

Influence of Leadership and Performance on job Satisfaction and its Implications on Service Quality of the Technical Unit of Human Resources Development Agency of Transportation Ministry of Jabotabek Area

Dr. Rukman, M.Pd¹⁾, Dr. Ir Desamen Simatupang, SE, MM²⁾,
Darul Prayogo, M.Pd³⁾
Corresponding Author: Darul Prayogo

Abstract: Leadership and good performance can influence employee satisfaction that will impact the delivery of quality education and training at the Technical Unit of Human Resources Development Agency of Transportation Ministry of Transportation Jabotabek area. The purpose of this study was to determine the effect of leadership and performance on job satisfaction and its implications on the service quality. To answer the research objectives, using structural equation model (Structural Equation Modelling) or SEM and SEM results indicate that there is a direct effect of leadership on job satisfaction, performance directly influence on job satisfaction, leadership and influence of the simultaneous performance on job satisfaction, leadership influence directly to the service quality UPT training, performance directly influences the service quality UPT training, job satisfaction directly influence the service quality UPT training, leadership influence, performance and job satisfaction on service quality Training Unit.

Keywords: Leadership, Performance, Job Satisfaction, Service Quality.

Date of Submission: 05-10-2017

Date of acceptance: 14-10-2017

I. INTRODUCTION

In order to the success of an organization or company that services provided to the public, customers or people as service users to whom the service is very important to the organization as a provider. Technical Training Unit (UPT) Training and Human Resources Development Agency of Transportation as institutions provide education and training under the auspices of the Ministry of Transportation, the view that the quality of care given to the provision of education and training is an important achievement in the context of training goals and objectives.

Quality and service excellence will be granted if an employee has a job satisfaction. Job satisfaction is not formed as such, but rather is determined by many factors. Job satisfaction will be created if the leadership and performance of which work well. Lack of leadership that directs subordinates to the maximum, high performance, and job satisfaction created will ultimately affect the quality of services provided UPT training. Therefore, these factors should receive more in-depth study

II. LITERATURE REVIEW

Leadership is defined as a person's skills and abilities to influence subordinates to think and act in the achievement of organizational goals (Ardiyanti: 2006:64). According Soekarso (2010:16) definition of leadership includes: leadership is a process of social influence in interpersonal relationships, decision making, and goal achievement. Besides, leadership is the process of influencing the behavior of others toward the achievement of goals. Nawawi, Hadari, S, (2006: 83) says, that leadership style has three basic patterns of leadership style patterned concerned with the task, which is concerned with the implementation of the cooperation and patterned patterned concerned with results that can be achieved. Leadership as a management function in achieving the goals set in the duties and functions carried out through a process of communication with subordinates. Style and acting style will be seen from the way the leader at the time of the job, such as: how to give orders, giving the task, how to communicate, how to solve problems, how to make decisions, and others (Soekarsa, 2010:43). Associated with job satisfaction are two factor theory proposed by psychologist Frederick Herzberg. This psychologist believes that the relationship between the worker and his job is the basic

relationship that his attitude towards work is to determine the success or failure of these workers. (Herzberg cit Siagian 2008: 286). According to Herzberg, developed a theory known as "Two-Factor Model" of motivation, the motivational factors and hygiene factors or maintenance.

According of Dale (2006: 329) that affects the performance is a basic skill that brought someone to work in the form of knowledge, ability, skills in interpersonal relationships, and technical skills. The performance was the appearance of the work of both the quantity and quality of personnel within an organization. Performance can be an individual or group performance personal work, the appearance of the work is not limited to structural, but also to the whole range of personnel in the organization (Supriatna, 2008: 173). According Wirawan (2006:69), in measuring performance, there is a criterion or measure. Criteria are quantitative, qualitative, Timely implementation of tasks, organizational effectiveness of use of resources, Cara / attitude in doing the job According Luthan (2006: 251) employees' job satisfaction is the result of the work performance of employees about how they can give you something that is considered important. Because satisfaction is the perception of the person indicated job satisfaction different from others, because it is considered important by each person is different.

