect the effectiveness of a leader. Selection of the correct leadership style coupled with appropriate external motivation and can drive the achievement of individual objectives or goals of the organization. Supardi (2002) says that with the style of leadership or motivational techniques that not appropriate, so goals of the organization will be abandoned and the employees can feel irritated, restless, revolted and dissatisfied.

According to Robin (2001), an individual attitude towards their work is another meaning from the job satisfaction. A person who has a high job

satisfaction shows a positive attitude towards their work. People that have low job satisfaction showed a negative attitude towards their work.

The first factor of job satisfaction in this study is the work conditions that mentally challenging. According to Crany et. al (1997), the condition of the work are mentally challenging in the world of work is a middle level of challenge .In the middle level of challenging conditions will increase one's satisfaction. In the middle level of challenging conditions, most of the employees will experience pleasure and satisfaction. And the conditions of employment such as employment support facilities, appropriate physical and comfortable, and the condition of equipment will influence positively on employees effort level (performance) as a whole. In an organization this condition will trigger the growth of job satisfaction on employees itself.

Secondly are the benefits or the salary. According to Gibson (2008), when the rate of return or a perceived lack of fair wages, so job holder will feel dissatisfaction and find a way to earn bigger salaries

The Third is employment / opportunity to be promoted. Every employee wants to be promoted and when the good promotion system and clear career path implemented in the company, it will provide satisfaction for employees. According to with the Maslow's theory, that the human need beginning with the basic needs and if this requirement has been achieved so further effort is to provide psychological satisfaction, such as promotion and career path.

The fourth is supervision. According to Beck and Hilmy (1993), supervision from the leaders plays a role in supporting the employees' job satisfaction. Positive Leadership style usually produces job satisfaction and good job performance. The positive thing is the value of the leadership is also reflected in the supervision that they did, in the meaning of the positive control will produce job satisfaction of a person.

The fifth is a co-worker. Co-workers mean that the hospitality and support groups to the problems faced by fellow worker. According to Robin (2001) if a person has a co-workers were friendly and supportive, it will the increased the level of job satisfaction.

So, by paying attention to employees' job satisfaction is the responsibility of the leaders to create conducive working atmosphere in supporting the achievement of organizational goals.

CHAPTER VI

CONCLUSION, IMPLICATION, LIMITATION AND SUGGESTION

This chapter will explain about conclusion of research, suggestion, limitation, and implication for future research.

6.1 Conclusion

This study examines the effect of leadership on employee job satisfaction. Analysis of data can be process with simple linear regression analysis using SPSS which this study sample was employees of PT. PLN (Persero) Cabang Payakumbuh.

1. Leadership style has positive influence on employee job satisfaction. This can be seen from the SPSS analysis showing leadership style variables showed significant values of 0.00 (significant at $\alpha < 0.05$) with the positive direction of the regression coefficient of 0.553.

Based on Test R^2 the results of data analysis known that tests the value of R^2 is approximately 0.438, this means that the influence of leadership style on job satisfaction is at 43.80% and the rest equal to 56.20% influenced by other variables that are not input into in the research model.

Positive influence on employees job satisfaction means that if the value of leadership style increase, it will be make the employees

job satisfaction at PT.PLN (Persero) Cabang Payakumbuh also increase. Based on the questionnaire and result of open question, factor that needs being attention of the leader at PT.PLN (Persero) cabang Payakumbuh is to give more trust to the employees. By giving a trust to the employees, it will make an employees feel being a real part of the company. And also it will motivate them to work harder.

2. The best leadership style that best applied in PT. PLN (Persero) Cabang Payakumbuh is situational approach style. Based on the results of research in PT. PLN (Persero) Cabang Payakumbuh, employees feel comfortable with the current leadership style. It can be proven by the value of mean at situational approach is the highest value compare than other leadership styles. It means that the leader in PT.PLN (Persero) Cabang Payakumbuh use a situational approach that focuses on leadership in situation. The basic premise of the theory is that different situations demand different kinds of leadership. From this perspective, to be an effective leader requires that an individual adapt his or her style to the demands of different situations. Based on situational approach leadership model that developed by Hersey and Blanchard (1969), there are two-by-two matrix shown in the small figure indicates that four leadership styles are possible, they are:

- **Delegating Style**

Allowing the group to take responsibility for task decisions; this is a low-task, low-relationship style.

- **Participating Style**

Emphasizing shared ideas and participative decisions on task directions; this is a low-task, high-relationship style.

- **Selling Style**

Explaining task directions in a supportive and persuasive way; this is a high-task, high-relationship style.

- **Telling Style**

Giving specific task directions and closely supervising work; this is a high-task, low-relationship style.

3. About employee job satisfaction in PT. PLN (Persero) Cabang Payakumbuh generally they feel satisfied, they have proud and think this job is very meaningful. But there is one problem that makes them little bit disappointed, it's related with the appreciation by the leader at PT. PLN (Persero) Cabang Payakumbuh, like a reward. Based on the questionnaire and open question, we know that if some employees feel their leader is not give good enough appreciation about what the employees have done.

6.2 Implication of the Research

This research have several implication for PT.PLN (Persero) Cabang Payakumbuh, in order to fix their weakness and pay more attention to employee job satisfaction, they are:

1. This research found that the two variables are have very strong relationship. PT. PLN (Persero) Cabang Payakumbuh should use leadership style that matches with the employment situation in this company and they should pay more attention to employee job satisfaction. Employees' job satisfaction will have an impact on company performance. Be a better leader and care for your employees
2. Based on the questionnaire and open question we found that most of employees of PT.PLN (Persero) Cabang Payakumbuh comfort with the current leadership style that implemented by the leader of this company. Even some of them still feel not trusted by the leader. By knowing those factors, it help the leader of PT.PLN (Persero) Cabang Payakumbuh to solve the problem and pretend the achievement that they have got.
3. Furthermore, this is important for PT. PLN (Persero) Cabang Payakumbuh to conduct regular research on job satisfaction and review about thier leadership style that have been applied. To make PT.PLN (Persero) Cabang Payakumbuh into a company that fully care with the welfare and satisfaction of their employees.

6.3 Limitation

Some limitations need to be mentioned:

1. The sample of this research only some employees of PT. PLN (Persero) Cabang Payakumbuh due to the limitation of

time and many other problems. For the further research, the sample of the researcher is more than current respondents.

