

The Influence of Leadership Style and Working Environment to Work Satisfaction: Case Study in Depok City State Senior High School

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Abstract: This research is to determine about: firstly the influence of school principal's leadership style and work environment on teacher job satisfaction, secondly the influence of principals' leadership styles on teacher job satisfaction, and thirdly the influence of work environment on teacher job satisfaction. The population in this research was the teacher of Depok City High School with a sample of 85 respondents taken by random sampling technique. The method of this research use path analysis. The results of this research indicate that the principal's leadership and work environment partially influence on teacher job satisfaction, which means that the principal's leadership style and work environment have a direct influence on teacher job satisfaction. Because of the principal's leadership style has a partial effect on teacher job satisfaction. Furthermore, because the work environment does not affect teacher job satisfaction, the principal's leadership and work environment do not have an indirect effect on teacher job satisfaction.

Keywords: Leadership Style, Work Satisfaction, Working Environment.

I. INTRODUCTION

In education field the most needed human resources is the quality of teachers. The teacher is a professional educator with the main task of educating, teaching, guiding, directing, training, assessing and evaluating students. Nowadays, the difficulty of finding a job has the effect that non-educational majors become a teacher as is not a profession desired by some young people due to lack of well-being to the position which results in a job satisfaction of a teacher decreases. The quality of human resources has an impact on job satisfaction which is a global issue and must continue to be explored both in developed and developing countries. In HR management, what needs to be considered and the most important factor for a company or organization is the level of job satisfaction of its employees. Following are the results of a survey from Jobstreet.com in 2015 with 17,632 workers who were dissatisfied with the current work. Job satisfaction becomes a quite interesting and important problem, because it has proven to be of great benefit to the interests of individuals, industry and society [1].

The issue of quality human resources is also inseparable from the lives of teachers, it can be seen that the demands of teacher quality are very large in terms of building and preparing quality human resources that can compete in this global competition but the attention of educational institutions is still not able to increase teacher job satisfaction. Teaching satisfaction is shown by his attitude at work or teaching, if the teacher is satisfied with the circumstances that affect him, and then he will work or teach well [2]. Teaching satisfaction is the extent to which acceptance and values of a teacher to aspects that exists in a job such as evaluation, colleague relations, responsibilities and rewards [3]. Job satisfaction is a pleasant or unpleasant attitude of workers in viewing their work through an assessment of work. Teacher satisfaction has a relationship between work life, teacher perceptions, compensation, autonomy, productivity, evaluation, colleague relations, responsibilities, and leadership attitude.

This is evidenced by the results of the Pre-research interview with one of the principals of state high schools in the city of Depok and a number of teachers in the Depok City High School of 16 people, saying that each school still had some shortcomings in paying attention to the work satisfaction of its teachers. The following are the results of a pre-research interview with one of the state high schools in the city of Depok:

TABLE: I

Condition	No. Of Teachers	Total	%
Teacher who thinks they don't have a good relationship with their Headmaster	9	16	56,3%
Teachers that concern about their security at work	8	16	50,0%
Teachers that do not carry out their evaluation task	7	16	43,8%
The teacher has not put forward the ability of his profession	10	16	62,5%

The above table is interesting for researchers to further examine about the principal's leadership style. In theory, leadership style is a set of characteristics used by leaders to influence subordinates to be able to work in accordance with applicable rules [4]. The principal's leadership is one of the factors that can encourage schools to realize the vision, mission, goals and objectives of their schools through programs that are implemented in a planned and gradual manner [5]. Based on the theory above and the results of the initial interviews conducted at the Depok City High School, the leadership style of the school principal is one indicator of the lack of job satisfaction felt by the teachers in the Depok City High School. Leadership style is the behavior or method chosen and used by the leader in influencing the thoughts, feelings, attitudes and behavior of the members of his subordinate organization. In other words, the principal's leadership style is the ability of the principal to move, direct, guide, foster, set an example and encourages all resources in a school in order to achieve school goals. Leadership style is divided into 3 types, namely 1) authoritarian leadership style, namely the principal governs in accordance with his wishes and desires 2) Democratic leadership style, namely the principal collaborates and discusses with his subordinates 3) Free leadership style, namely the principal frees his subordinates to work freely but in accordance with applicable rules.

The other thing that affects the job satisfaction of teachers is the existence of a work environment in the Depok City Public High School. Work environment can be interpreted as a place where there are a number of groups in which there are several supporting facilities to achieve goals in accordance with the vision and mission [6]. Work environment is the situation and conditions that exist at the time of work and can affect him while doing his work in the form of a physical environment (school infrastructure and learning atmosphere) and social environment (principal, fellow teachers, employees and students). Indicators of the teacher's work environment include the social environment (the relationship of principals and vice-principals with teachers, the relationship between teachers and employees, the condition of students) and the physical environment (availability of school facilities and infrastructure, and the learning atmosphere).

