

Effect of Job Satisfaction and Leadership Style towards Employee Productivity at PT Asuransi Umum Bumiputera Muda 1967

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Abstract: The objective of this study was to investigate the effect of working satisfaction and leadership style to productivity of PT Asuransi Umum Bumiputera Muda's 1976 employee. The rationale for utilizing this variable was based on the previous study and literature review result. This study used simple random sampling method. The number of sampling formula in this study used Slovin formula, with 88 respondents. The data was analyzed with SPSS 20.0 for window software. Multiple linear regression was performed to investigate the effect of working satisfaction and leadership style to employee's productivity. The results showed that there was a significant influence between working satisfaction and employee's productivity, leadership style and employee's productivity, and simultaneously there was a significant effect for both of variables to productivity of PT Asuransi Umum Bumiputera Muda's 1976 employee.

Keywords: working satisfaction, leadership style and employee's productivity

INTRODUCTION

Insurance underwriting business is a growing business. Insurance companies are indirectly supporting the country's economic growth in investments in the real sector. According to data from the BPS in 2013 the average expenditure per capita Indonesia for insurance is still very low at around 1.6% of the total expenditure per month. The percentage still allows the insurance industry to continue to improve themselves so that the insurance awareness can grow and thrive in the community in order to ultimately consume for insurance coverage is expected to improve the welfare of the community.

This is a challenge for PT Asuransi Umum Bumiputera Muda 1967 (Bumida) as one of the companies that is engaged in insurance. In 2013 Bumida did not get awards and even included as one of

the insurance companies that did not qualify for a rating on a research conducted by LRMA. This is unfortunate because earlier in 2012 Bumida has finished 17th of 82 general insurance companies. Bumida market share in the general insurance industry in 2013 was 1.04% down compared to the year 2012 which reached 1.31%. Based on the 2013 balance sheet solvency ratio Bumida level attained by only 63.42%. In accordance with Article 43 paragraph 2 Decree of the Minister of Finance No. 424 / KMK.06 / 2003 on the Financial Health of Insurance and Reinsurance Company, attainment of the solvency ratio is at least 120%. It can be concluded that there is a possibility Bumida having problems with productivity.

Table 1 below is a description of the achievement of production targets and realization Bumida from 2009 to 2013.

Table-1: Data of Target and Actual Production in PT. Asuransi Umum Bumiputera Muda 1967

Year	Target	Realization	Ratio
2009	396.641.800.000	385.290.423.352	97.14%
2010	410.175.754.206	417.171.845.855	101.71%
2011	448.300.000.000	449.389.680.234	100.24%
2012	550.000.000.000	520.263.653.801	94.59%
2013	600.000.000.000	521.102.222.333	86.85%

Source: Data Report Exum (Executive Summary) year 2009-2013

The table above illustrates the production data of the company in 2013 was very low. In 2013, it declined in production drastically compared to the data

of production in the last 5 years. Since production targets were not achieved, we can conclude that there is a gap between the expectations of management on the

production target with the realization of the existing production. This can be caused by many factors, including the amount of labor required to provided, the leadership style of the boss, or it could be caused by high levels of employee satisfaction.

Employees who are not satisfied with their work, tend to avoid situations of work both physical and psychological. Employees who are not satisfied will tend to switch jobs or find new jobs. It can be seen from the level of turnover in the company. Based on data from recapitulation of employees in 2009 to 2013, described below is the data of turnover in Bumida:

Table-2: Employee Turnover Data in PT Asuransi Umum Bumiputera Muda 1967

Year	Total Employees	Employees Entry	Ratio (%)	Employees Exit	Ratio (%)
2009	430	41	10.10%	24	5.58%
2010	447	41	9.83%	30	6.71%
2011	457	41	9.60%	30	6.56%
2012	458	43	10.36%	43	9.39%
2013	460	42	9.86%	34	7.39%

Source: Employee Data 2009-2013

The table shows that the number of employees who were recruited by Bumida continued to rise by an average of 9.95% of employees received annually. This shows that the company is constantly evolving. But it is unfortunate that number of employees who left was also not small. Until the year 2013 an average of 7.88% of the employees resigned. This amount did not least given the company is in the developing stage. Employees leaving the company nor on the level but also the staff of employees with similar levels of the first managers and middle managers. Employees who come out to be a common thing in any organization or company, but if too high can lead to losses for the company either a loss in cost and in the level of employee productivity that can inhibit the progress of the company.

