



## Factors Analysis of Job Satisfaction at XYZ Company

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### ABSTRACT

This study aims to identify and analyze the factors that affect Job Satisfaction in XYZ company, through the variables of Serving Leadership and Work Motivation. This study uses a quantitative method by involving a saturated sampling technique based on certain criteria so that all employees in company XYZ become a research sample of 32 people. Furthermore, data was collected through a questionnaire processed with relevant statistical methods, namely multiple linear regression tests with the JASP 0.18.3.0 (2024) data processing software application. The results of this study show that: (1) Serving Leadership (X1) has a positive and significant effect on Job Satisfaction with the value of  $t_{count} > t_{table}$  ( $20.100 > 2.04227$ ) with prob.  $Sig < 0.05$  ( $< 0.05$ ). (2) Work Motivation (X2) has a positive and significant effect on Job Satisfaction with a  $t_{table} > t_{count}$  value ( $10.966 > 2.04227$ ) with prob.  $Sig < 0.05$  ( $< 0.05$ ).

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## INTRODUCTION

In an increasingly competitive business world, employee job satisfaction is one of the key factors that determine the success of a company. High job satisfaction not only increases productivity, but also reduces employee turnover. Therefore, company XYZ needs to understand the factors that affect job satisfaction, one of which is the leadership of Merlayani. This concept emphasizes the importance of servant leaders, who focus on the needs and development of employees.

Servant leadership is defined as a leadership approach that puts the needs of team members above the leader's personal interests. Leaders who implement this leadership style tend to build better relationships with employees, creating a positive work environment. Thus, Serving leadership can be an effective instrument in increasing employee work motivation, which in turn contributes to job satisfaction.

In addition to serving leadership, there is also work motivation which is an important factor that affects employee performance and satisfaction. Motivated employees tend to be more productive and committed to achieving company goals. In the context of XYZ company, it is important to explore how Serving leadership can improve job motivation as well as its impact on employee job satisfaction. This study seeks to identify the relationship between the three variables.

Company XYZ, as one of the leading companies in its field, faces challenges in maintaining employee job satisfaction. Low job satisfaction is a problem that needs to be overcome. Previous research has shown that there is a positive relationship between Serving leadership and work motivation. However, research on the impact of both on job satisfaction is still limited, especially in the context of local companies.

To achieve the research objectives, a quantitative approach will be used with a survey method to collect data. The respondents involved were employees of company XYZ who were expected to provide the necessary information to analyze the relationship between the third variables. The data obtained will be analyzed using statistical techniques to test the hypothesis proposed.

Thus, this study is expected to provide a clear picture of the role of Serving leadership and work motivation in increasing job satisfaction. The expected results are not only beneficial for company XYZ but also for other companies looking to improve the quality of their work environment.

## LITERATURE REVIEW

### *Servent Leadership*

Servant Leadership is a leadership style that focuses on service performed by a leader without coercion or pressure. Through the optimization of his or her personal characteristics, the leader is able to direct, mobilize, and coordinate the people he leads to achieve a common goal. This service process includes giving influence, mobilizing, and solving problems related to relations and communication between leaders and followers. In the context of the

church, this leadership style is based on biblical principles that emphasize the aspect of service (Zebua, 2022).

According to Spears (2019), servant leadership is described as leadership that puts ministry as a top priority. This leadership style encourages the creation of good relationships by building an atmosphere of dignity and respect, strengthening community and teamwork, and listening to input from colleagues and employees.

According to Angga Ferdinanto (2021), servant leadership or serving leadership must be applied by a leader in relation to employees. As explained earlier, servant-style leader behavior includes several criteria, such as forming concepts, recovering emotions, prioritizing the interests of followers, and helping followers grow and succeed. These criteria focus more on relationships with employees and not directly with customers. Leaders who implement servant leadership can increase organizational commitment, which ultimately encourages employees to improve their performance. This improvement in employee performance is expected to have an impact on improving the quality of services they provide.

### ***Work Motivation***

Hafidzi et al. (2019) stated that motivation is an effort to provide encouragement that aims to create a person's work spirit, so that they are able to work together, work effectively, and integrate optimally to achieve satisfaction.

