

Styles effect of leadership, organizational culture and working motivation to work satisfaction of police sector Koto Tangah Padang

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Abstract

This research was conducted at the police agency Koto Tangah Sector in Padang with 60 people's population and a 58 police member for sample. The sampling technique used cluster stratified random sampling. The data used primary data and secondary data. Data processed by path analysis. The result showed that based on the data if partially obtained information that 1) the leadership style has no significant effect to the organizational culture, 2) the leadership style has significant effect to the work motivation, 3) organizational culture has no significant effect on work motivation 4) On job satisfaction, 5) organizational culture has a significant effect on job satisfaction, 6) work motivation has an effect on significant to job satisfaction of member of Resort Police of Koto Tangah in Padang. Based from the results, to increase job satisfaction required a positive organizational culture that is by encouraging members of the police to dare to innovate, pay attention to detail, oriented to the work and are aggressive and not relaxed in the work.

Keywords: leadership style, organizational culture, work motivation, job satisfaction, police officer



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Introduction

The improvement of the police institution quality also continues to occur both at the central and regional levels, one of which is in the Sector Police Region Koto Tangah Padang, West Sumatera. Good or bad performance of police officers in the jurisdiction of Koto Tangah Padang one of them is influenced by the owned work facilities and leadership style that exist in the institution that impact to the work motivation of police members in solving the cases that happened. The condition is one of them gave effect to the level of satisfaction of members in carrying out their duties. One of the factors that affect job satisfaction is owned work facilities. Each work room ideally has a work support facility, but a number of rooms in the Koto Tangah Police Office do not yet have supporting facilities.

In general, a facility owned in Koto Tangah Police that serves to support the implementation of the task has not been met, so that job satisfaction members become low. For example, an internet network that should be owned by a community-related agency is not owned by Koto Tangah Police. It hinders police officers from obtaining information and reporting on performance in the region because its

reporting is online. So far, police reports to Polresta Padang as the center of the organization conducted in the cafe or delivered directly manually.

Most of the members said they were not satisfied with their work because of the lack of appreciation from the leadership of the work done. From interviews conducted to some members of the police in the Koto Tengah area of Padang City, especially on the Criminal functions section, some members admitted that they are rarely given an appreciation for the completion of the case. According to one member of the police force, when he succeeded in resolving the land dispute case that the case was classified for up to three months was not given any appreciation.

Conversely, if a case that is the attention of the leader if late to finish it will be given a reprimand. Some also claim to be given less opportunity to develop a career with a higher rank. Based on the results of interviews for promotion is very difficult, mostly only based on the time sequence, but rare leaders who facilitate the promotion of promotion though sometimes achievement. The data shows that there are members of Bhabinkamtibmas in the Lubuk Buaya region who have high achievement and have been recognized by the public and published their profile in the mass media, but until now has not been given the opportunity to rise to the higher positions.

Some police officers admitted stagnating at certain ranks so as not to be too eager in carrying out their duties. Takes place continuously so as not to cause job satisfaction of members in carrying out tasks whose factors relate to leadership style, organizational culture and work motivation.

Based on the above problems, it was found that there was a problem about the job satisfaction of existing police officers in Sector Koto Tengah Kota Padang. This condition is believed to be due to the influence of leadership style, organizational culture and also work motivation.

Based on the background of the above problem, it can be formulated the following problems: (1) How far the influence of leadership style on organizational culture in police sector Koto Tengah Padang City, (2) How far the influence of leadership style on work motivation of police officer Sector Koto Tengah Kota Padang ? (3) How far the influence of organizational culture on work motivation of police officer Sector Koto Tengah Padang City? (4) How far the influence of leadership style on job satisfaction of police officer of Sector Koto Tengah Padang City? (5) How far the influence of organizational culture on job satisfaction of police officer of Sector Koto Tengah Padang City? (6) How far the influence of work motivation on job satisfaction of police officer of Sector Koto Tengah Padang City.

Method

This study includes the type of causal research. Population in this research is all member of Police Sector Koto Tengah Padang. The sampling technique was by cluster stratified random sampling. Selection of this technique is done in accordance with the objectives of the study and also there were various respondents in the area of the population in order to obtain the actual data. The population in the study amounted to 58 people and sample determination using Slovin method to obtained the number of samples of 51 people. Types and sources of data in this study are primary data and secondary data. This study used through questioner and documentation. Instrument in this research use likert scale. Before questionnaire used, first and tested the validity and reliability. Based on the test of 89 questions there were 2 pieces of invalid instrument and instrument was discarded. Data analysis techniques in this study using path analysis (path analysis). Furthermore, hypothesis test with t test and significance $\alpha = 0,05$.

