

The Effect of Management Knowledge and Leadership Style to Employee Satisfaction in Madrasah Aliyah Negeri of Riau Islands Province

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Abstract: This research needs to be done because employee satisfaction at Madrasah Aliyah Negeri of Riau Island Province for the last 5 years tends to decrease index. The purpose of this study to analyze the influence of management knowledge and leadership style on employee job satisfaction. The research method is quantitative research; population in this research is employee Madrasah Aliyah Negeri in Riau Islands with total 222 employees. Determination of the sample is determined by purposive random sampling technique, so that the number of samples (n) is 97 people. The analysis tool used is Multiple Linear Regression, followed by determination analysis (R Square), partial hypothesis testing (t test) and hypothesis test simultaneously (F test), alpha (tolerance error) 5 percent. Before spreading the questionnaire first in does the research instrument test through the validity and reliability until all questionnaires valid and reliable. To meet the criteria and requirements of multiple linear regression analysis, the first test is done through normality test, homogeneity test and linearity test. Data processing tool SPSS version 21.0. The result of research is that management knowledge and leadership style have positive and significant effect to employee job satisfaction either partially or simultaneously. From the results of determination analysis there are other factors that affect employee job satisfaction in addition to management knowledge variables and leadership style. The better the management knowledge and leadership style will be the better the employee job satisfaction at Madrasah Aliyah Negeri of Riau Island Province.

Keywords: Knowledge Management, Leadership Style, and Job Satisfaction.

INTRODUCTION

The human quality needed by the Indonesian people in the present and the future is able to face the increasingly tight competition with other nations in the world. The quality of Indonesian people is produced through the provision of quality education by professional educators and qualified personnel. To achieve the function and purpose of education, the role of teaching staff and educational personnel in educating learners is so meaningful.

According to Law No. 20 of 2003 on National Education System Article 1 paragraph 5 and 6 which meant by the educational staff is a member of society who devoted themselves and appointed to support the implementation of education. While educators are qualified personnel as teachers, lecturers, counselors, pamong learners, widyaswara, tutors, instructors, facilitators, and other designations in accordance with the specificity and berpartisipasi in conducting education. Therefore, employees are valuable internal stakeholders and help develop a cooperative climate and mutual trust. Employees as professionals have a vision of the realization of education in accordance with

professional principles to fulfill the same rights as every citizen in obtaining quality education.

Aqib in Muchlisin [1] says that employees are the determining factor for successful education in madrasah because employees are central and a source of teaching and learning activities. This shows that the ability or professional competence of an employee greatly determines the quality of education and can not be denied that employees are a valuable asset educational organization, namely madrasah. It is also stated by Day, Christopher *et al.*, [2], he argues that employees are the greatest asset of madrasah because of their knowledge, skills and values.

Seeing the importance of the role of employees in educational organizations, namely madrasah, it is fitting that the employee gets serious attention. Because employees as the spearhead in providing direct services to educational customers in educational institutions or in other words at the madrasah level, will have a direct impact on the services provided. This is supported by the opinion of Robbins & Judge [3] which states job satisfaction is a positive feeling about a person's work which is the result of the evaluation of its

characteristics. Robbins's opinion provides us with information that a person with a high level of satisfaction has a positive attitude about his job, and someone who is not satisfied with his job will have a negative attitude towards his work.

Robbins and Coulter [4] in a book entitled *Management*, group work satisfaction is influenced by the main factors: (1) external conditions imposed on the group. Work groups are affected by the external conditions imposed on it, such as the organization's strategy, authority relationships, formal rules and regulations, availability of resources, employee selection criteria, the performance management system and culture, and the general physical layout of the group's work space, (2) group member resources, these resources include knowledge, abilities, skills, and personality traits, (3) group structure, the structure defines roles, norms, conformity, status systems, group size, group cohesiveness, and leadership, and (4) group processes, the next factor that determines group performance and satisfaction concerns the processes that go on within a work group such as communication, decision making, conflict management, and the like.

Based on the opinion put forward by Robbins and Coulter [4] above, the external conditions affecting job satisfaction include management knowledge and leadership style. In the opinion of Robbins and Coulter [4] states that management as a process to make activities resolved efficiently and effectively with and through others. However, based on the opinion of Hikmat [5], that management is a process of science and can also be seen as an art that aims to complete the work efficiently and effectively by using existing resources within an organization. For more details the management is to manage and manage as a whole effectively.

