



The Effects of Leadership Style and Work Motivation on Job Satisfaction among Employee

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Received: June 2025

Revised: June 2025

Published: June 2025

ABSTRACT

Study aims to analyze the Influence of Leadership Style and Work Motivation on Job Satisfaction of Maraja Mart Supermarket Employees in Ampana. The sampling technique that will be used in this study is Saturated Sampling, with a sample size of 30 respondents. Data collection using interviews, observations and questionnaires that have been tested for validity and reliability. The analysis method uses Multiple Linear Regression. The results of the study indicate that Leadership Style and work motivation simultaneously have a significant effect on the job satisfaction of Maraja Mart Ampana supermarket employees. Leadership style partially has a significant effect on the job satisfaction of Marja Mart Ampana supermarket employees. Work motivation partially has a significant effect on the job satisfaction of Maraja Mart Ampana supermarket employees.

ARTICLE INFO

Keywords:

Leadership Style, Work Motivation, Job Satisfaction

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Introduction

Human resources play an important role in the growth of large companies for this reason. Human resource management is complex because it must take into account employees, managers, and the overall business structure. To ensure that employees feel satisfied with their jobs, companies must prioritize a harmonious relationship between workers and management (Sutrisno, 2014). Happy employees are more likely to generate innovative solutions to workplace problems and steer the company in a positive direction, both of which enhance the company's ability to compete internationally (Bushra, Usman, & Naveed, 2011). Employee job satisfaction is one of the key factors in achieving

organizational success. Employees who are satisfied with their work tend to be more productive, enthusiastic, and contribute positively to the achievement of company goals. One factor that can influence employee job satisfaction is the leadership style adopted by their supervisors.

Leadership style refers to the way a leader influences, directs, and manages subordinates. There are various types of leadership styles, such as authoritarian, democratic, transactional, transformational, and others. Each leadership style has its own characteristics and approaches in interacting with employees. A leader's leadership style is the approach they use to shape the actions of those under their supervision. It is a set of habits they apply to influence the behavior of others around them. Each of these approaches has its own advantages and disadvantages. A leader's approach to leadership is shaped by their unique set of skills and personal character (Marzuki 2022).

Previous studies have shown that effective leadership styles can have a positive impact on employee job satisfaction. Leaders who are able to understand and apply the appropriate leadership style can create a positive work environment, motivate employees, provide proper encouragement and recognition, and promote active participation in decision-making. However, in different contexts, the same leadership style may have varying effects on employee job satisfaction. Factors such as organizational culture, employee characteristics, and the work environment can modify the influence of leadership style on job satisfaction. Therefore, this study aims to investigate the influence of leadership style on employee job satisfaction at Maraja Mart Ampa. By understanding this relationship, it is expected to provide valuable insights for the company in developing effective leadership strategies, maximizing employee job satisfaction, and enhancing overall organizational performance.

Research related to motivation and job satisfaction has been conducted by Astuti & Surya (2020), showing that motivation has a positive and significant influence on employee job satisfaction. This indicates that the higher the level of employee motivation, the greater their job satisfaction. Transactional leadership also has a positive and significant effect on employee job satisfaction. This suggests that the better the transactional leadership demonstrated by company leaders, the higher the employees' job satisfaction. In addition, a study conducted by Juniari et al. (2015) stated that motivation has a positive and significant effect on job satisfaction, motivation has a positive and significant effect on employee performance, and job satisfaction has a positive and significant effect on employee performance.

Maraja Mart, which operates in the provision of marketing and distribution facilities for company products, was chosen as the object of this study because it is a supermarket that has long been widely recognized in Ampana. In addition, Maraja Mart is easily accessible to the public and offers affordable prices. Based on phenomena observed in the field, there are issues related to employee performance. Furthermore, the relatively low level of employee performance tends to affect the employees themselves. This situation is strongly correlated with interrelated aspects such as leadership, motivation, and job satisfaction.