Results and Discussion

Before using path analysis conducted prerequisite test that is normality test and homogeneity test. From the normality test the results obtained that the data is normally distributed. Then tested homogeneity, obtained that the data of each variable homogeneous. From the test results are eligible

The Influence of Variable Leadership Style on Organizational Culture

In this section discusses the influence of leadership style variables (X1) on organizational culture variables (X2).

Coefficients

Model	Unstandardized Coefficients		Standardized	T	Sig.
	B	Std. Error	Coefficients		
(Constant)	67.697	12.395		5.46	.000
1				2	
Leadership Style	.261	.154	.235	2.69	.001
				2	

Dependent Variable: Organization Culture

Coefficient path $PX2X1 = 0,235$ with t value 2,692 and t table 2,012 with significance level 0,001 <0,005. This means that path coefficient shows that leadership style has a positive and significant effect on organizational culture. This shows that leadership style influences organizational culture. The path coefficient of 0.235 indicates that the direct influence of leadership style on organizational culture is $0.235 \times 0.235 = 0,05522$ or 5, 52%.

Effect of Leadership Style and Organizational Culture on Work Motivation

This section discusses the influence of leadership style variables (X1), organizational culture (X2) on work motivation variable (X3). The results of data processing are presented as follows:

No	Influential Variables	Path Coefficient	T Count	Sig
1	Leadership Style (X1)	0,399	3,075	0,003
2	Organization Culture (X2)	0,201	2,992	0,002

Moderator Variables: Work Motivation

From the table above can be done partial test of each variable as follows:

1. Effect of leadership style (X1) on work motivation (X3)

Path coefficient $Px3x1 = 0,399$ with t value of 3.075 with significance level 0,003 <0,005. This means the path coefficient shows that leadership style has a positive and significant effect on work motivation. This shows that if a good leadership style will increase work motivation. When the Leadership Style (X1) increases by 1 unit while the other variable remains then the motivation increases by 0.399.

2. The influence of Organizational Culture on Work Motivation

Path coefficient $Px3x2 = 0,201$ with t value 2,992 with significance level 0,002 <0,005. This means that path coefficient shows that organizational culture has a positive and significant effect on work motivation. This shows that if the organizational culture is improved and improved it will increase

work motivation. When the organizational culture variable (X2) increases by 1 unit while the other variable remains, then the motivation will increase by 0.201.

a. Effect of Leadership Style, Organizational Culture and Work Motivation on Job Satisfaction

To analyze the effect of exogenous variable of leadership style (X1), organizational culture (X2) and work motivation (X3) partially can be presented as follows.

Table. Analysis of Variable Coefficients

No	Influential Variables	Path Coefficient	t Count	Sig
1	Leadership Style (X1)	0,039	2,310	0,003
2	Organization Culture (X2)	0,509	4,321	0,000
3	Work Motivation	0,245	2,918	0,004

Work Satisfaction (Y)

From the above table can be tested individually each exogenous variable to endogenous variable (Job Satisfaction) as follows:

- 1) The analysis result shows that P_{yx1} line coefficient is 0,399 with t count 2,310 with significance level 0,003 < 0,005. This can be interpreted that there is a significant influence between the leadership styles on job satisfaction of members of the police sector Koto Tengah Kota Padang. This shows when Leadership Style (X1) increases by 1 unit while the other variable is fixed then job satisfaction increased by 0,399.
- 2) The analysis result shows that P_{yx2} line coefficient is 0,509 to t count 4,321 with significance level 0,000 < 0,005. This can be interpreted that there is a significant influence between organizational cultures with job satisfaction of sector police officers Koto Tengah Padang. This means that if the organizational culture (X2) increases by 1 unit then job satisfaction will increase by 0.509.
- 3) The analysis result shows that P_{yx3} line coefficient is 0,245 with t count 2,918 with significance level 0,004 < 0,005. This can be interpreted that there is a significant influence between work motivation and job satisfaction of members of the police sector Koto Tengah Kota Padang. This means that if the motivation of work (X3) increased by 1 unit then job satisfaction will increase by 0.245.

Based on the results described above, then the discussion that refers to the theory disclosed in Chapter 2 as follows:

1. Effect of Leadership Style (X1) on Organizational Culture (X2) in Sector Police Koto Tengah Padang

Leadership style influences the organizational culture on the Police Sector Koto Tengah Padang. The result of path coefficient indicate that leadership style have significant effect to organizational culture with path coefficient 4,77% which means leadership style from influential leader and significant to the formation of organizational culture.

