



## Analysis Of The Influence Of Leadership Style, Motivation And Organizational Culture On The Performance Of The Management Of The Jakarta Aup Polytechnic Cadet Senate Management

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**Abstract** ; The aim of this research is to provide answers to the problems discussed, namely the influence of transformational (X1) and transactional (X2) leadership styles, where the two variables are more dominant on job satisfaction (Y). Another objective is to determine the influence of X1 on Y and X2 on Y with achievement motivation (X3), affiliation (X4), and strength (X5) as moderator variables. The object of research is the AUP Jakarta Polytechnic Cadet Senate Management, with a minimum service period of 1 year as management of the AUP Jakarta Polytechnic Cadet Senate. The number of research objects was 404 and 100 people were taken as research samples, and were taken using proportional simple random sampling techniques. Variables X1 and X2 are based on MLQ, X3, The data collection instrument was a questionnaire and assessment with a Likert scale of 1 to 5. The validity test was to find 1 question item in variable X2, and 2 question items in variable Y, were invalid, and were not used for research. The results of the reliability test show that the three variables are reliable. Data analysis uses multiple linear and/or interactive regression with t test, F test, and coefficient of determination. The hypothesis that has more evidence is that the influence of X1 on Y is greater than X2. Other results, namely X3, X4, and X5 partially, moderate the influence of X1 on Y. However, only X5 moderates the influence of X2 on Y, and neither does X3 nor X4. The implication of this research is that managers and middle managers must develop a commitment to creating staff job satisfaction by increasing knowledge and application of several concepts and theories, according to the results of a critical study of the motivation and dynamism of the management of the AUP Jakarta Polytechnic Cadet Senate.

**Keywords** : leadership style, transformational and transactional, motivation, achievement, affiliation and power, job satisfaction, Cadet Senate Management

## INTRODUCTION

Leadership style is an important aspect to achieve and improve a person's leadership success in an organization. Leadership style is a pattern of approach or method chosen in directing and influencing other parties.

Organizations exist because of certain goals and the achievement of organizational goals is measured from *outcomes* such as productivity, effectiveness, profitability, performance and job satisfaction . The focus of this research is organizational outcomes in the form of satisfaction and work. Job satisfaction is the attitude of the Cadet Senate Management towards their work.

Leaders in organizations must pay attention to the issue of job satisfaction, especially the factors that can influence it. Among them is leadership style, in addition to recognizing aspects of job satisfaction itself. Robbin (2001) reminded every organizational manager to really pay attention to how important it is to understand and fulfill job satisfaction which has an impact on productivity, absenteeism and workforce turnover.

One study by Byco *et al* ( 2015 ) suggests that transformational and transactional leadership styles have a significant effect on job satisfaction. Also supported by research by Andri Budiman (2013 ) that the transformational leadership style has more influence than the transactional leadership style on job satisfaction.

Job satisfaction is also a manifestation of the accumulation of individual and/or group behavior and performance. Individual behavior is determined, among other things, by motivation, ability and opportunity. Therefore, the application of leadership style is also colored by the level of management motivation . Motivation itself is a state in a person's personality that encourages certain behavior towards achieving goals. Even though motivation is something abstract for the Cadet Senate administrators , within a certain period of time the leader must know how motivated the Cadet Senate administrators are so that the leader can make motivational policies for high job satisfaction.

This research chooses transformational and transactional leadership style variables, as well as work motivation which consists of the need for achievement, the need for affiliation and the need for power. The selection of these variables was motivated by the suspicion that there had been a decline in the performance of the Cadet Senate management within the AUP Jakarta Polytechnic which was related to issues of leadership style , motivation and organizational culture . Indicators found from observations include low participation in national holiday ceremonies and important events at the Ministry level , human resource utilization that needs to be improved, the achievement level of Cadet Senate administrators that needs to be improved, and the increasingly low discipline of the Cadet Senate management . These symptoms are very pronounced and are probably caused by jealousy with the behavior and performance of other Senate administrators who seem to be untouched by a number of regulations that apply to the administrators of the AUP Polytechnic Cadet Senate.

