

The Influence of Leadership Style and Work Motivation on Employee Job Satisfaction at CV Deli Motor

Jenni Sahputri, Rifky Budi Setiawan*

Universitas Pembangunan Panca Budi

DOI:

<https://doi.org/10.53697/emak.v6i2.2327>

*Correspondence: Rifky Budi Setiawan

Email: rifkybudi@dosen.pancabudi.ac.id

Received: 18-02-2025

Accepted: 23-03-2025

Published: 04-04-2025



Copyright: © 2025 by the authors. Submitted for open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).

Abstract: Job satisfaction is a positive feeling or attitude that a person has towards their job. Job satisfaction not only impacts individual employees but also improves overall organisational performance. This study examines the relationship between leadership style, work motivation, and employee job satisfaction at CV Deli Motor. With increasing competition in the automotive industry, companies need to pay attention to factors that affect employee job satisfaction to increase productivity and loyalty. This study uses a quantitative approach with a survey method of 36 employees of CV Deli Motor. Data were collected through questionnaires and analysed using multiple regression analysis. The results showed that partially leadership style does not have a positive and significant effect on employee job satisfaction, while work motivation variables have a positive and significant effect on employee job satisfaction. Based on the results of the F test, the variables of leadership style and work motivation simultaneously have a positive and significant effect on employee job satisfaction. The coefficient of determination shows that the magnitude of the influence of leadership style and work motivation on employee job satisfaction is 34.1% and the rest is influenced by other variables not examined in this study.

Keywords: Leadership Style, Work Motivation, Job Satisfaction

Introduction

Human resources are the captain and crew of the company. Human resources have an important position in every organization because to achieve maximum organizational performance, it is necessary to utilize the resources it has, including human resources (Pahira & Rinaldy, 2023). Human resources (HR) have a vital role in the success of an organization. As stated by (Aula et al., 2022), HR is the most important asset that drives all organizational activities, from the operational level to system design. Rani et al. (2017) also emphasized that good HR quality is a key factor in achieving the organization's vision and mission. Given this crucial role, maintaining employee job satisfaction is an aspect that cannot be ignored.

Job satisfaction is a pleasant feeling, which arises as a result of the employee's perception that completing a task or trying to complete a job has an important value in the job (Israil & Iqbal, 2018). Job satisfaction is something that is individual and will experience different levels of satisfaction according to the values that apply to the individual. This is because of differences in individuals (Darmilisani, 2021b). People's happiness at work is not only

related to salary, but how satisfied employees are that involves material and non-material aspects (Avent, 2007) in (Sunarta, 2019). Employees who are satisfied with their jobs will be less likely to be absent and quit their jobs. Therefore, efforts to create employee job satisfaction are expected to reduce negative behaviors that can hinder employee performance in a company (Darmilisani, 2021a).

Efforts to achieve job satisfaction are important for both individuals and organizations. From an individual perspective, job satisfaction is not only related to enjoyable work, but also to happiness and health. From an organizational perspective, employee job satisfaction is related to productivity, positive work behavior, controlling turnover and performance (Sunarta, 2019).

Job satisfaction is not a stand-alone variable, but is influenced by various factors both from within the organization and from the employee himself (Yakub, 2017). Factors that influence job satisfaction or dissatisfaction are: type of work, coworkers, benefits, fair treatment, job security, opportunities to contribute ideas, salary, and opportunities to develop (Lantara, 2017). According to (Sinurat, 2017) the Company, it must be able to pay attention to factors that can influence job satisfaction, namely leadership style. If leaders or coworkers do not support each other or do not care about each other, the work carried out will not go well and will cause problems and automatically employee job satisfaction will definitely decrease (Noufal & Alfadri, 2020).

A person who is called a leader is required to be flexible in determining what kind of system he uses in relation to employee job satisfaction. A leader's leadership style is very necessary in an organization because the progress of an organization depends on the leader's ability to carry out his role, so that the organization lives and develops. For that, a leader must really pay attention to his leadership style in the process of influencing, directing the activities of his group members, and coordinating the goals of members and the goals of the organization, so that both can be achieved in the performance of an employee (Yanti, 2022).

A leader leads many employees in a company, and they come from different backgrounds and cultures (Yanoto, 2018). A good leadership style will result in employee satisfaction with the leader in creating a conducive working climate. On the other hand, the implementation of a bad leadership style can cause employee dissatisfaction with the working climate and conditions so that performance itself is not optimal (Nurdin, 2011) in (Mathori et al., 2022). Because leadership style can affect the high and low human performance and create its own satisfaction for an employee (Qarismail & Prayekti, 2020).

According to (Qarismail & Prayekti, 2020) other than leadership style, another factor that is no less important in creating employee job satisfaction is work motivation. Employee work motivation is also an important thing to study because motivation has a core role in shaping behavior, and specifically, in influencing job performance in an organization (Sholiha, 2016). (Wasiman, 2018) states that motivation is a series of attitudes and values that influence individuals to achieve specific things according to individual goals.