A leader must be able to influence employees and form an insight that evokes the pride, respect and trust of subordinates. Leadership involves a deliberate process of social influence carried out by a person against others to structure activity and influence within a group or organization (Robbins, 2006). Leadership style according to the description Robbins above can form an organizational culture, because the function of leadership is very influential in shaping

organizational culture. Leadership styles capable of moving the group into a passionate and cooperative working atmosphere will be able to determine the success of the organization (Bierhoff & Muller, 2005). From the explanation that a positive leadership style will be able to move the institution in a positive direction. If it is linked with a leadership style in the police institution it is necessary to reform the current leadership style in order not to be too authoritarian.

2. Effect of Leadership Style and Organizational Culture on Work Motivation of Sector Police Members Koto Tengah

One of the path structures in this research is to find the influence of leadership style and organizational culture on work motivation of sector police officer of Koto Tengah Padang. In this study there is a significant influence between the influences of leadership style on work motivation. On the hypothesis partially shows the organizational culture have a positive and significant effect on Work Motivation Sector Police Koto Tengah Padang. From result of analysis which have been calculated hence obtained t count value equal to 2,992 at significant 0,001 t table equal to 2,012 t count > t table or significance > alpha 0,05. It means Organizational Culture have a significant effect on Work Motivation of Sector Police Koto Tengah Padang. The second hypothesis is acceptable with a coefficient of 0.201.

3. Effect of Leadership Style, Organizational Culture and Work Motivation on Job Satisfaction

In structure 3 of this research there is significant influence between research variable of leadership style, organizational culture and work motivation to job satisfaction. Based on data recapitulation influence between variables in path analysis indicate that cultural variable of organization influence job satisfaction through work motivation with big influence equal to 3,9%. This is in line with the opinion of Gilmer (1996) which mapped that factors that affect job satisfaction, one of which is the leadership style performed by the leadership and supervision activities on subordinates. In addition, the communication is quite smoothly between the leadership with subordinates.

Conclusions

Based on the results of the analysis can be concluded that the three exogenous variables (leadership style, organizational culture, work motivation) have a significant influence on job satisfaction of police officers Koto Tengah Padang. Organizational culture is the most influential variable on job satisfaction of Police officers Koto Tengah Padang.

Hypothesis Testing

Based on the data processing, the result of hypothesis testing is as follows:

- 1) The first hypothesis: Leadership style has a positive and significant impact on Organizational Culture in Police Sector Koto Tengah Padang. From result of analysis which have been calculated hence obtained t count 2,996 and t table equal to 2,012 t hitung > t table or level of significance < alpha 0,05 hypothesis acceptable.
- 2) The second hypothesis: Leadership style has a positive and significant effect on Work Motivation of sector police officers Koto Tengah Kota Padang. In accordance with the results of testing the hypothesis that has been done identified that the coefficient value of the resulting path is 0.330 with t count 2.310 and t table of 2.012 and significance value of 0.000.
- 3) The third hypothesis: Organizational Culture has a positive and significant effect on Work Motivation of Sector Police Koto Tengah Padang. From result of analysis which have been

calculated hence obtained value of t count equal to 2,992 at significant 0,001 t table equal to 2,012 t table> or significance> alpha 0,05, with coefficient of lane 0,201.

- 4) Hypothesis four: Leadership style has a positive and significant impact on Job Satisfaction Sector Police Members Koto Tengah Padang. Based on the data analysis for testing the sixth hypothesis is known path coefficient of 0,509. The influence of Organizational Culture on Job Satisfaction is by t count 4,321 and t table equal to 0,201 coefficient and significance value equal to 0.000.
- 5) The fifth hypothesis: Organizational culture has a positive and significant effect on Job Satisfaction in Sector Police Koto Tengah Padang City. Based on the data analysis for the fifth hypothesis testing, it is known that the coefficient of the influence of Organizational Culture on Job Satisfaction is 0,509 with t count 4,321 and t table is 2.012 with coefficient 0,201 and significance value equal to 0.000.

Hypothesis six: Work Motivation has positive and significant impact on Job Satisfaction directly in Police Sector Koto Tengah Padang. Based on the data analysis for the fourth hypothesis testing is known path coefficient of Work Motivation influence is 0.254 with t count 2.918 and t table of 2.012 and significance value of 0.04.

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