2. The directors' leadership style is measured indirectly by their employees' perceptions.
3. Responses to the questionnaires may be influenced by the individual's mood and by the environmental conditions in the setting at the time the questionnaires are completed.
4. Responses to the questionnaires may be influenced by the individual's theoretical knowledge base about job satisfaction and leadership styles.

6.4 Suggestion

There are some suggestions in this research:

1. Based on SPSS result show that leadership styles have positive and significant effect on job satisfaction. It's means that the company should applied the appropriate leadership style that they think will running well related with the condition in PT.PLN (Persero) Cabang Payakumbuh. In this research, writer includes several kind of leadership style, like: Trait approach, Situational approach, Contingency approach, Path-goal theory, Transformational theory, and Transactional theory. The leader should choose the best one. And also for job satisfaction factors that also consist of some dimension, like: Work Itself, Salary, Promotion opportunities,

Supervision and Co worker. From those factors, the company, especially the leader of PT.PLN (Persero) Cabang Payakumbuh, has to consider with those to fulfill the employees' job satisfaction.

2. The best leadership style that applied in PT.PLN (Persero) Cabang Payakumbuh is situational approach. The employees feel comfortable with the current leadership style. The leader in PT.PLN (Persero) Cabang Payakumbuh should keep focuses their leadership style in situation. Like theory said, the leader has to face different situations with different kinds of leadership. From this perspective, to be an effective leader requires that an individual adapt his or her style to the demands of different situations. Based on theory, the leader has to keep do several thing, like:

- **Delegating Style**

Allowing the group to take responsibility for task decisions; this is a low-task, low-relationship style.

- **Participating Style**

Emphasizing shared ideas and participative decisions on task directions; this is a low-task, high-relationship style.

- **Selling Style**

Explaining task directions in a supportive and persuasive way; this is a high-task, high-relationship style.

- **Telling Style**

Giving specific task directions and closely supervising work; this is a high-task, low-relationship style.

3. Job satisfaction is very important. PT.PLN (Persero) Cabang Payakumbuh should put their attention to improve their employees' job satisfaction. In order to increase the company performance and achieve their organization goals. Job satisfaction is essentially controlled by some factors. From this viewpoint satisfaction on a job might be motivated by the nature of the job, its pervasive social climate and extent to which workers peculiar needs are met. Working conditions that are similar to local and international standards, and extent to which they resemble work conditions of other professions in the locality. Other inclusions are the availability of power and status, pay satisfaction, promotion opportunities, and task clarity.
4. In this research, the writer still has some limitation that be a limitation of this research. Because of that, for the future research, writer hope the limitation can be reducing.

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APPENDIX

KUISIONER

Pengaruh Gaya Kepemimpinan Terhadap Kepuasan Kerja Karyawan (PT. PLN Persero, Cabang Payakumbuh)

Dengan hormat,

Saya mahasiswa Jurusan Manajemen Fakultas Ekonomi Universitas Andalas, sedang melakukan penelitian untuk penulisan skripsi dengan judul **Pengaruh Gaya Kepemimpinan Terhadap Kepuasan Kerja Karyawan (PT. PLN Persero, Cabang Payakumbuh)**

Penelitian ini hanya untuk keperluan akademis, untuk itu penulis mengharapkan partisipasi Bapak/Ibu demi kelancaran penelitian ini.

Atas bantuan dan partisipasinya dalam mengisi kuesioner ini saya ucapkan terima kasih.

Padang, Desember 2010

Indika Juang Putra

IDENTITAS RESPONDEN

Petunjuk Pengisian

Berilah tanda (√) pada setiap pilihan jawaban yang telah disediakan pada kolom yang telah disediakan di bawah ini.

BAGIAN A: DATA PRIBADI

1. Jenis Kelamin

☐ Laki-laki

☐ Perempuan

2. Umur

☐ < 20

☐ 40 - 49

☐ 20 – 29

☐ > 50

☐ 30 – 39

3. Tingkat Pendidikan

☐ SD Sederajat

☐ Sarjana

☐ SMP Sederajat

☐ Master

☐ SMA Sederajat

☐ Lainnya (Mohon Jelaskan)

4. Pekerjaan

☐ Menejer

☐ Lainnya _____

☐ Supervisor

☐ Administrasi

5. Lama bekerja pada posisi ini

☐ Kurang dari 1 Tahun

☐ 6 hingga 10 Tahun

☐ 1 hingga 5 Tahun

☐ Diatas 10 Tahun

BAGIAN B:

Ungkapkanlah seberapa penting beberapa pernyataan di bawah ini dalam bentuk:

Sangat Setuju (SS), Setuju (S), Netral (N), Tidak Setuju (TS), dan Sangat Tidak Setuju (STS)

5	4	3	2	1
Sangat Setuju (SS)	Setuju (S)	Netral (N)	Tidak Setuju (TS)	Sangat Tidak Setuju (STS)

KUISIONER KEPUASAN KERJA

PEKERJAAN						
NO	PERNYATAAN	SS	S	N	TS	STS
1	Perkerjaan ini sangat berarti bagi saya					
2	Saya bangga dengan pekerjaan saya					
3	Saya termotivasi untuk berkerja lebih keras					
4	Birokrasi menyulitkan saya dalam melaksanakan tugas					
5	Saya menyukai job desk yang saya lakukan di pekerjaan saya ini					
6	Pekerjaan saya terlalu banyak					
7	Saya mendapatkan instruksi yang jelas tentang apa yang harus saya kerjakan					
8	Banyak prosedur dan peraturan perusahaan yang menghambat saya untuk melakukan suatu pekerjaan dengan baik					
9	Saya tidak mengerti apa tujuan dari perusahaan					
10	Saya menyukai pekerjaan saya					
GAJI						
11	Gaji yang diperoleh sebgus yang didapatkan diperusahaan lain					
12	Saya puas dengan keuntungan yang saya terima					
13	Gaji yang diperoleh sesuai dengan pekerjaan yang saya lakukan					
14	Atasan memberikan gaji yang adil kepada semua karyawan					
15	Atasan memiliki kebijakan yang jelas tentang gaji, kenaikan gaji dan bonus					
16	Keuntungan yang saya terima adil dan sama rata					
PELUANG KERJA						
17	Peluang promosi dalam pekerjaan ini sangat terbuka					
18	Perusahaan banyak memberikan reward pegawai					
19	Atasan memberikan penghargaan bagi karyawan yang berprestasi yang akan memotivasi kerja karyawan					

