



LEADERSHIP STYLE IN GARMENT COMPANIES IN WEST JAVA, AND THEIR EFFECT ON JOB SATISFACTION

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Abstract: Indonesia is one of the developing countries that will enter the era of globalization so that competition will be tougher, especially in the industrial sector. Rapid changes in science and technology will lead to increasingly complex problems and activities faced by company leaders. The desires of organizational members need to be combined with the planned company goals so that there is an integrated movement in achieving company goals. Leaders are required to have the knowledge, understanding, and skills to lead the field of work wherever he is and how the conditions are. So the position of the leader is a determining factor in achieving goals, even though there has been a neatly arranged plan, but if there is no one who makes organizational management attractive to all personnel,

Keywords: Job Satisfaction, Leadership Style, Organization.

INTRODUCTION

The development of the economy and technology continues to grow and develop rapidly. This often creates problems for companies that will affect the goals and objectives that have been previously set by the company. In a company's microenvironment, there are so-called shareholders or owners and employees, suppliers or suppliers, agents or distributors, and there are also competitors. The company's microenvironment can be influenced by the macro environment consisting of political, economic, social, cultural, technological, and security or defense. The macro-environment often creates problems for companies, while companies doing business must compete with their competitors in the market. Macro-environmental issues such as economy, politics, and technology are important things for a company to know.

Changes in the company's macro environment will result in changes in its microenvironment, resulting in changes in the company's strategy in marketing, finance, resources, and so on. Corporate strategy related to human resources is very important for a company, which

consists of two main things, namely the presence of people who lead and those who are led, and managers usually determine company policies, being at the level below or those who are under it. led are more likely to carry out jobs of a technical operational nature.

The integration of leadership policies and operational technical work of employees is very decisive for the achievement of company goals and objectives so that the goal of maximizing profits and work effectiveness can be achieved.

Work effectiveness can also be addressed by a condition of employees, namely the satisfaction of employees so that the measurement of employee work effectiveness can be measured from employee satisfaction at work. Employee satisfaction can be seen from the expectations (expectations) and conditions received by employees (perceived performance) where if the employee is satisfied it means that the expectations and conditions are the same, while if they are not satisfied, it means that the expectations and conditions received are not the same.

To achieve these goals and objectives. If the company wants to get or get the maximum profit, it needs good, correct, and appropriate management. Of the existing factors, production factors such as capital, machinery, materials, place/land, and people., it is leadership that determines the direction and goals of the company by guiding employees in carrying out their duties and work.

LITERATURE REVIEW

A company that wants to maintain its existence and achieve its goals efficiently and effectively must pay attention to production factors, both human resources production factors, and non-human production factors. The human resource factor is the most important because it manages and drives other production factors directly or indirectly. This human resource factor is one of the factors that determine the success or failure of achieving a company's goals. Therefore, companies must manage and improve the productivity of their employees.

Factors that need to be considered to increase work effectiveness, through measuring employee satisfaction include the physical dimensions (tangible) of reliability, responsiveness, empathy, and assurance of a company/organization.

The definition of management put forward by different experts, some define management as a process of achieving goals. Human resource management is often called personnel management which is part of management science which covers a very broad field. What distinguishes Human Resource Management from other management is that Human Resource management has a close relationship with humans as factors of production.

, Management is needed by all organizations, because all efforts are made to achieve a goal within the organization. To achieve this goal, in general, Human Resource Management tries to find and maintain efficient cooperation between workgroups in carrying out the functions of the company. For this reason, according to T. Hani Handoko (1995: 54), suggests that there are 3 main

reasons for the need for management, namely: to maintain a balance between conflicting goals, to achieve goals, and to achieve efficiency and effectiveness.

This understanding of management has been formulated by many experts with various opinions or understandings. However, management is the overall activity of managers who have goals within the company so that in the company things can be achieved according to company goals through all employees who work for the company.

According to Edwin. B. Flippo (1984: 4), groups the functions of human resource management into 2 (two), namely: (1) Management function (managerial function) which consists of Planning, Organizing, Directing, and Controlling. (2) Operative Function (operational function) consists of Procurement, Development, Compensation, Integration, Maintenance, and Separation.

When viewed from the form of this leadership style, several types can be put forward by Ralph White and Ronald Lipit (11: 26) are as follows: Autocratic Leadership, Democratic Leaderships, Laissez-Faire (free rein).

George R. Terry (1977: 125) suggests 8 (eight) leadership theories as follows: Autocratic Theory (The Autocratic Theory), Psychological Theory (The Psychologic Theory), Sociological Theory (The Soziologie Theory), Supportive Theory (The Supportive Theory).), Laissez-Faire Theory (The Laissez Faire Theory), The Personal Behavior Theory, The Trait Theory, and The Situation Theory.

