

The Influence of Personality, Empowerment, and Leadership on Job Satisfaction of Employee in Indramayu Education Departement

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Abstract—Dinas Pendidikan Indramayu is the agency responsible for carrying out development in the field of education that refers to increasing human resources. The quality of work in the Department of Education is arguably lacking because employees do not have high job satisfaction in learning or working, the quantity of work. This study aims to determine the effects resulting from personality, empowerment and leadership on the job satisfaction of staff in Dinas Pendidikan Indramayu and personality and empowerment on leader. The method used in this study is quantitative associative, the population in this study was 105 employee using the Slovin formula obtained by the sample of 83 respondents from the staff of Dinas Pendidikan Indramayu who were assigned. Research instruments used questionnaire. The data was collected by using staff response instrument relating to the personality, empowerment, leadership and job satisfaction of staff Dinas Pendidikan Indramayu. Data processing were analyzed using path analysis with help software IBM SPSS 24 and LISREL 9.30 Student. There is a significant relationship between from personality, empowerment and leadership on the job satisfaction and there is a significant relationship between personality and empowerment on leadership.

Keywords: *personality, empowerment, leadership, job satisfaction*

I. INTRODUCTION

The most decisive human resources in achieving organization goals. Because human resources are an element of the strength of the nation's competitiveness, for this reason human resources are required to be superior and professional in their work for the progress and achievement of company goals. Human resources is a very important element that is owned by the company, and has a major role in the activities carried out by the company. Every company must be able to optimize and manage its resources. Success in managing an organization to achieve its goals is very much needed support from human resources. The human resource factor is a key factor in an organization's success in achieving its goals. although the various table text styles are provided. The formatter will need to create these components, incorporating the applicable criteria that follow.

Dinas Pendidikan Indramayu is the agency responsible for carrying out development in the field of education that refers to increasing human resources. Therefore, employees are required to have a high level of job satisfaction so that the work that is charged can be completed properly.

The quality of work in the Department of Education is arguably lacking because employees do not have high job satisfaction in learning or working, the quantity of work in the Office of Education is still lacking because in running the work they cannot be responsible so the tasks given cannot be completed on time, on time employees in work only a few people who follow the rules of employee work hours.

Many factors affect the level of job satisfaction (there are 13 factors including; empowerment, knowledge, work design, personality, work personality, leadership, leadership style, organizational culture, work environment, loyalty, commitment and work discipline [1].

Personality is also interpreted as a combination of a balance of physical and mental characteristics that give a person's identity [2]. Personality is a unique and dynamic psychophysical entity that contains habits and attitudes that are very useful in dealing with and adjusting the demands of one's life and life. Basically the more positive the work attitude the greater the job satisfaction, for that various indicators of job satisfaction. In general, a person feels satisfied with his work because he is successful and gets a fair assessment from his leader [3].

Empowerment is one of the factors that influences job satisfaction positively and significantly [4]. Previous studies have shown that managers who emphasize increasing empowerment in the workplace will improve their performance and job satisfaction [5].

The leadership style shown by leaders also affects employee job satisfaction [6]. How a leader can influence and manage his employees can be influenced by ethics, honesty and the ability to keep his employees in difficult situations [7-9].

II. THEORETICAL FRAMEWORK

A. Personality

Personality comes from the Latin word which is *persona* means a mask that is commonly used in a drama or theater performance, which is used ancient roman actors in carrying out their role. But over time, personality is pattern of nature that is relatively permanent and has unique characteristics that are consistently affect behavior [10]. Explanations about personality are very frequent used by Gordon Allport 70 years ago. Allport believes that personality is an organization dynamic in the individual, from the psychophysical system determine unique adjustments to its environment [11]. Other Opinions discovered by McCrae who argues that personality is a characteristic that persists in self-someone who describes the behavior of an individual, who used to interact with their environment [12]. Research conducted by Robbins and Judge defines personality as the total number of ways someone to react and interact with people other [13].

How can a person have a personality which becomes a frequent topic debated; does personality come from heredity or from the environment. However, both factors this certainly has its own influence. However, there is research that shows that heredity, has a greater influence than the environment. The research explains that, though a twin is separated at birth, and cared for by a different family. However, after met at age 31, not found personality differences between the two of them. This matter does not mean that a person's personality cannot be change, because environmental factors can also give influence on one's personality. Basically everyone has personality traits, i.e. an enduring characteristics that describe behavior individuals [14].