In addition to knowledge management as for external conditions that affect job satisfaction is the style of leadership, In the context of educational institutions madrasah level that affect the work satisfaction of educational personnel is the leader. Leadership in educational institutions is one of the variables that affect the work satisfaction of education personnel such as administration and staff, library staff and their staff, laboratory staff and staff, cleaning service and security. Leadership is commonly analogous to the way leading by a leader, in educational institutions, especially madrasah is the leader is the head of the madrasah. Leadership by Northouse [6], has four components: process, influence, involving group and common goals, so leadership defines him as a process whereby individuals influence groups of individuals to achieve common goals. Further described by Northouse [6], leadership as a process, means that leadership is an interactive event there is an event of mutual influence between leaders and followers, the most important element in leadership is the influence

that describes the existence of a leader, the group is seen as the target of leadership a person, without a leadership group will never exist, the component that unites leaders and individuals or groups is reinforced with a common goal.

Based on the background and problems, the objectives of this research are:

- Analyzing the influence of management knowledge on employee job satisfaction partially.
- Analyzing the influence of leadership style on employee job satisfaction partially.
- Analyzing the influence of management knowledge and leadership style on employee job satisfaction simultaneously at Madrasah Aliyah Negeri Kepulauan Riau Province.

LITERATURE REVIEW

Job Satisfaction

Job satisfaction is in principle an individual thing. It is where each individual has a different level of satisfaction in accordance with the system of values that apply to him. The more aspects in the work that correspond to the individual are achieved, the higher the level of perceived satisfaction.

Blum and Naylor [7] say that work satisfaction is a general attitude that is the result of a special attitude toward job scores, adjustments and individual social relationships. According to Robbins and Judge [3], satisfaction is a person's (someone's) positive feelings about a person's work which is the result of an evaluation of his characteristics and after comparing the perceived performance (perceived and perceived service) with what he expects. In addition Rivai and Mulyadi [8] explain satisfaction is the assessment of a person about how far his overall job satisfies his needs or general attitude which is the result of some special attitudes towards the factors of employment, adjustment and the social relations of individuals outside the work.

Coulquitt, LePine, and Wesson [9] argue that job satisfaction is defined as a pleasurable state resulting from the appraisal of one's job or job experiences. In line with the above opinion, According to Wegner and Hollenbeck [10] satisfaction is a pleasurable feeling that results from the perception that one's job full fills or allows for the full fill of one's important job values. Our definition of job satisfaction includes three key components: values, importance of values, and perception. Dissatisfaction in performance needs to be managed, with the hope of not running sustainably. Further written methods for managing discontent and stress in the workplace by eliminating sources of dissatisfaction and stress, identifying and addressing dissatisfaction that impact on organizational costs.

Job satisfaction is influenced by the work environment and relations between workers, according to Kreitner and Kinicki in Triatna [11], there are five factors that can affect job satisfaction, namely: (1) Need fulfillment, (2) discrepancies), satisfaction is the result of fulfillment of hope, (3) Value attainment, (4) equity and (5) genetic component, job satisfaction is a function of personal nature or genetic factors. In addition to these challenging performance factors, appropriate rewards, working conditions, supportive colleagues, and job suitability with personality.

Further, the two-factor theory, according to Frederick Herzberg in Robbins and Judge [3], an individual's relationship to work is fundamental and one's attitude towards work can very well determine success or failure, according to Herzberg, factors that result in job satisfaction apart from factors that cause worklessness. Conditions affecting job satisfaction are supervision, employee benefits, company policy, physical conditions of employment, relationships with other individuals and job security. Job-related factors such as promotional opportunities, self-development opportunities, recognition, responsibility, and achievement.

Kreitner and Kinicki in Wibowo [12], provides the view that the elements that have an impact on job satisfaction are as follows: the need fulfillment level of satisfaction is determined by the level of job characteristics allowing individuals to meet their needs, discrepancies the picture between what is expected to be accepted for the individual and work, such as salary, promotion opportunities with the received, Value Attainment satisfaction is the result of the perception that the work allows to fulfill the values of work, equity (equity) satisfaction with regard to how honest workers are treated, dispositional / genetic components (component of character / genetic) job satisfaction is partly a function of personal traits and genetic factors.