Further explained that motivational factors are things that are intrinsic drivers of achievement, meaning comes from within oneself, while the meaning of hygiene or maintenance factors are factors that are extrinsic meaning comes from outside the person, for example, of the organization, but also as determine the behavior of a person (Herzberg in Siagian 2008: 290). According to Parasuraman, Zeithaml and Berry (1988:39), that if the services received or perceived as expected, the quality of service perceived as satisfactory quality. If the services received exceed customer expectations, the quality of service perceived as the ideal quality. Conversely, if the services received lower than expected, it offers trust and a sense of quality.

III. METHODOLOGY

It includes performances of employees, physical facilities, equipment and supplies used in the service. Tangible is the realization of a service or services of buildings, interiors, employee uniforms, equipment used, and so tangible perceived poor service. According to Parasuraman, Zeithaml and Berry service quality dimensions as follows:

1. Reliability
Confidence on the part of consumers
2. Responsiveness
The willingness to help customers and to provide service concern the willingness or readingness of employees to provide service.
3. Assurance
The knowledge and courtesy of employees and their ability to convey trust and confidence.
4. Empathy
The provision or caring, individualized attention to customers, it involves making the effort to understand their customer's needs.
5. Tangibles
The appearance of physical facilities, equipment, personnel and communication. The ability to perform promised serviced dependably and accurately, involves, consistency of performance and dependability.

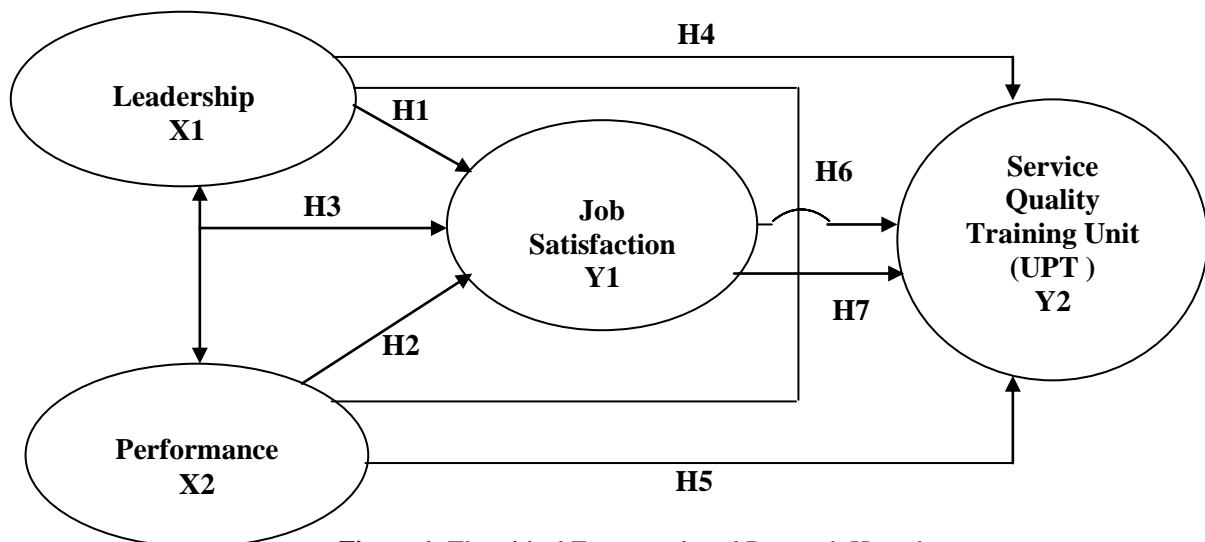


Figure 1 Theoretical Framework and Research Hypotheses

This study uses descriptive quantitative approach. Descriptive method aims to provide an overview of data and verification of respondents to explain and explore the relationship between variables. In this study, to obtain the data obtained from the two data sources. Primary data: to disseminate the questionnaire respondents. The population in this study were all employees of UPT BPSDM Transportation totaling 1212. Sampling based on the Slovin formula as much as 301 respondents. Once the data is collected (questionnaire) then tested the validity and reliability. Data analysis methods to test hypotheses using analysis using SEM (Structural Equation Modelling).

