



Fibonacci: Jurnal Ilmu Ekonomi, Manajemen dan Keuangan

| ISSN (Online) [3063-9387](https://doi.org/10.63217/fibonacci.v2i3.392) |
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DOI: [10.63217/fibonacci.v2i3.392](https://doi.org/10.63217/fibonacci.v2i3.392)



Analysis Influence Practices Leadership on the Job Satisfaction of Employees

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Abstract: This research analyzed the influence of the dimensions of leadership practices on employee job satisfaction. The object of this study is the University of Batanghari Jambi. Research problem refers to the phenomenon of data at the University of Batanghari Jambi, which is indicated by the number of employees in and out within the last 3 years, as well as some of the complaints are often perceived by employees. The problem that arises is: whether the dimensions of leadership practices have an influence on employee job satisfaction. The study used 80 respondents and all respondents were employees of the University of Batanghari Jambi. Multiple Regression Analysis. The results of this study indicate that such practices are leadership dimensions and empower others dimensions encourage both partial and simultaneous positive effects on employee job satisfaction University of Batanghari.

Keywords: Leadership Practices, Job Satisfaction

INTRODUCTION

The survival and growth of a company are determined not only by its success in managing its finances, marketing, and products, but also by its success in managing its human resources. Human resources are currently considered a crucial resource for organizations, as without quality human resources, organizations will not be able to survive in the competition (Saputra, Umi, & Widjaja, 2021).

Managing human resources in an organization is no easy task, as it involves various elements within the organization, including employees, leaders, and the system itself. The combination of these three elements is expected to create a conducive work environment so that both employees and leaders can perform their jobs optimally. For employees, A conducive work environment is expected to create job satisfaction. Job satisfaction has a significant influence on organizational productivity, both directly and indirectly (Saputra Hutabarat, 2017).

Job satisfaction is the impact or result of effective performance and success at work. Low job satisfaction in an organization is a series of: Decreased task performance, increased absenteeism, and decreased organizational morale (Yukl, 1989). Meanwhile, at the individual level, job dissatisfaction is related to: Desire Which big For go out from Work, Increased work stress, and the emergence of various psychological and physical problems. Employee job

satisfaction is a reflection of attitudes that can be Positive or negative attitudes toward work behavior. This state relates to pleasant feelings at work, which occur with superiors, fellow employees, and other staff (Mayasari et al., 2024).

University Batanghari Jambi is one of the higher education institutions in Jambi Province. As an educational institution that provides educational and teaching services for students, this institution is required to manage organizational activities effectively and efficiently. Achieving the goals of the institution is highly dependent on the resources it has, especially its human resources, namely administrative staff or teaching staff, this is stated in the vision and mission of Batanghari University, namely: Vision: In 2025 UNBARI will become a center of excellence in learning and development knowledge knowledge, technology and art, on the basis of noble morals for the welfare of community (Hutabarat et al., 2023).

Mission: To organize quality, efficient, effective, and accountable education and learning activities with a conducive academic atmosphere, Develop research through research and development, Implement not quite enough answer social to the community by applying research results, Develop curriculum which is flexible and relevant to local, national and regional needs, Creating a healthy organization and having competitive advantages (Dacholfany, Ikhwan, Budiman, & Hutabarat, 2024).

Whether or not Batanghari University is successful in realizing its vision And The organization's mission is very dependent on the role of a leader, namely the Chancellor. The chancellor's ability to manage the organization well in all aspects is reflected in the policies and regulations resulting from the chancellor's leadership. In every policy or regulation that... decided by the chancellor always gets positive and negative responses, and the most discussed among Batanghari University employees is the policy The response issued by the chancellor is negative, this can slowly affect job satisfaction employees in each work unit (Budiningtyas & Hutabarat, 2024).

The chancellor's policy could have a negative impact, this is expressed by Robbins (2001) that researchers have conducted research and found the impact of job satisfaction on employee productivity, absenteeism, and employee turnover. (turnover). Turnover is also a form of dissatisfaction reaction. Which nature permanent, namely leaving one's job (Suratno & Hutabarat, 2023).