The problem and objectives of this research are whether the transformational leadership style has a greater influence than the transactional leadership style on job satisfaction, whether the influence of the transformational leadership style on job satisfaction is moderated by achievement motivation, affiliation motivation, and power motivation, whether the influence of the transactional leadership style on job satisfaction moderated by achievement motivation, affiliation motivation, and power motivation.

## LITERATURE REVIEW

Leadership plays a vital and central role in an organization. Without it, the organization will not achieve and increase its progress. Based on several definitions, it can be concluded that leadership requires the creation and competence of a person (leader) to transform individual and/or group potential into high achievements in an organization. As someone who has power, ideally leaders need to have and use their power appropriately.

According to Hani Handoko (2016), leadership style is a way for leaders to influence their subordinates. Leadership style is actually similar to election and appropriate use of power to achieve and improve organizational performance. This means that the application of a leadership style requires understanding and applying various bases of influence appropriately according to the characteristics of the individual and/or group or situation.

Transactional leadership emphasizes transactions between leaders and subordinates based on exchange relationship processes that have economic value (exchange of remuneration for performance). According to Robbin (2015), transactional leadership emphasizes the importance of motivating and guiding subordinates. Dimensions of transactional leadership include: *contingent reward*, *management by exception active*, *management by exception passive*, and *laissez faire*. Meanwhile, the transformational leadership style emphasizes the need to provide individualized consideration and intellectual stimulation, charisma and characteristics. This style has the dimensions of charisma, inspirational motivation, intellectual stimulation, and individualized consideration.

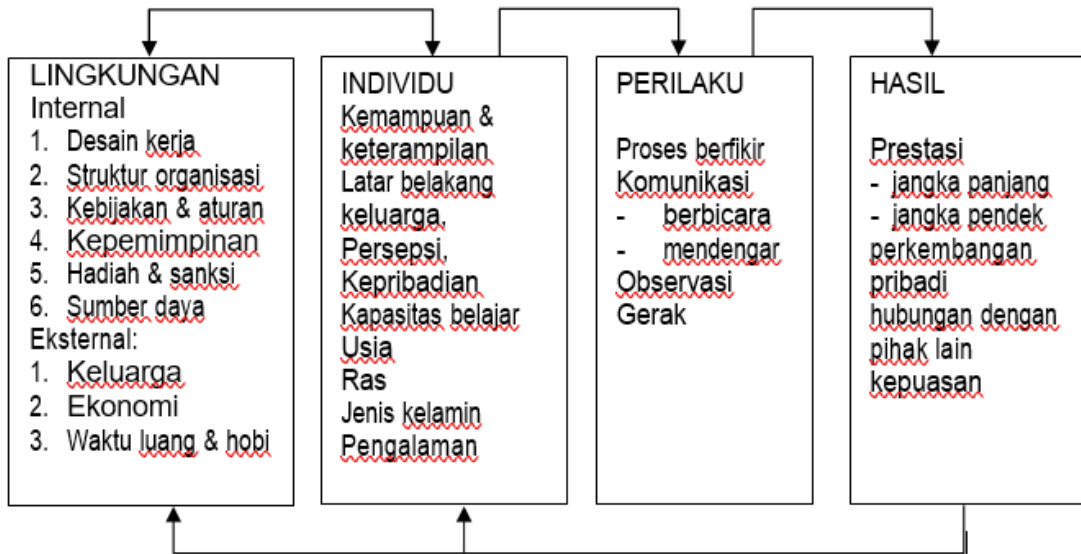
Job satisfaction as a performance parameter is an expression of the pleasant or unpleasant feeling that arises from the Cadet Senate administrators in viewing their duties. For individuals, job satisfaction is one of their personal hopes. For organizations, job satisfaction is related to productivity, and for society, job satisfaction is related to the satisfaction of needs that are considered to have been met. Aspects or dimensions of job satisfaction include age, health, character and expectations, as well as family relationships, community views, opportunities, freedom of expression, politics and social relations between management. Apart from that, it also concerns rewards, supervision, working conditions, opportunities for advancement, social relations, conflict resolution and justice. The impacts of job satisfaction include productivity, absenteeism and job turnover.