The level of employee satisfaction can be seen from the rate of absenteeism in addition to employee turnover rate. Bumida employment data shows that the late employee per incident was more than 34 minutes. It shows that the lack discipline of employees despite while services should begin at 8 o'clock in the morning. The ratio of employee absenteeism in 2013, the average was approximately 54.92%, increasing from years earlier. The ratio indicates that at approximately 8.85% per month employees are not present or any employee definitely not sign (pain, asking for defaulters) Three days every month. The following table shows the data on absenteeism at Bumida Year 2009-2013.

**Table-3: Data on Lateness and Absence
PT Asuransi Umum Bumiputera Muda 1967**

Year	Total Working Day	Late	Absent	Ratio
2009	240	270	83	34.58%
2010	232	569	86	37.07%
2011	229	414	105	45.85%
2012	247	468	123	49.80%
2013	244	367	134	54.92%

Source: Employee Data 2009-2013

Rotation and mutation become commonplace atmosphere in the company. Substitution of good boss level first and middle level managers in Bumida could occur once per six months as needed. But the rotation is indeed the case surely every 1 month. Changes in leadership styles of each manager can affect a person's comfort work when the displacement and change of boss. The adaptation process continues to be done given the difference in attitude will be different bosses that must be addressed.

Each leader has a leadership style that is different. Leadership style connotes how leaders influence subordinates and can affect employee productivity, which in a profit-oriented business can be seen from the production target and net profit are set

forth in the financial statements. By not achieving the targeted production according to previous management, it can be concluded that there are problems in the leadership style that made the boss to employees. A leader must be able to delegate the task of leadership to subordinate the communicative, so necessary to a meeting to discuss the problems faced subordinate associated with the production target of the company.

This study wanted to see the relationship of the factors that have been described are employee satisfaction and leadership style by the employer with the employee productivity of employees in PT Asuransi Umum Bumiputera Muda 1967, especially employees stationed at Headquarters.

LITERATURE REVIEW AND HYPOTHESIS

Job satisfaction: a reflection of one's feelings toward his work. Robbins and Judge [6] defines job satisfaction as a positive feeling about the work of someone who is the result of the evaluation of its characteristics. Every employee has a level of satisfaction varies according to the value prevailing on him. The more aspects of the job in accordance with the wishes and aspects of the individual, then there is a tendency of the higher level of work satisfaction [7].

According Handoko [8] job satisfaction is also one of the variables that affect job performance or productivity of employees other than motivation, stress levels, physical working conditions, compensation, and aspects of economic, technical and other behavioral. Productivity can be increased by increasing job satisfaction. Job satisfaction is a result of productivity or otherwise. High productivity led to an increase of job satisfaction only if workers perceive that what he has accomplished in accordance with what they received (salary / wages) are fair and reasonable and is associated with a superior job performance. In other words that indicate job performance of an employee satisfaction levels, because the company can know aspects of the work expected success rate.

To measure job satisfaction at the adoption of a questionnaire from Celluci, Anthony J, and David L. De Vries quoted in Fuad Mas'ud [18] job satisfaction can be measured by using some of the following dimensions:

- 1) *Satisfaction with pay*
- 2) *Satisfaction with Promotion*
- 3) *Satisfaction with co-workers*
- 4) *Satisfaction with supervisor*
- 5) *Satisfaction with work itself*

Many studies conducted previously have found a strong relationship between job satisfaction and employee productivity. Based on the results of research conducted by Nur Faliza [1] showed that job satisfaction is the dominant variable effect on employee productivity due to better define job satisfaction variables in improving employee productivity. This is shown by the employees are satisfied with the salary and other benefits provided by firms, are satisfied with the work and pengawasanya and good connections in workgroups and comfortable working conditions. Increased employee satisfaction is directly proportional to the increase in employee productivity.

Leadership Styles

According Thoha [2] the style of leadership is the norm of behavior used by a person when that person tried to influence the behavior of others as she sees. It is also stated by Pasolong [3], that the style of leadership is a means used by someone in influencing, directing, encouraging and controlling his subordinates in order to achieve organizational goals. Research Goleman [4]

suggests that the leader who achieved the best results do not depend on one's leadership style but combines several styles depending on the situation. Based on research conducted by Pearce, et al. [5] Who developed four types of leadership behavior, namely the directive leadership, traksaksional leadership, transformational leadership, and leadership empowerment, as follows?