Motivation is an important element in an organization because motivation can foster enthusiasm, direct and also maintain employee behavior in accordance with company procedures and behave positively (Qarismail & Prayekti, 2020). Someone who is highly motivated, namely someone who makes substantial efforts, to support productivity in

working. Conversely, if someone who is low motivated will generally make minimal efforts in working. If employees with leaders have good performance, it will have an impact on the performance of the organization where they serve (Darmawan, 2018).

In addition to being determined by leadership style, the work motivation possessed by an employee within himself is also considered capable of moving employees to carry out their main tasks and functions properly and correctly. Efforts to encourage employees to continue to innovate, be creative and perform well are one of them through a motivational approach that is truly in accordance with the conditions and realities in the field. Stimulating employee motivation must be done to encourage good work achievement (Vahera & Onsardi, 2021). (Yunita, 2019) states that Motivation is a collection of energy drives that come from both within and outside the individual to initiate a behavior related to work, and also determines the form, direction, intensity and duration of the behavior carried out.

The motorcycle sales industry in North Sumatra has grown rapidly in recent decades. Since the 1970s, various motorcycle brands have entered and competed in the local market. Honda, Yamaha, and Suzuki are the main players that dominate the market. In recent years, the trend of automatic motorcycles has become increasingly popular among the people of North Sumatra. This encourages companies to continue to innovate in presenting the latest motorcycle variants.

CV Deli Motor is an official Honda motorcycle dealer that provides various models of the latest Honda motorcycles. Established since 2002, the company has built a solid reputation as an official Honda dealer that provides various models of the latest motorcycles with quality after-sales service. In its business journey for more than two decades, CV Deli Motor realizes that the key to their success lies in the quality of their Human Resources (HR). The company understands that competent and dedicated HR is the most valuable asset in providing the best service to customers.

The most crucial problem and the dependent variable in this study is employee job satisfaction. The level of employee job satisfaction will be reflected in the employee's feelings towards their work, which is manifested in the form of a positive attitude towards everything faced or the tasks given to them. Based on the data above, it can be concluded that the decline in employee job satisfaction is one of the low leadership styles and decreased motivation.

A leader should be a figure who is able to foster an attitude of respect, have an attraction and a sense of trust from his subordinates. With this, it will create employees who participate in all activities ordered by the leader in achieving company goals. This refers to previous research conducted by (Mathori et al., 2022; Tarjo et al., 2022; Vahera & Onsardi, 2021) which states that leadership style has a positive effect on job satisfaction. However, it is different from research conducted by (Ali & Agustian, 2018; Purnama et al., 2019) in his research stating that leadership style does not affect job satisfaction.

In achieving goals, sometimes there is failure or success. This failure and success are influenced by how hard humans try to achieve goals, if they are persistent in fighting for their desires, then the goals will be successful, if they are negligent, all they get is failure that ends in disappointment. A wise step, if the management in the organization is able to revive the spirit of motivation of its employees. So that employees are willing to fight hard to achieve their goals, because individual goals have a significant effect on organizational

goals. This refers to previous research conducted by Muhammad (Mathori et al., 2022; Nadya Pally & Septyarini, 2022; Tarjo et al., 2022; Vahera & Onsardi, 2021) which states that work motivation has an effect on job satisfaction. However, it is different from the research conducted by (Mappamiring, 2020; Purnama et al., 2019; Qarismail & Prayekti, 2020) in the results of his research stating that motivation does not affect job satisfaction.

Methodology

Data Quality Test

Data quality testing is a test that is required in research with a questionnaire instrument. The purpose of the data quality test is so that the data obtained can be accounted for its truth and to find out whether the data used is valid and reliable because the truth of the processed data greatly determines the quality of the research results. This data quality test consists of Validity Test and Reliability Test.

Classical Assumption Test

According to Ghozali (2016), multiple linear regression analysis needs to avoid deviations from classical assumptions so that problems do not arise in using the analysis. The classical assumption tests used in this study are the normality test, multicollinearity test, and heteroscedasticity test.

Multiple Linear Regression

According (Ghozali, 2018) to regression analysis, in addition to measuring the strength of the relationship between two or more variables, it also shows the direction of the relationship between the dependent variable and the independent variable. With the equation $Y = a + b_1 X_1 + b_2 X_2 + e$

Information:

Y= Job Satisfaction

a = Constant

b1 = Regression Coefficient X1

b2 = Regression Coefficient X2

X1 = Leadership Style

X2 = Work Motivation

E = Standard Error

T-Test (Partial)

According to Ghozali (2016) the t-test (partial test) is basically used to determine the effect of independent variables on dependent variables individually. To determine the value of the t-statistic table, the significant level used is 5% with the decision-making criteria in this test being:

1. If $t_{count} > t_{table}$ or $significance > 0.05$. H_0 is rejected and H_1 is accepted, meaning that the independent variable significantly affects the dependent variable.
2. If $t_{count} < t_{table}$ or < 0.05 . H_0 is accepted and H_1 is rejected, meaning that the independent variable does not significantly affect the dependent variable.

