

**SITUATIONAL LEADERSHIP AND ACHIEVEMENT MOTIVATION TO
 EMPLOYEE JOB SATISFACTION AT NURUS SALAM DELITUA
 FOUNDATION**

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ARTICLE INFO	ABSTRACT
Received: 2 March 2022 Revised: 30 March 2022 Approved: 15 April 2022	At the Nurus Salam Foundation, Hamlet VI, Mekar Sari Village, Delitua District, this study will I analysis at the impact of situational leadership and achievement motivation on employee job satisfaction. Descriptive quantitative research tools, observation data gathering techniques, and questionnaires are all used in this type of study. A total of 43 employees were included in this investigation. The sampling strategy employed in this study was saturation sampling, which entails taking a sample from the entire population. The multiple linear regression method was employed with the SPSS application as the analytical method. The partial test findings suggest that the leadership variable (X1) has a t-value of (0.079) < (2.022), indicating that it has a positive but insignificant effect on job satisfaction (Y). The accomplishment motivation variable (X2) has a value of t count (3,098) > (2,022), indicating that it has a positive and substantial effect on Job Satisfaction (Y). According to the findings of the simultaneous test, the estimated f value is 4.820 > f table 2.84, with a significant value of 0.013 < 0.05, indicating that situational leadership (X1) and achievement motivation (X2) have a positive and substantial effect on job satisfaction (Y)
Keywords: Situational Leadership, Achievement Motivation, Job Satisfaction	

INTRODUCTION

Advances in technology and advancements in today's global society have caused important changes in a variety of industries, including changes in the work system in organizations, both for-profit and non-profit. These changes may be seen in the employee recruitment procedure, which now prioritizes people who are not only knowledgeable in their industry but also have competence in information technology.

Human Resource Management (HRM) is a science and an art that governs relationships and work partners to ensure that each company's goals are met effectively and efficiently (Widodo, 2015). Every company, whether for profit or not, is inextricably linked to the individuals who work there. Human resources are the people who carry out the duties of the organization, and they are commonly referred to as employees or employees. People who work or contribute a portion of their time and energy to the organization are referred to as volunteers.

The educational foundation was founded with the objective of educating the next generation so that they would not be left behind and would be forward-

thinking. As a result, the foundation requires students who are capable of carrying out their responsibilities. Nurus Salam Foundation, based at Jl. Officer, Hamlet VI Mekar Sari Village, Delitua, North Sumatra, was founded in 2014. The Nurussalam Foundation demonstrated in 2014 that it was capable of establishing many degrees of education at various levels. Table 1 shows the educational levels available at the Nurussalam Foundation:

Table 1. List of Education of Nurussalam Delitua

No	Education	Total students
1	Raudathul Athfal (RA)	170
2	Madrasah Ibtidaiyah (MIS)	328
3	Madrasah Tsnowiyah (MTS)	182
4	Madrasah Diniyah Takmiliah Awaliyah (MDTA)	125

Source: Nurus Salam Foundation Education, 2022

One of the several Islamic foundations in Medan, North Sumatra, is the Nurus Salam Foundation. The majority of the pupils of the Nurus Salam Foundation are Delitua residents. Researchers conducted a pre-survey of Nurussalam Foundation staff, who were mostly female, to look for study phenomena. Changes in students are common as a result of a lack of satisfaction brought on by depression. Furthermore, poor pay makes employees feel unable to meet their family's and everyday necessities. Superiors' lack of admiration for subordinates, as well as a lack of socialization between superiors and subordinates. Table 2 shows the findings of a pre-survey questionnaire comprising question items administered to 43 students at the Nurussalam Delitua Foundation:

Table 2. Pre-Survey for Nurus Salam Foundation Employees

No	Statement Items	Agree	Percentage	Don't agree	Percentage
Situational Leadership					
1	My leader placed me in the appropriate position.	18	42%	25	58%
2	At work, my leader backs me up.	18	42%	25	58%
3	My leader is a natural at mingling with his coworkers.	14	33%	29	67%
4	My employer once solicited feedback from his subordinates.	14	33%	29	67%
5	My leader lacks member collaboration in moving forward and managing difficulties that arise.	15	35%	28	65%