Satisfaction is always inversely related to turnover and has a stronger correlation than absenteeism. Several factors influence people's decision to leave their jobs, including labor market conditions, expectations regarding alternative employment opportunities, and length of tenure with the organization. These are the most common complaints felt by some employees at Batanghari University. These complaints arose due to dissatisfaction with the Chancellor's leadership in terms of policies or regulations issued (Phongsavath, Andriani, & Saputra Hutabarat, 2022).

Literature Review

Participation in taking The Chancellor's decision based on the vision and mission of Batanghari University, especially on democratic leadership, will have an impact on improving relations. managers with subordinates, increasing morale and job satisfaction and reducing dependence on leaders. Increasing employee job satisfaction in an organization cannot be separated from the role of leaders in the organization, leadership is the main key (Hutabarat, 2021).

In management Which play a crucial and strategic role in the survival of a company. Leaders are the ones who initiate goals, plan, organize, mobilize, and control all available resources to achieve company goals effectively and efficiently. Therefore, leaders of a company organization are required to consistently create conditions that satisfy employees, ensuring that employees are not only capable but also willing to work toward achieving company goals (Rosmiati, Nurmala Sari, Novia Sri Dwijayanti, 2021).

Leaders should be able to align individual needs with organizational needs based on relationships. humane. In line with this, it is hoped that a leader will be able to motivate and

create Social conditions that benefit each employee, thus achieving employee job satisfaction, which has implications for increasing employee work productivity. Superior behavior is also a major determinant of satisfaction. Generally, satisfaction can be increased if the superior is considerate, friendly and understanding, offering praise for good performance, listening to employees' opinions, and showing a personal interest in them (Robbins, 2002).

Leadership that influences followers to perform at a high level has been widely recognized as transformational leadership (Bass, 1985; Podsakoff et al, 1990). In line with the view that transformational leadership is a leadership practice model developed by Kouzes and Posner (1987). Kouzes And Posner developed their model based on the concept that for leader can recognized through ability they For reach something extraordinary within an organization. Kouzes and Posner explore what individuals do personally when they lead an organization. According to them, leaders are able to achieve extraordinary things in organizations because of five practices, including being a role model, inspiring a shared vision, challenging the process, empowering others, and encouraging enthusiasm.

On part This explained practices leadership by Kouzes An Posner, namely: Model role , According to Kouzes & Posner (1997), leaders must gain the trust of employees by setting an example. To foster trust leader Leaders must categorize their values and act in ways that support those values. Leaders must be consistent in their actions and ensure their words and actions align consistently. Furthermore, to build trust, leaders can create small wins for employees. Celebrating small wins together can help foster relationships and build trust within a department or organization. Role model leaders at Batanghari University must exemplify attitudes and behaviors that are implemented from their words to consistently enforce internal regulations. Inspiring a Shared Vision. According to Kouzes and Posner (1997), this is not It's difficult for a leader to have a vision for their department or organization. However, inspiring others toward that vision, or inspiring others to create it, is no easy feat. An effective leader must be able to envision the future and commit to focusing on the vision and achieving it. However, simply focusing on the vision is not enough for a leader.

Leaders must encourage others to focus on that vision as well. It is the leader's job to breathe life into the vision and demonstrate conviction. personal going to vision That, Which will help others share in that vision. To unify the vision, leaders must help employees find a common purpose, helping them understand why the vision is good for the department and the individual (Yati et al., 2024).

Challenging the process, according to Kouzes and Posner (1997), This leadership practice involves part of the leader's commitment to motivating people to change. It involves the leader creating change and not falling into ruts. Leaders engage and motivate employees toward change, which requires a spirit of intrinsic motivation. Leaders who challenge the process not only will take risk as leaders, but will allow employees to take risks and learn from mistakes without fear of consequences from the leader (Sumatera, Simarmata, & Hutabarat, 2024).

Empowering others. According to Kouzes and Posner (1997), leaders must empower others to control their own actions. Many leaders tend to use their right to control everything and everyone they lead. However, a good leader will put people in control. their own actions, which will help employees develop self-confidence and competence, build trust between leaders and followers, and help to train leaders time In addition, leaders must encourage collaboration between employees, encouraging them to work together, build relationships, and develop shared goals (Zahar, Masni, Hutabarat, Pratiwi, & Tara, 2024).

