

The Influence of Resonant Leadership on Job Satisfaction with Visionary Leadership as a Moderating Variable

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ABSTRACT

Penelitian ini merupakan penelitian kuantitatif dengan pendekatan eksplanatori, yaitu pendekatan yang menggunakan penelitian terdahulu sebagai tonggak utama untuk membuat dan membuktikan hipotesis yang ada dalam penelitian ini. Data yang digunakan dalam penelitian ini adalah data primer yang peneliti peroleh dari 345 karyawan yang bekerja di Lippo Plaza Malls di seluruh Indonesia. Data yang ada dianalisis dengan menggunakan analisis smart PLS 4.0. Hasil dalam artikel ini menunjukkan bahwa hipotesis pertama dan kedua dalam artikel ini dapat diterima dan terbukti. Pada hipotesis pertama, gaya kepemimpinan resonansi dapat memiliki hubungan positif dan pengaruh yang signifikan terhadap Kepuasan Kerja. Hal ini karena nilai P-value bernilai positif dan berada di bawah taraf signifikansi 0,05 yaitu 0,022. Hasil tersebut menunjukkan bahwa gaya kepemimpinan resonansi dapat membuat karyawan merasa nyaman dan mudah dalam menyelesaikan pekerjaannya. Selain itu, variabel gaya kepemimpinan visioner juga dapat memperkuat pengaruh variabel gaya kepemimpinan resonansi terhadap kepuasan kerja karena nilai p cenderung positif dan berada di bawah tingkat signifikansi 0,019, tidak jauh berbeda dengan pengujian langsung sebesar 0,022.

This research is a quantitative study with an explanatory approach, namely an approach that uses previous research as the main milestone for creating and proving the existing hypotheses in this study. The data used in this study is primary data that the researcher obtained from 345 employees working at Lippo Plaza Malls throughout Indonesia. The existing data was analyzed using smart PLS 4.0 analysis. The result in this article show that the first and second hypotheses in this article can be accepted and proven. In the first hypothesis, a resonant leadership style can have a positive relationship and a significant influence on Job Satisfaction. This is because the P-value is positive and below the 0.05 significance level, namely 0.022. These results indicate that a resonant leadership style can make employees feel comfortable and easy to complete their work. In addition, the visionary leadership style variable can also strengthen the influence of the resonant leadership style variable on job satisfaction because the p-values tend to be positive and are below the significance level of 0.019, not too different from direct testing of 0.022.



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INTRODUCTION

According to (Lestari and Ghaby 2018), job satisfaction is an individual matter because each individual will have different levels of satisfaction according to the values that apply within each individual. According to Glino et al in (Hamid 2016), job satisfaction is an employee's evaluation of their work and the context of their work, an assessment of the perception of job characteristics, the work environment, emotional experiences in the workplace. Robbins and Judge in (Nuraeni et al. 2017) explain that job satisfaction is the process of evaluating job characteristics so that it produces positive emotions towards their work. Job satisfaction is an emotional reaction from behavioral expressions towards work that comes from employee assessments of results, the environment, and their work life (Zaky 2021). According to (Ayu et al. 2017), if employees feel satisfied, then the employee will contribute more to the organization as a form of gratitude for having been treated well by the organization.

In a study by (Ayu et al. 2017), it was stated that job satisfaction is related to the extent to which employees are satisfied or dissatisfied with their jobs. Job satisfaction can be grouped into affective job satisfaction and cognitive job satisfaction. Affective job satisfaction is job satisfaction regarding all aspects of the job such as salary, working conditions, health insurance and pension insurance. Affective job satisfaction causes employees to feel satisfied, happy and happy with their jobs. While cognitive job satisfaction is job satisfaction only regarding a number of aspects of the job, such as employees like the salary they receive from their jobs but dislike their jobs, because the work is dangerous and also requires leaving their families.

According to (Yulianti et al. 2022), job satisfaction is an assessment of a job regarding how far its overall job satisfies one's needs. Job satisfaction is a general attitude that is the result of several specific attitudes towards work factors, self-adjustment and individual social relationships outside of work. According to (Mahardika and Wibawa 2019) job satisfaction is a positive attitude of the workforce including the assessment of one's work as a sense of appreciation in achieving one of the important values of the job. It can be concluded from several expert opinions that job satisfaction is an attitude that describes an employee's response to all job descriptions received with positive feelings, pleasure and love for their work.