The right leadership style is oriented towards creating job satisfaction as demonstrated by improving the quality and performance of the Cadet Senate management. With the right leadership style, the Tarun Senate Management will certainly be respectful in their duties and willing to provide their best contribution. With job satisfaction, subordinates will respond to various aspects of their duties in a pleasant manner and this is the essence of job satisfaction.

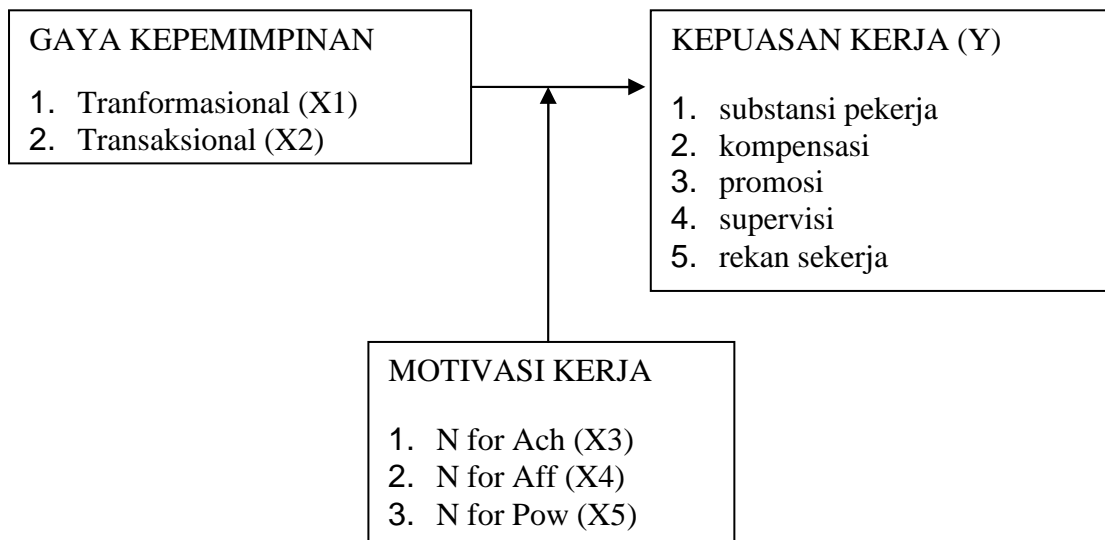
Even though motivation is abstract, leaders also need to understand the motivation of their subordinates. Understanding the motivation of their subordinates will be important for leaders to be able to direct them to obtain job satisfaction. Because the job satisfaction that can be achieved will support the work productivity of the Cadet Senate administrators.



Framework conceptual depicted on framework Work behavior individual following This:



Gambar 1. Kerangka Kerja Perilaku



Picture 2. Framework Thinking

## Theoretical Framework

Based on theoretical studies, the theoretical framework regarding the influence of leadership style and motivation on job satisfaction can be depicted as in Figure 2:

## Hypothesis

a. Differences in the influence of transformational leadership style on job satisfaction compared to transactional leadership style.

Leadership style can influence the job satisfaction of Cadet Senate administrators. A transformational leadership style is a leadership style that is not only limited to work relationships, but is more directed at providing motivation, attention to individual needs, and so on which leads to respect for the Cadet Senate administrators as individuals who have human rights. Meanwhile, transactional leadership prioritizes working relationships between leaders and administrators. In transactional leadership, transactions such as buying and selling occur, namely energy or skills for salary or honorarium. Based on this, the following hypothesis is proposed:

H1: Transformational leadership style has a significantly greater effect on job satisfaction than transactional leadership style.

b. The influence of transformational leadership style on job satisfaction is moderated by achievement motivation.

Leadership style is not the only factor that can influence the job satisfaction of Cadet Senate administrators. Apart from leadership style, other factors can also influence job satisfaction. One of these factors is achievement motivation. The transformational leadership style applied by the leadership, accompanied by the achievement motivation of the Cadet Senate Management, can influence the job satisfaction of the Cadet Senate Management. Based on this, the following hypothesis is proposed:

H2: There is an influence of transformational leadership style on job satisfaction, moderated by achievement motivation.

c. The influence of transformational leadership style on job satisfaction is moderated by affiliation motivation.