20	Siapa saja yang melakukan pekerjaannya dengan baik memiliki kesempatan yang sama untuk promosi					
21	Prestasi karyawan selalu dinilai dengan teliti dan benar					
PENGAWASAN						
22	Atasan memberikan perlakuan yang sama kepada semua karyawan					
23	saya merasa dapat mempercayai supervisor saya					
24	Supervisor saya mengerti apa yang dirasakan oleh bawahannya					
25	Saya menyukai supervisor saya					
26	Supervisor saya cukup kompeten dalam pekerjaannya					
27	Atasan telah menerapkan pengawasan dan metode pengawasan yang baik					
REKAN KERJA						
28	Hubungan kerja dengan sesama rekan kerja berjalan dengan baik					
29	Saya dapat menyesuaikan diri dengan baik di lingkungan pekerjaan					
30	Saya menyukai rekan-rekan kerja saya					
31	Konflik dalam pekerjaan sangat jarang terjadi					
32	Terjalin kerjasama yang baik antara sesama rekan kerja					

Source: Spector, P. E. (1997). *Job satisfaction Survey, JSS*. Retrieved from the World Wide Web on November 30, 2002

KEPUASAN KERJA

Kepuasan kerja adalah cara pegawai merasakan dirinya atau pekerjaannya. dapat disimpulkan bahwa kepuasan kerja adalah perasaan yang menyokong atau tidak menyokong dalam diri pegawai yang berhubungan dengan pekerjaan maupun kondisi dirinya. Perasaan yang berhubungan dengan pekerjaan melibatkan aspek-aspek seperti upaya, kesempatan pengembangan karier, hubungan dengan pegawai lain, penempatan kerja, dan struktur organisasi. Sementara itu, perasaan yang berhubungan dengan dirinya antara lain berupa umur, kondisi kesehatan, kemampuan dan pendidikan.

33. Apakah anda merasa puas dengan pekerjaan anda saat ini?? (Ya/Tidak,
Jelaskan)

.....

.....

.....

34. Menurut anda faktor apa saja yang mempengaruhi kepuasan kerja
karyawan? (Jelaskan)

.....

.....

.....

KUESIONER GAYA KEPEMIMPINAN

TRAIT APPROACH						
NO	PERNYATAAN	SS	S	N	TS	STS
1.	Atasan berkomunikasi efektif kepada karyawan					
2.	Atasan adalah orang yang konsisten dan percaya diri					
3.	Atasan adalah orang yang baik dan hangat					
SITUATIONAL APPROACH						
4.	Atasan memberitahukan kepada karyawan tentang apa yang harus dan bagaimana cara mengerjakan suatu pekerjaan					
5.	Atasan memberikan kesempatan kepada karyawan untuk mendiskusikan masalah yang mereka hadapi					

6.	Atasan bekerja sama dengan karyawan untuk menyusun tugas masing-masing					
CONTINGENCY APPROACH						
7.	Atasan adalah orang yang berpikiran terbuka					
8.	Atasan adalah orang yang menyenangkan					
PATH-GOAL THEORY						
9.	Atasan menciptakan hubungan yang baik antara atasan dan karyawan					
10.	Atasan memberikan penjelasan yang jelas kepada bawahan untuk mematuhi peraturan					
11.	Atasan memberikan target kerja kepada karyawan untuk memotivasi karyawan					
TRANSFORMATIONAL THEORY						
12.	Atasan memberikan kepercayaan kepada karyawan					
13.	Atasan memberikan motivasi kepada karyawan untuk bekerja lebih baik					
14.	Atasan membantu karyawan untuk mengembangkan diri					
TRANSACTIONAL THEORY						
15.	Atasan menciptakan suasana kerja yang menyenangkan					
16.	Atasan selalu bijaksana dalam menyelesaikan masalah					

Source: Northouse, Peter. (2003). *Leadership: theory and practice*.
Response Book. New Delhi

GAYA KEPEMIMPINAN

Kepemimpinan meliputi proses mempengaruhi dalam menentukan tujuan organisasi, memotivasi perilaku pengikut untuk mencapai tujuan, mempengaruhi untuk memperbaiki kelompok dan budayanya. Kepemimpinan mempunyai kaitan yang erat dengan motivasi. Hal tersebut dapat dilihat dari keberhasilan seorang pemimpin dalam menggerakkan orang lain dalam mencapai tujuan yang telah ditetapkan sangat tergantung kepada kewibawaan, dan juga pimpinan itu dalam menciptakan motivasi dalam diri setiap orang bawahan, kolega, maupun atasan pimpinan itu sendiri.

17. Bagaimana menurut anda gaya kepemimpinan yang di terapkan di PT. PLN Persero Cabang Payakumbuh? (Jelaskan)

.....
.....
.....

18. Menurut anda seperti apa gaya kepemimpinan yang baik? (Jelaskan)

.....
.....
.....

19. Apakah anda menginginkan perubahan gaya kepemimpinan di PT. PLN Persero Cabang Payakumbuh? (Ya/tidak, jelaskan)

.....
.....
.....