Personality is defined as a combination of balance physical and mental characteristics that give a person identity [15]. Nature is a part that forms personality and is an indication and source of individual uniqueness, character or traits can be suspected as directors of individual behavior that is consistent and distinctive [15]. Some common personalities determine how someone performing [16].

As for the empowerment indicators according to Gibson et al. [17]:

- basic characteristics,
- prenatal environment,
- individual differences,
- environment and
- motivation.

B. Empowerment

Empowerment of employees starting from the question "what can be achieved" by giving discretion to the employees to do planning and decision making over the work that became their responsibility. Employee empowerment is focused to the lowest-level employees in any organization. If in traditional organizations, employees are not accounted for in the division

of power (power distribution), with employee empowerment, power thus dug out from inside of the employees.

According to Robbin as the placement of workers are responsible for what they do [18]. While according to Greenberg and Baron states that: Empowerment is continuous between the state of workers who did not have the power to consider how to work in a situation where workers have control fully over what they do and how to do it [19]. The above opinions show; (a) planning of the work, (b) consider working the job, (c) the procedures for completing the work and (d) have any control over their own work.

According to Smith, empowerment means giving them a chance to show that they can give you a good idea and manifesting their skills and makes it into a reality [20]. The opinions above have meaning; provides an opportunity to employees to pour their thoughts, provides an opportunity to employees to realize their idea into reality and provide an opportunity to employees to use the skills they have.

Empowerment is a process that distinguishes a greater autonomy to workers through exchanging relevant information and provision of observations over the factors that affect the profession [21]. Opinion above have meanings which distinguishes the rights, authority, duties and responsibilities of each worker by means of exchanging information and factors that affect their working profession.

Empowerment in order to encourage and increase individuals to undertake personal responsibility over their efforts improves the way they carry out their jobs and contributed on the achievement of the goals of the organization [22]. Opinion above has meaning an attempt to motivate the workers so that it is able to carry responsibilities, improve worker, responsibility, effort repair workers in carry out its work so that it is able to achieve the goal the organization.

Based on the opinions of experts above can be synthesized that employee empowerment is the giving of an opportunity to employees in an effort to improve their working ethos cooperatively, improving employees' abilities and skills in order to improve their ability to solve problems faced by giving trust to foster a sense of responsibility, with the indicator-indicator: each employee is appreciated for the thought-provoking contributions, employees are encouraged to provide thought-provoking contributions, employees have the awareness to complete his work, employees have a cooperative work culture, employees are responsible for his work.

As for the empowerment indicators according to Clutterbuck [23]:

- Each employee is valued to give private donations
- Employees are encouraged to give private donations
- Individual – the individual is always aware not only of what they're trying to achieve, but also why they try once achieving it and how it is aligned with corporate objectives.
- The culture maybe well cooperative and aware of the goal-oriented attitude, not by blamed attitude.

Individuals have real willingness to assume personal responsibility over their own success, the success of the team in which they work and the Organization as a whole.

C. Leadership

According to Irham Fahmi, leadership is a science that comprehensively studies on how to direct, influence, and supervise others to carry out tasks according to the planned instructions [24]. The science of leadership has increasingly developed along with the dynamics of the development of human life. Based on the opinion of the expert researchers above, that researchers can give meaning that leadership style is a science of how to direct, influence and supervise others in accordance with the planned instructions.

According to Edy Sutrisno leadership is a process of someone's activity moving others by leading, guiding, influencing others, to do something in order to achieve the expected results [25]. The purpose of the statement is the leadership style is a process of activities to influence others achieved the expected results.

According to Tannenbaun and Schmidt in Edy Sutrisno, leadership style is the behavior of leaders forming a continuum from autocratic to democratic nature [25]. The purpose of the statement is that the leadership style is the nature of being influenced by the intensity of the leader and the use of freedom by his subordinates.

From some of the expert opinions mentioned above, the researcher can synthesize that leadership style is a science of how to direct, influence and supervise others in accordance with the instructions planned to influence others, to do something in order to achieve the expected results through communication whether directly or indirectly directly with the intention of moving people so that they will be willing to follow the leader's wishes with full understanding, awareness and pleasure.

According to Siagian, indicators of leadership style are as follows [26]:

- Trust,
- Appreciate,
- Taking into account feelings,
- Attention to Welfare,
- Recognition.