F Test (Simultaneous)

According to Ghozali (2016) the f test (simultaneous test) is basically used to test the ability of all independent variables together in explaining the dependent variable. Testing can be done by comparing F count and F table with a significant level of ≤ 0.05 with the following test criteria:

1. $F_{count} < F_{table}$ or significance > 0.05 . H_0 is accepted, meaning that the independent variables simultaneously or simultaneously do not significantly affect the dependent variable.
2. $F_{count} > F_{table}$ or significance < 0.05 . H_0 is rejected, meaning that the independent variables simultaneously or together significantly affect the dependent variable.

R2 Test (Determination)

The coefficient of determination (R^2) can essentially measure how far a model's ability to explain variations in the dependent variable. The coefficient of determination value is between zero and one. A small R^2 value means that the ability of the independent variable to explain variations in the dependent variable is very limited. A value that has approached one means that the independent variable provides almost all the information needed to predict variations in the dependent variable (Ghozali, 2016).

Result and Discussion

Description of Research Object

CV Deli Motor is one of the popular Honda Dealers in Deli Serdang. This dealer is located at Jl Besar Deli Tua Km. Xi /274 Bcd, Deli Serdang. This company focuses on selling various types of Honda motorcycles to consumers. As an official partner of Honda, CV Deli Motor provides a variety of motorcycle options according to customer needs and preferences, ranging from motorcycles for daily use, urban transportation, to sports and automatic models. In addition to selling motorcycles, this company also provides after-sales services such as service, spare parts, and technical support to ensure customer satisfaction.

Description of Research Respondents

Respondent description is a process of describing respondents based on gender, age, education, and length of service. In this study, 36 respondents were obtained where this result is known from the number of questionnaire distribution results.

Table 1. Respondent Characteristics Based on Gender

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Man	21	36.2	58.3	58.3
	Woman	15	25.9	41.7	100.0
	Total	36	62.1	100.0	
Missing	System	22	37.9		
Total		58	100.0		

Source: SPSS 29, 2024

Table 1 shows that the majority of respondents are male, totaling 21 people with a percentage of 36.2%, while the rest are female, totaling 15 people or 25.9%. This shows that CV Deli Motor employs more male employees.

Table 2. Respondent Characteristics Based on Age

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<20	5	8.6	13.9	13.9
	21-30	12	20.7	33.3	47.2
	31-40	18	31.0	50.0	97.2
	>40	1	1.7	2.8	100.0
	Total	36	62.1	100.0	
Missing	System	22	37.9		
Total		58	100.0		

Source: SPSS 29, 2024

The table shows that the majority of respondents' ages studied were 31-40 years old, as many as 18 people or 31%, followed by respondents aged 21-30 as many as 12 people or 20.7%. Meanwhile, respondents aged <20 years were 5 people or 8.6%, and respondents aged >40 years were 1 person or 1.7%. This shows that CV Deli Motor employs more young employees because they are considered productive in working even though they do not have much experience and inadequate competency levels.

Table 3. Respondent Characteristics Based on Education

		Last education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SENIOR HIGH SCHOOL	12	20.7	33.3	33.3
	D3	6	10.3	16.7	50.0
	S1	17	29.3	47.2	97.2
	S2	1	1.7	2.8	100.0
	Total	36	62.1	100.0	
Missing	System	22	37.9		
Total		58	100.0		

Source: SPSS 29, 2024

Based on the table shows the level of education of respondents and from 36 people, 27 people have a bachelor's degree or 29.3%. As many as 12 respondents or 20.7% have a high school education. While respondents who have a Diploma education are 6 people or 10.3%. And the remaining 1 respondent has a Postgraduate (S2) education. It can be concluded that the average employee at CV Jaya Motor Makassar has a high school/equivalent and Strata 1 education.

Table 4. Respondent Characteristics Based on Length of Service

		Length of work			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<5	18	31.0	50.0	50.0
	6-10	15	25.9	41.7	91.7
	10-15	3	5.2	8.3	100.0
	Total	36	62.1	100.0	
Missing	System	22	37.9		
Total		58	100.0		

Source: SPSS 29, 2024

Based on Table 4.4. the length of work of CV Deli Motor employees is less than 5 years as many as 18 respondents (31%), >5 years to 10 years as many as 15 respondents (25.9%), >10 years to 15 years as many as 3 respondents (5.2%). From the data above, the length of work <5 years has the most respondents' answers.

