

Influence Of Style Leadership To Satisfaction Work And Employee Performance At A Company's Cargo Hasanuddin International Airport Makassar

Dr. Sadariah

Abstract: Influence of style leadership to satisfaction work and employee performance at a venture cargo Hasanuddin International Airport Makassar. This research aims to analyze the influence of leadership styles against employee job satisfaction and employee performance at a venture Cargo Hasanuddin International Airport Makassar. The method of analysis data in this research using a technique analysis SEM (Structural Equation Modelling) with the program help AMOS 18.0 (analysis of Moment Structural). The number of samples in the study as many as 162 result and sample analyse have also mentioned word "minimum of was achieved" meaning that AMOS have succeeded to estimate and varians of kovarian existing. Thus can be concluded that the sample of the used in this research had filled the analysis SEM. The result of this research indicates that: the style of leadership of the influence significant to job satisfaction of employee, leadership style has not significant of the performance of employees and satisfaction work employees significant of the performance of employees businesses at the Cargo Hasanuddin International Airport Makassar.

Keyword: Leadership, Satisfaction, Performance.

1 INTRODUCTION

Air traffic flow stations that carry passengers from various regions of the county of city of south sulawesi, at the Hasanuddin Makassar International Airport. The local authority by preparing the service that condemns the pertaining to the needs of passengers, were also a lot of other businesses in the as a form of concern against a candidate passengers and among the companies were is a vindication of the cargo an offbeat delivery. Transportation air cargo only reached 908, 435 metric tons with the order as follow: Mexico (23, 39%), India (17, 29%), Brazil (12, 24%), Pakistan (9, 03%), Peru (6, 9%), Netherland (5, 56%), Ecuador (4, 52%), and Plipphine (3, 93%), while Indonesia did not go to ten greater or less than percent of (an opportunity cargo transport <http://www.indonesian>). this is an indication of the opportunity that quite large but is not supported by this is utility of air transportation and human resources which are entrepreneurs in the industry are cargo an offbeat delivery through the air. The phenomenon is happening at the moment is presence. The amount of cargo business of the cargo business in Makassar Hasanuddin international airport based on the initial survey i.e. 29 companies with the number of employees of the 162 people. Performance Cargo International Airfort Hasanuddin Makassar is expected to provide a better, we need to hold research on factors influence it. Research is called influence of style leadership to satisfaction work and employee performance at a Company's Cargo Hasanuddin Makassar International Airport. Gibson et al. (1997), stated that they found a reciprocal relation between the performance of work and satisfaction. On one side, satisfaction work led to an increase performance so worker who is satisfied with more productive. On the other side will happen satisfaction work caused by the performance that worker who more productive will be satisfied. job satisfaction is the variable that influenced by mentally challenging work, equitable reward, supportive working conditions, dan supportive colleagues.

On one side, satisfaction work influences the performance. In this case employee who satisfied workers productive (Robbins, 1998). Job satisfaction to be obtained through and assessment of workers rewards received, if a worker feel the award was fair and improve satisfaction award it work (Vecchio, 1995). According to The Porter-Lawler Model (in Vecchio, 1995). Satisfaction and performance is the variable separate. The performance of influenced by efforts, ability and traits as well as the role perception. On the other side importance of this model is the phase after the performance. The performance of followed by reward & extrinsic reward as well as the perceived equitable reward that will affect job satisfaction. The phenomenon is happening at the moment is presence, so this study tries to review the pattern of relationships between work satisfaction and performance. The research trying to analyze that pleasure work higher especially that produced by achievement or performance. Locke (in Tubbs et al., 1993), comprehensively define satisfaction experience the pleasure or emotions positive produced by measurement work or work experiences. Job satisfaction is a person's attitude towards their work, the attitude that comes from the preception of their work. Perez (2002), stated that a factor causing employees are dissatisfied is the very nature of the supervisor do not want to hear the and opinions workers and did not want to help if in need. Blake (1993), prove worker who receive the appreciation of supervisor higher than with the would be satisfied. Other sources who make employee dissatisfied is a system for considered unfair according to preception employees. The salary that received by each reflect any difference in the responsibility of employees, experience, skill and seniority of employee performance can not be separated from the role of the leader. Leadership is the ability to influence others to achieve goals with enthusiasm, David, 1998. A leader must be able to influence his subordinates to act in accordance with the vision, mission and objectives of the company, capable of give purpose uplifting, and to cultivate a gesture of respect and the trust of inferiors. (Amar: 2004), the essence of leadership is a to influence others to give away their skills, good for act in accordance capabilities owned and developing in continuous. A leader who success is the rich anticipating the changing, took the opportunity to reach productivity higher, correcting poor performance and encourage at the