D. Job satisfaction

Every individual who works surely expect satisfaction from their workplace. Satisfaction is a relative and subjective, meaning that each individual has a measure of satisfaction. Complacency is a condition that is not fixed, but always evolves according to the needs a boost from within and from outside of the respective individuals. According to Robibins in Wibowo said that job satisfaction as a general is an attitude towards the work of someone, that shows the difference between the numbers of awards received workers and the amount they believe should they receive [27]. Opinion above

has a meaning that job satisfaction is the attitude of a person towards his distinction in the real results with hopes it wants.

The same views were expressed by Gibson, et.al, describe that job satisfaction is the attitude which belonged to workers about their jobs [28]. It is as a result of their perception of the work.

Whereas Newstrom defines that: "*Job satisfaction is a collection of pleasant or unpleasant feelings and emotions with which employees view their work. Job satisfaction is the affective attitude of a feeling about joy or dislike relative to something*" [29]. Job satisfaction is an affective attitude feeling about joy or dislike relative to something. Job satisfaction is an indicator of individual behavior in the freedom of Association, in addition to other indicators such as stress, motivation, decision making processes, and capabilities.

According to Colcuitt, Lepin, and Wesson expressed *Job satisfaction is a pleasant emotional state of the job appraisal* [30]. That means, job satisfaction is a pleasant emotional state to the assessment of their work. In this case, one person's assessment toward one job or work experience, or in other words how our feelings about the job and what he thought about the job, employees who have high work have the feeling that positive when thinking about their job or being part of a group in doing its job, while employees who work low satisfaction have negative feelings when thinking about the job.

Based on the expert's opinions above, it can be synthesized that job satisfaction is a set of feelings (emotions) that owned the worker as a result of the evaluation and the context it works against job characteristics work surroundings shows the difference of the number of awards received by the number they are supposed to receive, with indicators: feeling the delightful employees, quality supervision, relationship with colleagues, opportunities of promotion.

Indicators of job satisfaction are [30]:

- The work itself, the work itself which includes responsibility, interest and growth
- Quality of supervision, which includes technical help and social support.
- Relationship with co-worker, which includes social harmony and respect.
- Promotion opportunities, chances for further advancement.

Previous studies have shown that leadership in particular a leader's behavior will affect employee job satisfaction [31-33]. leadership that is concerned only with the output of the workers and do not care about their feelings failed to attain best efforts of the staff. The study suggested that leadership should be adopted to improve worker's satisfaction, selection, work environment and to avoid employee turnover [34].

Employee empowerment includes various types of empowerment activities that are practiced in accordance with the contents that have increased, this will increase employee job satisfaction [35]. Employee empowerment can make leaders and employees closer, so that employees will be more

active in the organization, taking initiatives and in their participation in organizational activities will be increased, so job satisfaction will increase [36].

Another factor that can affect job satisfaction is personality. however, there is no framework that describes the structure and personality traits that can affect job satisfaction [37]. Employees who have a proactive personality will always make decisions personally in a variety of situations and conditions [38].

What distinguishes this study from other studies is the number of samples, research sites and the type of work of the research object.

III. METHODS

The research method used was associative quantitative methods. Because the free variables with variable between bound there are variable between (intervening). This research involves four variables, three variables can act as a free variable, and one variable as variable. The variable personality (X₁), empowerment (X₂) is an exogenous variable; while a leadership variables (X₃) can act as *exogenous* variable or endogenous depends on the structure of the path or anything to do. Variable job satisfaction (Y) Act as *endogenous* variable.

Research data obtained from questionnaire responses filled by employee DISDIK Kab. Indramayu with population is 105 staff of DISDIK. Any sample using Slovin formulation.

$$n = \frac{N}{1+N.e^2} = \frac{105}{1+105(0.05)^2} = \frac{105}{1.2625} = 83.17 \approx 83 \text{ staf} \quad (1)$$

From equation (1), we get the number of sample respondents who will be the object of research. The responses obtained will be analyzed using path analysis with the help of Microsoft excel help software, IBM SPSS 24 and LISREL 9.30 student.

The proposed relationship structure model included into the recursive model completely, because endogenous variables influenced by variables earlier in the causal sequence. Exogenous variables are the variables that can only act as free variables; While the variable is a variable that can be endogenous act as variables bound at least, relies on a free variable. Constellation research path analysis (path) is described as the following **Figure1**.