While there are several marketing experts such as Parasuraman, Zeithaml, and Berry (1996; 70) who conduct special research on several types of services and define job satisfaction which includes: Tangibles (direct evidence), namely: Includes physical facilities, equipment, employees, and facilities communication, Reliability (reliability), namely: The ability to provide the promised service immediately, accurately, and satisfactorily. Responsiveness (responsiveness), namely: The desire of staff to help customers and provide services responsively. Assurance (insurance), namely: Covers the knowledge, ability, courtesy, and trustworthiness of the staff, free from danger, risk, or doubt. Empathy (empathy), namely: Includes ease of doing relationships, good communication, personal attention,

Philip Kotler (1997: 46), states that customer/employee satisfaction is a function of customer expectations (expectation) with the company's performance perceived by consumers/employees (perceived performance), namely,

$$S = f(E,P)$$

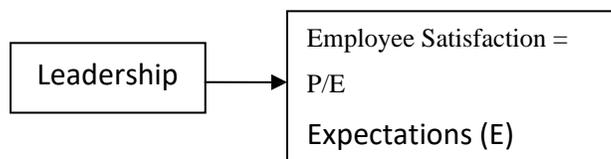
where :

S = satisfaction (satisfaction)

E = hope (expected)

P = perceived company performance (perceived performance)

Employee satisfaction = P / E



Research Hypothesis

Ho: There is no relationship between leadership and employee satisfaction

H1: There is a relationship between leadership and employee satisfaction

To limit the subject matter written and discussed in this study, the hypothesis proposed is that leadership will affect employee satisfaction which in turn will increase company productivity.

RESEARCH METHOD

This research is a verification and descriptive. Where in this study will be tested whether the provision of salaries and wages incentives have a relationship with morale. Considering the nature of this research is descriptive and verification carried out through data collection in the field, the research method used is descriptive survey method and explanatory survey method. The processing of the data collected from the results of the questionnaire interviews can be grouped into 3 (three) steps, namely: preparation, tabulation, and application of data to the research approach. The analysis used consists of two types, namely: (1) descriptive analysis, especially for qualitative variables, and (2) quantitative analysis, in the form of hypothesis testing using statistical tests. The proposed hypothesis is described structurally through a paradigm, which diagrammatically describes the relationship between variables. In the diagram, leadership (X) and employee satisfaction (Y) where X has a relationship with Y.

FINDING AND DISCUSSION

Leadership in Garment Companies in Indonesia

As described earlier, leadership is one of the main keys that can be used to improve work effectiveness in the company's organization. If the leader is not able to run and coordinate all existing resources in the company, it will cause big problems, because it can make the goals that have been set by the company difficult to achieve. Based on research, the leadership that exists in Garment Companies in Indonesia is on average quite good, this can be seen from the number of respondents' answer points is 2846 with a variation of points (1 to 7), when measured by the number of points 7 is 4466 points (if all respondents answered strongly agree) so that the percentage of leadership level becomes 63.73%.

Garment Company Employee Satisfaction

Satisfaction is a comparison between the perceived performance of the company and the expectations of the employees themselves, so that if $P/E = 1$, then the employee is satisfied, $P/E < 1$, then the employee is not satisfied, and $P/E > 1$, the employee feels very satisfied. satisfied with the company's performance. Based on research, employees of garment companies in Indonesia on

average feel quite satisfied with a satisfaction level of 78.95%, this is obtained from the percentage between the number of points according to the selection of respondents, which is 503.7262 with the total number of points if all respondents are considered satisfied (the value of 1) is 638. So that garment companies are generally able to provide significant satisfaction to their employees in terms of tangible, reliability, responsiveness, empathy, and assurance.

The Relationship Between Leadership And Employee Satisfaction

Hypothesis: "There is a relationship between leadership and employee satisfaction".

For testing, the above hypothesis is formulated into a statistical hypothesis as follows:

H0: There is no relationship between leadership and employee satisfaction.

H1: There is a relationship between leadership and employee satisfaction.

Discussion

Correlation calculation results

Table 1. Correlation Matrix between Variables (X and Y)

VARIABLE	Y	X
Y	1,000	0.981
X	0.981	1,000

Based on the calculation results, the Pearson correlation coefficient value is 0.981. The test results show the T-Count = 26.116 and the T-Table (0.05;27;1 side) is 2.771 or the T-Count value is greater than T-Table. Statistical conclusion: Ho is rejected, which means that there is a significant (significant) relationship between the leadership variable and employee satisfaction. The results of the analysis show that there are other variables, although small, that have a relationship with employee satisfaction.

Judging from these results, that employee satisfaction will be high if the leadership style of managers/leaders in Garment companies in Indonesia is getting better.

Table 2. Summary of Research Hypothesis Testing Results

Hypothesis	T-Count	T-Table	Statistical Conclusion
Leadership has a relationship with employee satisfaction	X = 26,116*	2,771	Ho rejected There is a significant relationship between X and Y

Where :

X = Leadership

Y = Employee Satisfaction

CONCLUSION

The leadership of Garment companies on average is considered quite good by their employees. Then, the average satisfaction of employees in garment companies has been achieved, it's just a matter of how leaders can maintain it and improve it continuously. Thus, there is a significant relationship between leadership in garment companies and employee satisfaction.

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