Encouraging enthusiasm , according to Kouzes & Posner (1997), leaders must recognize employee contributions and celebrate achievements. Leaders can build employee self-confidence by setting high expectations, providing rewards, remaining positive and supportive of employees, celebrating achievements and getting involved personally, making celebrations public, and creating positive social relationships. familiar and sustainable. The leadership of Batanghari University must celebrate the achievements of employees to create a conducive working climate. more comfortable and better (Manik et al., 2023).

Kouzes and Posner's model of leadership practices has received extensive support for academic research in a variety of settings, including industry and business (Shoemaker, 1999, (2003) And field education (Krause and Powell, 2002; Klein, 2007). Research findings from Klein disclose that leadership practices have a positive impact on several aspects of employee job satisfaction in public sector context, especially educational institutions.

Several results of social studies on leadership in educational organizations (Edmons, 1979; Hallinger and Lithwood, 1994; Likert, House and Mitchell, 1974) show that effective and dynamic educational organizations always strive to improve their performance and achievements. led by a leader who are effective and truly well qualified. According to Gupta, well-qualified leadership must: (1) have the ability as leader at a time official leader . As a leader he must be accepted by all group members, and as an official leader he must be fatherly , (2) have the ability to give authority, (3) have a high level of attention to subordinates, (4) be able to create an atmosphere of job satisfaction (Gupta, 1983:92). More specifically, Kerr stated that the leader of a university, in this case the Chancellor, has a special responsibility because he must act as a leader, educator, creator, initiator, wielder of power, pump, and also as an office holder, caretaker, inheritor , consensus seeker and persuader (Bukhori alma, 2005:65). Meanwhile, Gupta (1982:92) stated that to measure the capacity of university leadership in supporting change, the university must: (1) have two types of leadership, namely as a status leader and an official leader . As a status leader he must be accepted by all group members, and as an official leader he must be fatherly , (2) have the ability to give authority and delegate to staff, (3) have attention Which tall to staff, (4) can create an atmosphere of job satisfaction. Thus, it can be said that the job satisfaction of Batanghari University employees is closely related to the leadership practices of the chancellor who obtained response positive Positive and negative feedback from employees tends to influence the level of employee job satisfaction, and vice versa. This suggests the influence of leadership practices (the rector) on employee job satisfaction at Batanghari University, Jambi.

From the description and background above, it can be formulated research problems, including the following: How big is the influence of the Chancellor's leadership practices on job satisfaction? employee University Batanghari Jambi? This research is intended to fulfill several objectives as follows: Analyzing the extent of the influence of the Chancellor's leadership practices on the job satisfaction of employees at Batanghari University, Jambi.

METHOD

The population in this study consists of all administrative staff of Batanghari University. as much as 80 employee. Considering the number population on University Batanghari is not too large, so the sampling technique used is total sampling (Sugiyono, 2017). The type of data used is primary data obtained directly from employees by distributing questionnaires/questionnaires to research respondents, and the data sources come from employees in each unit at Batanghari University, Jambi. Data collection techniques used in research This is as follows: 1) Questionnaire. The questionnaire in this study uses closed questions. The questions or statements arranged in the questionnaire are in the form of choices and respondents only need to choose the alternative answers provided and each alternative answer has been adjusted. with main problem and research objectives. 2) Interviews and Observations, obtaining information for research purposes by means of face-to-face questions and answers between researchers and parties who can help facilitate the research. Observations where researchers make direct observations on research objects, 3) Literature Study, data collection conducted by reading books, literature, journals, references related to this research and research.

RESULTS AND DISCUSSION

Test This intended For know the partial contribution of each independent variable to dependent variable. Using the test of each regression coefficient of the independent variable to determine whether it has a significant influence on the dependent variable or not. Validity is a

measure that indicates the level of validity or authenticity of an instrument. A valid instrument has high validation and vice versa if the level of validity is low, then The instrument is less valid. An instrument is said to be valid if it can measure what it is intended to measure. An instrument is said to be valid if it can reveal data from the variables being studied. Reliability testing is a tool for measuring something questionnaire Which is an indicator of a variable or construct. A questionnaire is said to be reliable or dependable if a person's answer to a statement is consistent or stable over time (Ghozali, 2005). Reliability measurement done with method one shot or a single measurement using the SPSS test tool statistics Cronbach Alpha (α). A construct or variable is said to be reliable if it produces a Cronbach's Alpha value > 0.60 (Nunnally in Ghozali, 2005). This is done by grouping items into two or more parts.