IV. ANALYSIS AND DISCUSSION

Testing the validity of each item questions as follows:

Table 1 Validity of Questionnaire

Variables	Item	Standarized Loading Factors $\geq 0,50$	Remark
Leadership	KEP1	0,72	Significant
	KEP2	0,74	Significant
	KEP3	0,72	Significant
	KEP4	0,68	Significant
	KEP5	0,76	Significant
	KEP6	0,78	Significant
	KEP7	0,69	Significant
Performance	K1	0,78	Significant
	K2	0,80	Significant
	K3	0,71	Significant
Job satisfaction	KK1	0,77	Significant
	KK2	0,84	Significant
Service quality	KP1	0,72	Significant
	KP2	0,73	Significant
	KP3	0,78	Significant
	KP4	0,72	Significant
	KP5	0,73	Significant

Based on the table above, it appears that the questions on each of the variables are valid dikatkan so that the questionnaire can be used to address problems in this study. Testing the validity and reliablitas research using standardized loading factors ≥ 0.50 . Based on this opinion and the results of the calculation of construct reliability is said reliable.

Structural Model Test

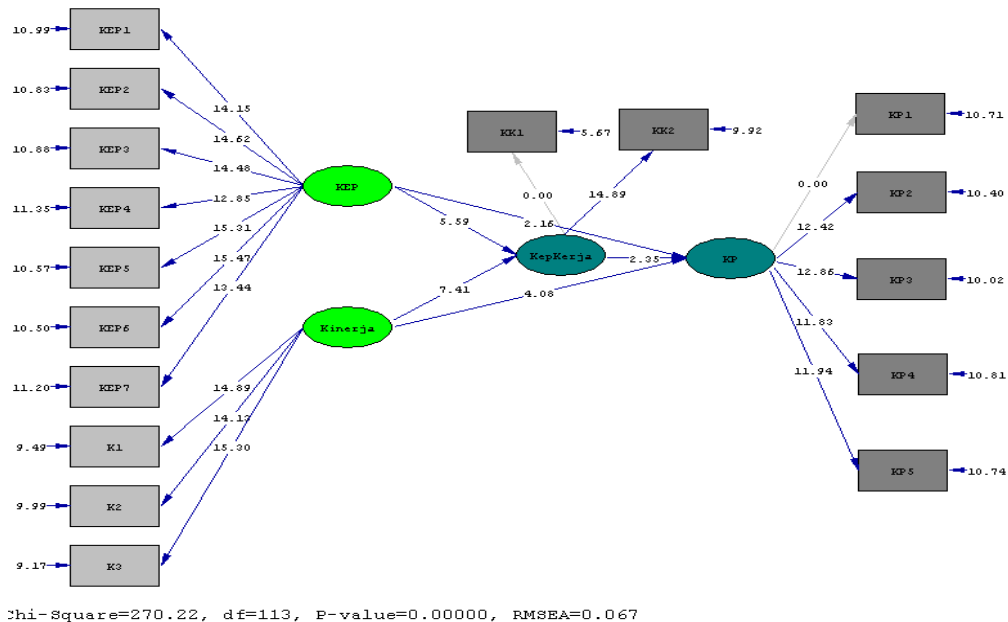
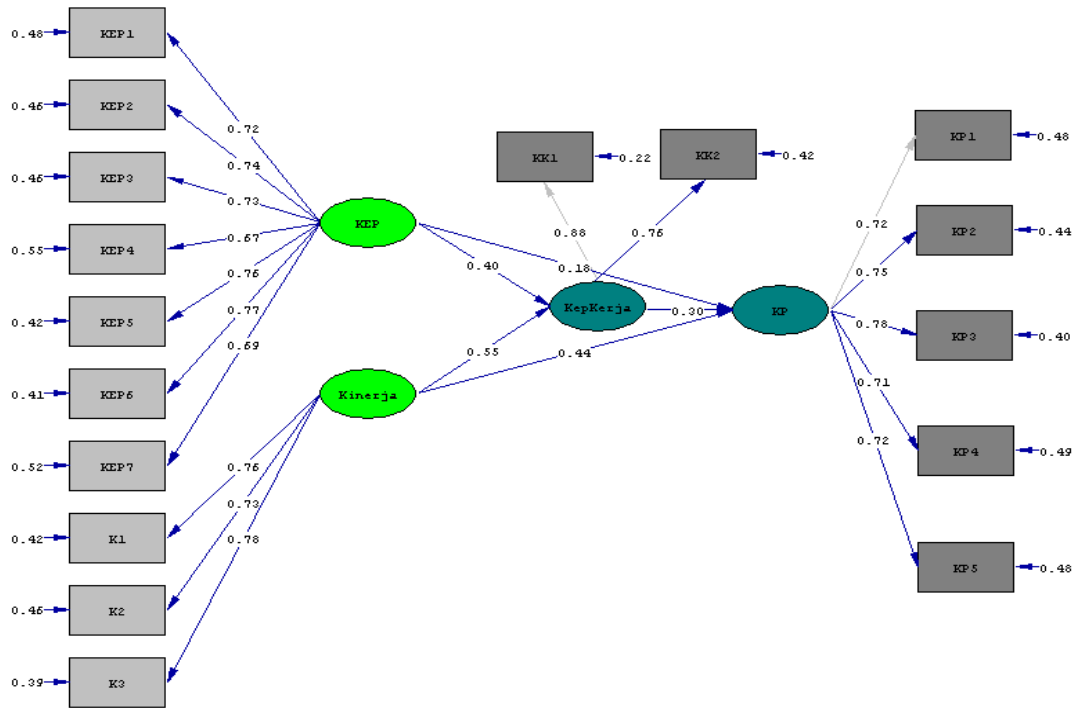