The dimensions and indicators of employee job satisfaction are as follows: (1) the job itself with responsibility, interest and self-development, variation of work, autonomy in work (2) Income or compensation with indicator adequacy payroll, allowances and honorarium, (3) supervision with indicators of clarity of duties, responsibilities, and supervisory guidance, (4) promotion with indicators with promotional policy indicators, transparency of promotion opportunities, and ladder careers, and (5) co-workers with indicators of social compatibility, mutual respect and mutual assistance in employment.

Knowledge Management

Knowledge Management in English knowledge management is very diverse definitions conveyed by experts, because the concept of knowledge (knowledge) itself has a sense of ambiguity. There is no agreement on what that knowledge is. Knowledge includes

information (James R. Evans, William M Lindsay [13]. Language (etymology), knowledge comes from the English language that is knowledge. In the Encyclopedia of Philosophy it is explained that the definition of knowledge is "knowledge is justified true belief" [14]. Knowledge is the product of knowing, that is understand after seeing, witnessing and experiencing [15].

According to Brantas [16] management is a process or framework that involves guiding or directing a group of people towards organizational goals or real intentions. Hesrey and Blanchard in Syafaruddin [17] suggested management is the process of working together between individuals and groups and other resources in achieving organizational goals is as a management activity.

Management according to G. Terry is an attempt to achieve goals that have been predefined by using the activities of others. So the definition of knowledge management also varies depending on who defines and in what context the definition is applied. Information professionals such as librarians, record managers, and archivists, emphasize document management. Information technology experts such as software developers, programmers, and similar technologies, focus on hardware, software, networks, and telecommunications. Similarly, educational experts, have their own perceptions and definitions of knowledge management [18]. Slocum and Hellriegel [19] states "knowledge management is the art of adding or creating value by systematically capitalizing on the know-how, experience, and judgment found both within and outside an organization".

Management in an organization to carry out activities for a goal can be achieved effectively and efficiently. managerial functions applied in the program of education in schools include:

- Planning, the first basic function of a manager to plan for the determination of activities that must be implemented in order to achieve a goal that must be based on facts that covers the actions, directions and directions in the next action. The effort to achieve goals within an organization should pay attention to some as stated by Anthony Bagshawe [20]: ideally goals and target should be set in conjunction with the employee, so that they understand then fully and accept them as reasonable make sure that the goal is SMART that is Specific, Measurable, Achievable, Realistic, Timely. the opinion is a goal and ideally ideally understood comprehensively by all employees and is reasonable, the goal to be achieved should be Specific, meaning focused, measurable means to have a measurable achievement indicator of achievement level, Achievable, determined it is possible to be achieved in accordance with the existing resources, In accordance with the reality of

its meaning in accordance with the conditions of its resources, and timeliness. Meanwhile, Locke and Gary Training states that there are five principles in setting goals namely; clarity, challenge, commitment, feedback, and difficulty level of task [21].

- Organizing, which includes actions that determine the activities to be carried out by placing the persons carrying out the activities, determining the division of tasks in accordance with the circumstances, taking into account the energy, time, the minimal costs, establishing the facilities, allocating task, delegate power and establish relationships. Placing the human resources must be in accordance with his ability to do the work that is charged to him. The human resource of a sorganization consists of all the efforts or abilities of the people working in that organization [22].
- Actuating, covers the entire action of the implementation of human work which is one element of management, the relationship between attitude, morale, discipline, and individual communication in implementing management. These actions move people to do their activities.
- Controlling, includes actions to see how far the results are performed by the three basic functions above. Although the other three functions are properly arranged and done well but if controlling does not work then the effort will not work properly.

Based on the theory that has been described, then the meaning of knowledge management in this study is the knowledge of everything that is known related to facts, terms and categories about the scope of management functions through the process of inculcating the value of humanity is good continuously and consistently. Indicators of knowledge in management in research are (1) knowledge, (2) understanding, (3) application, (4) analysis, (5) synthesis, and (5) evaluation.