Apart from achievement motivation, affiliation motivation can also influence the influence of leadership style on job satisfaction. With the motivation to affiliate, the Cadet Senate Management will work optimally. If the transformational leadership style is accompanied by affiliation motivation, it will affect the job satisfaction of the Cadet Senate Management. Based on this, the following hypothesis is proposed:

H3: There is an influence of transformational leadership style on job satisfaction, moderated by affiliation motivation.

d. The influence of transformational leadership style on job satisfaction is moderated by power motivation.

Power motivation is the motivation or desire to become a figure in authority. Every Cadet Senate Administrator certainly hopes to become a leader. Therefore, they have power motivation. A leadership style accompanied by power motivation can influence the job satisfaction of the Cadet Senate Management. Based on this, the following hypothesis is proposed:

H4: There is an influence of transformational leadership style on job satisfaction, moderated by power motivation.

e. The influence of transactional leadership style on job satisfaction is moderated by achievement motivation.

The transactional leadership style, although more concerned with work relationships, if supported by other factors will also influence the job satisfaction of the Cadet Senate Management. One of the factors that interacts with this leadership style is achievement motivation. Based on this, the following hypothesis is proposed:

H5: There is an influence of transactional leadership style on job satisfaction, moderated by achievement motivation.

f. The influence of transactional leadership style on job satisfaction is moderated by affiliation motivation.

Affiliate motivation may also be a factor that interacts with transactional leadership style. The interaction of these two factors can influence the job satisfaction of the Cadet Senate Management. Based on this, the following hypothesis is proposed:

H6: There is an influence of transactional leadership style on job satisfaction, moderated by affiliation motivation.

g. The influence of transactional leadership style on job satisfaction is moderated by power motivation.

Power motivation is also a factor that can influence job satisfaction. The existence of a transactional leadership style, namely one that prioritizes work relationships, if it interacts with power motivation will be able to influence the job satisfaction of the Cadet Senate administrators. Based on this, the following hypothesis is proposed:

H7: There is an influence of transactional leadership style on job satisfaction, moderated by power motivation.

## METHOD

This research is a survey research with the object of the Cadet Senate Management at the AUP Jakarta Polytechnic . The research population was 404 who had served for at least 1 year as administrators of the Cadet Senate . Samples taken 100 people, proportional random sampling technique.

Measurement of leadership variables using the MLQ and BJ versions. Motivation was measured with a questionnaire developed by Lusser. Job satisfaction was measured using the MSQ version of the questionnaire. The primary data source is the administrative Cadet Senate Management with questionnaire scores using a 5 point Likert scale. The secondary data source comes from documents from the archives of the AUP Jakarta Polytechnic Cadet Senate .

Data analysis was carried out using descriptive analysis and inductive analysis. Inductive data analysis technique using multiple linear regression analysis.



## RESULTS AND DISCUSSION

The research was preceded by testing the instrument to determine its validity and reliability. The results of this test can be seen in the following table:

### Leadership Style Validity Test Results

Transformational

Transactional

No.	r		No	r	
1	0,609	xx	21	0,449	x
2	0,694	xx	22	0,497	xx
3	0,809	xx	23	0,640	xx
4	0,579	xx	24	0,454	x
5	0,720	xx	25	0,173	
6	0,730	xx	26	0,504	xx
7	0,794	xx	27	0,703	xx
8	0,805	xx	28	0,645	xx
9	0,864	xx	29	0,728	xx
10	0,794	xx	30	0,799	xx
11	0,819	xx	31	0,457	x
12	0,555	xx	32	0,555	xx
13	0,616	xx	33	0,655	xx
14	0,551	xx	34	0,507	xx
15	0,628	xx	35	0,524	xx
16	0,588	xx	36	0,855	xx
17	0,626	xx	37	0,910	xx
18	0,501	xx	38	0,731	xx
19	0,706	xx	39	0,818	xx
20	0,717	xx	40	0,784	xx