Supermarkets like Maraja Mart operate in a highly competitive environment, with a focus on operational efficiency and customer satisfaction. In such a situation, leadership style plays a crucial role in creating a harmonious relationship between management and employees. An overly authoritarian or unsupportive leadership style can reduce job satisfaction, while a communicative, inspiring, and fair leadership style has the potential to boost employee morale. In addition, work motivation both extrinsic, such as salary and incentives, and intrinsic, such as recognition for effort serves as a key driver for employees to remain productive and feel valued.

This phenomenon is also influenced by the characteristics of retail work, which is often monotonous, making work motivation a particular challenge. Employees in supermarkets tend to focus more on fulfilling their financial needs, so a lack of appreciation or incentives can worsen job satisfaction levels. At Maraja Mart, a leadership style that takes into account culture and interpersonal relationships can be the key to creating a conducive work environment. This study aims to identify the extent to which leadership style and work motivation contribute to employee job satisfaction, and to provide insights for Maraja Mart in developing more effective management strategies to support employee well-being and productivity.

Leadership style, work motivation, and employee performance are three interrelated elements that are essential in determining the success of an organization, including Maraja Mart Supermarket in Ampana. The leadership style implemented by management whether democratic or authoritarian has a significant impact on how employees carry out their duties. Leaders who are able to provide clear direction, support, and appreciation tend to boost employee morale. On the other hand, work motivation both intrinsic, such as personal satisfaction, and extrinsic, such as salary and incentives is also a key factor driving employees to perform optimally. When employees feel motivated and supported by effective leaders, their performance in serving customers, managing inventory, and achieving company targets will improve. However, if the leadership style is

inappropriate or work motivation is low, it can decrease employee job satisfaction and hinder the achievement of organizational goals. Therefore, it is important for Maraja Mart to manage these three aspects synergistically to create a productive and supportive work environment.

Employee dissatisfaction is a serious issue that can affect a company's productivity and performance. At Maraja Mart Ampang, employee dissatisfaction related to leadership style and work motivation may stem from several factors. For example, poor communication between management and employees can lead to miscommunication and misunderstandings. Employees may feel unsure about what is expected of them or may not receive sufficient information about the company's goals. Additionally, overly authoritarian leaders tend to make all decisions themselves without involving employees. This can cause employees to feel unappreciated and lacking control over their work.

Literatures Review

Leadership style

According to Rivai (2018), a leader is someone who, due to personal abilities with or without formal appointment can influence the group they lead to make a collective effort toward achieving specific goals. Leadership style is one of the key positions in which a leader must be able to influence, direct, and demonstrate their abilities so that all company goals can be achieved as planned. Leadership style refers to the behavioral norms used by an individual when attempting to influence the behavior of others. It is the ability to inspire others to be willing and fully responsible in the effort to achieve or exceed organizational goals. Leadership is the effort of a person assigned as a leader to organize, unite, and mobilize subordinates together to achieve predetermined goals. In essence, leadership originates from the personality of the leader and their ability to influence others. By influencing their subordinates, a leader hopes they will act within a specific framework, with directed, conscious activities, and cooperate with full responsibility for their tasks. Leadership style is a pattern of behavior used by leaders in influencing their subordinates to achieve shared goals. As stated by Nitisemito (2018), leadership is a process of influencing others to achieve the goals of an organization or group through effective direction, motivation, and communication. Furthermore, Afandi (2018) explains that leadership is an important dynamic force that motivates and coordinates the organization in order to achieve its objectives.

Work Motivation

Motivation refers to the act of giving a motive. The emergence of a motive or the factors that generate encouragement or motivation can also be defined as the drivers that prompt a person to act in a certain way. Moreover, motivation is a condition or energy that drives employees in a directed or goal-oriented manner to achieve the objectives of an organization. A positive mental attitude of employees toward their work environment strengthens their efforts to reach maximum performance. Motivation originates from the Latin word *move*, which means to push or to move. Sutrisno (2019) states that motivation is a factor that drives someone to perform a certain activity; it is often interpreted as a driving force behind a person's behavior. Furthermore, George and Jones (2005) explain that work motivation is a psychological drive that determines the direction of behavior within an organization, the level of effort, and the level of persistence in overcoming obstacles or challenges. Rivai (2018) also mentions that motivation is a series of attitudes and values that influence individuals to achieve goals. Additionally, Hasibuan (2019) defines motivation as the provision of a driving force that creates enthusiasm in individuals, encouraging them to work together, work effectively, and integrate all their efforts to achieve satisfaction.