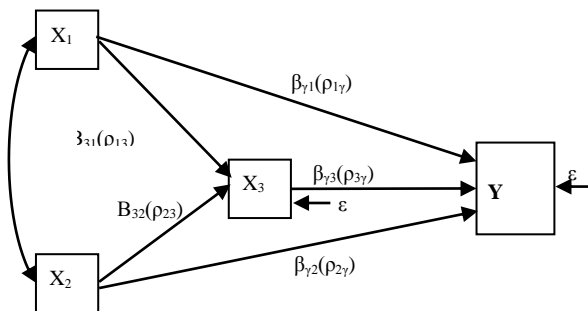


Fig. 1. The constellation research.

TABLE I. RESEARCH INDICATOR

Variable	Indicator	Scale	Reference
Personality (X ₁)	basic characteristics, prenatal environment, individual differences, environment and Motivation.	Likert	Robbins (2003)
Empowerment (X ₂)	Each employee is valued to give private donations Employees are encouraged to give private donations Individual – the individual is always aware not only of what they're trying to achieve, but also why they try once achieving it and how it is aligned with corporate objectives. The culture maybe well cooperative and aware of the goal-oriented attitude, not by blamed attitude Individuals have real willingness to assume personal responsibility over their own success, the success of the team in which they work and the Organization as a whole.	Likert	Clutterbuck (2010)
leadership (X ₃)	Trust, Appreciate, Taking into account feelings, Attention to Welfare, Recognition.	Likert	Siagian (2002: 121)
Job satisfaction (Y)	feeling the delightful DISDIK employees, the quality of supervision, relationship with colleagues, promotional opportunities	Likert	Colquitt,Jason A.,Jeffery A.LePine and Michael J.Wesson (2011)

IV. RESULTS

To test the hypothesis, the researcher used Packages Program (Software) IBM SPSS 24 and LISREL 9.30 Student, while also testing the hypothesis of the study.

A. Calculation of the Coefficient on Line on Structural Sub 1

Causal relationships between variables in sub structural 1 consists of one endogenous variable, namely the job satisfaction (Y) and the three variables exogenous namely personality (X₁), empowerment (X₂) and career development (X₃). Structural equation 1 $Y = P_{y1}X_1 + P_{y2}X_2 + P_{y3}X_3 + \epsilon$. Causal relationships between variables on structural sub 1 can be seen in Fig. 2.

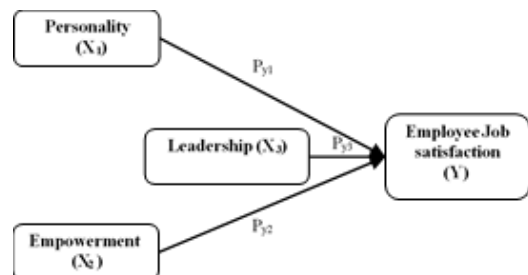


Fig. 2. Causal relationships on Structural Sub 1.

$$Y = 0.182 \cdot X_3 + 0.514 \cdot X_1 + 0.394 \cdot X_2, \text{Errorvar.} = 35.295, R^2 = 0.931 \quad (2)$$

Standerr	(0.0513)	(0.0741)	(0.0651)	(1.283)
Z-values	3.545	6.939	6.061	6.364
P-values	0.000	0.000	0.009	0.000

Based on of equation Sub Structural I, was obtained:

$$P_{y1} = \beta_{y1} = 0.514 ; [t = 6.939]$$

$$P_{y2} = \beta_{y2} = 0.394 ; [t = 6.061]$$

$$P_{y3} = \beta_{y3} = 0.182 ; [t = 3.545]$$

Equation (2) shows that:

- Personality has a direct and positive effect on the job satisfaction of DISDIK employees with a path coefficient of 0.514 or with a low and significant classification, because t_{count} (6.939) is greater than t_{table} (1.66).
- The empowerment to directly and positively influence the job satisfaction of DISDIK employees with a path coefficient of 0.394 or with a low and significant classification, because t_{count} (6.061) is greater than t_{table} (1.66).
- Leadership has a direct and positive effect on the job satisfaction of DISDIK employees with a path coefficient of 0.182 or with a low and significant classification, because t_{count} (3.545) is greater than t_{table} (1.66).

Equation (1) also proves that personality and empowerment and leadership of DISDIK employees together contribute to DISDIK employee job satisfaction by 0.931 or 93.1 %. Mean variants of personality, empowerment and leadership of DISDIK employees together can explain 69.9% of DISDIK employee job satisfaction variants.