Descriptive Statistical Analysis

After knowing the characteristics of the employee research respondents, the next is the processing of primary data which is a descriptive research based on the respondents' opinions. Descriptively, the results of the research percentage are that each dimension has factors that affect the performance of CV Dei Motor employees, as follows:

Table 5. Descriptive Statistical Analysis

Descriptive Statistics					
	N	Minimu m	Maximum	Mean	Std. Deviation
Leadership Style	36	18	30	25.42	3.981
Work motivation	36	14	25	20.94	3.135
Job satisfaction	36	15	25	20.83	2,833
Valid N (listwise)	36				

Source: SPSS 29, 2024

Based on Table 5, the minimum value of the leadership style variable is 18, the maximum value is 30, the mean value is 25.42 and the std. deviation value is 3.981. The minimum value of the work motivation variable is 14, the maximum value is 25, the mean value is 20.94 and the std. deviation value is 3.135. The minimum value of the job satisfaction variable is 15, the maximum value is 25, the mean value is 20.83 and the std. deviation value is 2.833., the mean value is 24.8415 and the std. deviation value is 1.69582.

Classical Assumption Test Results

Before the regression results obtained are interpreted, it is first tested whether there is a violation of the classical linear regression assumptions from the results. In this study, normality, autocorrelation, heteroscedasticity, multicollinearity and linearity tests will be carried out.

Normality Test Results

One way to see normality is to look at histograms and normal plots that compare two observations with distributions that approach a normal distribution.

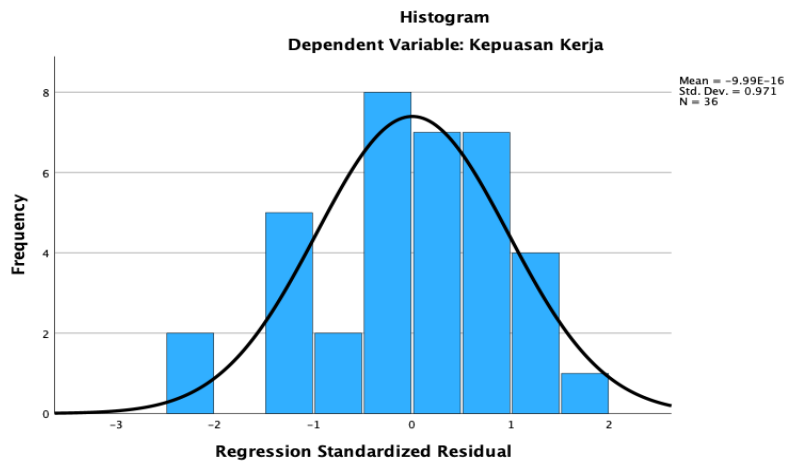


Figure 1. Histogram of Normality Test

Source: SPSS 29, 2024

The results of the data normality test on the histogram above show that the histogram graph is bell-shaped and has a convexity in the middle and does not slope to the right or to the left, thus indicating that the residual data has been distributed normally.

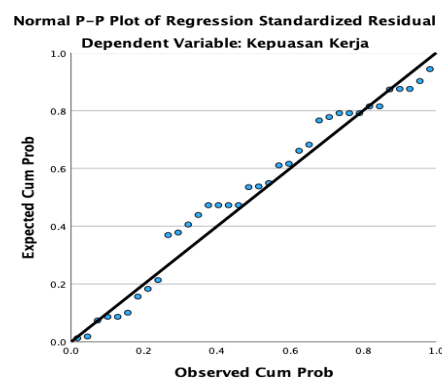


Figure 2. P-Plot Normality Test

Source: SPSS 29, 2024

Based on Figure 2. The results of the p-plot normality test above show that the points are approaching a diagonal straight line, thus indicating that the data used is normal data (meets the normality assumption) so that the data can be used.

Table 6. Results of the Kolmogorov Smirnov Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardize d Residual
N		36
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.23413502
Most Extreme Differences	Absolute	.116
	Positive	.073
	Negative	-.116
Test Statistics		.116
Asymp. Sig. (2-tailed) ^c		.200 ^d
Monte Carlo Sig. (2-tailed) ^e	Sig.	.259
	99% Confidence Interval	
	Lower Bound	.247
	Upper Bound	.270

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: SPSS 29, 2024

Based on the Kolmogorov-Smirnov test above, the Asymp. Sig. (2-tailed) value produced is 0.000. These results explain that the residual data in the regression model of this study is not normally distributed, because the Asymp. Sig. (2-tailed) value produced is below 0.05.

Multicollinearity Test Results

Multicollinearity Test is useful for testing whether the regression model finds correlation between independent variables. The way to find out whether there is a deviation from the multicollinearity test is to look at the Tolerance and VIF values of each independent variable, if the Tolerance value > 0.10 and the VIF value < 10, then the data is free from multicollinearity symptoms.

Table 7. Multicollinearity Test Results
Coefficients ^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Leadership Style	.998	1.002
	Work motivation	.998	1.002

a. Dependent Variable: Job Satisfaction

Source: SPSS 29, 2024

From the results of table 4.3., it can be seen that all independent variables have VIF values of less than 10, so it can be concluded that there are no symptoms of multicollinearity in this research model.