No	Statement Items	Agree	Percentage	Don't agree	Percentage
6	Leaders have been giving their subordinates precise and detailed instructions on how to carry out their jobs and work.	16	37%	27	63%
7	My leader keeps a close eye on his employees while they carry out their responsibilities and tasks.	13	30%	30	70%
8	My leader is willing to work with subordinates to complete the task.	22	51%	21	49%
9	With decisions and policies that will be implemented, my leader is willing to accept and listen to the ideas of subordinates.	20	47%	23	53%
10	My leader constantly demonstrates how to do a job using regular labor practices.	21	49%	22	51%
Achievement motivation					
1	My leader consistently compliment the results of the work that I complete.	17	40%	26	60%
2	I am always recognized for my accomplishments at work.	15	35%	28	65%
3	I put in a lot of effort since I want to pursue a job.	14	33%	29	67%
4	At work, I have the opportunity to improve my abilities.	21	49%	22	51%
5	My current employment provides me with a challenge to realize my full potential.	16	35%	27	65%
6	I always finish the responsibilities assigned to me by the foundation on time.	15	35%	28	65%

No	Statement Items	Agree	Percentage	Don't agree	Percentage
7	The foundation provides support facilities to ensure that tasks go well.	17	40%	26	60%
8	Workplace operational rules that are simple to comprehend	14	33%	29	67%
9	I am constantly active in critical foundation initiatives.	13	30%	30	70%
10	Employees that excel will be recognized with prizes, which will encourage me to enhance my work performance.	18	42%	25	58%
Job satisfaction					
1	With the salary I earn, I am satisfied.	14	33%	29	67%
2	Working at this foundation makes me feel at ease.	12	28%	31	72%
3	My leader places a premium on people who perform well at work.	11	26%	32	74%
4	I work in accordance with my abilities.	17	40%	26	60%
5	I am happy with the services offered by the charity.	11	26%	32	74%
6	My current job is not interesting	12	28%	31	72%
7	I am frequently bored with the task I am now doing.	17	40%	26	60%
8	I'm proud of the work I've done.	14	33%	29	67%
9	Relationships with coworkers are positive.	14	33%	29	67%
10	Individual rights are respected among coworkers.	16	37%	27	63%

Source: Presurvey Results, 2022

Table 2. Pre-Survey of employees of the Nurus Salam Delitua Foundation, shows that there is a phenomenon of situational leadership and achievement motivation on employee job satisfaction. This can be seen from the assessment of

employees who the majority answered disagreed with statements related to leadership. Question items “My leader placed me in the appropriate position” and “At work, my leader backs me up.” There were 43 participants in the disagree category (63%) and 36 percent in the agree category. In addition to the question items “My leader constantly demonstrates how to do a job using regular labor practices.” there were 21 people who disagreed, accounting for 49 percent of the total, and 22 people who agreed, accounting for 56 percent of the total. Employees believe that the foundation's leadership does not encourage their subordinates and does not demonstrate normal techniques of working to complete a project. Employee satisfaction at the Nurus Salam Delitua Foundation suffers as a result of this lack of situational leadership execution.

Leadership is a set of methods used to influence subordinates in order to achieve organizational goals, Syamsuri and Halim (2021). Situational leadership is built on the following relationships, according to Harsey and Blanchard in Thoha (2013): the number of directives and observations supplied by the leader, The extent to which the leader provides socio-emotional support, The followers' level of preparation or maturity in carrying out the task's unique role, function, or mission. The following are examples of Hersey and Blanchard Leadership Style indicators: 1) The Instructional Leadership Style is a type of leadership that focuses on teaching. A leader acts in a way that gives a lot of direction but not much support. This leader offers followers explicit instructions about their responsibilities and goals and keeps a close eye on them. 2) Leadership Style Consultation A lot of guiding and encouraging behavior is displayed by leaders. Leaders who adopt this style appear to desire to explain their decisions and policies and are open to receiving feedback from their followers. 3) Leadership Style of Participation Leader behavior focuses on providing a lot of support but providing little guidance. This leadership style involves the leader making decisions with his followers and supporting their efforts to complete the task. 4) Leadership style based on delegation. Leaders offer little in the way of guidance and support.