TERIMA KASIH

DATA RESULT OF RESEARCH

No	Job Satisfaction																																Total		
	Job Itself										Pay						Promotion Opp.					Supervisor						Co-Worker							
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32				
1	5	4	4	4	4	5	5	5	5	5	5	4	4	3	3	3	5	4	3	3	5	5	5	5	4	4	4	4	5	5	5	5	139		
2	5	5	5	5	5	5	4	3	5	3	5	5	4	5	3	5	5	3	3	5	5	4	5	4	5	5	5	5	5	4	3	5	3	141	
3	5	5	5	5	5	5	4	3	5	5	4	4	4	5	4	3	4	5	4	4	3	4	4	4	5	5	5	5	5	4	3	5	5	140	
4	5	3	3	4	4	5	4	4	4	5	4	4	4	5	5	4	3	4	3	5	4	4	5	5	3	3	3	4	4	5	4	4	4	131	
5	5	4	4	5	5	5	5	5	5	5	5	5	5	4	4	4	5	3	3	3	3	3	3	4	5	4	4	5	5	5	5	5	5	142	
6	5	4	4	4	4	4	4	4	4	3	4	5	4	4	3	3	3	5	4	4	4	3	5	3	5	4	4	4	4	4	4	4	3	126	
7	4	3	4	4	4	5	4	3	4	4	4	5	4	3	3	4	3	4	4	4	4	4	5	5	4	3	4	4	4	5	4	3	4	126	
8	5	5	5	4	5	5	4	5	5	5	5	5	5	4	3	5	3	5	3	3	5	3	3	3	5	5	5	4	5	5	4	5	5	141	
9	5	5	5	5	5	3	5	5	5	5	5	5	4	4	4	5	5	4	5	4	5	5	5	5	5	5	5	5	5	3	3	5	5	148	
10	5	4	5	4	5	4	4	4	4	4	4	4	4	4	4	3	3	5	5	4	5	5	4	5	4	5	4	5	4	4	4	4	4	136	
11	5	4	5	5	5	5	5	5	5	4	4	4	5	4	3	4	4	4	3	3	4	4	4	4	5	4	5	5	5	5	5	5	4	141	
12	5	5	4	4	4	4	5	5	4	4	5	5	4	4	5	5	5	3	5	3	4	4	4	4	5	5	4	4	4	4	5	5	4	140	
13	4	3	4	4	4	5	5	4	3	5	4	4	5	3	3	3	3	3	3	4	3	3	5	5	4	3	4	4	4	4	5	5	4	3	125
14	5	4	5	5	5	3	5	4	4	4	5	5	4	4	4	4	5	4	3	4	4	5	4	5	4	5	5	5	3	3	4	4	4	137	
15	5	5	5	5	5	5	5	5	5	5	4	5	4	5	3	5	3	5	5	3	3	3	3	3	5	5	5	5	5	5	5	5	5	146	
16	4	4	3	3	4	3	3	3	4	5	5	4	5	4	5	4	4	4	4	4	5	3	4	4	4	4	3	3	4	3	3	3	4	122	
17	5	4	5	5	5	5	4	5	4	4	4	4	5	3	5	5	5	5	3	4	4	5	5	5	4	5	5	5	5	4	5	4	146		
18	4	4	3	3	5	4	4	4	5	5	4	3	4	3	4	4	3	3	3	3	3	3	3	4	4	4	3	3	5	4	4	4	5	121	
19	5	4	5	4	4	3	4	5	3	4	5	4	5	4	4	3	4	4	5	4	4	4	4	4	5	4	5	4	4	3	4	5	3	132	
20	4	4	3	4	4	3	3	3	3	3	3	3	3	3	3	3	5	3	5	5	4	5	5	5	4	4	3	4	4	3	3	3	3	115	
21	5	5	4	4	5	4	5	5	5	5	5	4	5	4	5	5	5	5	5	4	4	5	5	5	5	5	4	4	5	4	3	5	5	148	
22	5	5	5	4	5	4	4	4	4	4	4	4	4	4	5	5	5	3	4	5	4	4	4	4	5	5	5	4	5	4	4	4	4	139	
23	5	4	4	4	5	5	4	5	5	5	5	5	5	4	4	5	4	4	4	5	5	5	5	5	5	4	4	4	5	5	4	5	5	147	
24	4	4	4	3	4	3	3	5	4	4	4	4	4	5	4	4	4	5	5	3	3	4	4	4	4	4	4	3	4	3	3	5	4	125	
25	5	3	5	3	4	3	3	5	4	5	4	4	4	4	5	4	4	3	4	3	3	3	3	3	5	3	5	3	4	3	3	5	4	123	

DATA RESULT OF RESEARCH

26	4	4	4	4	3	3	3	4	3	3	4	4	5	4	4	5	4	4	4	5	4	4	5	4	4	4	4	3	3	3	4	3	124	
27	5	5	4	5	4	3	4	5	5	5	3	3	3	3	3	3	3	5	4	3	5	3	3	5	5	4	5	4	3	4	5	5	129	
28	5	4	4	4	4	5	4	4	3	4	3	4	4	3	5	4	5	3	5	3	3	5	5	5	4	4	4	4	5	4	4	3	130	
29	4	3	3	4	4	3	4	4	4	4	3	3	3	3	3	5	5	5	5	4	5	5	5	4	3	3	4	4	3	4	4	4	124	
30	4	5	5	5	5	3	4	5	5	5	4	4	5	4	4	5	5	4	4	4	4	5	5	4	5	5	5	5	5	3	4	5	5	144
31	5	4	5	4	5	4	4	3	3	4	5	5	4	5	4	5	4	4	4	4	5	4	4	4	4	3	4	5	5	5	5	5	138	
32	4	3	3	3	4	4	4	3	3	4	5	4	4	5	4	4	4	3	4	4	4	4	4	3	4	3	3	4	5	5	4	4	3	122
33	4	4	3	4	3	5	5	4	4	4	4	3	4	5	5	4	5	4	5	5	4	5	4	5	5	4	4	4	4	4	3	3	3	129
34	5	5	5	5	5	5	5	5	5	5	4	4	5	5	4	4	4	5	4	4	4	4	4	5	5	5	5	5	4	4	4	4	4	146
35	5	3	4	5	5	3	4	5	4	3	4	5	4	4	5	5	5	4	5	5	5	5	5	4	5	5	4	3	4	4	5	5	5	140
36	3	4	3	4	4	4	5	4	3	3	5	5	3	5	4	4	4	3	4	4	4	4	4	3	4	4	4	3	4	4	4	3	3	122
37	4	4	3	4	4	4	5	4	3	3	5	5	4	4	3	3	3	4	4	4	4	4	3	4	3	3	4	3	3	3	3	3	116	
38	5	5	5	5	5	5	5	4	4	5	3	4	4	5	4	5	4	4	4	4	5	4	4	4	5	4	4	5	5	5	5	4	144	
39	3	4	3	4	4	4	5	4	3	3	5	5	3	5	4	4	4	3	4	4	4	4	4	4	4	4	4	3	4	4	4	3	3	122
40	5	4	5	4	5	4	4	4	3	3	5	5	3	4	4	3	4	3	4	4	3	4	3	4	4	4	5	4	5	4	4	4	4	128
41	5	4	4	4	4	4	4	4	5	5	5	5	3	5	4	4	4	3	4	4	4	4	4	3	5	5	5	5	5	5	3	4	3	135
42	4	4	4	4	4	4	4	4	4	5	4	4	4	5	3	4	3	4	3	3	4	3	4	3	3	3	4	3	4	4	3	4	4	121
43	4	3	3	4	4	3	3	3	4	4	5	5	5	5	4	4	4	5	4	4	4	4	4	4	5	4	3	4	3	4	3	3	3	125
44	3	3	4	3	5	5	3	4	3	3	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	3	4	3	4	4	4	3	4	134
45	4	4	4	4	4	4	4	4	4	3	4	3	3	5	3	4	3	3	3	3	4	3	3	3	3	3	3	3	3	3	3	3	3	111
46	4	4	5	5	4	5	5	4	5	5	5	5	3	4	3	3	5	5	3	3	3	3	3	3	3	3	4	4	3	5	4	4	3	123
47	4	5	4	5	5	5	4	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5	4	4	5	5	4	151
48	4	4	3	4	3	5	5	4	5	4	4	4	5	5	4	4	4	5	4	4	4	4	4	5	4	3	4	4	4	4	3	3	3	129
49	5	5	5	5	5	5	5	5	5	5	5	5	4	5	3	4	3	4	3	4	3	5	4	5	5	5	5	5	5	5	4	4	5	145
50	5	4	4	5	5	4	4	5	5	5	3	4	3	3	3	3	3	4	5	3	4	5	3	4	4	4	4	4	4	4	4	4	4	128
51	5	5	5	5	5	5	4	5	5	4	4	4	4	3	4	3	4	3	4	4	4	4	4	4	4	5	5	5	4	5	5	5	5	141
52	5	3	5	5	5	5	5	5	5	5	4	4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	5	5	5	4	4	4	4	132
53	4	4	4	4	4	5	5	4	4	4	3	4	4	3	3	3	5	3	5	3	4	5	5	5	5	5	5	5	5	5	4	4	5	135