Leadership Style

Robbins [23] provides a definition of leadership as the ability to influence a group toward achievement of goals. The source of influence may be formal, as given to managerial positions within the organization. Husaini Usman [24] suggests Leadership is a matter of people because every human being is a leader, at least leads himself and is responsible for his leadership. Marques [25] says that leadership is not a job, a task, a role, or a level on an organizational chart. Leadership is a sacred calling to make a difference enriching life in the world.

Meanwhile, Rivai and Mulyadi [8] are said to be understood as the power to move and influence people. Leadership as a tool, means or process to persuade people to be willing to do something

voluntarily / joyfully. Charteris [26] says that Leadership is a process whereby an individual influences a group of individuals to achieve common goals.

Syafruddin [27] describes Leadership is the ability to gain action with trust and cooperation. The person who runs the leader, while the led person is called members or followers. Leadership is the process of influencing a leader to his members. Rector or dean is the leader for the campus he leads.

While the leadership style of Karwati and Priansa [28] explains that the style of leadership is the attitude, gestures, or appearance that the leader chooses in carrying out his leadership duties. The style used by one leader with another is different, depending on the circumstances of his / her leadership. Leadership style is the norm of behavior that someone uses when the person is trying to influence the behavior of others. The style of leadership is a consistent pattern of behavior shown by the leader and know the other when the leader seeks to influence the activities of others. Thoha [29] suggests Leadership style is a behavior pattern shown and known by others when trying to influence the activities of others.

Based on the theoretical explanations from the experts above, then what is meant by leadership style in this research is: attitude, gesture, or appearance chosen by leader in carrying out its leadership duties. The indicators of leadership style in this study are as follows: 1) the ability to influence others, 2) the ability to direct the behavior of others, 3) how to move subordinates.

Concetual Framework

From several theoretical studies which become the reference in this research based on case, object and unit of research analysis, hence the theory used in this research is as follows:

- Job satisfaction (Y) is built through the indicators: a) the work itself; b) income or compensation; c) supervision; d) promotion; and e) co-workers.
- Knowledge management (X_1) is built through indicators: a) knowledge; b) understanding; c) application; d) analysis; e) synthesis; and f) evaluation.
- The leadership style (X_2) is built through indicators: a) the ability to influence others; b) the ability to direct the behavior of others; and c) how to move subordinates.

From several previous research studies based on cases, objects and units of research analysis, the previous research that became the reference for this research is as follows:

- Knowledge management (X1) has an effect on job satisfaction (Y), based on research result: Iqbal, M

[30], where management knowledge have positive and significant effect to job satisfaction either partially or simultaneously.

- The leadership style (X2) affects job satisfaction (Y), based on research results: Frazier, E [31], Chastity Stoll-Lollis [32], Kimura, T [33], and Seokhwa Yun *et al.*, [34], where leadership style

has a positive and significant influence on job satisfaction either partially or simultaneously.

From previous theoretical and research studies and based on research objectives, the research framework is as below.

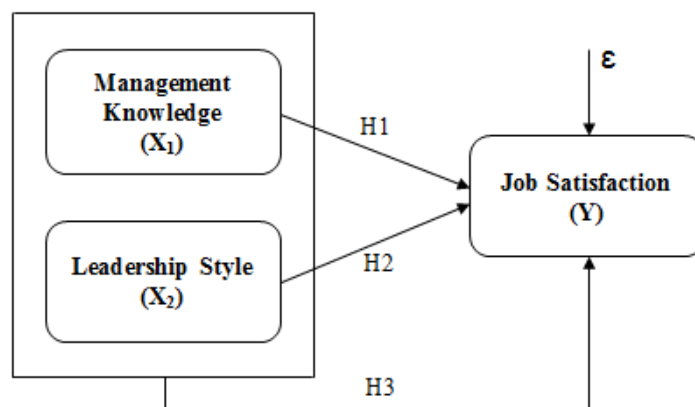


Fig-1: Conceptual Framework

Hypothesis

Based on research objectives, theoretical and conceptual framework studies, the research hypothesis is that:

- Knowledge management affects the satisfaction of employees work partially.
- Leadership style influence on employee job satisfaction partially.
- Knowledge of management and leadership style have an effect on employee job satisfaction simultaneously at *Madrasah Aliyah Negeri* of Riau Island Province.