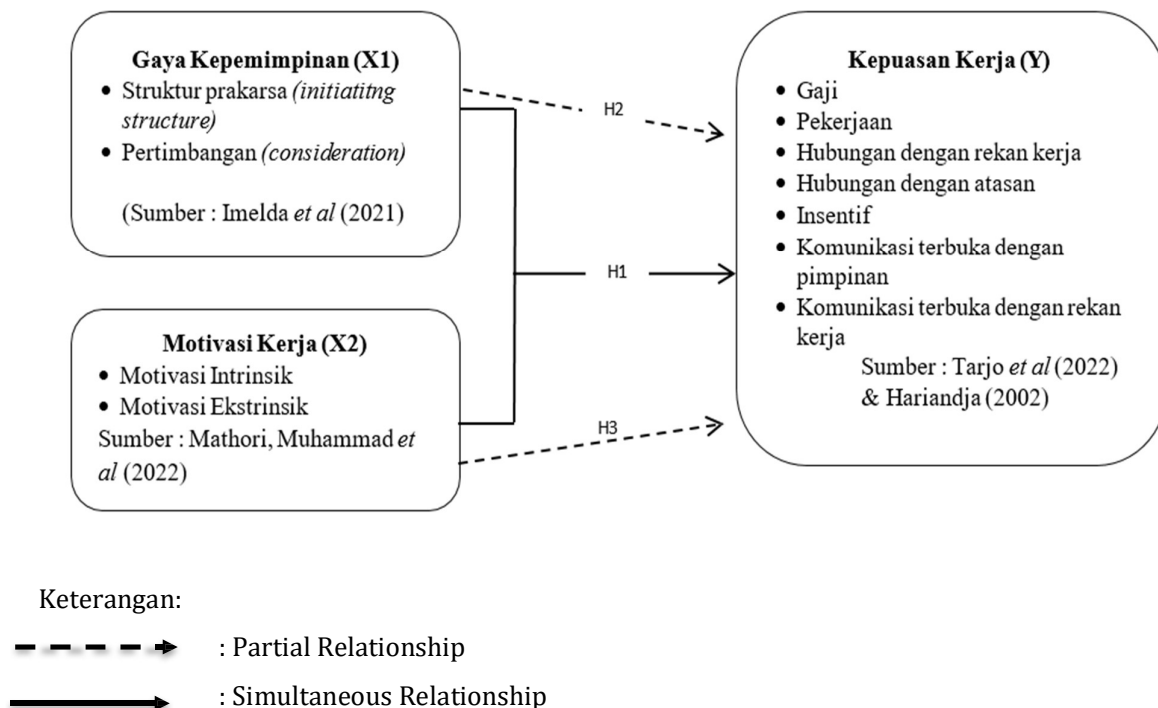
Motivation is about how to direct the energy and potential of subordinates so that they are willing to collaborate productively to achieve predetermined goals. In order to motivate employees, leaders must understand the motives and motivations that employees seek, since people work to fulfill their needs—both conscious and unconscious, material and non-material, physical and spiritual. One of the most well-known motivation theories is Abraham Maslow's hierarchy of needs theory. Maslow states that within every human being, there is a hierarchy of five needs: physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. According to Luthans (2006), there are two elements that influence motivation, one of which is motivational, referring to the drive to achieve that comes from within an individual or is intrinsic in nature.