Figure 2. Analysis of Measurement T-Values Model



Chi-Square=270.22, df=113, P-value=0.00000, RMSEA=0.067

Figure 3. Analysis Measurement Standard Solution Model

Table 2 Goodness of Fit Model Structural Result

Index Accuracy Model	Range Expected	Index Model	Remarks
1	2	3	4
Chi-Square	Value Small or Acceptable if $P \geq 0,05$	270,22	Chi-Square table 275,06
		0,00000	Good and acceptable
GFI	$\geq 0,90$	0,91	Baik
RMSEA	$\leq 0,05$	0,003	Baik
RMR	$\leq 0,05$	0,039	Baik
CFI	$\geq 0,90$	0,98	Baik
IFI	$\geq 0,90$	0,98	Baik
TLI/NNFI	$\geq 0,90$	0,98	Baik
NFI	$\geq 0,90$	0,97	Baik
AGFI	$\geq 0,90$	0,92	Baik

Sources: Output research processed by Lisrel 8:54

If you see all of the estimated value of the Structural Model Goodness of Fit has a good value, so that the overall conclusion that the structural model estimated to be accepted, so it can be said unfolding construct this variable is the structural relationship.

Table 3. Summary Coefficient of Structural Model and Research Hypotheses

No	Information	estimation	R ²	Conclusion
1	Effect of leadership toward job satisfaction	0,40	0,16	Significant H ₁ be accepted, H ₀ rejected
2	Effect of performance toward job satisfaction	0,55	0,3025	Significant H ₁ be accepted, H ₀ rejected
3	Effect of leadership and performance simultaneously toward job satisfaction	0,87	0,75	Significant H ₁ be accepted,

				H ₀ rejected
4	Effect of leadership training to service quality <i>Training Unit</i> (UPT)	0,18	0,0324	Significant H ₁ be accepted, H ₀ rejected
5	Effect of performance toward service quality <i>Training Unit</i> (UPT)	0,44	0,1936	Significant H ₁ be accepted, H ₀ rejected
6	Effect of job satisfaction toward service quality <i>Training Unit</i> (UPT)	0,30	0,09	Significant H ₁ be accepted, H ₀ rejected
7	Effect of leadership, performance and job satisfaction simultaneously toward service quality <i>Training Unit</i> (UPT)	0,85	0,72	Significant H ₁ be accepted, H ₀ rejected