DATA RESULT OF RESEARCH

54	4	4	4	5	4	5	5	4	5	4	4	5	3	5	5	4	5	3	3	3	4	3	3	3	3	4	3	128	
55	4	4	4	4	3	4	5	5	4	4	3	4	3	5	4	4	4	3	4	4	4	4	4	4	4	4	3	5	126
56	5	4	5	5	5	5	5	5	5	5	4	3	5	5	5	4	5	5	4	3	3	4	4	5	3	5	3	143	
57	4	4	4	4	4	4	4	4	4	5	5	4	3	3	3	3	3	3	5	4	5	4	3	4	4	3	3	120	
58	4	4	4	4	4	4	4	4	4	4	4	5	3	5	3	5	3	3	3	3	5	3	3	3	4	3	3	116	
59	5	4	4	3	4	3	3	4	3	4	3	4	5	5	5	5	5	5	5	5	5	5	5	5	4	3	5	135	
60	4	4	4	4	4	5	5	4	4	5	4	4	4	5	5	5	5	4	5	5	5	5	5	4	4	3	4	135	

no	leadership style															total	
	Trait approach			situational approach			contingency approach		path-goal theory			transformational theory			transactional theory		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15		16
1	5	5	4	5	5	4	4	5	4	5	5	3	4	4	5	5	72
2	5	5	4	4	5	5	5	5	3	5	5	3	5	5	5	5	74
3	4	4	4	4	5	5	5	5	4	5	5	3	5	3	5	5	71
4	5	4	3	3	3	4	4	3	5	5	3	3	5	3	5	4	62
5	5	5	5	4	4	5	5	5	4	4	3	4	4	3	4	5	69
6	4	5	4	4	5	5	5	5	2	5	5	4	5	5	4	5	72
7	4	4	5	3	5	3	4	4	3	5	5	5	5	5	5	5	70
8	5	5	5	5	4	4	4	5	4	5	4	4	5	4	5	5	73
9	5	5	4	4	5	5	5	5	3	5	5	5	5	5	5	5	76
10	4	4	4	4	4	4	4	4	5	5	5	4	4	5	5	5	70
11	4	4	5	5	4	5	4	5	5	5	4	4	5	4	4	5	72
12	4	5	3	4	4	4	4	5	3	5	5	3	5	3	5	5	67
13	5	4	4	5	4	4	3	4	4	5	3	2	5	4	5	5	66
14	4	5	5	4	4	4	4	3	2	5	4	1	5	3	4	5	62

DATA RESULT OF RESEARCH

15	5	4	5	5	5	5	5	5	5	5	5	5	5	5	79
16	5	5	4	3	4	4	3	5	3	4	4	3	4	4	63
17	4	4	4	4	4	4	4	4	4	5	5	4	5	5	70
18	5	4	3	4	5	4	4	4	4	2	2	2	2	4	58
19	4	5	4	5	4	5	5	4	4	5	5	1	5	5	69
20	3	3	3	4	5	5	5	5	4	4	3	3	3	4	62
21	5	5	4	4	5	5	5	4	3	5	3	3	5	4	69
22	4	4	4	5	5	4	4	5	4	5	4	3	5	4	70
23	5	5	5	4	4	5	5	5	4	5	5	5	5	4	76
24	4	4	4	4	4	5	5	3	3	5	5	4	4	4	67
25	5	4	4	4	4	5	2	4	2	5	3	3	5	4	62
26	3	4	4	3	4	4	4	4	3	5	5	3	3	3	60
27	5	3	3	5	5	5	4	5	3	5	4	3	5	5	69
28	4	3	4	3	4	3	4	3	3	5	3	1	4	3	55
29	4	3	3	4	3	4	3	3	3	5	4	4	5	4	61
30	5	4	4	5	4	4	5	5	4	5	4	4	5	4	72
31	5	5	5	5	5	5	5	5	5	5	5	5	5	4	79
32	4	3	4	5	5	5	3	5	4	4	5	3	4	4	66
33	3	3	4	5	4	5	4	5	4	5	4	4	4	4	66
34	5	5	5	5	5	5	5	5	5	5	5	3	5	5	78
35	2	1	5	4	5	4	5	5	3	5	4	5	5	5	66
36	4	3	4	3	4	3	5	5	4	5	3	4	5	4	65
37	3	3	4	5	4	5	4	5	4	3	5	4	4	3	63
38	5	5	1	5	5	5	4	4	4	4	4	4	4	4	67
39	4	3	4	3	4	4	4	4	4	3	4	4	3	4	60
40	4	4	5	5	5	5	5	5	4	4	4	4	4	4	71
41	3	4	5	4	5	5	5	5	5	5	5	3	4	4	72
42	3	3	4	5	4	4	3	5	4	5	4	3	4	4	64