Directive Leadership Style

Where leaders tell subordinates what is expected of them, inform the work schedule must be completed and work standards, and provides specific guidance on ways to complete the task, including the aspects of planning, organization, coordination and supervision. House and Mitchell [9] states that the directive leadership was telling subordinates what is expected of them, giving specific guidelines, asking subordinates to follow rules and procedures, set the time and mengkoordinasi their work. Yukl [9] argues, there are two dimensions in leadership directive, namely the structure initiated and task-oriented behavior.

Transactional and Transformational Leadership Style

Transactional leadership is based on bureaucratic authority and legitimacy of the organization. Transactional leaders essentially stressed that a leader needs to determine what needs to be done by their subordinates to achieve organizational goals. In addition, the transactional leader tends to focus on the completion of organizational tasks. To motivate subordinates perform their responsibilities, highly transactional leaders rely on the system of rewards and punishment to his subordinates. While the transformational leader is a charismatic leader and has a central and strategic role in bringing the organization to achieve its objectives. A transformational leader must also have the ability to match the vision of the future with his subordinates, and heightens the need for subordinates at a higher level than what they need. Even Robbins and Coulter [10] states that transformational leadership is more strongly correlated with lower employee turnover, higher productivity and higher employee satisfaction. Transformational and transactional leadership behaviors are described in two broad categories, each of which has a special sub categories as follows:

- a) Transformational behavior: the influence of the ideal, the spiritual motivation and intellectual stimulation.
- b) Transactional behavior: contingent reward, with the exception of active management and passive management by exception.

Empowerment Leadership Style

The style of leadership where the leader sets challenging goals and expects subordinates to excel as much as possible and constantly look for development accomplishments in achieving that goal. Yukl [9] stated that individual behavior is driven by the need for

achievement or need for achievement. Leadership oriented to achievement (achievement) hypothesized would increase business and employee satisfaction when the job unstructured (eg, complex and not repeated) by improving confidence and expectations that employees will complete a challenging task and the goal.

Research conducted by Teguh Ariefiantoro and Susanto [11] on the Production Section Employees PT. Sango Ceramic Indonesia found that there is a positive and significant effect of leadership style on employee productivity. In line with this research, many studies have found a significant relationship between leadership style with employee satisfaction is the variable of leadership style has a positive influence and significant impact on satisfaction variables [17].

Employee Productivity

Robbins [20, 12] explicitly states that the productivity illustrates a working attitude displayed by those involved in a company and can be described by a system of evaluation or performance appraisal system. The productivity of an employee can be influenced by

means of the individual in response to conditions that affect the working process. According Benardin & Russell [21,22] explains that employee productivity is the output generated at a particular job function or activity during a specific time period. It means that the productivity of an employee identical to the results of efforts in performing their duties.

T.R. Mitchell in Sedarmayanti [13] says that productivity can be measured by five dimensions:

- 1) *Quality of work*
- 2) *Promptness*
- 3) *Initiative*
- 4) *Capability*
- 5) *Communication*

Based on the results of research conducted by Supriyanto and Bodroastuti [14] there are several factors that affect productivity. Based on these studies argued that knowledge (knowledge), skills (skills), abilities (ability), attitudes (attitudes), and behaviors (behaviors) either partially or simultaneously significant and positive impact on employee productivity.

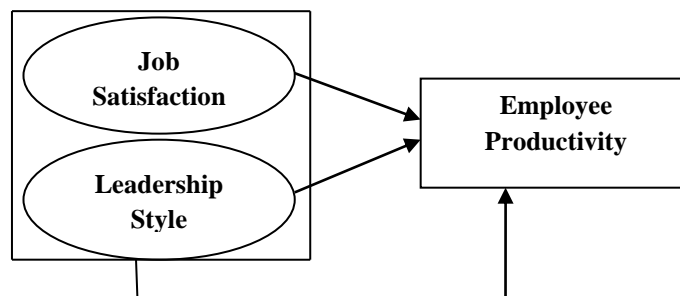


Image-1: Conceptual Framework Research

Based on the literature review, previous studies, and the framework is thought over by observing two independent variables, job satisfaction and leadership styles that affect the dependent variable is employee productivity, the research hypothesis as follows: 1) There is a significant relationship between job satisfaction on employee productivity; 2) There is a significant relationship between leadership style on employee productivity; 3) There is a significant relationship between job satisfaction and leadership style together on employee productivity.