- Dr. Sadariah is Lecturer in the STIE Tri Dharma Nusantara Makassar

organization. Yuki (1994), stated that the effectiveness of leadership is measured by the degree to which the leader of the organization carry out its task properly and successfully achieve the goal. Different perspectives mentioned above can be understood that leaders has a duties and responsibilities that very much determined to successful a achieving the targets. Originalitas this research is: this research uses situational leadership styles(contingency) Fiedler. Research gap, a style of leadership measured by likert scale by use of Least Preferred Coworker (LPC). Fiedler (in Kreitner and Kinicki, 1998), stating theree are three indicators in the leadership of the situational relationship is the leader with employees (the orientation relationship), degree of an arrangement of duty (task orientation) and a position of authority leader (powe of positions). This research analyze the influence of work satisfaction employee who used as variables between (intervening variable), connecting style leadership on performance an employee at the Cargo Hasanuddin Makassar International Airport. With the formulation problem as follows: (1) wether the leardership style influence on employee job satisfaction at the Cargo Hasanuddin Makassar International Airport. (2) wether the leardership style influence on employee performance at the Cargo Hasanuddin Makassar International Airport. (3) wether the employee's job satisfaction influence on employee performance at the Cargo Hasanuddin Makassar International Airport.

II. LITERATURE REVIEW

Before doing the preparation of the questionnaire, according to Singarimbun and Efendi (1995), variable who want to be researched need to translate the concept of who want to be researched to be operated in the form of a question research. Operational definition is an indicator of the implementation of the measurement of a variable. The variable in this study each operationally defined with some indicators among others:

- a) **Leadership style (X)**, this research uses situational leadership styles(contingency) Fiedler. Research gap, a style of leadership measured by likert scale by use of Least Preferred Coworker (LPC). Fiedler (in Kreitner and Kinicki, 1998), stating theree are three indicators in the leadership of the situational relationship is the leader with employees (the orientation relationship), degree of an arrangement of duty (task orientation) and a position of authority leader (powe of positions).
- b) **Employee satisfaction (Y.1)**, satisfaction work referred to in this research namely the leves of satisfaction that was felt to be by employee with their projections. An indicator that measures covering variable work satisfaction: Co-worker, a supervisor, opportunities to advance and salary. Herzberg (in Wixley and Jukl, 1988)
- c) **Employee Performance (Y.2)**, the indicators for measuring variable of employee performance that is the quality of the work, the quantity of the work and presence. Meier (in As'ad, 1995), expressing that general consideret the assessment criteria employee performance, among others: quality, quantity, time spent, office, attendance and safety in doing his job. Measurement of the indicators was done in the form of ordinal skoring between numbers 1 to 5 that represents the level of influence the respondent towards the proposed statement, which figure 1 shows the lowest value and the highest value of 5 shows value i.e

very satisfied give the value of 5, satisfied give the value of 4, quite satisfied given the value of 3, less satisfied given the value of 2 and not satisfied given the value of 1.