METHODS

The object of this research is *Madrasah Aliyah Negeri* of Riau Island Province, the unit of analysis is employees of *Madrasah Aliyah Negeri* of Riau Island Province. This research method is by survey method to examine perception of respondent. The research population is all employees of *Madrasah Aliyah Negeri* in Riau Island Province with the number of 222 employees. Determination of the sample is determined by purposive random sampling technique, so that the number of samples (n) is 97 people. Instrument used in this research is questionnaire. Data is sourced from secondary data and primary data. Before the data collected through the respondents, the questionnaire has been tested the validity and reliability, until all the questionnaires valid and reliable.

The analytical method used is quantitative analysis method with multiple linear regression analysis tool, with 5% error tolerance level (0,05) and tool for data processing is by application of SPSS 21. Multiple Linear Regression Analysis can only be done if it has fulfilled the criteria and the requirements of the

normality test, and the homogeneity test. The Multiple Linear Regression Equation is $Y = a + b1.X1 + b2.X2 + e$. Where: Y = Job Satisfaction; a = Constants; b1 = regression coefficient of Knowledge Management; b2 = Regression coefficient of Leadership Style; X1 = Knowledge Management; X2 = Leadership Style; e = error / other factors.

Multiple Linear Regression Analysis followed by Determination analysis (R Square) to show how far independent variable (Knowledge Management and Leadership Style) able to explain and contribute to variable dependent (Job Satisfaction). Then followed by partial test of hypothesis (t test), hypothesis test simultaneously (F test) and continued with correlation analysis between dimensions. The criteria for hypothesis testing are as follows:

- If $t_{arithmetic} > t_{table}$ means independent variables (Knowledge Management and Leadership Style) affects the dependent variable (Job Satisfaction) partially. If alpha (significant level) $< 0,05$ means the independent variable (Knowledge Management and Leadership Style) have a significant effect on the dependent variable (Satisfaction Work) partially; and
- If $F_{arithmetic} > F_{table}$ means the independent variable (Knowledge Management and Leadership Style) affect the dependent simultaneously and if alpha (significant level) < 0.05 means that independent variables (Knowledge Management and Leadership Style) have a significant effect on variable dependent (Job Satisfaction) simultaneously.

RESULTS AND DISCUSSION

Generally respondents of this research are employees at *Madrasah Aliyah Negeri* of Riau Islands Province gives a good perception of the questionnaires distributed and responded to various ranging from quite agree and to strongly agree on the items of the questionnaire. This shows that knowledge management, leadership style and employee job satisfaction have been in accordance with expectations perception of respondents.

A good multiple-linear regression equation model that can be passed on to the next analysis is one that meets several requirements, including all normal distributed data, and the data must be homogeneous.

Normality test

Normality test aims to determine the distribution of the error obtained normal distribution or not. The normality test conducted in the study by using Chi Square test. The above normality test results are summarized in Table 1 below.

Table-1: Chi Square Normality Test Results

No	Variable	χ^2_{count}	χ^2_{table}	Information
1	Job Satisfaction (Y)	2,32	7,815	Normal Distribution
2	Management Knowledge (X ₁)	3,90	7,815	Normal Distribution
3	Leadership Style (X ₂)	4,28	7,815	Normal Distribution
Normal $\chi^2_{value} < \chi^2_{table}$				

Source: Data processed for research purposes (2018).

Based on calculation result of normality test of Y obtained χ^2_{count} equal to 2,32, normality test X₁ obtained χ^2_{count} equal to 3,90, and test of normality X₂ obtained χ^2_{count} equal to 4,28. From the calculation result of the above three variables, it is obtained that the value of χ^2_{count} is smaller than χ^2_{table} it shows that all the variables are declared normal distribution, and can be continued for further research.

Homogeneity test

Homogeneity test aims to know that the variant is homogeneous or not. Homogeneity testing criterion is accept H₁ if χ^2_{hitung} the value is smaller than χ^2_{tabel} and accept H₀ if χ^2_{value} value is bigger χ^2_{table} with significance level $\alpha = 0,05$. The homogeneity test results in this study are summarized in the following table:

Table-2: Homogeneity Test Results of Variance

No	Description	Number of Samples	Dk	$\chi^2 (0,05)$		Conclusion
				χ^2_{count}	χ^2_{table}	
1	Y is grouped over X ₁	67	40	119,073	192,85	homogeneous
2	Y is grouped over X ₂	67	28	92,674	192,85	homogeneous
homogeneous $\chi^2_{value} < \chi^2_{table}$						

Source: Data is processed for research purposes (2018).