B. Calculation of the Coefficient on Line on Structural Sub 2

Causal relationships between variables in sub structural 2 consists of one endogenous variable which is leadership (X_3) and two variables exogenous namely personality (X_1) and empowerment (X_2). Structural equation 2 which is $X_3 = P_{31}X_1 + P_{32}X_2 + \varepsilon$. Causal relationships between variables on structural sub 2 can be seen in **Figure 3**.

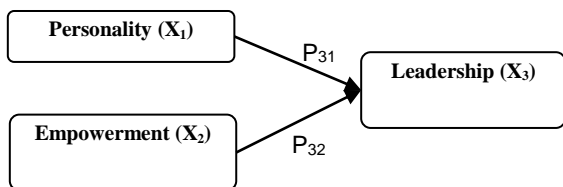


Fig. 3. Causal relationships on Structural Sub 2.

The results of the data processing by using the assistance software LISREL 9.30 Student can be seen in the following equation:

$$X_3 = 0.596 \cdot X_1 + 0.288 \cdot X_2, \text{Errorvar.} = 38.353, R^2 = 0.657 \quad (3)$$

Standerr	(0.146)	(0.137)	(6.027)
Z-values	4.074	2.096	6.364
P-values	0.006	0.036	0.000

Based on of equation Sub Structural I, was obtained:

$$P_{31} = \beta_{31} = 0.596 ; [t = 4.074]$$

$$P_{32} = \beta_{32} = 0.288 ; [t = 2.096]$$

Equation (3) show that:

- Personality has a direct and positive effect on the leadership of DISDIK employees with a path coefficient of 0.596 or with a low and significant classification, because t_{count} (4.071) is greater than t_{table} (1.66).
- The empowerment to directly and positively influence the leadership of DISDIK employees with a path coefficient of 0.288 or with a moderate and significant classification, because t_{count} (2.096) is greater than t_{table} (1.66).

Equation (2) also proves that the personality and empowerment of DISDIK employees together contribute to the leadership of DISDIK employees by 0.657 or 65.7%. Means that variants of DISDIK employees 'personality and empowerment together can explain 27.6% variants of DISDIK employees' leadership

C. Calculation of Indirect Effects

- The indirect effect of personality on the job satisfaction of DISDIK employee is the direct effect of personality on leadership (personality \Rightarrow leadership of DISDIK employee) of 0.596 plus the direct effect leadership of DISDIK employee on the job satisfaction DISDIK employee (leadership of DISDIK employee \Rightarrow job satisfaction of DISDIK employee) of 0.182. So, the indirect effect of personality on the job satisfaction of DISDIK employee = $0.596 \times 0.182 = 0.108$.
- The indirect effect of empowerment on the job satisfaction of DISDIK employee is the direct effect of empowerment on leadership (empowerment \Rightarrow leadership of DISDIK employee) of 0.288 plus the direct effect of leadership of DISDIK employee on the job satisfaction of DISDIK employee (leadership of DISDIK employee \Rightarrow job satisfaction of DISDIK employee) of 0.182. So, the indirect effect of empowerment on the job satisfaction of DISDIK employee = $0.288 \times 0.182 = 0.052$.

D. Discussion

The purpose of this study was to determine the effect of personality, empowerment and leadership on job satisfaction.

Employees who have proactive personalities will significantly increase job satisfaction. This is similar to previous research which states that a proactive personality can positively influence job satisfaction [39-41]. Employees who have proactive personalities will not wait for information and opportunities passively, but they will naturally determine the decision to find the best solution in carrying out the task [42,43]. In addition, employees who have proactive personalities are more likely to take advantage of opportunities to exceed expected work expectations [41].

Empowerment of employees is needed to increase the level of job satisfaction. This research proves that empowerment has a positive and significant effect on employee job satisfaction. This is in line with previous research which states that each dimension of empowerment has a positive influence on job satisfaction [36,44-46].

Leadership in identifying and resolving all existing problems will determine employee employment decisions [47]. Other research shows that leadership significantly increases job satisfaction both directly and indirectly [48].

V. CONCLUSION

Job satisfaction depends on personality, empowerment and leadership. Proactive employee personality is one way to increase job satisfaction and leadership. Employee empowerment helps employees become more creative, innovative and bring new ideas that can increase job satisfaction. The leadership that is carried out by the leader also affects the job satisfaction of employees.

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