III. METHODOLOGY

This Research conducted the Cargo Hasanuddin Makassar International Airport. The method used is the quantitative and qualitative. Implemented for four months, namely March until July 2015 year. The data source of primary and secondary, engineering data collection i.e observation, interview, koesioner and documentation. Population and sample the study was all employees at the Cargo Hasanuddin Makassar International Airport. Consist of 29 cmpanies with the number of employees of the 162 people. According to Singarimbun and Efendi (1995), population are defined as the generalization that consisting of objects or subject to have characteristicof certain and have equal opportunities to were chosen to be the sample. The method analysis data used in explain the phenomena in this research is a technique analysis statistic deskriptif and analysis structural Equation Modeling (SEM). Descriptive of statistical analysis used to analyze data by means of described the data collected without intending to make inferences generally accepted. (Sugiyono, 2002), the equation that used based on problems and a hypothesis that is stated in the previous, then the analysis model was used to describe all hypothetical application Structural Equation Model(SEM) with the program AMOS 18.0 (Analysis of Moment Structure, Arbukle, 1997). Test validity, the low height of the validity of the instrument indicates the extent to which data collected does not deviate from the specified validity description (Arikunto, 2006). Testing in the validity of this, done to determine whether indicators valid or cannot be seen from test if value t count larger than 1, 96 ($t\text{-count} > 1, 96$), means that an indicator that measured expressed valid. Reliability test, reliability testing in the study to see the value alpha cronbach, when alpha cronbach more than 0.60 then research data is consideret to be quite good and it is reliable for use as infut in process to analysed data in order to test hypotheses research (Maholtra, 1990).

IV. HYPOTHESIS TESTING

The testing of hypotheses leardership style influence on employee job satisfaction, leardership style influence on employee performance, employee's job satisfaction influence on employee performance at the Cargo Hasanuddin Makassar International Airport. Analyze the results of research with the use Structural Equation Model(SEM) with the program AMOS 18.0 (Analysis of Moment Structure, Arbukle, 1997).

Table 1: Partial Test (Test-T)

HIP	Variable Independent	Variable Dependent	Direct Effect			
			Standardize	CR	p-value	Keterangan
H1	Style Leadership	Satisfaction	0, 281	2, 180	0, 029	Significant
H2	Style Leadership	Performance	0, 037	0, 255	0, 799	Not significant
H3	Satisfaction	Performance	0, 709	2, 927	0, 003	Significant
Indirect Effect						
Variable Independent		Variable Dependent	Variable Intervening	Standardize	Keterangan	
Style Leadership		Performance	Satisfaction	0, 199	Significant	

Source: Program Amos 18.0 (Analysis Of Moment Structure, Arbukle, 1997)

based on partially as in table above indicate that leadership style, satisfaction influence on employee performance at the cargo hasanuddin international airport makassar. it is known from the t-value calculate obtained is a greater than t-table or t-count is smaller then the t-table. table 5.14 there is a path that can be known the influence of significant and insignificant, thus the hypothesis:

- H1.** a leadership of style have a positive influence significant to satisfaction employee work at the cargo hasanuddin international airport makassar. with $p = 0.029 < 0.05$ the value of the coefficient of 0.281, the coefficient shows that the existence of a style of leadership that good will make employee would be satisfied with his work.
- H2.** leadership of style have a positive influence not significant impact on employee performance at the cargo hasanuddin international airport makassar. with $p = 0.799 > 0.05$ the value of the coefficient of 0.037, this means that style leadership applied cannot increment of employee performance, but the leadership styles affect performance through employee satisfaction with the value of the coefficient of 0.199 this means that the style of leadership will increase of employee performance when the style of leadership capable of affording satisfaction against the employee.
- H3.** work satisfaction have a positive influence significantly to employee performance at the cargo hasanuddin international airport makassar. with $p = 0.003 < 0.05$ the value of the coefficient of 0.709, this coefficient suggests that people are increasingly dissatisfied with her job then its performance will increase.

V. DISCUSSION

The influence of leadership styles towards job satisfaction at the cargo hasanuddin international airport makassar.

Namely leadership style positive effect significantly to job of satisfaction employee at the cargo hasanuddin makassar international airport. following the completion of testing, has been shown to were received in significant. this relationship of with kofisien seen by value 0.281 with $p = 0.029 < 0.05$ significant means leadership style that consists of a task orientation, orientation of the relationship, and the powers of the office of the influential significantly to job satisfaction of employees. fiedler (in kreitner and kinicki, 1998), stating there are three indicators in the leadership of the

situational relationship is the leader with employees (the orientation relationship) degree of an arrangement of duty (task orientation) and a position of authority leader (power of positions). the leadership style that is analyzed is situational leadership. fiedler (in kreitner and kinicki, 1998), with state that work performance employees depends on interaction between style leadership by employees as well as a situation that supports. a style of leadership that dominated by an office or power, nevertheless employees receive this state as satisfaction. the finding are in line with the results of research conducted by the mine sancar (2009: 2860), states that job satisfaction can be explained by the behavior of the leadership of teacher in government school in northern cyprus. in this research it can be said that the employees who worked at the cargo hasanuddin makassar international airport, will feel calmer work if the results of its work can satisfy customers, leaders even herself.