Heteroscedasticity Test Results

The heteroscedasticity test is used to test whether in the regression model there is inequality in the variance of one observation residual to another observation.

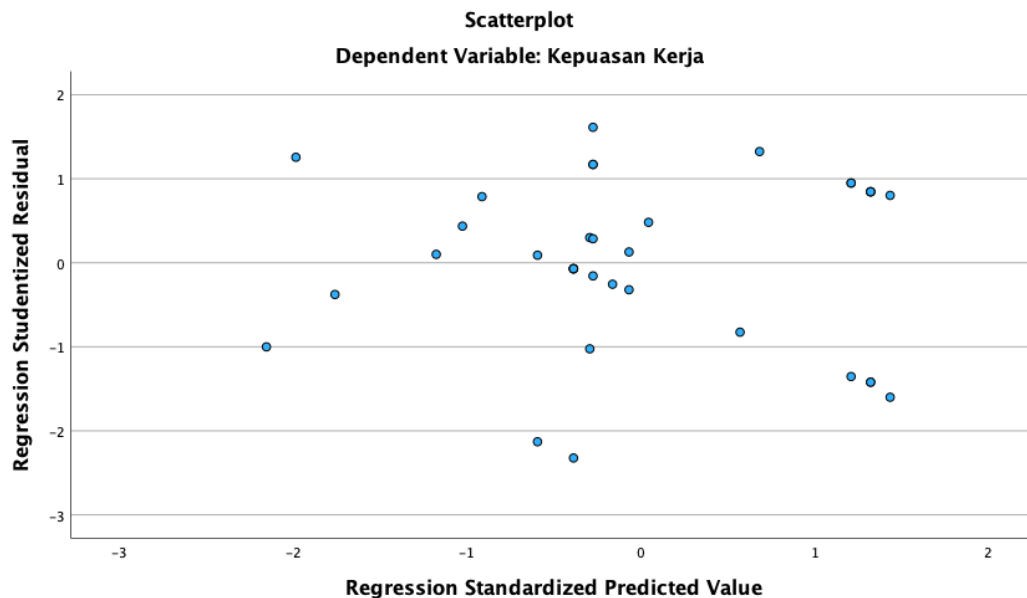


Figure 3. Scatterplot Heteroscedasticity Test

Source: SPSS 29, 2024

Based on Figure 3 above, it can be seen that there is no clear pattern and the points are spread above and below the number 0 on the Y axis. This shows that the data in this study does not experience heteroscedasticity.

Multiple Linear Regression Analysis Test Results

Table 8. Results of Multiple Linear Regression Analysis Test

Coefficients^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	10,008	3,532		2,833	.008
Leadership Style	-.033	.098	-.046	-.333	.741
Work motivation	.556	.124	.616	4.479	<.001

a. Dependent Variable: Job Satisfaction

Source: SPSS 29, 2024

Based on the results of the multiple linear regression analysis in table 4.8 above, the multiple linear regression equation model is obtained below:

$$Y = 10,008 - 0.033X_1 + 0.556X_2 + e$$

Based on the linear regression equation, it can be explained as follows: The constant value of 10.008 shows that if the leadership style and work motivation have a value of 0 or constant, then the job satisfaction value is 10.008 units. The regression coefficient of the leadership style variable is -0.033. If the leadership style variable increases by 1 unit, then

job satisfaction will decrease by 0.033. The regression coefficient of the work motivation variable is 0.556. If the work motivation variable increases by 1 unit, then job satisfaction will increase by 0.556.

Hypothesis Test Results

After conducting the classical assumption test, it can be concluded that the regression model used in this study has met the BLUE (*Best Linear Unbiased Estimated*) estimation model, which means the best estimator value, a linear estimator and an unbiased estimator. The accuracy of the sample regression function in estimating its actual value can be measured from its *Goodness of fit* which can be statistically measured from the coefficient of determination value, the F test statistic value and the t test statistic value.

Coefficient of Determination (R²)

Table 9. Results of the Determination Coefficient Test (R²)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.615 ^a	.378	.341	2.301

a. Predictors: (Constant), Work Motivation, Leadership Style

b. Dependent Variable: Job Satisfaction

Source: SPSS 29, 2024

Based on the table above, it can be seen that the R² (*Adjusted R Square*) value is 0.341, this means that 34.1% indicates that job satisfaction is influenced by the sub variables of leadership style and work motivation. While the rest (100% - 34.1%) = 65.9% is influenced by other variables that have not been studied in this study.

t-Test Results (Partial)

The t-test aims to test the effect of independent variables on dependent variables, namely each independent variable on the dependent variable. The data obtained are as follows:

Table 10. Results of t-Test (Partial)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,008	3,532		2,833	.008
	Leadership Style	-.033	.098	-.046	-.333	.741
	Work motivation	.556	.124	.616	4.479	<.001

a. Dependent Variable: Job Satisfaction

Source: SPSS 29, 2024

Based on the t-test analysis table above, the influence of each variable is explained as follows: Based on the results of the t-test, it can be explained about the partial hypothesis test and each independent variable against the dependent variable. Based on the SPSS output of the t-test (partial) in the table above, it is known that in the first variable, the t-count value of the leadership style variable is -0.033. Because the t-count value is $-0.033 < t_{\text{table}} 2.03224$ with a significance of $0.741 > 0.05$, it can be concluded that H1 or **the first hypothesis is rejected**. This means that there is no significant influence of Leadership Style (X1) on Job Satisfaction (Y) in CV Deli Motor employees.