Source: processed primary data

xx p value <

0.01 xp

value < 0.05

### Results Test Validity And Reliability Motivation



No.	R	No.	r
	0.739 <sup>xx</sup>	9	0.904 <sup>xx</sup>
1			
2	0.831 <sup>xx</sup>	10	0.921 <sup>xx</sup>
3	0.64 <sup>xx</sup>	alpha	0.883
4	0.734 <sup>xx</sup>	11	0.843 <sup>xx</sup>
5	0.641 <sup>xx</sup>	12	0.727 <sup>xx</sup>
alpha =	0.7694	13	0.538 <sup>xx</sup>
6	0.842 <sup>xx</sup>	14	0.615 <sup>xx</sup>
7	0.74 <sup>xx</sup>	15	0.576 <sup>xx</sup>
8	0.779 <sup>xx</sup>	alpha	0.6764

### Results Test Validity And Reliability Satisfaction Work

No.	r	No.	r
1	0.751 xx	11	0.750 xx
2	0.568 xx	12	0.526 xx
3	0.717 xx	13	0.352
4	0.444 xx	14	0.473 xx
5	0.465 xx	15	0.352
6	0.735 xx	16	0.668 xx
7	0.532 xx	17	0.765 xx
8	0.392 x	18	0.739 xx
9	0.401 x	19	0.636 xx
10	0.735 xx	20	0.686 xx

The results of research data analysis are summarized in the table below: Recap Summary of Hypothesis Criteria for Heads of Departments

Hip	th	sig.t	F	R <sup>2</sup>	B
1	X1= 4,754 X2= 3,508	0,000 0.001	45,734	0,000	0.34 0.274
2	2,944	0.014	42,593	0,000	0.054
3	3,793	0,000	47,521	0,000	0.067
4	3,948	0,000	48,562	0,000	0.071
5	1,737	0.085	30,282	0,000	0.045
6	1,709	0.091	30,206	0,000	0.047
7	2,423	0.017	32.53	0,000	0.065

Based on table in on, soThe conclusions obtained are as follows following:

- Influence X1 more big from X2 (thX1 (4,754) > th X2 (3,508))
- X1 and X2 simultaneouslyinfluential to Y (sig. F < 0.05)
- X3 moderate influence X1 toY, Because sig t< 0.05
- X1 and X1X3 togetherinfluential to Y, because sig F





- < 0.05.
- e.  $B = 0.054$  positive, means Cadet Senate Administrator with motivation performance tall moderates the influence of X1 on Y compared to the motivated Cadet Senate Management performance low.
- f.  $R^2 = 0.468$  means variations of X1 and X1X3 explain variation Y as big as 46.8%.
- g. X4 moderates the influence of X1 on Y, because  $\text{sig } t < 0.05$ .
- h.  $B = 0.67$ , mean Cadet Senate Administrator Which own motivation affiliate tall more large in moderating the influence of X1 to Y compared Cadet Senate Administrator with motivation affiliate low.
- i. X4 And x4X1 in a way together influential to Y, Because  $\text{sig } F < 0.05$ .
- j.  $R^2 = 0.495$  means variation X1 And x4x1 explain variation Y as big as 49.5%.
- k. X5 moderate influence X1 to Y, because  $\text{sig } t < 0.05$ .
- l.  $B = 0.71$ , meaning that the Cadet Senate Management who has high power motivation is greater in moderating the influence of X1 on Y than the Cadet Senate Management with low power motivation.
- m. X5 and X5X1 together influential to Y, Because  $\text{sig } F < 0.05$ .
- n.  $R^2 = 0.500$  means variation X1 And X5X1 explain variation Y as big as 50.0%.
- o. X3 No moderate influence X2 against Y, because  $\text{sig } t > 0.05$ .
- p. X3 and X2X3 together influential to Y, Because  $\text{sig } F < 0.05$ .
- q.  $R^2 = 0.384$  means variation X2 And X2X3 explain variation Y as big as 38.4%.
- r. X4 No moderate influence X2 against Y, because  $\text{sig } t > 0.05$ .
- s. X4 and X2X4 together influential to Y, Because  $\text{sig } F < 0.05$ .
- t.  $R^2 = 0.384$  means variation of X2 and X2X3 explain variation Y as big as 38.4%.
- u. X5 moderates the influence of X2 on Y, because  $\text{sig } t < 0.05$ .
- v.  $B = 0.065$ , means Cadet Senate Administrator Which own motivation power tall more big in moderate influence X1 to Y compared Cadet Senate administrator with power motivation low.
- w. X5 And X2X5 in a way together influential to Y, Because  $\text{sig } F < 0.05$ .
- x.  $R^2 = 0.401$  means variations of X5 and X2X5 explain variation Y as big as 40.1%.

