

The Effect of Leadership Competences on Job Satisfaction in Government Organization in Minahasa Region

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ABSTRACT

This study aims to analyze the relationship of leadership competence and its impact to build job satisfaction in the organization with a quantitative approach. The research was conducted in government organizations in Minahasa Region, using Survey or correlational method. Sampling technique is nonprobability sampling type. Data collection techniques are observation, questionnaire, interview and documentation.

Based on the discussion of the results of research analysis found leadership competencies such as personal, social, decision making, and functional competencies have significant positive affect on employee job satisfaction. Which means between the better leadership competence is also will affect stronger employee job satisfaction.

Keywords: Leadership Competence, Employee Job Satisfaction

INTRODUCTION

Human resources is a factor that plays an important role in an organization, both in large organizations and small ones. The role of human resources is a very important strategy implementation as the implementing subject of organizational strategy. They have potential like ideas and thoughts, skills, feelings, desires, status and educational background, age, gender and others, if brought into the organization can be utilized and optimized potential to achieve organizational goals, this happens because the influence of human resources is very important in life. With the existence of human resources, then all the work will be completed. Man becomes a leader for himself and for others.

In an organization one of the things that must be considered in the implementation of work that is achieved a

job satisfaction perceived by employees, and to achieve employee job satisfaction there are several factors that influence among them is leadership competence. Employee satisfaction can be seen from the employee's response to a job done.

Job satisfaction does not mean how hard or how well a person works, but how far someone likes a particular job. If an employee is satisfied in working, then the employee will give the best for the organization. Employee job satisfaction will be felt in the office, if the leadership competence possessed by a good leader. Leadership as the ability to influence a group of members to work toward the goals and objectives set.

The interaction of leadership competencies results in job satisfaction perceived by employees. Leadership competence of a person influential in

achieving the goals of an organization in terms of employee job satisfaction. Where the better the leadership competencies possessed by someone, the higher the employee job satisfaction.

Good leaders are not created just like that, but must have the competence to support in the process of becoming a good leader and professional. Competence is what people bring to a job in the form of different types and levels of behavior. Competence determines the key aspects of a job performance process that the leader must perform. One of the factors influencing job satisfaction in Government organization in Minahasa Region one of them is leadership competence, competent leader becomes easier to lead employee job satisfaction that support organizational goals.

Based on the results of observations in Minahasa Region Government researchers found there are still employees who feel not satisfied in doing his job. It is listed on the wrong cause of employee dissatisfaction. Leadership competencies related to compensation issues, can now be viewed as a matter of government that deserves to be scheduled as a policy demands immediate improvement. As for the underlying factors that is, employee compensation has widespread dimensional implications for the state and society. The condition of compensation today is still considered unfair and feasible, resulting in low employee job satisfaction. As a result, service to the community becomes bad, both in terms of quantity and quality, means that indirectly compensation affects the vast interests of public or public interest. If community service is continuously bad, it will certainly disrupt the social and economic life of the community. Therefore, there is a lack of employee job satisfaction caused by leadership competence is still many employees are not disciplined in carrying out their duties, such as employee absenteeism in the year 2017 ranged between 4 to 5 working days, and the high

number of attendance from these employees led to various complaints from the public , one of which is the low performance of public services to the public.

LITERATURE REVIEW

Job Satisfaction

Locke in Luthans (2006: 56) gives the definition of stating that job satisfaction is "a happy emotional state or positive emotion derived from a job assessment or a person's work experience. According to Robbins, (1996 in Prabu, 2005: 7-8). Job satisfaction is the beginning in getting good performance. If an employee gets satisfaction at work then the employee will give the best.

According to Hughes (2012: 143) Job satisfaction does not mean how hard or how well a person works, but how far someone likes a particular job. Job satisfaction relates to a person's feelings or attitudes about self-employment, salary, promotional or educational opportunities, supervision, co-workers, workload, and so on.

Definition of job satisfaction, the authors conclude job satisfaction is the emotions or positive feelings that arise from employee perceptions about the work they do. Nelson and Quick (2006: 362) express job satisfaction affected 5 specific dimensions of the job ie salary, the job itself, promotion opportunities, supervision and co-workers.

Leadership Competencies

According to Boyatzis (in Sudarmanto 2009: 46) competence is a characteristic relating superior performance and or effective in the work.