In the second variable, the t-count value of the work motivation variable is 4.479. Because the t-count value of $4.479 > t_{\text{table}} 2.03224$, it can be concluded that H2 or **the second hypothesis is accepted**. This means that there is a significant influence of Work Motivation (X2) on Job Satisfaction (Y) on CV Deli Motor employees.

F Test Results (Simultaneous)

Table 11. F Test Results (Simultaneous)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	106,302	2	53.151	10,040	<.001 ^b
	Residual	174,698	33	5.294		
	Total	281,000	35			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Work Motivation, Leadership Style						

Source: SPSS 29, 2024

Based on the results of SPSS calculations, the F-count value is 10.040 and the significant value is 0.0011, while the F-table at a confidence level of 95% with an alpha of 5% is 3.28. Because the F-count value of 10.040 is greater than the F-table of 3.28 and the significance level is $0.001 < 0.05$, it can be concluded that leadership style and work motivation have a simultaneous effect on employee job satisfaction at CV Deli Motor Medan.

Discussion

Relationship between the Influence of Leadership Style and Job Satisfaction

Based on the test results, it was found that the leadership style had a t-count value of -0.033, which was smaller than the t-table of 2.03224 with a significance of $0.741 > 0.05$, so the Leadership Style (X1) did not have a positive and significant effect on Job Satisfaction (Y) of CV Deli Motor employees. So it can be concluded that whether the leadership style at CV Deli Motor is good or not does not have an impact on increasing or decreasing employee job satisfaction at CV Deli Motor. This could mean that employees have become accustomed to the existing working conditions, so that leadership style is no longer a key factor in determining their level of satisfaction. Alternatively, the management system in the company may already have a fairly stable compensation mechanism, communication, or work climate so that leadership style does not play a significant role in influencing employee perceptions and satisfaction. However, this condition could also be a sign that the company

needs to conduct an in-depth evaluation of leadership practices and other factors that affect employee productivity.

The Relationship between the Influence of Work Motivation on Job Satisfaction

Based on the test results, it was found that the work motivation variable with a t-value of $4.479 > t\text{-table } 2.03224$ with a significance of $0.001 < 0.05$, it can be concluded that Work Motivation (X2) has a positive and significant effect on Job Satisfaction (Y) of CV Deli Motor employees. The higher the work motivation, the higher the job satisfaction and vice versa, the lower the employee's work motivation, the lower the employee's job satisfaction. The effect of work motivation on job satisfaction indicates that the company has succeeded in creating a work environment that is able to encourage employee enthusiasm and enthusiasm. This indicates an effective mechanism in providing stimulus, appreciation, and recognition to employees, so that they feel encouraged to give their best performance. The company's management seems to have succeeded in designing the right motivation system, both through financial and non-financial incentives, so that it has a direct impact on increasing job satisfaction.

The Relationship between the Influence of Leadership Style and Work Motivation on Job Satisfaction

Based on the results of simultaneous testing, the F-count value was obtained at 10.040 and a significant value of 0.001. Because the F-count value of 10.040 is greater than the F-table of 3.28 and the significance level is $0.001 < 0.05$, it can be concluded that leadership style and work motivation have a simultaneous effect on employee job satisfaction at CV Deli Motor Medan. This shows that company leaders need to actively develop an effective leadership approach that can encourage employee enthusiasm and motivation. When the right leadership style is combined with a good motivational strategy, it will create a conducive work environment, where employees feel appreciated, heard, and have the opportunity to develop. Such company conditions reflect that CV Deli Motor Medan does not only focus on productivity, but also pays attention to the psychological and emotional aspects of employees.

Conclusion

Based on the results of data analysis and discussion, the author obtained the following conclusions that can be drawn from this study:

1. Partially, leadership style does not have a positive and significant effect on employee job satisfaction at CV Deli Motor Medan.
2. Work motivation partially has a positive and significant effect on employee job satisfaction at CV Deli Motor Medan.
3. Leadership style and work motivation simultaneously have a positive and significant effect on employee job satisfaction at CV Deli Motor Medan.