### Recap Summary Criteria For Hypothesis

Hip	th	sig.t	F	R <sup>2</sup>	B
1	6,836	0,000	45,836	0,000	0.435
	4,558	0,000			0.317
2	2.5	0.014	38,609	0,000	0.048
3	4,706	0,000	52,016	0,000	0.08
4	4,585	0,000	51,073	0,000	0.08
5	1,459	0.148	32,239	0,000	0.039
6	1,555	0.123	32,477	0,000	0.043
7	2,383	0.019	35.13	0,000	0.063

### Conclusion:

- a. Influence X1 more big from X2



- b. X1 and X2 simultaneously influential to Y (sig. F < 0.05)
- c.  $R^2 = 0.475$
- d. X3 moderate influence X1 toY, Because sig t< 0.05
- e. X3 and X1X3 together is influential to Y, because sig F < 0.05. f. B = 0.48
- g.  $R^2 = 0.443$
- h. X4 moderate influence X1 toY, because sig t< 0.05.
- i. B = 0.80
- j. X4 and X4X1 together is influential to Y, Because sig F< 0.05.
- k.  $R^2 = 0.517$
- l. X5 moderate influence X1 toY, because sig t< 0.05.
- m. B = 0.080n. X5 and X5X1 togetherinfluential to Y, Because sig F< 0.05.
- o.  $R^2 = 0.513$
- p. X3 No moderate influence X2 against Y, because sig t > 0.05.
- q. X3 andX2X3together \_influential to Y, Because sig F< 0.05.
- r.  $R^2 = 0.399$
- s. X4 No moderate influence X2 against Y, because sig t > 0.05.
- t. X4 and X2X4 togetherinfluential to Y, Because sig F < 0.05.
- u.  $R^2 = 0.401$
- v. X5 moderates the influence of X2 on Y, because sig t< 0.05.
- w. B = 0.063,
- x. X5 and X2X5 together is influential to Y, Because sig F< 0.05.
- y.  $R^2 = 0.420$

## CONCLUSION

1. Transformational leadership style and transactional leadership style, both partially and jointly, have a significant effect on job satisfaction for the Head of Bid and Deputy Head of Bid .
2. The influence of transformational leadership style is greater than transactional leadership.
3. The variables achievement motivation, affiliation motivation and power motivation partially moderate the influence of transformational leadership style on job satisfaction for both division and division heads . The coefficient with a positive sign means that Cadet Senate Management with high motivation is more likely to moderate the influence of transformational leadership style on job satisfaction than Cadet Senate Management with low motivation.
4. Only the power motivation variable moderates the influence of transactional leadership style on job satisfaction, with a positive coefficient.

## IMPLICATIONS

Leaders need to always master and apply various leadership styles, especially transformational leadership styles, without ignoring their combination with other leadership styles. This can be achieved through taking advantage of training or training program opportunities either at agency or own expense. Motivation to always learn should be maintained so that knowledge and experience continues to increase, by reading books, articles, magazines, the internet, and so on. The transformational leadership style is more aimed at Cadet Senate Management with high motivation, while the transactional leadership

style is more aimed at Cadet Senate Management with high power motivation. It is also necessary to understand and apply concepts, theories, and study results regarding work motivation. This is not only to find ways to build work motivation, but also to increase self-motivation in motivating subordinates' work. A number of important training courses were followed.

Expanding the scope and depth of research variables, including leadership style, job satisfaction and motivation. It is better to explain the issue of leadership style more sharply according to its dimensions, such as the level of understanding of the Cadet Senate Management towards leadership style. Moderator variables can be added with individual characteristics such as personality, attitudes, conflicts as well as culture and family background. The same research can be carried out again by taking as an object the management of the Cadet Senate with various fields within it. The research results may be able to recommend changes to the organizational structure. Research management also needs to be refined according to the researcher's abilities.

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