DATA RESULT OF RESEARCH

43	3	3	3	4	3	4	4	4	3	4	3	4	3	4	56
44	3	2	4	3	4	3	5	5	5	4	4	3	3	4	58
45	3	3	4	4	4	4	4	4	3	4	4	3	4	3	58
46	3	4	5	5	5	5	4	5	4	5	4	3	3	4	68
47	4	4	5	5	5	4	5	4	5	4	5	4	5	5	73
48	2	3	4	5	4	5	4	5	3	5	4	3	4	4	63
49	5	4	5	5	4	5	4	5	4	5	4	4	4	4	71
50	4	4	4	4	5	5	5	5	4	4	4	4	4	4	68
51	5	5	5	5	5	5	5	5	5	5	5	5	5	4	79
52	4	4	5	4	4	5	5	3	3	4	5	3	3	5	63
53	4	4	5	5	5	5	4	5	4	4	4	4	5	4	71
54	2	3	4	5	5	5	4	4	4	3	4	3	4	4	61
55	2	2	5	5	5	4	4	5	5	5	5	4	5	3	68
56	4	5	1	5	5	5	4	5	4	5	4	3	4	4	65
57	3	3	4	4	5	5	4	5	4	5	4	4	3	4	65
58	3	3	4	4	4	4	3	5	4	4	4	3	4	3	60
59	4	4	4	5	5	5	5	5	5	5	5	3	5	4	73
60	4	3	4	4	4	4	4	4	4	4	4	3	4	4	62

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	60	100.0
	Excluded ^a	0	.0
	Total	60	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.791	16

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Trait approach 1	63.2833	30.647	.333	.786
Trait approach 2	63.4000	29.702	.421	.778
Trait approach 3	63.1833	31.271	.289	.789
situational approach 1	62.9667	31.321	.379	.781
situational approach 2	62.8500	31.621	.422	.779
situational approach 3	62.8000	31.892	.355	.783
contingency approach 1	63.0167	31.203	.388	.780
contingency approach 2	62.7500	31.411	.385	.781
path-goal theory 1	63.4500	31.811	.255	.791
path-goal theory 2	62.6833	31.644	.358	.782
path-goal theory 3	63.0667	30.267	.470	.774
transformational theory 1	63.8167	30.220	.362	.784
transformational theory 2	62.9500	29.947	.500	.772
transformational theory 3	63.2667	31.995	.340	.784
transactional theory 1	63.0667	30.334	.522	.771
transactional theory 2	62.7000	30.654	.547	.771

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	60	100.0
	Excluded ^a	0	.0
	Total	60	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.829	10

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Pekerjaan1	38.0167	16.017	.536	.812
Pekerjaan2	38.4333	15.979	.492	.816
Pekerjaan3	38.3500	15.011	.588	.805
Pekerjaan4	38.2833	15.190	.658	.800
Pekerjaan5	38.1333	15.982	.525	.813
Pekerjaan6	38.3333	16.192	.332	.834
Pekerjaan7	38.2833	16.342	.355	.830
Pekerjaan8	38.1833	15.305	.624	.803
Pekerjaan9	38.4167	14.722	.607	.803
Pekerjaan10	38.2167	15.529	.508	.814

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	60	100.0
	Excluded ^a	0	.0
	Total	60	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.643	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Gaji1	20.4333	5.775	.309	.623
Gaji2	20.4500	5.913	.312	.621
Gaji3	20.6333	5.558	.337	.613
Gaji4	20.5833	5.264	.366	.604
Haji5	20.7333	5.114	.456	.567
Gaji6	20.6667	5.107	.458	.566

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	60	100.0
	Excluded ^a	0	.0
	Total	60	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.660	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Peluang1	15.9667	4.304	.369	.630
Peluang2	16.2667	4.436	.355	.635
Peluang3	15.9167	4.112	.502	.565
Peluang4	16.1500	4.367	.414	.607
Peluang5	16.0333	4.473	.434	.600

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	60	100.0
	Excluded ^a	0	.0
	Total	60	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.715	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Pengawasan1	20.6667	6.497	.292	.724
Pengawasan2	20.8333	6.582	.262	.734
Pengawasan3	20.5000	5.746	.655	.617
Pengawasan4	20.8500	6.164	.425	.682
Pengawasan5	20.8000	5.925	.492	.662
Pengawasan6	20.8500	5.621	.627	.620

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	60	100.0
	Excluded ^a	0	.0
	Total	60	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.760	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Rekan1	16.0167	5.101	.582	.700
Rekan2	16.1500	5.181	.437	.749
Rekan3	16.4167	5.095	.520	.719
Rekan4	16.1167	4.884	.542	.711
Rekan5	16.3667	4.677	.568	.702

Frequency Table (Job Satisfaction)

Pekerjaan1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	3	5.0	5.0	5.0
	Setuju	24	40.0	40.0	45.0
	Sangat Setuju	33	55.0	55.0	100.0
	Total	60	100.0	100.0	

Pekerjaan2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	10	16.7	16.7	16.7
	Setuju	35	58.3	58.3	75.0
	Sangat Setuju	15	25.0	25.0	100.0
	Total	60	100.0	100.0	

Pekerjaan3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	12	20.0	20.0	20.0
	Setuju	26	43.3	43.3	63.3
	Sangat Setuju	22	36.7	36.7	100.0
	Total	60	100.0	100.0	

Pekerjaan4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	7	11.7	11.7	11.7
	Setuju	32	53.3	53.3	65.0
	Sangat Setuju	21	35.0	35.0	100.0
	Total	60	100.0	100.0	

Pekerjaan5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	4	6.7	6.7	6.7
	Setuju	29	48.3	48.3	55.0
	Sangat Setuju	27	45.0	45.0	100.0
	Total	60	100.0	100.0	

	Valid	Netral	Setuju	Sangat Setuju	Total
	Frequency	14	21	25	60
	Percent	23.3	35.0	41.7	100.0
	Valid Percent	23.3	35.0	41.7	100.0
	Cumulative Percent	23.3	58.3	100.0	

Pekerjaan6

	Valid	Netral	Setuju	Sangat Setuju	Total
	Frequency	10	26	24	60
	Percent	16.7	43.3	40.0	100.0
	Valid Percent	16.7	43.3	40.0	100.0
	Cumulative Percent	16.7	60.0	100.0	

Pekerjaan7

	Valid	Netral	Setuju	Sangat Setuju	Total
	Frequency	6	28	26	60
	Percent	10.0	46.7	43.3	100.0
	Valid Percent	10.0	46.7	43.3	100.0
	Cumulative Percent	10.0	56.7	100.0	