the influence of leadership styles on performance of employees at the cargo hasanuddin makassar international airport.

the result of experiment to the table 1 shows that style leadership have positive influence not significantly to of employee performance with $p = 0.799 > 0.05$ the value of the coefficient of 0.037, this means that style leadership applied cannot increment of employee performance, but the leadership styles affect performance through employee satisfaction with the value of the coefficient of 0.199 this means that the style of leadership will increase of employee performance when the style of leadership capable of affording satisfaction against the employee. meier (in as'ad, 1995), expressing that general consideret the assessment criteria employee performance, among others: quality, quantity, time spent, office, attendance and safety in doing his job. the research findings is in line with the research conducted by andi rustam (2011: 222), said that led behavior influential positive and not significantly to employee performance, of employee performance are not defined by leaders behavior. of this research was not in line with the results of research conducted by brahmasari and suprayetno (2008:132), saying that the leadership of the influential positive significantly to company performance. (cases study on pt. pei hai internasional wiratama indonesia).

the influence of satisfaction on the performance of employees work at the cargo hasanuddin makassar international airport,

work satisfaction have a positive influence significantly to employee performance at the cargo hasanuddin makassar international airport. with $p = 0.003 < 0.05$ the value of the coefficient of 0.709, this coefficient suggests that people are increasingly dissatisfied with her job then its performance will increase. descriptive analysis against variable employee performance and job satisfaction show that the respondent's assessment was good, this research stressed the need to maintain the level of satisfaction of work and employee performance in the condition of a optimal so that employees feel given in return in accordance his job, have good relations directly from the lead through praise and support good material and moral against the employee. meier (in as'ad, 1995), expressing that general consideret the assessment criteria employee performance, among others: quality, quantity, time spent, office, attendance and safety in doing his job. therefore this study reaffirms the results found by previous researchers that in realizing a good employee performance must maintain the employee's job satisfaction. research findings is in line with the results of research conducted by yosep (1998: 191), against various propesi in greece emirad arabs who find that there is a significant relationship between the job satisfaction with employee performance. research findings is in line with the results of research conducted by bowling (2007:12) against people who work in the industry and the fhisikolog, found that the group that given current coding will provide better results than the group that dictated in realizing the satisfaction of work that achieves better performance .

VI. CONCLUSION

Based On The Results Of The Research And The Discussion Then It Can Be Summed Up As Follows:

1. The results of statistical test indicate that style leadership in shape by indicators orientation relation, orientation duties and power office significant to satisfaction work employees. The results of analysis means that the more right style leadership in apply so satisfaction work employees at company cargo International Airfort Hasanuddin Makassar tended to increase. This indicates hypothesis first in proposed in this research.
2. The results of statistical test indicate that style leadership in shape by indicators orientation relation, orientation duties and influential positive test not significantly to of employees performance. This means that the leadership style applied to International Airport Cargo Companies Hasanuddin Makassar directly cannot improve employee performance, but must go through employee job satisfaction. this shows that the second hypothesis proposed in this study was proven to be rejected.
3. The result of statistical tests show that job satisfaction has a significant influence on employee performance which is formed by indicators of colleagues, superiors/leaders, opportunities for advancement, employment, salary, significant influence on employee performance. the results of the study mean that employees feel satisfaction with their work, so the performance of employees in the Cargo Company

Hasanuddin Makassar International Airport is increasing. This show the third hypothesis proposed in this study proved to be accepted.

VII. SUGGESTION

Based on the conclusion above, it can be suggested to the management of Cargo Company Hasanuddin International Airport Makassar, if you want to improve employee performance, leaders must apply a flexible leadership style to the situation and conditions of employees and provide coaching and encouragement so that employees obtain job satisfaction to improve their performance properly, and also the leader provides an appropriate salary, provides overtime wages, and give bonuses to employees who have good performance.

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