The coefficient of determination is basically to measure how much influence the independent variable has on the dependent variable. The value of the coefficient of determination multiple (R^2) is $0 \leq R^2 \leq 1$. If R^2 approach 1 so can it is concluded that the independent variable has a big role in explaining the dependent variable. Conversely, if R^2 approaches 0, it can be concluded that the independent variable has small role in explaining the dependent variable. As with the results of the classical assumption test, which stated that the regression model met the requirements, multiple regression analysis can be performed. Table 4.1 shows the results of the multiple regression test.

Table 1. shows the results of the multiple regression test.

Model	Unstandardiz ed Coefficients		Standardiz ed Coefficient s	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	29,512	6,867		4,298	.000
Leadership	0.425	0.580	0.211	2,811	0.056

- a. Dependent Variables : Satisfaction work after done analysis regression multiple, the following equation is obtained:

$$Y = 29.512 + 0.425X_1$$

From equality line regression on several things can be explained, namely:

1. The constant value (intercept) shows a positive figure of 29.512. This means that the job satisfaction of Batanghari University employees will have a tendency to move in a positive direction and high, even without any influence from the Leadership Practices dimension .
2. Regression coefficient of leadership practices (X_1) The regression coefficient of empowering others shows a positive figure of 0.425, which means that the dimension of leadership practice own influence positive impact on job satisfaction of Batanghari University employees.

From the results of the multiple regression test above, the results obtained are that the dimensions leadership practices have a positive influence on job satisfaction. However, to find out whether the two independent dimensions partially/individually have a significant influence on job satisfaction at Batanghari University, it must be... t-test was performed. The results of this t-test will answer the hypothesis contained in this study.

Table 2. below shows the results of the t-test.

Model	T	Sig.
(Constant)	29,512	0,000
Leadership	2,811	0.056

Based on the results of the t-test there is a number of things that can be explained as follows:

- a. The significance of the influence of leadership practices on job satisfaction of Batanghari University employees: The results of the t-test in table 5.10 for leadership practices on job satisfaction obtained figure of 2.811 with a significance level of 0.056. Through these figures obtained cannot answer the hypothesis design, namely rejecting H1 and accepting H0 on the grounds that the calculated t value ($2.811 \geq t$ table (1.991) and the significance level ($0.056 \geq 0.05$). So that can It was concluded that there was a significant influence of the dimensions of leadership practices on the job satisfaction of Batanghari University employees.

In this study, it is also important to find out how big the coefficient is. The resulting determinants. Basically, the use of the determinant coefficient is to measure how much influence the dimensions of leadership practices have on job satisfaction.

Table 3. following t This will show how much big coefficient determinant that d produced.

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	0.281 ^a	0.079	0.717	5,231

Results Calculation Multiple Correlation

The table above shows that the Adjusted R Square is 0.717, or 71.7%. This means that collectively, the dimensions of leadership practices have a 71.7% influence on the dependent variable, namely job satisfaction. This is a very large level of influence because other variables not studied have a much smaller percentage influence on the job satisfaction variable. (Y) is 28.3%. This is also supported by the R² value which is close to 0, which concludes that the independent variable has a large role in explaining the dependent variable.

CONCLUSION

In relation to the research results that have been presented above, of the five dimensions of leadership practices implemented by the Chancellor of Batanghari Jambi University and their influence on employee job satisfaction, there are two dimensions that do not have an influence on job satisfaction, this is what the Chancellor needs to pay attention to in his leadership. Furthermore, in carrying out leadership, the chancellor needs to pay attention to other factors that may influence the job satisfaction of Batanghari University employees, such as: leaders not listening to employee aspirations, the amount of salary and allowances not meeting expectations, inappropriate employee placement and career paths, and a lack of appreciation for high-achieving employees, which if not paid attention to will have a negative impact on other variables such as being able to influence employee performance, however this needs to be further research is conducted.

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