References

- Afandi. (2018). *Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator)*. Nusa Media.
- Ali, K., & Agustian, D. W. (2018). Analisis Pengaruh Budaya Organisasi dan Gaya Kepemimpinan Terhadap Kepuasan Kerja untuk Meningkatkan Kinerja Karyawan di Rumah Sakit Muhammadiyah Metro. *Jurnal Derivatif*, 12(2).
- Apriyanto. (2020). *Pengantar Manajemen*. CV Jakad Media Publishing.
- Aula, S., Hanoum, S., & Prihananto, P. (2022). Peran Manajemen Sumber Daya Manusia dalam Meningkatkan Resiliensi Organisasi: Sebuah Studi Literatur. *Jurnal Sains Dan Seni ITS*, 11(1). <https://doi.org/10.12962/j23373520.v11i1.67483>
- Darmawan, H. (2018). Pengaruh Gaya Kepemimpinan Dan Motivasi Kerja Terhadap Kepuasan Kerja Karyawan (Studi Kasus Pada PT Inovasi Teknologi). *Jurnal Ekonomi*, 21(1), 76. <https://doi.org/10.24912/je.v21i1.383>
- Darmilisani. (2021a). Analisis Pengaruh Locus Of Control Internal Dan Eksternal Terhadap Kepuasan Kerja Pada Kantor Direksi PT Socfin Indonesia Medan. *Journal of Community Research and Service*, 5(2), 122–136.
- Darmilisani. (2021b). Pengaruh Locus Of Control Internal Dan Locus Of Control Eksternal Terhadap Kepuasan Kerja Pada Kantor Direksi PT Socfin Indonesia Medan. *Jurnal Manajemen Tools*, 13(1), 1–14.
- Endra, T. S. S. (2022). Pengaruh Motivasi dan Kepuasan Kerja terhadap Kinerja Karyawan di Perusahaan Dazzel Yogyakarta. *Among Makarti*, 14(2). <https://doi.org/10.52353/ama.v14i2.218>
- Firmansyah, N. A., & Maria, V. (2022). Pengaruh Kepemimpinan, Budaya Organisasi dan Motivasi Kerja terhadap Kinerja Karyawan pada PT The Univenus Serang. *Jurnal Inovasi Penelitian*, 2(12), 3841–3848.
- Ghozali, I. (2018). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 25*. Badan Penerbit Universitas Diponegoro.
- Handoko, T. H. (2020). *Manajemen Personalia & Sumberdaya Manusia*. BPFE.
- Hasibuan, M. (2017). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Hidayat, V. A. R., & Satrio, B. (2023). Pengaruh Gaya Kepemimpinan, Motivasi, Disiplin, Kompensasi Serta Pengembangan Karir Terhadap Kinerja Karyawan. *Jurnal Ilmu Dan Riset Manajemen*, 12(9), 12–19.
- Israil, & Iqbal, M. (2018). Pengaruh Gaya Kepemimpinan dan Motivasi Kerja terhadap Kepuasan Kerja Karyawan PT Bank Bukopin Cabang S Parman. *INDIKATOR Jurnal Ilmiah Manajemen Dan Bisnis*, 2(1), 90–97.
- Kartono, K. (2019). *Pemimpin Dan Kepemimpinan*. PT Grafindo Parsada.
- Lantara, I. W. A. (2017). Pengaruh Motivasi Kerja terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Intervening PT. Indonesia Tourism Development Corporation (ITDC). *Ejournal Jurusan Pendidikan Ekonomi*, 10(2), 1–10.