Job Satisfaction

Mangkunegara (2019) stated that job satisfaction is a pleasant or unpleasant feeling experienced by employees in relation to their work or personal condition. Similarly, Handoko (2020) emphasized that job satisfaction refers to an employee's perception of pleasure or displeasure toward their job, which is reflected in their positive behavior toward work and all aspects of their work environment. Sutrisno (2019) also explained that job satisfaction is the feeling of joy or happiness an employee experiences while performing their duties. Job satisfaction can be defined as an employee's attitude of

contentment with what the company provides, demonstrated through their behavior toward the organization and their performance, based on the satisfaction they receive regarding salary, job responsibilities, relationships with coworkers, and supervisors.

This indicates that job satisfaction can lead to improved employee performance, or in other words, job performance will be enhanced. Performance is an essential element that cannot be separated from an organization. It is defined as the result or achievement in completing tasks or responsibilities assigned by the organization (Ibrahim et al., 2024). Achieving job satisfaction aims to improve overall performance, while work motivation serves as a key driving force for employees in carrying out their duties.



Pictures1. Framework of Thought

Methods

This study employs a quantitative research method. Multiple Linear Regression analysis is used to measure and analyze the influence of leadership style on employee job satisfaction at Maraja Mart supermarket in Ampa. Data analysis in this study is conducted using the Statistical Product and Service Solution (SPSS) software version 25,

through several stages of data processing. The research was carried out at Maraja Mart Ampana supermarket. By using the census method, the entire population was taken as the sample, consisting of 30 employees from Maraja Mart.

Results and Discussion

According to the results of multiple linear regression analysis using the SPSS for Windows Release 16.0 program and based on data from 30 respondents, the following findings were obtained:

F-Test Results

Based on Table 4.6, the SPSS analysis yielded a significance value of 0.000. Since the value $0.000 < 0.05$, the hypothesis is accepted. This indicates that variables X1 (leadership style) and X2 (work motivation) simultaneously have a significant influence on variable Y (job satisfaction).

t-Test Results

Leadership Style Variable (X1)

Based on Table 4.6, the SPSS analysis shows a significance value of 0.001. Since $0.001 < 0.05$, the hypothesis is accepted. This means that variable X1 (leadership style) has a significant influence on variable Y (job satisfaction).

Work Motivation Variable (X2)

Based on Table 4.6, the SPSS analysis shows a significance value of 0.002. Since $0.002 < 0.05$, the hypothesis is accepted. This indicates that variable X2 (work motivation) significantly affects variable Y (job satisfaction).

The Influence of Leadership Style and Work Motivation on Employee Job Satisfaction

An effective leadership style greatly influences employee job satisfaction at Maraja Mart Ampana supermarket. Leaders who are capable of providing clear direction, offering support, and showing concern for employee well-being can create a positive work environment. have demonstrated that leadership style is the most influential variable affecting job satisfaction. A leader must foster harmonious cooperation and cultivate employee loyalty to improve social interactions among employees and between employees and supervisors. With a good leadership approach, employees feel more appreciated and motivated to perform better, as they trust their leader to provide proper guidance and offer space for both personal and professional development. A work environment supported by strong leadership tends to be more cooperative and collaborative.

In addition to leadership, work motivation also plays a crucial role in enhancing employee job satisfaction. Work motivation can stem from various sources, including financial incentives, recognition, and opportunities for skill development. Intrinsically motivated employees find satisfaction in being challenged and in having opportunities to contribute in line with their expertise. On the other hand, extrinsic motivation, such as rewards and bonuses, can encourage employees to achieve established targets.

Beyond leadership style, employee motivation is an essential aspect to investigate, as motivation plays a central role in shaping behavior and specifically in influencing job performance within an organization. A combination of intrinsic and extrinsic motivation can increase enthusiasm, which in turn boosts productivity and employee loyalty toward the company. This study aligns with the findings of previous research by Lang et al. (2021), who stated that a combination of good leadership style and appropriate work motivation has a simultaneous positive effect on job satisfaction. Satisfied employees tend to exhibit more positive attitudes, show enthusiasm in their tasks, and demonstrate higher performance levels. Similarly, Rivaldo & Ratnasari (2020) confirmed that leadership, motivation, and job satisfaction have a direct and significant influence on employee performance. In the context of Swalayan Maraja Mart Ampana, job satisfaction is a critical factor as it directly impacts employee interactions with customers—interactions that are vital in shaping the company's image and overall performance. Satisfied employees are more likely to engage positively with customers, provide better service, and contribute to a more favorable perception of the retail outlet, ultimately supporting.