Table 4 Structural Equation Job Satisfaction

$\text{KepKerja} = 0.40 \cdot \text{KEP} + 0.55 \cdot \text{Kinerja}, \text{Errorvar.} = 0.25, R^2 = 0.75$			
(0.071)	(0.074)	(0.053)	
5.59	7.41	4.70	

Table 5 Structural Equation Service Quality

$\text{KP} = 0.30 \cdot \text{KepKerja} + 0.18 \cdot \text{KEP} + 0.44 \cdot \text{Kinerja}, \text{Errorvar.} = 0.28, R^2 = 0.72$			
(0.13)	(0.082)	(0.11)	(0.052)
2.35	2.16	4.08	5.43

For the first endogenous variable that is visible job satisfaction significantly influenced by the leadership and performance. Contribution of these two variables on job satisfaction by 75% so there is still 25% of other factors that affect job satisfaction. The second endogenous variable, quality of service seen significantly influenced by job satisfaction, leadership and performance. The third contribution of these variables to service quality by 72%, so there are still 28% of the other factors that affect the service quality.

V. CONCLUSIONS AND SUGGESTIONS

A. Conclusion

Based on the analysis, it was concluded that:

1. Leadership has a positive and significant effect on job satisfaction increased. Correlation value of 0.40 and a coefficient of determination of 0.16 is showing that leadership contributes 16% to the increase in job satisfaction. Analysis of T-Value Measurement Model, Capability dimension is the dimension of leadership variables that have significant influence with a value of 5.59. With most influential indicator is the technical ability possessed leader.
2. The performance has a positive and significant effect on job satisfaction increased. Correlation value of 0.55 and a which shows that the performance contributed 30.25% to the increase in job satisfaction. Analysis of T-Value Measurement Model, which has the effect of significant dimension of variable dimensions Work Attitude Performance is the value of 7.41. With the most powerful indicator of a willingness to complete tasks that are the responsibility.
3. Leadership and performance has a positive and significant effect on job satisfaction increased. Coefficient of determination of 0.75 which indicates that the leadership and performance by 75% contributing to increased job satisfaction. T-Value Measurement Model performance variables coefficient of determination of 0.3025 comparison with the leadership variable has a value of 5.59.
4. Significant influence on the quality of service UPT leadership training. Correlation value of 0.18 and the square of the correlation coefficient is the coefficient of determination of 0.0324 indicating that leadership contributed 3.24% to the UPT service quality improvement training.
5. Positive and significant influence on the quality of service performance UPT training. Correlation value of 0.44 and the square of the correlation coefficient is the coefficient of determination of 0.1936 which indicates that the performance contributed 19.36% to the UPT service quality improvement training. With assurance / trust most affected by the performance.
6. Significant influence on job satisfaction on service quality UPT training. Correlation value of 0.30 and the square of the correlation are variables that have a significant impact to the value of 7.41 in coefficient is

called the coefficient of determination of 0.09 which indicates that job satisfaction contributes 9% of the UPT service quality improvement training. With most influential indicator is clear duties and good working relationship between employees and employers.

7. Leadership, performance and job satisfaction has a positive and significant effect on service quality improvement. Performance is the most dominant variable effect to service quality and value of the coefficient of determination of 0.72 which indicates that the leadership and performance by 72% contributing to increased job satisfaction. T-Value Measurement Model, performance variables are variables that have a significant effect with the highest value of 4.08 in comparison with variable Leadership and Job Satisfaction variables that have values respectively 2.16 and 2.35.