According to Kurniawan (2022), work motivation is a set of behaviors that are the basis for a person to act in a certain way that is directed towards achieving specific goals.

Ferdinatus (2020) states that work motivation must be built based on a good personality or character. If the motivation of work is based on the wrong principles or reasons, it can cause losses both personally and to the organization.

### ***Job Satisfaction***

According to Sutrisno (2020), job satisfaction is an employee's attitude towards their work, which is related to the work situation, cooperation between employees, the rewards received, and physical and psychological factors that affect the work environment.

Job satisfaction is the effectiveness or emotional response to various aspects of work. This reflects the employee's set of feelings about whether their job is enjoyable or not. The general attitude towards a person's work shows the difference between the awards they receive and the awards they believe they should receive (Afandi, 2018).

According to Sunyoto (2019), job satisfaction is an emotional state that can be pleasant or unpleasant, where employees view their work. An employee who loves his job tends to provide the best performance for the organization.

## METHODOLOGY

In this study, the population is the entire employee of XYZ company which totals 32 employees. The sampling technique used in this study is boring sampling. The data collection technique in this study uses questionnaire methods and literature studies. In this research, the data was submitted in the form of a table with analysis using a descriptive statistical table which was then seen as a mean value, std. deviation, minimum and maximum. The analysis model used in this study is in the form of multiple regression using the JASP.

## RESEARCH RESULT

In this study, to detect data normally by looking at the distribution of data at a diagonal source on the Normal Q-Q Plot of Theoretical Quantiles graph.

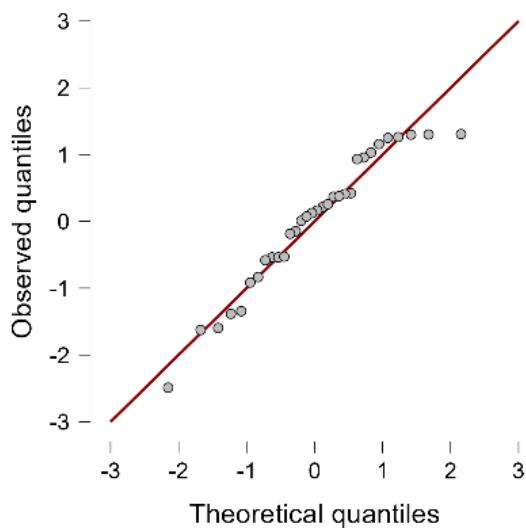


Figure 1. Hashel Uzi K-K plots, Q-Q Plot Standardized Residuals

Based on Figure, it is known that the normal chart of the Probability Plot shows that the normal chart pattern can be seen from the points that spread around the diagonal line and its spread follows the direction of the diagonal line. This indicates that the data is distributed normally and there is no violation of assumptions.

Based on from the results of the questionnaire distribution to 32 respondents, it can be seen that for Serving Leadership (X1), the average total answer score of the respondents was 3,612 with the highest total answer score of 5 and the lowest total answer score of 2. The results in the table also show that the standard deviation value is 0.722 which means that the total score of each respondent varies.

Next is the work motivation variable (X2), the average total answer score of respondents is 4,191 with the highest total answer score of 5 and the lowest total answer score of 3. The results in the table also show that the standard deviation value is 0.336 which means that the total score of each respondent varies.

After that, in the job satisfaction variable (Y), the average total answer score of respondents was 3,578 with the highest total answer score of 5 and the lowest total answer score of 2. The results in the table also show that the standard deviation value is 0.745 which means that the total score of each respondent varies.

### **Multiple Linear Regression Test Results**

Multiple linear regression tests are used to determine the relationship between one variable (Y) and two or more independent variables (X1,X2,...Xn). The use of this test is to find out whether each independent variable has a positive or negative relationship with the bound variable.