The Influence of Leadership Style on Employee Job Satisfaction

A leader who possesses the skills to provide direction, support, and motivation can directly influence employees' perspectives toward their work. If a leader is able to carry out their role effectively, it is highly likely that they will be able to guide their employees well, enabling the company to achieve its goals (Hasanudin & Budiharjo, 2021). A leader who is fair, open, and able to provide clear guidance makes employees feel valued and comfortable in carrying out their tasks, which in turn brings a sense of job satisfaction. Since leadership style influences job satisfaction, an ideal leader must have a good leadership style to enhance employee satisfaction. It is essential for a leader to pay close attention to their leadership style in the process of influencing, directing, and coordinating to ensure that organizational goals are achieved (Ariyanti *et al.*, 2021). Thus, employees become more motivated to give their best, which ultimately increases their job satisfaction. The importance of leadership style is evident in how a leader is able to create

a positive and supportive work environment. When a leader listens to and responds to the needs and feedback of employees, it builds trust and loyalty. Employees who feel cared for by their leader tend to develop a strong sense of belonging to the company, making them happier and more satisfied at work. This also plays a role in creating a harmonious and cooperative workplace that encourages employees to perform at their best. The influence of leadership on job satisfaction not only impacts individual employee performance but also affects the organization as a whole. At Maraja Mart Ampana, high job satisfaction contributes to good quality service, as satisfied employees tend to serve customers warmly and enthusiastically. The right leadership style not only enhances employee job satisfaction but also contributes to the long-term success of the supermarket by increasing employee loyalty and improving the company's image in the eyes of customers. This aligns with the study by Mathori, Muhammad et al. (2022), which states that leadership style has a significant effect on job satisfaction..

The Influence of Work Motivation on Employee Job Satisfaction

High work motivation, whether intrinsic or extrinsic, can encourage employees to be more enthusiastic in carrying out their duties. Intrinsic motivation, such as pride in their work, appropriate challenges, and opportunities to learn and grow, provides a unique sense of satisfaction for employees. Meanwhile, extrinsic motivation, including financial incentives, rewards, and recognition from the company, also offers additional encouragement for employees to contribute their best efforts.

Motivated employees tend to be more satisfied because they feel that their work aligns with their expectations and that their efforts are appreciated. Work motivation makes employees feel that the time and energy they invest in the workplace are not only valued but also provide inner satisfaction. Therefore, motivation can increase employee job satisfaction (Rahayu & Aprianti, 2020). Conversely, a lack of work motivation among employees will negatively affect their job satisfaction and performance. The higher the motivational factors provided, the greater the employees' job satisfaction will be (Arisanti et al., 2022). For example, when employees at Maraja Mart Ampana receive recognition for certain achievements or opportunities to develop their skills, they feel motivated and develop a positive view of the company. This feeling creates pride in their work and increases employee loyalty to the company. The effect of work motivation is also seen in a more enthusiastic and productive work atmosphere in the supermarket. Highly motivated

employees will carry out their tasks well and even go beyond expectations. Good motivation not only improves job satisfaction but also contributes to better service quality for customers, thereby positively impacting the image of Maraja Mart Ampa. Thus, high work motivation plays an important role in achieving optimal employee job satisfaction and supports the overall success of the supermarket. This study is supported by the findings of Tarjo et al. (2022), which state that work motivation has a positive and significant effect on job satisfaction.

Conclusion

1. Leadership style and work motivation simultaneously have a significant effect on the job satisfaction of employees at Maraja Mart Ampa supermarket.
2. Leadership style partially has a significant effect on the job satisfaction of employees at Maraja Mart Ampa supermarket.
3. Work motivation partially has a significant effect on the job satisfaction of employees at Maraja Mart Ampa supermarket.

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