METHODS

Based on the objective, this research method is a type of research that uses descriptive verification approach. Researchers try to give an idea of the impact caused by the influence job satisfaction and leadership style on employee productivity Office PT Asuransi Umum Bumiputera Muda 1967 (Bumida).

The data will then be obtained is data in the form of opinions, attitudes, experiences or characteristics of a person or group of persons who are

subject to investigation (respondent). The main data acquisition (primary data) is data obtained directly from the original source to answer research questions. In addition to primary data, this study also used secondary data already available and collected by others such as magazines, journals research, and employee data Bumida. Researchers to access and utilize the secondary data to support the process and the results.

This study was conducted from November 2014 to January 2015. The study began from field observations, the conception of a research proposal, implementing the research, to reporting the research in order to obtain conclusions and implications for management improvements in Bumida. The population to be studied are all employees Bumida a total of 112 employees at its headquarters. The determination of this population on the following considerations:

- 1) The level of productivity in Bumida happen to employees who are in the central office.
- 2) Lack of control over the collection of information if the population is taken are all employees of the National Bumida.

Samples taken are part of the population. Sampling was done randomly or simple random sampling. This process involves selecting sampling units such that each sampling unit in the population has an equal chance of being selected into the sample. Determination of the sample size using the provisions Slovin. The provision gives the desired tolerance level of 5%. The formula used is:

$$n = \frac{N}{1 + N\alpha^2} \quad (1)$$

n = sample size; N = population size; and α = inaccuracy tolerance (5%). Based on this formula, the obtained number of samples to be drawn as many as 88 people.

Analysis and interpretation of data for research aimed to answer research questions in order to reveal certain social phenomena. Data analysis is the process of simplification of data into a form that is easier to read and implemented. The data were processed statistically for the purposes of analysis and hypothesis testing using SPSS 20.0 for windows.

Before the test instrument analyzed questionnaire to test the validity and reliability and classic assumption of the indicator, variable dimensions and research.

RESULT & DISCUSSION

In this section we will discuss the results of the study data tabulation based on the questionnaire that was distributed to respondents who totaled 88 people taken by random to permanent employees Office PT Asuransi Umum Bumiputera Muda 1967 (Bumida). This questionnaire consists of 30-point declaration represents 3 variables: Job Satisfaction (X₁), Leadership Style (X₂) and employee productivity (Y). The data was processed with SPSS 20 for windows version.

Respondent Characteristics Research

Descriptive analysis first conducted in this study is an analysis of the demographic data of respondents. This analysis was conducted to obtain an overview of gender, age, years of education, and respondent positions within the company. Based on employee data obtained from respondents through questionnaires, the data showed characteristics of respondents. Characteristics of employees Bumida shown in the following table:

Table-4: Characteristics of Employees at Bumida

Variable	n (%)
Gender	
Male	58 (65.9)
Female	30 (34.1)
Age	
≤ 20	2 (2.3)
21 – 30	64 (72.7)
31 – 40	21 (23.9)
41 – 50	1 (1.1)
>51	0 (0.0)
Work Period	
1-5 Years old	66 (75.0)
6-10 years old	17 (19.3)
11-15 years old	4 (4.50)
≥16 years old	1 (1.1)
Education	
SD-SMA	3 (3.4)
Diploma	22 (25.0)
Bachelor	59 (67.0)
Postgraduate	4 (4.5)
occupation	
Staff	76 (86.4)
Head of Division	12 (13.6)
Head of Division	0 (0.0)

From the table above, it can be seen that as many as 65.9% of the employees are men, as many as 72.7% of employees with 21-30 years of age, the period of employment is generally 1-5 years (75.0%), education of most employees is Bachelor (67.0%), and amounted to 86.4% of employees with a position as a staff.

Test Instrument

Validity test is done in order to test the extent to which item questionnaire valid and which are invalid. The method used in testing the validity of the instrument using a person's approach to product moment correlation with the provisions of the validity of the instrument when r count> r table value at N = 88.