A. Research Design

This research was conducted at Depok City State High School, the type of research on the influence of the principal's leadership style and work environment on teacher job satisfaction using descriptive-correlation methods. The research design is a scientific way to obtain data with specific uses. The form of research design used is correlation analytic and cross sectional approach. In this case the researcher determines the variable relationship, with the research design as follows:

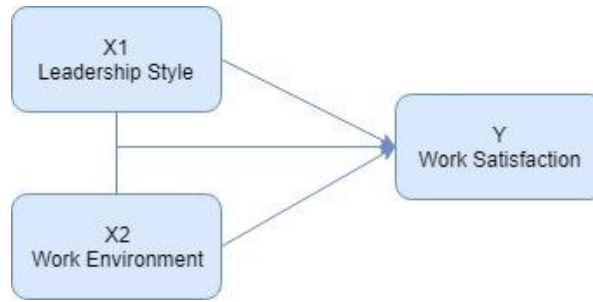


Fig 1: Research Framework

In this research primary data were obtained from distributing questionnaires to all samples of high school teachers in Depok city. The population in this study was state high schools in Depok city. Data collection was carried out through questionnaires. In this case, Depok city has 15 state high schools. In this study, researchers took samples using random sampling techniques. The random sampling technique is done by selecting a number of elements from the population to become members of the sample, so that each element gets the same opportunity to be selected as a sample. This technique is used to determine the sample because the object to be studied or data sources are very broad. Like the city of Depok which has 15 state high schools, so it would be quite difficult if all the teachers at the school were examined.

Analysis of the data used in this research is to use descriptive methods with quantitative and qualitative approaches, namely methods that describe the actual situation systematically, factually and accurately about the principal's leadership style. Software in research uses STATA (Statistics and Data) version 13.

II. RESULTS AND FINDINGS

The path analysis is used to test the likelihood of a causal relationship between three or more variables. Thus, path analysis is basically a means to analyze causal relationships between variables in order to know both the direct and indirect effects between the independent variables on the dependent variable. Such as knowing whether there is influence between variable X₁ the principal's leadership style, X₂ variable work environment and Y variable job satisfaction. This analysis is also used to determine the direction of the relationship between the independent variable and the dependent variable, whether each independent variable has a direct or indirect relationship and to predict the value of the dependent variable. The following table is the result of path analysis.

TABLE: II

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    . regress y x1 x2 x1x2y
  
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Source	SS	df	MS	Number of obs = 85		
Model	14.6663696	3	4.88878988	F(3, 81)	=	171.33
Residual	2.31126209	81	.0285341	Prob > F	=	0.0000
Total	16.9776317	84	.202114663	R-squared	=	0.8639
				Adj R-squared	=	0.8588
				Root MSE	=	.16892

y	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
x1	.8295668	.0684531	12.12	0.000	.9657669	.6933666
x2	-.8270015	.0469801	-17.60	0.000	-.9204772	-.7335258
x1x2y	.099401	.0051475	19.31	0.000	.0891591	.109643
_cons	5.232924	.2003326	26.12	0.000	4.834325	5.631523

Based on research data that has been obtained. The results of this research are indicating that the first hypothesis proposed in this study is that the level of principal leadership style influences job satisfaction. The results of testing the hypothesis in this study indicate that H1 is accepted, it mean that the level of principal's leadership style influences job satisfaction. It shown from table V that the column t variable leadership style of the principal is valued at 12.12 which means higher than 2. Therefore, the leadership style of the principal can affect job satisfaction. Because school principals in Depok City High School can put themselves in all conditions with their respective leadership styles at the school. This results of the teacher being satisfied in the principal's leadership style.

The second hypothesis proposed in this research is that the level of work environment does not affect job satisfaction. The results of testing the hypothesis in this research indicate that H2 is not accepted, it means that the level of work environment has an indirect effect on job satisfaction. Shown from table V that the column t variable work environment value (-17.60), which means lower than 2. Therefore, the work environment does not affect teacher job satisfaction. This is because there are a number of schools in Depok City Public High Schools which have inadequate infrastructure and a less conducive social environment which results in a low level of teacher satisfaction.

The third hypothesis proposed in this study is the influence of the principal's leadership style and work environment on job satisfaction. The results of testing the hypothesis in this study indicate that H3 is accepted, it means that the principal's leadership style and work environment directly influence job satisfaction. Shown from table V that the column t variable remuneration has a value of 26.12 which means higher than 2. Therefore, the principal's leadership style and work environment directly influence job satisfaction.

III. CONCLUSION

Based on the results of the analysis and discussion that has been carried out namely regarding the influence of the principal's leadership style and work environment on job satisfaction mediated by the commitment of teachers in Depok City High Schools, the following conclusions are given, Principal's leadership style directly influences teacher job satisfaction. The work environment does not directly influence teacher job satisfaction. The principal's leadership style and work environment do not affect teacher job satisfaction.

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