Pekerjaan8

	Valid	Netral	Setuju	Sangat Setuju	Total
	Frequency	15	24	21	60
	Percent	25.0	40.0	35.0	100.0
	Valid Percent	25.0	40.0	35.0	100.0
	Cumulative Percent	25.0	65.0	100.0	

Pekerjaan9

	Valid	Netral	Setuju	Sangat Setuju	Total
	Frequency	9	24	27	60
	Percent	15.0	40.0	45.0	100.0
	Valid Percent	15.0	40.0	45.0	100.0
	Cumulative Percent	15.0	55.0	100.0	

Pekerjaan10

Gaji1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	9	15.0	15.0	15.0
	Setuju	26	43.3	43.3	58.3
	Sangat Setuju	25	41.7	41.7	100.0
	Total	60	100.0	100.0	

Gaji2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	7	11.7	11.7	11.7
	Setuju	31	51.7	51.7	63.3
	Sangat Setuju	22	36.7	36.7	100.0
	Total	60	100.0	100.0	

Gaji3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	15	25.0	25.0	25.0
	Setuju	26	43.3	43.3	68.3
	Sangat Setuju	19	31.7	31.7	100.0
	Total	60	100.0	100.0	

Gaji4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	17	28.3	28.3	28.3
	Setuju	19	31.7	31.7	60.0
	Sangat Setuju	24	40.0	40.0	100.0
	Total	60	100.0	100.0	

Haji5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	19	31.7	31.7	31.7
	Setuju	24	40.0	40.0	71.7
	Sangat Setuju	17	28.3	28.3	100.0
	Total	60	100.0	100.0	

Gaji6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	17	28.3	28.3	28.3
	Setuju	24	40.0	40.0	68.3
	Sangat Setuju	19	31.7	31.7	100.0
	Total	60	100.0	100.0	

Peluang1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	17	28.3	28.3	28.3
	Setuju	19	31.7	31.7	60.0
	Sangat Setuju	24	40.0	40.0	100.0
	Total	60	100.0	100.0	

Peluang2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	25	41.7	41.7	41.7
	Setuju	21	35.0	35.0	76.7
	Sangat Setuju	14	23.3	23.3	100.0
	Total	60	100.0	100.0	

Peluang3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	13	21.7	21.7	21.7
	Setuju	24	40.0	40.0	61.7
	Sangat Setuju	23	38.3	38.3	100.0
	Total	60	100.0	100.0	

Peluang4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	19	31.7	31.7	31.7
	Setuju	26	43.3	43.3	75.0
	Sangat Setuju	15	25.0	25.0	100.0
	Total	60	100.0	100.0	

Peluang5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	13	21.7	21.7	21.7
	Setuju	31	51.7	51.7	73.3
	Sangat Setuju	16	26.7	26.7	100.0
	Total	60	100.0	100.0	

Pengawasan1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	13	21.7	21.7	21.7
	Setuju	20	33.3	33.3	55.0
	Sangat Setuju	27	45.0	45.0	100.0
	Total	60	100.0	100.0	

Pengawasan2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	17	28.3	28.3	28.3
	Setuju	22	36.7	36.7	65.0
	Sangat Setuju	21	35.0	35.0	100.0
	Total	60	100.0	100.0	

Pengawasan3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	6	10.0	10.0	10.0
	Setuju	24	40.0	40.0	50.0
	Sangat Setuju	30	50.0	50.0	100.0
	Total	60	100.0	100.0	

Pengawasan4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	15	25.0	25.0	25.0
	Setuju	27	45.0	45.0	70.0
	Sangat Setuju	18	30.0	30.0	100.0
	Total	60	100.0	100.0	

Pengawasan5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	14	23.3	23.3	23.3
	Setuju	26	43.3	43.3	66.7
	Sangat Setuju	20	33.3	33.3	100.0
	Total	60	100.0	100.0	

Pengawasan6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	14	23.3	23.3	23.3
	Setuju	29	48.3	48.3	71.7
	Sangat Setuju	17	28.3	28.3	100.0
	Total	60	100.0	100.0	

Rekan1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	8	13.3	13.3	13.3
	Setuju	29	48.3	48.3	61.7
	Sangat Setuju	23	38.3	38.3	100.0
	Total	60	100.0	100.0	

Rekan2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	15	25.0	25.0	25.0
	Setuju	23	38.3	38.3	63.3
	Sangat Setuju	22	36.7	36.7	100.0
	Total	60	100.0	100.0	

Rekan3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	21	35.0	35.0	35.0
	Setuju	27	45.0	45.0	80.0
	Sangat Setuju	12	20.0	20.0	100.0
	Total	60	100.0	100.0	

Rekan4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	14	23.3	23.3	23.3
	Setuju	23	38.3	38.3	61.7
	Sangat Setuju	23	38.3	38.3	100.0
	Total	60	100.0	100.0	

Rekan5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	23	38.3	38.3	38.3
	Setuju	20	33.3	33.3	71.7
	Sangat Setuju	17	28.3	28.3	100.0
	Total	60	100.0	100.0	

Frequency Table (Leadership Style)

Trait approach 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tidak Setuju	4	6.7	6.7	6.7
	Netral	12	20.0	20.0	26.7
	Setuju	24	40.0	40.0	66.7
	Sangat Setuju	20	33.3	33.3	100.0
	Total	60	100.0	100.0	

Trait approach 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	1	1.7	1.7	1.7
	Tidak Setuju	2	3.3	3.3	5.0
	Netral	17	28.3	28.3	33.3
	Setuju	23	38.3	38.3	71.7
	Sangat Setuju	17	28.3	28.3	100.0
	Total	60	100.0	100.0	

