
MODEL OF EMPLOYEE SATISFACTION: AN EMPIRICAL STUDY AT KARO DISTRICT GOVERNMENT

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ABSTRACT

The purpose of study was to know the influence of leadership attitude, organizational culture, work disciplin, and job satisfaction simultaneously on employee performance. The research used descriptive survey and explanatory survey methods. The investigation type is causality. The unit of analisys was personal, its meant the employee of Karo District Government in North Sumatera. The time horizon was crossectional. Finding in this research, leadership attitude especially leadership behavior, organizational culture especially internal integration, work discipline especially employee responsibility, and job satisfaction especially satisfied at own job had positive and significant influence simultaneously at employee performance of Karo District Government especially work quality with contribution 81%.

Keywords: *leadership attitude, organizational culture, work discipline, job satisfaction, employee performance.*

1. INTRODUCTION

Index hdi for Indonesia are still relatively low, on the level of the world Indonesia occupy basis of ranking 121 with value 0.629 figures. While in asean Indonesia is only are at a position sixth under the state Singapore (figures rank: 18 , figures value: 0.895), and Brunei Darussalam (30, 0.855), Malaysia (64 , 0.769), Thailand (103 , 0.69), and Philippines (114 , 0.654).

Regional government performance district in the province of north sumatera up to 2014 decline , this is shown almost 61,54 % the local government of district in north sumatera experienced ratings lowered national of performane. Ratings lowered national performance on 61,54 % the local government of district in the province of north sumatera almost entirely still in status performing “high”, except the local government of Karo District ratings lowered followed with the decline in performance status .Decreasing performance in the local government karo district tending to caused by the limited performance employees , this indicated based on rjpm� karo district, the average local units in districts are not to reach the target work that has been set.

The low the employee performance the local government of karo district tending to is caused by the low level employee satisfaction, it is based is still a rather high dissatisfaction employee. Discontent employees the local government of Karo District refer to data on the average observation with regard to the researchers on dissatisfaction with the award, discontent over the direction, dissatisfaction with work assigned to, as well as dissatisfaction with the increase in office / group. The low the employee performance the local government of Karo District tending to is caused by a still less good news attitude leadership of the leaders of the local government of Karo District.

The low attitude leadership in the local government of Karo District indicated based on data observation that show approximately 32 % stated less good attitude leadership as in the event the resolution always dominated by understand unilateral off leaders without through a process coordination water, less distinct task, communication rigid, lacking in motivate, lacking concern, and lack of confidence over employees. The other factors that expected couse the low performance regional government officials karo is still less good culture organization, this indication that there are still rather high employees that reveals the attitudes is not in accordance with values organization in run and the purpose.

The attitude of civil servants far of the value of values organization based on data observation is there are still many employees with habit of procrastinating works, working years much used for discussion about such matters has nothing to do with works, the low initiative employees in working who seemed always awaiting instructions from the boss, egoism employees in did work, the low understanding of values organization, and most of employees limited only status as employee not as responsibility work government officials in serving the public. Factors the awareness of discipline expected also as the other factors that causes the performance employees in the local government of Karo District, this indicated still relatively high absence rate and the employees.

And the absence of civil servants was recorded high in the local government of karo district seen from data of employment karo district , up to 2014 the average per year absence ill reached 6,17 % , permission reached 7,58 % , without welds (alpa reached owned 8.67 % , and the reach on average 15,75 % .

2. LITERATURE REVIEW

Attitude of leadership is the ability possessed by a leader in influence and as an example for subordinate in achieving its objectives organization. Culture organization is constituting the constellation typical of confidence, values, the style of work, relationships distinguish one organization of another, and includes of the properties of organization that give a certain climate. While discipline employment was an attitude and behavior to obey ordinances organization based on self-awareness to adjust to the ordinance organizations and prevailing social norms. While satisfaction work is an attitude someone with their projections that reflects it was a wonderful experience and unpleasant in his work and their hope to experience the future.

Leaders who able to understand that this will impact the emergence of satisfaction of work an employee (Umam , 2010: 192) .This is in accordance with the results of research conducted by Darmawati et (.2010), who performs empirical studies on employees fise state university Yogyakarta

Arnold (2005: 625) said “that organizational culture is the distinctive norms , beliefs , principles and ways of behaving that combine to give each organization its distinct character”. That cultures organization is a distinctive norms , confidence , the principles and manner of behaving that combines to give each character of different organizations .While hellriegel et al (2004: 365) declared that elements of culture and their relations in an organization create a pattern that is part unique of the organization. Like according to akbar, pilcher and perrin (2012: 271) said that the system implementation performance measurement employees in government needs change one of them is in culture of organization.