Test the validity of the statement list is done with the aim to determine the reliability of the questionnaire. The reliability of the questionnaire means that the questionnaire is able to measure what should be measured. A test would be invalid if it is able to distinguish individual efficiency in this case ownership

of character (trait) specific. The instrument is said to be valid if it is able to run a measuring function or provide measuring results consistent with the intent to do such measurements. Validity test results of this study are presented in the following table:

Table-5: Test Results of Instrument Validity

Variable	Dimension	r count	r table	Decision
Job Satisfaction (X ₁)	Satisfaction with Salary	0.666	0.207	Valid
	Satisfaction with Promotion	0.816	0.207	Valid
	Satisfaction with Coworkers	0.261	0.207	Valid
	Satisfaction with Tops	0.711	0.207	Valid
	Satisfaction with the job	0.663	0.207	Valid
Leadership Style (X ₂)	Own	0.797	0.207	Valid
	structure Initiative	0.827	0.207	Valid
	Task-Oriented Behavior	0.434	0.207	Valid
	Associated Choice	0.781	0.207	Valid
	Passive management with	0.854	0.207	Valid
Employee productivity (Y)	Exception	0.705	0.207	Valid
	Intellectual stimulation	0.802	0.207	Valid
	Work quality	0.252	0.207	Valid
	Speed / accuracy	0.644	0.207	Valid
	Ability	0.698	0.207	Valid

Sources: Primary data processed (2014)

Based on the table shows all the items in the questionnaire statement already qualified valid, ie the value of $r \text{ count} > r \text{ table}$ ($r \text{ table}$ for $N = 88$ is 0.207). With Sig value of < 0.05 and value of the terms of validity > 0.207 so that it can be concluded that the instrument used in the study can proceed to discuss the problems in this study.

Methods of reliability testing of instrument use formula or correlation coefficient alpha Cronbach's Alpha. Can be said to be reliable if a variable has a value of Cronbach's Alpha > 0.60 . So the higher or closer to the value of 1, the higher the reliability of a questionnaire. Here are the results of reliability test instrument variables job satisfaction, leadership style variable, and the variable employee productivity:

Table-6: Reliability Test Results

Variabel	Dimension	Cronbach's alpha	Decision
Job Satisfaction (X.1)	Satisfaction with Salary	0.839	reliable
	Satisfaction with Promotion	0.825	reliable
	Satisfaction with Coworkers	0.868	reliable
	Satisfaction with Tops	0.826	reliable
	Satisfaction with Work Itself	0.833	reliable
Leadership Style (X.2)	structure Initiative	0.833	reliable
	Task-Oriented Behavior	0.827	reliable
	Associated Choice	0.847	reliable
	Passive management with	0.840	reliable
	Exception	0.832	reliable
Employee productivity (Y)	Intellectual stimulation	0.838	reliable
	Work quality	0.826	reliable
	Speed / accuracy	0.867	reliable
	Ability	0.830	reliable
	initiative	0.829	reliable

Sources: Primary data processed (2014)

From the above table the variable instrument test results Job Satisfaction (X₁), Leadership Style (X₂) and employee productivity (Y), all statements of 1-30

has a value of Cronbach's alpha greater than 0.8. Since all items have a value of Cronbach's alpha > 0.6 then all the claims declared valid and reliable.

Classical Assumption Test: Test for normality in this study using the Kolmogorov-Smirnov test and

considered normal if the residual value that is normally distributed probability significance of >0.05.

Table-7: Results of Kolmogorov-Smirnov Test

		Job Satisfaction (X.1)	Leadership style (X.2)	Employee Productivity (Y)
N		88	88	88
Normal Parameters ^{a,b}	Mean	16.0170	16.7841	15.8409
	Std. Deviation	2.94436	3.13471	2.90317
Most Extreme Differences	Absolute	.099	.140	.102
	Positive	.074	.118	.061
	Negative	-.099	-.140	-.102
Kolmogorov-Smirnov Z		.925	1.312	.956
Asymp. Sig. (2-tailed)		.359	.064	.320

Sources: Primary data processed (2014)

The data in Table 8 shows the results table statistics show that the regression model for the variable job satisfaction (X₁) normal distribution with Asymp. Sig. (0359) > 0.05, for variable Leadership Style (X₂) normal distribution with Asymp. Sig. (0064) > 0.05, and for variable employee productivity (Y) normal distribution with Asymp. Sig. (0320) > 0.05.

Further tested significance and linearity coefficient of the regression line using a test for linearity at the level of significance 0.05. Criteria in the linearity test is said to have a two-variable linear relationship when signification (linearity) is less than 0.05.