According to Armstrong (Sudarmanto, 2009: 46) says competence is what people bring to a job in the form of different types and levels of behavior. Competency determines aspects of job performance process. Competent is derived from the word competence which means capable. According to Eko & Nurhadi,

(2006: 42) defines competence as an inner part and forever exist in one's personality and can predict behavior and performance extensively in all situations. According to Wibowo (2010: 111-121) explains that competence relates to what people do at work at various levels and specifies the standards of each level, identifies the characteristics, knowledge and skills required by the individual to enable the effective execution of duties and responsibilities so that achieving professional quality standards in work covers all aspects of performance management records, certain skills and knowledge, attitudes, communication, application and development. According to the competence strata, there are three (3) types of competencies, namely: (1) Core Competencies are core competencies associated with organizational strategy that must be owned by all employees in the organization; (2) Managerial Competencies are competencies reflecting managerial and performance activities required in a particular role; (3) Functional Competencies is the competence to explain about a particular role's ability is required and usually associated with professional or technical skills. Conclusion Competence is something that someone shows everyday workplace including behavior, not personality traits or basic skills are inside or outside the workplace.

1. Theories of nature

This theory states there is really no causal correlation between the nature and success of managers, his opinion refers to the results of research Keith Davis concluded there are four (4) general nature of influence on the success of organizational leadership that is: this theory views leadership as a combination of the apparent nature of leaders. The traits or characteristics and extraordinary ability of a leader, among others:

a). Intelligence.

b). Personality.

c). Physical characteristics.

d). Behavioral theory,

In leader behavior theory is something to learn. This theory focuses on two (2) aspects of leadership behavior, namely: leadership function and leadership work motivation. There are two functions of leadership, namely:

a). Task-oriented functions.

b). People-oriented functions or group maintenance (social).

2. Situational Theory

It is an approach to leadership that the leader understands his behavior, the nature of his subordinates, and the situation before using a particular style of leadership. This approach or theory requires leaders to have diagnostic skills in human behavior.

RESEARCH METHOD

The method used in this research is survey research method. Methods Survey of this research is research taking samples from one population and using questionnaire as the main data collection tool. (SUGiyono, 2008). Corelational method used researcher want to get factorial data from research location. Corelational method aims to measure the level or closeness of the relationship between two independent variables Leadership Competence (X) and the dependent variable Employee Satisfaction (Y).

Operational Variable

1. Leadership Competence as a variable (X) or independent of the ability of leaders in carrying out their leadership.

The indicators are:

a) Personality Competence

b) Emotional Competence

c) Social Competence

d) Functional Competence

e) Competence In Decision Making

2. Employee Satisfaction as a variable (Y) or dependent is a feeling satisfied with the work done by employees.

The indicators are:

- a) Employee Satisfaction with Performance Measures
- b) Employment of the Employee
- c) Employee Salary
- d) Employee Working Environment
- e) Employee Attendance

Sample

The sample in this research is employees at Government Organization Office in Minahasa Region. Minahasa District, South Minahasa Regency and North Minahasa Regency involving 100 employees of ASN with civil servant status.

RESEARCH RESULT

Validity Test

Leadership Competencies

Based on the results of tests conducted with SPSS windows release version 22 indicates that of 18 questions, valid as many as 16 and 2 other questions that are 9 and 13 are said to be invalid r count smaller than r table 0.3616. So that only 16 questions will be used as a measuring tool in this study. (Note r table 0.3616 is seen in table r of the value $(N-2 = 30-2 = 28)$ So at the real level of 0.05, $28 = 0.3616$)

Employee Job Satisfaction

Based on the results of tests conducted with SPSS windows release version 22 indicates that of 18 questions, validly valid as many as 17 and 1 other questions that number 16 is not valid r count smaller than r table 0.3616. All the invalid items will be excluded, as other questions can still be represented to measure the indicator of the job satisfaction variable and so only 17 questions will be used as a measurement tool in this study.

Reability Test

Leadership Competence

Based on the results of tests conducted with SPSS windows release version 22 on the table of leadership competence obtained Cronbach Alpha value of 0.94 or 94% greater than 0.70 or 70%, so the item is said to be reliable and can be used in research.

Job Satisfaction

Based on the results of tests conducted with SPSS windows release version 22 on the job satisfaction table obtained Cronbach Alpha value of 0.788 or 78.8% greater than 0.70 or 70%, so the item is said to be reliable and can be used in research.

Based on the results obtained by the results obtained through simple linear regression calculation $Y = 34.26 + 0.5$, meaning, each increase of 34.26 leadership competence variables will be followed by an increase of employee job satisfaction variable of 0.57. Then obtained the correlation coefficient of R value of 0.47 or 47% between variable X (leadership competence) and Variable Y (employee job satisfaction) there is a significant correlation. The results of this study are in line with findings obtained by Tinneke E.M. Sumual (2015), shows that there is a significant influence of leadership competence on employee performance at Manado State University. This research is in line with the concepts conveyed by Richard L. Hughes, Robert C. Ginnet, and Gordhon J. Churphy (2009: 371), explaining that there is a relationship between leadership, satisfaction and performance.

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