Discipline it is important in the management, kind described by Siagian (2009: 305) discipline is a management to make the members of an organization meet certain provisions .In other words reform employees is a form of training that seeks to improve and forming pegetahuan , the attitudes and behavior employees so that the employees are voluntary trying to cooperatively with employees who other and improve their performance it works .It is like unfold on the outcome of the research of the Supartha (2006) which states that the awareness of discipline puskesmas have had a positive impact and significant on performance employees in puskesmas bali province .

Yukl (2006: 464) define satisfaction work as a gesture of someone with their projections that reflects it was a wonderful experience and unpleasant in his work and their hope to experience the future . Mangkunegara (2009: 117) define satisfaction work that is the feeling that associated with a job involving aspects as wage or their salary , a chance career development , relationship with other employees , placement work , kinds of work , structure organization to an enterprise , quality supervision while feeling that deals with him among others age , the health condition , the ability and education .

According to a the research of the syauta et , the .(2012 that satisfaction work of a employees to influences the performance of the employees concerned .While colquitt , lepine , and wesson (2009) have an opinion about satisfaction work impact on performance .It is declared by third the experts as follows: “satisfaction has a moderate positive effect on job performance” .

According to a research conducted by Kiswanto (2010) stated that if leadership have had a positive impact and significant impact on of employee performance kaltim post samarinda. While according to Akbar, Pilcher and Perrin (2012: 271) said that the system implementation performance measurement employees in government needs change one of them is in culture organization. And the results of the study of Supartha (2006) states that the awareness of discipline puskesmas have had a positive impact and significant on performance employees in puskesmas bali province. And the results of

the study of Syauta et, all(2012) mentioned that pleasure work of a employees to influences the performance of the employees concerned.

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Hypothesis 1 (H1) is the attitude leadership to satisfaction work in employees the government of Karo District. Hypothesis 2 (H2) is the culture organization to satisfaction work in employees the government of Karo District. Hypothesis 3 (H3) is the discipline work against satisfaction work in employees the government of Karo District. Hypothesis 4 (H4) is the attitude leadership, culture organization and discipline simultaneous to satisfaction work in employees the government of Karo District.

Hypothesis 5 (H5) is the attitude leadership of the performance of employees the government of Karo District. Hypothesis 6 (H6) is the culture organization of the performance of employees the government of karo District. Hypothesis 7 (H7) is the discipline work of the performance of employees the government of Karo District. Hypothesis 8 (H8) is the satisfaction work of the performance of employees the government of Karo District. Hypothesis 9 (H9) is the attitude leadership, culture organization, discipline work and satisfaction simultaneous on performance employees the government of Karo District.

3. METHODOLOGY

Purpose of study from the study is descriptive and verifikatif. Research descriptive is that research aims to obtain a description of about the characteristics of variable attitude leadership, culture organization, discipline work, satisfaction work, and performance employees. Of the nature of research verifikatif basically want testing the truth of a hypothesis implemented through data collection in the field, where in this research will test influence attitude leadership, culture organization and discipline work against satisfaction work and implications on performance employees the government of Karo District.

Remember of the nature of this research is descriptive and verifikatif, so research methodology used is the method descriptive survey and method explanatory survey. Type investigation in this research was causality. Unit analysis in this research is individual, who are staff in the neighborhood the local government of Karo District the province of north sumatera. Time the horizon in this research was cross sectional, namely information from some of the population (sample respondents) collected directly from the in empirical, for the purpose of know the opinion of some population towards an object who are being investigated.