Table 1. T Test

Model		Unstandardized	Standard Error	Standardized	t	p
H <sub>0</sub>	(Intercept)	3,578	0,132		27.178	< 0,001
H <sub>1</sub>	(Intercept)	0,415	0,319		1.300	0,204
	Servant Leadership (X1)	0.986	0,049	0.956	20.100	< 0,001
	Motivation (X2)	0.061	0,063	0.028	10.966	< 0,001

Source: Data processed with JASP 0.18.3.0 (2024)

The following equation is obtained.

$$\text{Satisfaction (Y)} = 0,415 + 0,986\text{ServantLeadership} + 0,061\text{ Motivation} + e$$

Where:

- Y = Job Satisfaction
- a = Constant of the Koefis
- $\beta_1 \beta_2$  = Coefficient of free variables
- X1 = Servant Leadership
- X2 = Motivation
- e = Error

With the conclusion :

1. Intercept 0.415 is a constant or *intercept value*, which indicates the value of Job Satisfaction when all three independent variables (serving leadership, work motivation, organizational climate) are zero. In this context, the intercept value is 0.415.
2. The coefficient of 0.986 for the Servant Leadership variable (X1) indicates that if Servant Leadership increases by one unit, then Job Satisfaction will increase by 0.986 units, assuming that the other variables are constant. This positive coefficient indicates that a higher level of Serving Leadership tends to increase Job Satisfaction among employees. In other words, a coefficient value of 0.986 indicates a positive relationship between Serving Leadership and Job Satisfaction as a dependent variable. Each improvement in Serving Leadership will be followed by a comparable increase of 0.986 units in Job

Satisfaction. This relationship demonstrates the importance of Servant Leadership to achieve higher levels of satisfaction among employees.

3. The coefficient of X2 which is 0.061 is the coefficient for the variable Work Motivation (X2). This coefficient suggests that every increase in Job Motivation will increase Job Satisfaction by 0.061 units, assuming the other variables are constant. The positive coefficient shows that higher Job Motivation tends to increase job satisfaction in employees. In summary, the coefficient of 0.061 shows that there is a correlation between Work Motivation and the dependent variable, where an increase in Work Motivation will be followed by an increase in the dependent variable of 0.061 units.

Based on the results of data processing, it can be seen that the Serving Leadership variable has a t value calculated  $> t$  table ( $20,100 > 2.04227$ ) with a prob. Sig  $< 0.05$  ( $<0.001 < 0.05$ ). This means that partially, Servant Leadership (X1) has a positive effect on Job Satisfaction (Y). Thus,  $H_a$  is accepted and  $H_0$  is rejected which means that the influence of Servant Leadership on job satisfaction in Company XYZ is significant.

The Work Motivation variable has a t-value calculated  $> t$  table ( $0.966 > 2.04227$ ) with prob. Sig  $< 0.05$  ( $<0.001 < 0.05$ ). This means that partially, Work Motivation (X2) has a positive effect on Job Satisfaction (Y). Thus,  $H_a$  is accepted and  $H_0$  is rejected which means that the influence of Work Motivation on job satisfaction in xyz company employees is significant.

#### ***F (Simultaneous) Test***

The F (Simultaneous) test is used to test the hypothesis that independent variables simultaneously have a significant influence on dependent variables.

Tabel 2. F Test

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	p
$H_1$	Regression	16.851	3	5.617	457.049	$<0,001$
	Residual	0.344	28	0.012		
	Total	17.195	31			

Source: Data processed with JASP 0.18.3.0 (2024)

To perform the f test with a significance level = 0.05 where the distribution f is sought at the value  $n = 32$ ,  $\alpha = 5\%$  with the degree of freedom (df) =  $(n-k-1)$  where (n is the number of respondents and k is the number of variables (X). So, df =  $32-3-1 = 28$  with this f the table is = 2.95

Based on table, it can be seen that the value of the value of f calculated  $457.049 > f$  table 2.95 then  $H_0$  is rejected. In this case, it can be concluded that  $H_a$  is accepted where the variables of Serving Leadership (X1), Work Motivation (X2) have an effect on Job Satisfaction (Y) where the significance value (Sig) ( $<0,001 < 0,05$ ).