Trait approach 3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	2	3.3	3.3	3.3
	Netral	7	11.7	11.7	15.0
	Setuju	32	53.3	53.3	68.3
	Sangat Setuju	19	31.7	31.7	100.0
	Total	60	100.0	100.0	

situational approach 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	8	13.3	13.3	13.3
	Setuju	25	41.7	41.7	55.0
	Sangat Setuju	27	45.0	45.0	100.0
	Total	60	100.0	100.0	

situational approach 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	3	5.0	5.0	5.0
	Setuju	28	46.7	46.7	51.7
	Sangat Setuju	29	48.3	48.3	100.0
	Total	60	100.0	100.0	

situational approach 3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	4	6.7	6.7	6.7
	Setuju	23	38.3	38.3	45.0
	Sangat Setuju	33	55.0	55.0	100.0
	Total	60	100.0	100.0	

contingency approach 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tidak Setuju	1	1.7	1.7	1.7
	Netral	6	10.0	10.0	11.7
	Setuju	29	48.3	48.3	60.0
	Sangat Setuju	24	40.0	40.0	100.0
	Total	60	100.0	100.0	

contingency approach 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	6	10.0	10.0	10.0
	Setuju	16	26.7	26.7	36.7
	Sangat Setuju	38	63.3	63.3	100.0
	Total	60	100.0	100.0	

path-goal theory 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tidak Setuju	3	5.0	5.0	5.0
	Netral	16	26.7	26.7	31.7
	Setuju	29	48.3	48.3	80.0
	Sangat Setuju	12	20.0	20.0	100.0
	Total	60	100.0	100.0	

path-goal theory 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tidak Setuju	1	1.7	1.7	1.7
	Netral	3	5.0	5.0	6.7
	Setuju	15	25.0	25.0	31.7
	Sangat Setuju	41	68.3	68.3	100.0
	Total	60	100.0	100.0	

path-goal theory 3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tidak Setuju	1	1.7	1.7	1.7
	Netral	9	15.0	15.0	16.7
	Setuju	26	43.3	43.3	60.0
	Sangat Setuju	24	40.0	40.0	100.0
	Total	60	100.0	100.0	

transformational theory 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	3	5.0	5.0	5.0
	Tidak Setuju	2	3.3	3.3	8.3
	Netral	26	43.3	43.3	51.7
	Setuju	22	36.7	36.7	88.3
	Sangat Setuju	7	11.7	11.7	100.0
	Total	60	100.0	100.0	

transformational theory 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tidak Setuju	1	1.7	1.7	1.7
	Netral	8	13.3	13.3	15.0
	Setuju	21	35.0	35.0	50.0
	Sangat Setuju	30	50.0	50.0	100.0
	Total	60	100.0	100.0	

transformational theory 3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	11	18.3	18.3	18.3
	Setuju	37	61.7	61.7	80.0
	Sangat Setuju	12	20.0	20.0	100.0
	Total	60	100.0	100.0	

transactional theory 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	9	15.0	15.0	15.0
	Setuju	29	48.3	48.3	63.3
	Sangat Setuju	22	36.7	36.7	100.0
	Total	60	100.0	100.0	

transactional theory 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	4	6.7	6.7	6.7
	Setuju	17	28.3	28.3	35.0
	Sangat Setuju	39	65.0	65.0	100.0
	Total	60	100.0	100.0	

Regression

Descriptive Statistics

	Mean	Std. Deviation	N
Kepuasan Kerja	4.1396	.30810	60
Gaya Kepemimpinan	4.2052	.36861	60

Correlations

		Kepuasan Kerja	Gaya Kepemimpinan
Pearson Correlation	Kepuasan Kerja	1.000	.662
	Gaya Kepemimpinan	.662	1.000
Sig. (1-tailed)	Kepuasan Kerja	.	.000
	Gaya Kepemimpinan	.000	.
N	Kepuasan Kerja	60	60
	Gaya Kepemimpinan	60	60

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Gaya Kepemimpinan	.	Enter

a. All requested variables entered.

b. Dependent Variable: Kepuasan Kerja

Model Summary^a

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.662 ^a	.438	.428	.23298	.438	45.177	1	58	.000

a. Predictors: (Constant), Gaya Kepemimpinan

b. Dependent Variable: Kepuasan Kerja

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.452	1	2.452	45.177	.000 ^a
	Residual	3.148	58	.054		
	Total	5.601	59			

a. Predictors: (Constant), Gaya Kepemimpinan

b. Dependent Variable: Kepuasan Kerja

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.814	.347		5.222	.000
	Gaya Kepemimpinan	.553	.082	.662	6.721	.000

a. Dependent Variable: Kepuasan Kerja

Residuals Statistics^a

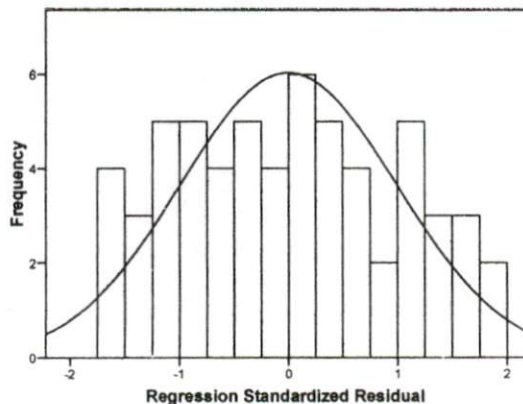
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.7150	4.5446	4.1396	.20387	60
Residual	-.36652	.42608	.00000	.23100	60
Std. Predicted Value	-2.083	1.987	.000	1.000	60
Std. Residual	-1.573	1.829	.000	.991	60

a. Dependent Variable: Kepuasan Kerja

CHARTS

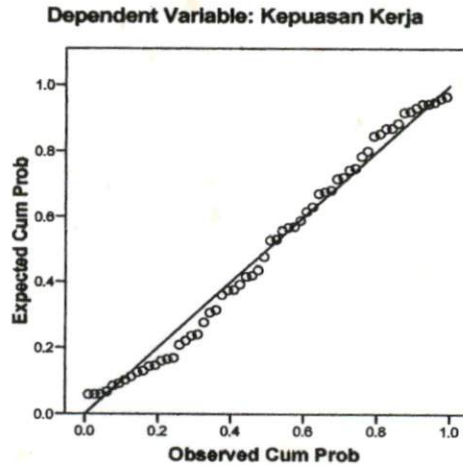
Histogram

Dependent Variable: Kepuasan Kerja



Mean = -3.57E-16
Std. Dev. = 0.991
N = 60

Normal P-P Plot of Regression Standardized Residual



NPar Tests

One-Sample Kolmogorov-Smirnov Test

		Gaya Kepemim pinan	Kepuasan Kerja
N		60	60
Normal Parameters ^{a,b}	Mean	4.2052	4.1396
	Std. Deviation	.36861	.30810
Most Extreme Differences	Absolute	.083	.096
	Positive	.083	.094
	Negative	-.065	-.096
Kolmogorov-Smirnov Z		.642	.745
Asymp. Sig. (2-tailed)		.805	.635

a. Test distribution is Normal.

b. Calculated from data.