Based on the results of the calculation of homogeneity test obtained value χ^2_{hitung} smaller than χ^2_{tabel} so that H₁ accepted and concluded that all errors in this study showed homogeneous variance.

From the analysis conducted it has been proved that the equation model proposed in this study

has met the requirements so that the equation model in this research has been considered good. Multiple linear regression analysis is used to test the partial and simultaneous hypothesis of independent variables on the dependent variable. Based on multiple linear regression coefficient with SPSS 21.0 program obtained result like Table 3 below:

Table-3: Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21,528	14,737		1,461	,149
	X1_Management_Knowledge	,926	,151	,595	6,132	,000
	X2_Leadership_Style	,257	,122	,204	2,098	,030

a. Dependent Variable: Y_Job_Satisfaction

Source: Output SPSS under 21.00

From Table-1 above we get the result of multiple linear regression equation: $Y = a + b_1.X_1 + b_2.X_2 + e = 21.528 + 0.926.X_1 + 0.257.X_2 + e$. Information: Y = Job Satisfaction; X₁ = Management

Knowledge, X₂ = Leadership Style. From this equation can be interpreted: 1) Management Knowledge and Leadership Style has a positive coefficient toward Job Satisfaction; 2) The value of the constant shows the

effect of X_1 and X_2 variables when the variable X_1 one unit will affect one unit in variable Y .

Determination Analysis (R^2)

To see the contribution of Knowledge Management (X_1), and Leadership (X_2) to Job satisfaction can be seen from the coefficient of determination R^2 as shown in Table-4 below:

Table-4: Model Summary

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,651 ^a	,424	,406	12,912
a. Predictors: (Constant), X2_Leadership_Style, X1_Management_Knowledge				
b. Dependent Variable: Y_Job_Satisfaction				

R value of 0.651 shows a double correlation (Knowledge Management and Leadership Style) with Job Satisfaction. Considering the variation of R Square value of 0.424 which shows the role or contribution contribution of Knowledge Management and Leadership Style able to explain Job Satisfaction variable of 42.4% and the rest 57,6% influenced by other variables. Where other variables are available can be work motivation and organizational climate [35]. In addition, from other research results that work commitment also has a positive and significant effect on job satisfaction, either partially or [36].

Partial Effect Test Result (t test) and Simultaneous Influence (Test F)

Hypothesis testing aims to explain the characteristics of certain relationships or differences between groups or the independence of two or more factors in a situation [37]. The partial effect test aims to test whether each independent variable significantly influences the partially bound variable with $\alpha = 0.05$ and also the acceptance or rejection of the hypothesis. Partial test (t test) to answer hypotheses one and two of this study.

Table-5: t Test Results (Partial)

Model		t	Sig.
1	(Constant)	1,461	,149
	X1_Management_Knowledge	6,132	,000
	X2_Leadership_Style	2,098	,030

a. Dependent Variable: Y_Job_Satisfaction
Source: Output SPSS under 21.00

From Table-5 above, it can be seen that the t value of Knowledge Management (X_1) is 6,132, with a significance value of 0.000, because the level of significance is more <0.05 ($0.000 <0.05$) it can be concluded that the Management Knowledge positively and significantly influence the Job Satisfaction of employees *Madrasah Aliyah Negeri* of Riau Island Province. Thus the first hypothesis is proved and acceptable.

Furthermore in Table-5 above obtained the number t arithmetic variable Style Leadership (X_2) of

2.098, with a significance value of 0.030, because the level of significance more <0.05 ($0.030 <0.05$) it can be concluded that the style of leadership has a positive and significant impact on employee job satisfaction *Madrasah Aliyah Negeri* of Riau Island Province. Thus the second hypothesis is proved and acceptable.

To answer the third hypothesis that the Management Knowledge and Leadership Style affect the Job Satisfaction of employees simultaneously can be seen from table-6 below.