Table 8. Linearity Test Results

Variable	Sig.	Description
Employee Productivity with Job Satisfaction	0.000	Linear
Employee Productivity with Leadership Styles	0.000	Linear

Sources: Primary data processed (2014)

Based on the test results linearity variable employee productivity (Y) with Job Satisfaction (X₁) obtained by the Sig 0.000 < 0.05 so it can be said to be linear. Variable Employee Productivity (Y) with a leadership style (X₂) obtained Sig value 0.000 < 0.05 so it can be said to be linear. Based on the linearity test can be concluded that the linear assumptions in this study have been met.

multicollinearity ie linear relationship between the independent variable or variables to be sure that one does not have a strong relationship or correlated with other independent variables in a multiple regression models. To test multicollinearity done by looking at the value of Variance Inflation Factor (VIF) in the regression model. If VIF > 0.5 or close to 1, it reflects no multicollinearity. Multicollinearity test results can be seen in the table below:

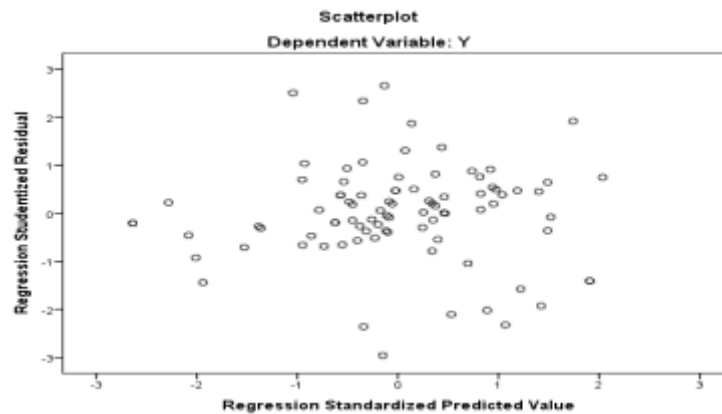
Multicollinearity test is used to determine whether there is a deviation of classical assumption

Table-9: Test Results of Multicollinearity

Model	Collinearity Statistics	
	Tolerance	VIF
1	Job Satisfaction (X ₁)	.750 1.334
	Style of leadership (X ₂)	.750 1.334

Based on the above table shows that all the variables used as predictors of the regression model showed VIF is quite small, all of which are under 10 and tolerances of all the variables is above 0.10. it means that the independent variables used in the study did not showed their multicollinearity symptoms, which means that all variables can be used as variables are mutually independent.

Heteroscedasticity test aims to test whether the regression model proposed occur inequality residual variance of an observation to other observations. If the residual variance of an observation more kepengamatan stay then there is a problem is suspected heteroscedasticity. Heteroscedasticity test results can be seen in Figure V.1. the following:



Sumber : Data Primer diolah (2014)

Image-2: Graph Plot of Heteroscedasticity Test

From the test results as shown in Image 2 Scatter chart that plots dots randomly spread and spread both above and below zero on the Y axis so it can be concluded that the model in this study is eligible to be a good model for residual value the model is not affected by the dependent variable and independent variables so that it can be said there is no problem heteroscedasticity on the proposed model.

Multiple Linear Regression Analysis

The results of data analysis using multiple linear regression analysis with SPSS Ver. 20 for

windows version. Multiple linear regression analysis is a linear relationship between two or more independent variables, job satisfaction and leadership style (X_1 and X_2) with dependent variable employee productivity (Y). This analysis to determine the direction of the relationship between the dependent and independent variables, whether each independent variable associated positive or negative, and to predict the value of the dependent variable when the independent variables increase or decrease.

Table-10: Regression Test Results

Variabel	Value coefficient	Standardized Coefficient	t count	Signification
constants	1.240		1.203	0.000
Job Satisfaction	0.746	0.757	11.645	0.000
Leadership Style	0.158	0.170	2.621	0.010
			F count	
R	0.855		115.409	0.000
R ²	0.731			

Sources: Primary data processed (2014)

Based on the results of the analysis can be composed of multiple linear regression model as follows:

$$Y = 1.240 + 0.746 X_1 + 0.158 X_2$$

- 1) Constant (a) = 1.240 gives the sense that the job satisfaction and leadership style did not exist, it indicates the productivity of the employees to be equal to 1.240. The constanta value at 1.240 show that employee productivity has not reached a score of "2" (not good)
- 2) The coefficient (X_1) = 0.746 gives the sense that the job satisfaction (X_1) affect employee productivity (Y), will increase positively 0.746, assuming that the variable Leadership Style (X_2) is considered permanent. The resulting positive value means that job satisfaction has a positive