### **Determination Coefficient Test (R<sup>2</sup>)**

Table 3. Determination Coefficient Test (R<sup>2</sup>)

<b>Model Summary - Satisfaction (Y)</b>				
<b>Model</b>	<b>R</b>	<b>R<sup>2</sup></b>	<b>Adjusted R<sup>2</sup></b>	<b>RMSE</b>
H <sub>0</sub>	0,000	0,000	0,000	0,745
H <sub>1</sub>	0,990	0,980	0,978	0,111

Sumber: Data diolah dengan JASP 0.18.3.0 (2024)

Based on table above, it can be seen that the value of the determination coefficient (R<sup>2</sup>) of this study is seen from the *Adjusted R-Square* value, which is 0.978 which means 97.8%. This shows that Job Satisfaction is influenced by 97.8% by Servant Leadership, Work Motivation, and the remaining 2.2% is the influence of other variables that are not included in the regression model of this study. Thus, the *Adjusted R-Square* value of 97.8% indicates a value close to 100%, so the estimated linear regression equation model is a good model.

## **DISCUSSION**

### ***The Influence of Serving Leadership on Job Satisfaction of Company Employees XYZ***

The results of the hypothesis test have proven that there is a significant influence of the Serving Leadership variable (X1) on Job Satisfaction (Y). The statement was obtained based on the calculations that have been carried out in the partial hypothesis test (t-test) as the result is that the Servant Leadership variable (X1) has a tcal value of 20,100 with a ttable of 2.04227 and a sig value of < 0.05, which is <0.001. This shows that the tcount value is greater than the ttable so that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted, and states that there is a significant positive influence between Serving Leadership (X1) on Job Satisfaction (Y). This is reinforced by the result of the average weight of the Serving Leadership variable (X1) as a whole of 3.62 with the majority of respondents agreeing with the attached statement.

### ***The Effect of Work Motivation on Employee Job Satisfaction in XYZ Companies***

The results of the hypothesis test have proven that there is a significant influence of the variable Work Motivation (X2) on Job Satisfaction (Y). The statement was obtained based on calculations that had been carried out in the partial hypothesis test (t-test) as the result was that the Work Motivation variable (X2) had a calculated t-value of 10.966 with a t-table of 2.04227 and a sig value of < 0.05, which was <0.001. This shows that the tcount value is greater than the ttable so that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted, and states that there is a significant positive influence between work motivation (X2) and job satisfaction (Y). This is reinforced by the result of the average weight of the overall Work Motivation variable (X2) of 4.2 with the majority of respondents agreeing with the attached statement.

## CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the above research, it can be concluded that:

Serving Leadership (X1) affects Job Satisfaction (Y) in government employees of the Bintan Regency Personnel and Human Resources Development Agency. Based on the results of the t-test for the Serving Leadership variable, the tcount value  $> ttable$  ( $20,100 > 2.04227$ ) was obtained with prob. Sig  $< 0.05$  ( $<0.001 < 0.05$ ). This means that partially, Servant Leadership has an effect on Job Satisfaction. Thus, Ha accepted H0 rejected which means that the influence of Serving Leadership on Job Satisfaction in Company XYZ Employees is significant. Positive value means that the more leaders focus on the needs and development of their subordinates, creating a supportive and respectful work environment, the more satisfied employees are with their jobs.

Work Motivation (X2) affects Job Satisfaction (Y) in Company Employees xyz. Based on the results of the t-test for the Work Motivation variable, the tcount value  $> ttable$  ( $10.966 > 2.04227$ ) was obtained with prob. Sig  $< 0.05$  ( $<0.001 < 0.05$ ). This means that partially, Job Motivation has a positive effect on Job Satisfaction. Thus, Ha was accepted H0 and rejected which means that Job Motivation for Job Satisfaction in employees of company XYZ is significant. Positive tcal value which means that the higher the employee who is motivated and has a higher morale and tries to achieve organizational goals better, then, in turn, increases employee job satisfaction in company xyz.

## ADVANCED RESEARCH

Limitations of this study lies in the relatively small number of samples and the data analysis which is still very simple. Therefore, further research is recommended to add variations to the population and data analysis used as well as other data analysis tools such as SMART PLS or Lisrel.

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