B. Suggestions

Managerial Implications

1. Leadership influence on job satisfaction. Particularly where the capability dimension capabilities. Another thing that needs to be done to improve the job satisfaction is the attention given to his subordinates as leaders approached when employees experience work problems, and others.
2. Performance impact on job satisfaction, particularly in employee attitudes. Employee Training Unit will have job satisfaction if the work done so far in accordance with expectations. The attitude accuracy, job responsibilities and patience during the running of the job will get job satisfaction if what he did successfully. So the environment and comfortable working conditions will be necessary for their work.
3. Leadership and performance impact on job satisfaction. The results of this study indicate that the performance has a more dominant influence on job satisfaction when compared to the leadership. So performance should receive primary attention primarily creates a good working attitude during work. But despite the leadership is not the main thing in achieving job satisfaction when viewed simultaneously, things related to leadership should also be considered as a further create a more harmonious relationship between superiors and subordinates, superiors granted recognition on the performance of the employees, giving promotions to employees for their work, and others.
4. Leadership affects the quality of service UPT training. So the things that need to be taken to ensure that the quality of service provided improved employee include setting strategy and operational plans in education and training, a leader's effect on employee job satisfaction. Ideal pattern of leadership necessary for disgruntled employees during their work. enhance the knowledge and skills of employees primarily related to education and training, preparing rules on time, facilities and equipment, etc. during the process of education and training.
5. The performance impact of service quality UPT training. Therefore, things like service delivery quickly and precisely and teamwork to be one factor for the quality of services provided increased employee training UPT.
6. Satisfaction affects the quality of service UPT training. Therefore, things like giving credence for education and training and provide physical facilities to employees primarily related to education and training will improve the quality of services provided.
7. Leadership, performance and satisfaction influence service quality UPT training. The results of this study indicate that the performance has a more dominant influence on job satisfaction when compared to the leadership. So performance should receive primary attention primarily creates a good working attitude during work. Things that need attention such as increasing employees' ability to increase knowledge and skills of employees through courses or take them higher education, the control and supervision more intense than the leadership, improve comfort and award either compensation or a material such as increased non-material form as in the form of scholarships to go to college, etc.

Managerial Advice:

1. Job satisfaction is related to the performance as the dominant factor, then performance should be maintained especially the existence of task clarity and good working relationship between employees and employers need to be maintained and even improved. Matters related to the clarity of such a task needs to be made clear job description of each employee and received and well understood, the full disclosure of employment, the creation of two-way communication running well, etc.
2. Service quality performance as the dominant factor should receive the most attention. So with clarity duty for quality of service should be maintained. Besides, the task of the possession and full maximum efficiency in all sectors should be enhanced, including by following the seminars, workshops, training, skills upgrading, read a book or work-related literature, etc.. But other factors also should require attention such as work attitude full accuracy, patience, and serious concentration, cooperation, and responsibility, the work of the appropriate quality standards, etc.. It is expected to create excellent service provided by the Training Unit.

BIBLIOGRAPHY

- [1] Dale, Timpe A (2006), *Seri Ilmu dan Seni Manajemen Bisnis Kinerja*, Penerjemah: Sunarto, Jakarta: PT. Elex Media Komputindo.
- [2] Luthan, Fred, (2005) *Organizational Behavior*, Singapore: Mc Graw Hill Book Co.
- [3] Nawawi, Hadari dan Martini Hadari, (2006), *Kepemimpinan yang Efektif*, Yogyakarta: Universitas Gadjah Mada Press.
- [4] Parasuraman, A. Valarie A, Zeithaml dan Leonard L Berry, "A Conceptual Model of Service Quality and Its Implication for Future Research," *Journal Marketing*, Fall, 1988.
- [5] Siagian, Sondang P, (2008), *Manajemen Sumber Daya Manusia*, Jakarta: Bumi Aksara.
- [6] Soekarso, Agus Sosro Iskandar Putong dan Cecep Hidayat, (2010), *Teori Kepemimpinan*, Jakarta: Penerbit Mitra Wacana Media.
- [7] Supriatna, Tjahya, (2008), *Stimulasi Pemerintahan dalam Rangka Meningkatkan Partisipasi Masyarakat Desa*, Jakarta: Yayasan Karya Dharma IIP.
- [8] Wirawan. (2006), *Kapita Selekta Teori Kepemimpinan : Pengantar untuk Praktek dan Penelitian*, Jakarta: Yayasan Bangun Indonesia & UHAMKA Press.

The Influence Of Commitment, Job Competency And Career Development Towards Job Satisfaction And Its Implications On The Performance Of The Maritime Colleges' Permanent Lecturers In Jakarta

Influence of Leadership and Performance on job Satisfaction and its Implications on Service Quality of the Technical Unit of Human Resources Development Agency of Transportation Ministry of Jabotabek Area