- relationship with employee productivity. If the job satisfaction improved and evaluated will show the results continue to improve the productivity of employees directly will get better and benefit the company, whereas if the job satisfaction within the company did not develop for a long time feared the employees will tend to make it as a potential attitudes and behaviors that can reduce employee productivity and organizational effectiveness.
- 3) The coefficients (X_2) = 0.158 gives the sense that the Leadership Style (X_2) affect employee productivity (Y) is positive for 0.158, assuming the job satisfaction variable (X_1) is considered permanent. The resulting positive value means that the leadership style has a positive relationship with employee productivity. If the style of leadership that exist within the company shows the value for

the benefit of employees, the level of employee productivity will increasingly be felt directly by the company, whereas if the leadership style does not follow the environmental conditions and the changing dynamics of the current work will encourage employees to not want to increase productivity.

- 4) The value of R obtained is 0.855. This means that the correlation between the variables of job satisfaction and leadership style together on the productivity of employees is 0.855. It can be concluded there is a strong relationship, since the criteria of correlation $r = 0.80 - 1.000$ means very strong.

- 5) The coefficient of determination (R^2) of = 0.731, the coefficient of determination (R^2) shows that job satisfaction (X_1) and Leadership Style (X_2) can improve employee productivity (Y) amounted to 73.1% while the remaining 26.9% ($100\% - 73.1\% = 26.9\%$) is influenced by other variables.

As a test together (simultaneously), which is useful to know the effect of all independent variables namely job satisfaction and leadership style on the dependent variable in employee productivity, delivered the following Table 11 on the test results F.

Table-11: F test Result

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	535.918	2	267.959	115.409	.000
	Residual	197.355	85	2.322		
	Total	733.273	87			

Predictors: (Constant), Leadership Style (X2), job satisfaction (X.1)

Dependent Variable: Employee Productivity (Y)

From the F test results in Table 11 obtained F test equal to 115.409 with a significance level of 0.000. Because of the significance probability is less than 0.05 then the regression model can be used to predict the productivity of the employees or the variables of job satisfaction and leadership style together significantly affect employee productivity variable.

T test used in this study to test the significance of influence between the variables in this study the job satisfaction and leadership style on employee productivity separately. Which can be seen in Table 12 below:

Table-12: T Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.240	1.031		1.203	.232
	satisfied	.746	.064	.757	11.645	.000
	lead	.158	.060	.170	2.621	.010

Source: Data processed (2014)

Based on Table 12 shows the relationship between variables which is as follows:

- 1) Effect of Job Satisfaction on Employee Productivity. Based on calculations of data, obtained by value t arithmetic amounted to 11.645 with sig of 0.000. If the value of sig < 5% or 0.05, which means a significant effect. But if sig > 5% or 0.05, then no effect. The result is $0.000 < 0.05$, so it can be stated that job satisfaction affects the productivity of employees.
- 2) Influence of Leadership Style on Employee Productivity. Based on calculations of data, obtained by value t arithmetic amounted to 2.621 with sig at 0.010. If the value of sig < 5% or 0,05, which means a significant effect. But if sig > 5% or 0.05, then no effect. The result is $0.010 > 0.05$, so it

can be stated that the leadership styles affect the productivity of employees

Correlation between Dimensions

To find out which dimension of independent variables that most relation to the dimensions of the dependent variable, then used a correlation table between dimensions, so that it can be seen the image generated in order to provide feedback to management in deciding on a policy so that the productivity of existing employees in office PT Asuransi Umum Bumiputera Muda 1967 (Bumida) can be improved.

To determine the strength of the influence of the dimensions of job satisfaction variables ($X.1$) to the dimensions of employee productivity variable (Y), shown in the table below.

Table-13: Correlation between Job Satisfaction to Employee Productivity Dimensions

Variable	Dimensi	Productivity (Y)				
		Work Quality	Speed / accuracy Work	initiative	Ability	Communication
Job satisfaction (X₁)	Satisfaction with Salary	0.485	0.469	-0.050	0.305	0.343
	Satisfaction with Promotion	0.475	0.743	0.059	0.372	0.375
	Satisfaction with Coworkers	-0.032	0.128	0.850	-0.219	-0.237
	Satisfaction with Tops	0.238	0.392	-0.092	0.796	0.794
	Satisfaction with Work Itself	0.340	0.296	-0.270	0.781	0.821

Sources: Primary data processed (2014)

From the table above it can be seen that the correlation between the dimensions of satisfaction with co-workers to the dimensions of the initiative has the greatest correlation coefficient is 0.850. This factor see how colleagues with regard to the competence of co-workers and people who work with her supervisor. Colleagues who support each other on the achievement of the work, have the same understanding of the objectives of the company and create job satisfaction is higher, so as to encourage the initiative of employees in

doing his job, but when the co-worker who isolate themselves and focus on the work of each course will be lowered job satisfaction and lower employee an initiative of the work that has an impact to reduce the level of employee productivity in Bumida.