- Mappamiring. (2020). Motivasi dan Kepemimpinan terhadap Kepuasan Kerja Karyawan PT. Telekomunikasi Indonesia (Persero) Tbk Pusat Makassar. *Jurnal Administrasi Bisnis (JAB)*, 10(2), 89–92.
- Mathori, M., Ambara, E., & Kusumastuti, D. A. (2022). Pengaruh Gaya Kepemimpinan Dan Motivasi Kerja Terhadap Kinerja Dengan Kepuasan Kerja Sebagai Variabel Mediasi di UPT Pengelolaan Kawasan Cagar Budaya Dinas Kebudayaan (Kundha Kabudayan) Kota Yogyakarta. *Jurnal Riset Akuntansi Dan Bisnis Indonesia STIE Widya Wiwaha*, 2(4), 1263–1285.
- Nadya Pally, Y. F., & Septyarini, E. (2022). Pengaruh gaya kepemimpinan, komitmen organisasi, dan motivasi kerja terhadap kepuasan kerja pegawai. *JURNAL MANAJEMEN*, 14(1), 140–147. <https://doi.org/10.30872/jmmn.v14i1.10796>
- Nikmat, K. (2022). *Manajemen Sumber Daya Manusia Dan Perilaku Organisasi Pengaruh Gaya Kepemimpinan Terhadap Kepuasan Kerja Pegawai*. Pusat Pengembangan Pendidikan dan Penelitian Indonesia.
- Noufal, F., & Alfadri, F. D. (2020). Pengaruh Kepemimpinan Terhadap Kepuasan Kerja Pegawai pada PT PLN (Persero) Sektor Bandar Lampung. *Jurnal Relevansi : Ekonomi, Manajemen Dan Bisnis*, 4(1), 12–20. <https://doi.org/10.61401/relevansi.v4i1.34>
- Pahira, S. H., & Rinaldy, R. (2023). Pentingnya Manajemen Sumber Daya Manusia (MSDM) Dalam Meningkatkan Kinerja Organisasi. *COMSERVA: Jurnal Penelitian Dan Pengabdian Masyarakat*, 3(03), 810–817. <https://doi.org/10.59141/comserva.v3i03.882>
- Paramita, L. (2017). Pengaruh Gaya Kepemimpinan Terhadap Kinerja Pegawai Badan Penelitian Dan Pengembangan Daerah Provinsi Kalimantan Timur. *EJournal Administrasi Negara*, 5(3), 6168–6182.
- Purnama, I., Nyoto, & Komara, A. H. (2019). Pengaruh Gaya Kepemimpinan, Motivasi Kerja, Dan lingkungan Kerjaterhadap Kepuasan Kerja Dan Komitmen organisasi Karyawan Di Perguruan tinggi Pelita Indonesia Pekanbaru. *Procuratio : Jurnal Ilmiah Manajemen*, 7(2), 222–237.
- Qarismail, T., & Prayekti, P. (2020). Pengaruh Gaya Kepemimpinan Transformasional, Motivasi dan Disiplin Kerja terhadap Kepuasan Kerja Karyawan. *Jurnal Bisnis Dan Manajemen*, 115–129. <https://doi.org/10.23960/jbm.v16i2.71>
- Rivai, V. (2018). *Manajemen Sumber Daya Manusia untuk Perusahaan dari Teori ke Praktek* (Cetakan Pertama). Murai Kencana.
- Sedarmayanti. (2017). *Perencanaan dan Pengembangan SDM untuk Meningkatkan Kompetensi, Kinerja dan Produktivitas Kerja*. PT Refika Aditama.
- Sholiha, A. (2016). *Pengaruh Gaya Kepemimpinan dan Motivasi Kerja Terhadap Kepuasan Kerja Karyawan pada Puskesmas Kalisat Kabupaten Jember*. Universitas Muhammadiyah Jember.

- Sinurat, E. (2017). Pengaruh Gaya Kepemimpinan terhadap Kepuasan Kerja Karyawan pada PT. Himawan Putra Medan. *Jurnal Ilmiah Methonomi*, 3(2), 92–106.
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. CV Alfabeta.
- Sugiyono. (2018). *Metode Penelitian Pendidikan (Pendekatan Kuantitatif, Kualitatif, dan R&D)*. CV Alfabeta.
- Sunarta, S. (2019). Pentingnya Kepuasan Kerja. *Jurnal Efisiensi – Kajian Ilmu Administrasi*, 16(2), 63–75. <https://doi.org/10.21831/efisiensi.v16i2.27421>
- Sutrisno, E. (2019). *Manajemen Sumber Daya Manusia. Cetak Ke Sebelas*. Prananda Media Group.
- Tarjo, T., Burhanuddin, B., & Zulkifli, Z. (2022). Pengaruh Gaya Kepemimpinan Dan Motivasi Kerja Terhadap Kepuasan Kerja Karyawan. *Jurnal Administrasi Sosial Dan Humaniora*, 4(4), 32. <https://doi.org/10.56957/jsr.v4i4.207>
- Vahera, D., & Onsardi. (2021). Analisis Gaya Kepemimpinan, Motivasi Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan. *Jurnal Manajemen Modal Insani Dan Bisnis (JMMIB)*, 2(1), 58–67.
- Wasiman. (2018). Pengaruh Gaya Kepemimpinan, Motivasi Dan Komunikasi Terhadap Kinerja Karyawan Pada Rumah Sakit Swasta Di Kota Batam. *Jurnal : Akrab Juara*, 3(1), 18–30.
- Yanoto, A. (2018). Pengaruh Gaya Kepemimpinan terhadap Kepuasan Kerja melalui Motivasi dan Kinerja Karyawan P Nutrifood Indonesia di Surabaya. *AGORA*, 6(1).
- Yanti, E. D. (2022). Pengaruh Kepemimpinan, Karakteristik Pekerjaan dan Kemampuan Kerja Terhadap Kinerja Karyawan PT Petrokimia Gresik. *Journal of Community Research and Service*, 6(1), 57. <https://doi.org/10.24114/jcrs.v6i1.32807>
- Yunita, M. M. (2019). Gambaran Motivasi Kerja dan Work Engagement Ditinjau dari Urutan Kelahiran Karyawan. *Jurnal Ilmiah Psikologi MIND SET*, 10(01), 36–44. <https://doi.org/10.35814/mindset.v10i01.737>
- Zaharuddin. (2021). *Gaya Kepemimpinan & Organisasi*. NEM –Anggota.
- Zainal, V. R. (2015). *Manajemen Sumber Daya Manusia untuk Perusahaan dari Teori ke Praktik*. PT Raja Grafindo Persada.