4. RESULTS AND DISCUSSION

At this section will be conducted the testing of hypotheses of the influence of between variables exogenous attitude of leadership (ξ_1), culture organization (ξ_2) and exogen variable discipline work (ξ_3) on variables endogenous satisfaction work (η_1) whether partial and simultaneous all together. Results obtained by on the lisrel 8.70 to model equation structural, in accordance with hypothesis advanced by is:

$$KK = 0.25 * KM + 0.21 * BO + 0.34 * DK, \text{Errorvar.} = 0.37, R^2 = 0.63$$

(0.069)	(0.073)	(0.099)	(0.080)	(0.008)
3.64	2.87	3.43	6.60	86.06

Where :

KK = Work Satisfaction

KM = Leadership Attitude

BO = Organizational Culture

DK = Work Dicipline

At this section will be conducted the testing of hypotheses of the influence of between variables exogenous attitude of leadership (ξ_1), exogen variable culture organization (ξ_2), and variable exogenous discipline work on variables endogenous performance employees (η_2) through variable endogenous satisfaction work (η_1) whether partial and together. Results obtained by on the lisrel to model equation structural, in accordance with hypothesis advanced by is:

$$KP = 0.41 * KK + 0.042 * KM + 0.40 * BO + 0.18 * DK, \text{Errorvar.} = 0.19, R^2 = 0.81$$

(0.078)	(0.087)	(0.092)	(0.091)	(0.026)	(0.002)
5.26	0.48	4.29	1.98	7.33	412.10

Where :

KP = Employee Performance

KK = Work Satisfaction

KM = Leadership Attitude

BO = Organizational Culture

DK = Work Discipline

Tabel Hypotetical Result

No	Hypotesis	SLF/R ²	t _{hitung} /F _{hitung}	t _{tabel} / F _{tabel}	Result
1	Leadership Attitude → Work Satisfaction	0.25	3.64	1,96	Significant
2	Organizational Culture → Work Satisfaction	0.21	2.87	1,96	Significant

No	Hypotesis	SLF/R ²	t_{hitung} / F_{hitung}	t_{tabel} / F_{tabel}	Result
3	Work Dicipline → Work Satisfaction	0.34	3.43	1,96	Significant
4	Leadership Attitude, Organizational Culture, and Work Dicipline → Work Satisfaction	R ² =0.63	86.06	3,84	Significant
5	Leadership Attitude → Employee Performance	0.04	0.48	1,96	Non Significant
6	Organizational Cuiture → Employee Performance	0.40	4.18	1,96	Significant
7	Work Dicipline → Employee Performance	0.34	1.98	1,96	Significant
8	Work Satisfaction → Employee Performance	0.41	5.26	1,96	Significant
9	Leadership Attitude, Organizational Culture, Work Dicipline, and Work Satisfaction → Job Performamance	R ² =0.81	412.10	3,84	Significant

Source: LISREL 8.70

The results of testing above shows that directly variable attitude leadership ,culture organization and discipline work influential on variables satisfaction work contributing of 63 %.Then variable attitude leadership , culture organization and discipline work influential directly against performance variables employees contributing of 31,52 % .But through satisfaction work , variable attitude leadership , culture organization and discipline work impact on performance employees increased contributing of 81 %.

Based on the results of testing and the above analysis, so the findings from the study is that performance employees the local government of Karo District can be increased especially on element the quality of work (Y5) if the local government Karo District able to increase satisfaction work especially elements are satisfied on the job itself (Y2), where satisfaction work capable of being improved through discipline work especially element responsibility employees (X9) and supported by good attitude leadership especially on conduct leaders (X2) and supported also with exactly culture organization especially element integration internal (X8).

5. CONCLUSION

Satisfaction employees work the government of Karo District which were dominated by elements are satisfied on the job itself will be able to be increased if the government of Karo District able to increase work discipline especially on elements responsibility of the civil servants who supported by increasing the attitude of the leadership of especially on elements leader behavior, as well as support is also the case with increase their organization especially on elements internal integration.

The employee performance that later reflected by the quality of work will be able to be increased if the government of Karo District able to increase work satisfaction especially on elements are satisfied on the job itself , where work satisfaction employees karo district government will be able to be increased if the government of Karo District able to increase work discipline especially on elements responsibility

of the civil servants who supported by increasing the attitude of the leadership of especially on elements leader behavior as well as support is also the case with increase their organization especially on elements internal integration.

Recommendation

To increase satisfaction work later reflected by are satisfied on the job itself , so the awareness of discipline who reflected by responsibility employees to be raised with support by the attitude of leadership the good later reflected by the conduct leader, and culture organization that appropriate later reflected by integration internal.

To improve their performance employees later reflected by the quality of work, so satisfaction work later reflected by are satisfied on the job itself to be raised, supported by the discipline of work later reflected by responsibility employees, culture organization that later reflected by integration internal, and attitude leadership later reflected by the conduct leader.

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