To determine the strength of the influence of variable of dimensions Leadership Style (X₂) to the dimensions of employee productivity variable (Y) will then be represented by the matrix below.

Table-14: Correlation between Dimensions of Leadership Style on Dimensions of Employee Productivity

Variable	Dimension	Productivity (Y)				
		Work Quality	Speed / accuracy Work	initiative	Ability	Communication
Leadership style (X₂)	structure Initiative	0.350	0.377	-0.140	0.462	0.429
	Task-Oriented Behavior	0.172	0.470	-0.018	0.594	0.515
	Contingent Reward	0.240	0.234	0.074	0.096	0.201
	Passive Management by Exception	0.229	0.343	-0.095	0.351	0.207
	Intellectual stimulation	0.180	0.372	-0.022	0.364	0.493

Source : Primary Data processed (2014)

Relations between the dimensions that is the most powerful is the dimension of task-oriented behavior of superiors that the dimensions of the ability of employees with a correlation coefficient of 0.594. Leaders coordinate with subordinates by directing the activity of the unit of work in which leaders make themselves available to provide assistance both thoughts, energy and work equipment. Leaders who organize, coordinate, supervise and provide the necessary facilities employees are still relevant enough to be applied to employees with backgrounds are still relatively young and relatively fresh graduated (have not had any work experience), so as to foster the ability of employees and increase the productivity of the employee the future.

Employee productivity is based on the analysis derterminasi still influenced by other factors besides of

Job Satisfaction and Leadership Styles. Other factors that influence the productivity of employees of which are competence and motivation of employees. Competency and Employee Motivation also positive and significant impact on employee performance, either partially or simultaneously, Aima, Havidz and Hapzi, A., *et al.*, [15].

Besides, Work Motivation and Job Satisfaction positive and significant impact on Organizational Commitment and impact on Employee Performance / Employee, [16].

CONCLUSION AND SUGGESTION

- There is positive and significant effect of job satisfaction on the productivity of the employees of PT Asuransi Umum Bumiputera

Muda 1967 (Bumida), satisfaction with co-workers on job satisfaction variables are the dimensions of the most dominant influence on the initiative work in the variable of employee productivity, while the relationship between employee satisfaction on salary, promotion, and superordinate, and the work itself to the initiative of employees is a weak correlation dimension in this study;

- There is positive and significant effect of leadership style on the productivity of the employees of PT Asuransi Umum Bumiputera Muda 1967 superordinate behavior that is task-oriented is the most influential dimension to the dimension of the ability to work and is expected to improve employee productivity, while the structure of initiative which is the dimension of style with dimensions of employee leadership initiative on employee productivity is an important dimension that correlates weakly;
- There is influence between job satisfaction and leadership style together in a positive and significant impact on the productivity of the employees of PT Asuransi Umum Bumiputera Muda 1967. Job satisfaction has a stronger relationship to the productivity of the employee rather than the leadership style.

Suggestions

- Job satisfaction, in particular satisfaction with co-workers needs to be maintained. Companies must be able to keep up with both a harmonious relationship between employees, prevent discrimination, subjectivity, and give special treatment to employees outside the regulations, in addition, important dimensions which are correlated weak in this study need to be grown, namely the satisfaction of employees on payroll, promotion, superordinate, and work itself;
- Superordinate leadership style that is task-oriented has a high degree of influence on the ability of employees, however, the initiative which is the dimension of leadership style is an important dimension that correlates weakly on employee productivity;
- Job satisfaction has a stronger relationship to the productivity of the employee rather than the leadership style, so it is necessary to get the attention of the company because job satisfaction factors are also believed to be an important factor in the achievement of corporate goals. Companies would need to pay more attention to needs unmet of employees, both physical and psychological, so that employees will be able to feel comfortable in their work, given the higher level of employee

satisfaction, would have an impact on increasing levels of employee productivity.

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