Table 6. Anova

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7619,689	2	3809,845	22,853	,000 ^b
	Residual	10336,095	62	166,711		
	Total	17955,785	64			
a. Dependent Variable: Y_Job_Satisfaction						
b. Predictors: (Constant), X2_Leadership_Style, X1_Management_Knowledge						

Source: Output SPSS under 21.00

From Table-6 above (anova table) obtained Fcount of 22,853, with a significant value of 0.000

smaller than 5 percent ($0.000 <0.05$). Then the null hypothesis (H_0) is rejected and the alternative

Hypothesis (H1) is accepted, it means there is a positive and significant influence of Management Knowledge and Leadership Style toward Job Satisfaction (Y) simultaneously (simultaneously) at Madrasah Aliyah Negeri of Riau Island Province. Thus the third hypothesis is acceptable.

From the interpretation of the above data it can be discussed that:

- Knowledge management proved to show a positive and significant impact on employee job satisfaction. The results of this study are in accordance with the research conducted by Iqbal, M [30], where management knowledge has a positive and significant effect on job satisfaction either partially or simultaneously. In other words, based on the results of this study proved employee job satisfaction can be influenced by knowledge management owned by a leader. Knowledge Management affects job satisfaction. The increasing Knowledge Management system, tends to increase employee job satisfaction. This indicates that if the *Madrasah Aliyah Negeri* of Riau Island Province wants to improve employee's job satisfaction, it can be done through the improvement of management knowledge, that is through planning, implementation, organizing, and good supervision.
- Leadership style has a direct effect on employee job satisfaction at *Madrasah Aliyah Negeri* Kepulauan Riau rovince. This is consistent with research conducted by Frazier, E [31], Chastity Stoll-Lollis [32], Kimura, T [33], and Seokhwa Yun *et al.*, [34] that leadership style has positive and significant effect directly to employee job satisfaction. This indicates that if the Madrasah Aliyah Negeri of Riau Island Province wants to increase the employee's job satisfaction, it can be done by paying attention and improving the appropriate leadership style as desired by the employee. Namely by paying attention to the ability to influence others, how to move subordinates, and the ability to direct the behavior of others. Leaders are one important factor that can affect job satisfaction. A close relationship and mutual help with co-workers and with leaders is very important and have a strong relationship with job satisfaction, the better the leader in supervising employees more comfortable and satisfied also the employees in doing the work, and vice versa.
- Knowledge management and leadership style together have a positive and significant effect on job satisfaction of employees of *Madrasah Aliyah Negeri* of Riau Island Province. This indicates if the *Madrasah Aliyah Negeri* Kepulauan Riau Province able to improve the knowledge management skills well, and able to improve the style of leadership, it will be able to improve employee job satisfaction.

CONCLUSSIONS

Based on the results and discussion then the conclusions of this study are:

- Knowledge of management has a positive and significant effect on employee job satisfaction partially. To improve employee job satisfaction through knowledge management then that must be done by the management among others is to pay attention to planning, implementation, organizing, and good supervision. The better management knowledge owned by employees, it will have a positive impact on employee job satisfaction.
- Leadership style has a positive and significant effect on employee job satisfaction partially. To improve employee's job satisfaction through leadership style, what must be done by the management among others is to pay attention to ability to influence other people well, can move subordinate well, and able to direct the behavior of its employees well.
- Knowledge management and leadership style have a positive and significant effect on employee job satisfaction simultaneously. To improve employee job satisfaction through management knowledge and leadership style so that must be done by management among others is by paying attention to planning, execution, organizing, good supervision, leadership must be able to influence other people well, can move subordinate well, and able to direct the behavior of its employees well. The better the management knowledge possessed by employees and leadership style that is owned by a leader, it will have a positive impact on employee job satisfaction.

SUGESTION

Based on data analysis, statistical calculation process, empirical research model test and discussion of the results of the study conducted, submitted some suggestions as follows:

- To the head of madrasah in the Riau Islands province to continue to improve management knowledge in the institution he leads. There is indeed much that the head of a madrasah has done, so that the current state of madrasah is in many ways better than the previous conditions. But the demands of the times, the changing circumstances, the challenges of globalization, and the increasingly competitive world of work, require the heads of madrassas to work harder and smarter.
- To the local government both provincial and district / city governments, to give more attention to the maximum attention to Madrasah Aliyah in the province of Riau Islands.
- To the supervisors of madrasah coaches to give more attention to the school to keep working and make changes towards the better for the children of the nation.

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