According to Spector (Hajar 2019) & (Sofyandi 2008) there are several aspects of employee job satisfaction, namely:

1. Salary: Salary is a reward received by an employee in return for everything they do for the company. Providing fair salaries to employees and the perception of salaries that are in accordance with the input provided by employees will increase job satisfaction.
2. Opportunity to get a promotion: The opportunity to get a promotion is an opportunity given to employees by the company, which aims to rise in rank in their work. Researchers show that a person will feel more satisfied if the opportunity for promotion is given according to what has been done for the company.
3. Additional benefits: Additional benefits are additional income outside the basic salary such as health benefits and recreation allowances.
4. Superiors: Superiors are the extent to which employees are satisfied with the leadership style of their superiors because employee satisfaction can be determined by the leadership style of their superiors.
5. Awards from the company: Awards from the company are rewards given by the company as a sign of appreciation for everything that employees have given to the company such as annual bonuses, salary increases, or promotions. When the company gives awards according to achievements, or the results of employee work, they will be more satisfied with the work they do.
6. Work regulations and procedures: Work regulations and procedures are related to the bureaucratic system in which employees work. If the company has regulations that are too complicated, employees tend to feel dissatisfied with their work. Conversely, employees will feel satisfied if the company's bureaucratic system is considered easy and straightforward.
7. Coworkers: Coworkers are people who are in the same work environment as employees. Employees can have high job satisfaction if they have supportive and pleasant colleagues, as well as with harmony.
8. Nature of work: The nature of work includes job descriptions, task variations, roles in the job, and work schedules. Employees will have high job satisfaction when the current employee's characteristics match their expectations.
9. Communication within the company: Communication within the company is the movement of information flow between employees. When communication within the company is smooth and without problems, employees will

feel satisfied with their work. Conversely, if communication in the work is not smooth, employees will tend to experience job dissatisfaction.

Several factors can influence employee job satisfaction. One of these is resonant leadership style. Several previous studies (Alfons Wodi, Didik Subiyanto, and Epsilandri Septyarini 2022); (Nurahman 2022) & (Abadiyah 2021) show that leadership style has a positive relationship and significant influence on job satisfaction. Unlike the three studies mentioned above, the leadership style in this study is resonant, and this article adds visionary leadership as a moderating variable.

METHOD

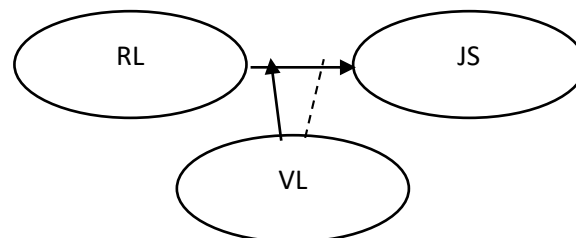


Figure 1. Model

Noted:

RL: Resonant Leadership

JS: Job Satisfaction

VL: Visionary Leadership

Hypothesis:

H1: The Influence of Resonant Leadership on Job Satisfaction

H2: Visionary Leadership Can Moderate The Influence of Resonant Leadership on Job Satisfaction

Based on the first figure of the research model above, it can be concluded that this study aims to analyze the influence of Resonant Leadership Style on Job Satisfaction. This research aligns with several previous studies, namely (Alfons Wodi, Didik Subiyanto, and Epsilandri Septyarini 2022); (Nurahman 2022) & (Abadiyah 2021). The difference is, this study uses the Resonant Leadership Style variable as the X variable and this variable adds the Visionary Leadership variable as a moderating variable (Yani 2012). This research is a quantitative study with an explanatory approach, namely an approach that uses previous research as the main milestone for creating and proving the existing hypotheses in this study (Singodimedjo 2012). The data used in this study is primary data that the researcher obtained from 345 employees working at Lippo Plaza Malls throughout Indonesia (Singodimedjo 2012). The existing data was analyzed using smart PLS 4.0 analysis.

RESULT AND DISCUSSION

Back Ground Analysis

According to (Lestari and Ghaby 2018), job satisfaction is an individual matter because each individual will have different levels of satisfaction according to the values that apply within each individual. According to Glino et al in (Hamid 2016), job satisfaction is an employee's evaluation of their work and the context of their work, an assessment of the perception of job characteristics, the work environment, emotional experiences in the workplace. Robbins and Judge in (Nuraeni et al. 2017) explain that job satisfaction is the process of evaluating job characteristics so that it produces positive emotions towards their work. Job satisfaction is an emotional reaction from behavioral expressions towards work that comes from employee assessments of results, the environment, and their work life (Zaky 2021). According to (Ayu et al. 2017), if employees feel satisfied, then the employee will contribute more to the organization as a form of gratitude for having been treated well by the organization.

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Validity Test

Validity testing is the first step in this article, which aims to ensure the validity of the data from 345 Lippo Plaza Mall employees across Indonesia. The data must first be validated by determining whether the loading factor value is greater than 0.70. Based on this, the following are the results of the validity test in this article (Sarstedt et al. 2014):

Table 1. Validity Test

Variable	Question Item	Loading Factor
	A resonant leadership style can increase employee job satisfaction.	0.897

Resonant Leadership (X)	A resonant leadership style can make employees feel comfortable at work.	0.914
	A resonant leadership style can improve employee performance.	0.892
	A resonant leadership style can make employees work happily.	0.914
Job Satisfaction (Y)	Job satisfaction can be influenced by a resonant leadership style.	0.954
	Job satisfaction can be influenced by a visionary leadership style.	0.922
	Job satisfaction can be influenced by employee comfort at work.	0.929
Visionary Leadership (Z)	Job satisfaction can increase if employees improve at completing their tasks.	0.933
	A visionary leadership style can influence job satisfaction.	0.941
	A visionary leadership style can strengthen the influence of a resonant leadership style on job satisfaction.	0.929

Valid > 0.70

Reliability Test

The next stage aims to determine each variable used in this study: Resonant Leadership Style, Job Satisfaction, and Visionary Leadership Style. Based on this, the following are the reliability test results presented in this article (Ghozali 2016):

Table 2. Reliability Test

Variable	Composite Reliability	Cronbach Alfa	Loading Factor
Resonant Leadership	0.897	0.845	Reliable
Job Satisfaction	0.921	0.871	Reliable
Visionary Leadership	0.952	0.902	Reliable

Reliable > 0.70

Path Coefisien

The final stage is the stage of proving the hypothesis created in this article, which includes the variable Resonant Leadership Style can have a positive relationship direction and significant influence on Job Satisfaction and the variable Visionary Leadership Style can moderate the influence of the variable Resonant Leadership Style on Job Satisfaction. Based on this, the following are the results of the Path Efficiency in this article (Hair 2010).

Table 3. Path Coefisien

	Variable	P-Values	Noted
Direct Influence	RL->JS	0.022	Accepted
Indirect Influence	VL* RL->JS	0.019	Accepted

Significant Level < 0.05

The results of the third table above indicate that the first and second hypotheses in this article can be accepted and proven. In the first hypothesis, a resonant leadership style can have a positive relationship and a significant influence on Job Satisfaction. This is because the P-value is positive and below the 0.05 significance level, namely 0.022. These results align with research by (Alfons Wodi, Didik Subiyanto, and Epsilandri Septyarini 2022); (Nurahman 2022) & (Abadiyah 2021). These results indicate that a resonant leadership style can make employees feel comfortable and easy to complete their work. In addition, the visionary leadership style variable can also strengthen the influence of the resonant leadership style variable on job satisfaction because the p-values tend to be positive and are below the significance level of 0.019, not too different from direct testing of 0.022. Perhaps if the Y variable used in this variable is Employee Performance, then the influence of the moderating variable will be more visible because the visionary leadership style is more suitable for improving employee performance than job satisfaction. Although not too different, the first and second hypotheses in this article can be accepted and proven.

CONCLUSION

The results of the third table above indicate that the first and second hypotheses in this article can be accepted and proven. In the first hypothesis, a resonant leadership style can have a positive relationship and a significant influence on Job Satisfaction. This is because the P-value is positive and

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