A leader's ability to motivate, persuade, direct, and communicate is anticipated, as well as the ability to adapt to the situation of his followers. According to this situational leadership theory, in order to carry out effective leadership activities, leaders must be able to harmonize three elements at the same time that would affect their leadership success. These three factors include the leader's ability and quality, the organization's condition and circumstance, and the followers' quality. The researchers established quality indicators based on the statement items in the pre-survey questionnaire, which were adjusted to Harsey and Blanchard's perspectives in Thoha (2013): 1) Job placement, 2) Workplace help, 3) Socialization of employees, 4) Collaborating, 6) Giving clear directions, 7) Strict supervision, 8) Participating, 9) Accepting subordinates' viewpoints, 10) Demonstrating good work practices

An individual's effort and conviction in being able to reach learning goals with particular standards of success and being able to overcome all barriers that obstruct the achievement of goals is referred to as achievement motivation (Hidayah and Atmoko, 2014). Attaining organizational goals reflects achievement motivation.

Someone with success motivation enjoys demanding work; they do not believe in luck when it comes to accomplishing goals because anything can be accomplished through hard work. Extrinsic motivation (passions and ideals) and intrinsic motivation (interests and ideals) are all elements that drive accomplishment motivation (leadership, wages, environment, infrastructure, academic advisors, and work climate).

Because leading is motivating, motivation is critical in the leadership process. A leader's subordinates must collaborate with him. Achievement motivation is a motivator that pushes people to succeed and aims to succeed in competition with a variety of metrics of success, such as their own previous accomplishments and the accomplishments of others. A leader uses a specific leadership style to motivate followers, resulting in individual achievement or job happiness. The following are indications of achievement motivation that have been adjusted to the views of researchers (Hidayah and Atmoko, 2014): 1) Superior praise, 2) Achievement awards, 3) Hard work, 4) Opportunities, 5) Challenges, 6) High quality, 7) Supporting facilities, 8) Operational standards, 9) Participation, 10) Ability to enhance performance

Job satisfaction is essentially a personal matter. According to the system and ideals that apply to him, each man has a varied level of fulfillment. Job satisfaction, according to Sutrisno (2017), is described as an employee's attitude toward work situations, cooperation among coworkers, benefits earned at work, and physical and psychological elements. Pleasant work experiences and expectations are reflected in a person's various attitudes regarding his employment. Job satisfaction is a complicated emotional reaction in which the individual reacts with his attitude toward the work performed. This attitude will elicit both positive and negative responses, depending on internal and external variables that affect the individual's psychological well-being.

Researchers set job satisfaction indicators that are adjusted to Sutrisno's view as quoted by Afandi, (2018), these indicators consist of: 1) Sufficient salary, 2) Convenience, 3) Achievement, 4) Skill suitability, 5) Satisfied with facilities, 6) comfort, 7) boredom, 8) proud of work, 9) good relationship with co-workers, 10) mutual respect. Afandi (2018) also explains that job satisfaction has an influence on: 1) Productivity. Increased job satisfaction can boost productivity if employees believe the company's accomplishments are in line with what has been accomplished, i.e., fair and reasonable, and are linked to performance. 2) Absence. It's more natural and expresses less displeasure. 3) Employees' Departure. Employee termination or discharge has a significant economic impact, and it is most usually related to work discontent. 4) Reactions to job unhappiness, such as quitting, complaining, ignoring, and remaining loyal.

METHOD

The research method is the procedure for gathering information for a study. The research method is essentially a scientific approach of gathering data for a certain aim and application. Descriptive analysis is concerned with the procedure of describing or analyzing a study result, but it is rarely utilized to draw general conclusions. Quantitative research methods can be defined as research methods

based on the positivist philosophy that are used to analyze specific populations or samples, data collecting utilizing research instruments, quantitative/statistical data processing, and hypothesis testing. The development of situational leadership variables, achievement motivation, and job satisfaction were investigated using the descriptive method in this study.

RESULTS AND DISCUSSION

1. Validity Test Results

The statement items included in the study were subjected to a validity test. The validity test began with the distribution of questionnaires to research participants. The validity test measurement criteria have a significant level of 5% or less than 0.05. (Ghozali, 2018). Table 3 contains the findings of the validity test for situational leadership:

Table 3. Situational Leadership Validity Test Results

No	Question item indicator	Item-total Correlation	Measurement value	Categori
1	Job placement	0,516	0,5	Valid
2	Provide support for work	0,601	0,5	Valid
3	Socialization between workers	0,671	0,5	Valid
4	Asking for opinions from subordinates	0,409	0,5	Invalid
5	Establish cooperation	0,631	0,5	Valid
6	Give clear instructions	0,427	0,5	Invalid
7	Strict supervision	0,331	0,5	Invalid
8	Come participate	0,532	0,5	Valid
9	Accepting subordinates' opinions	0,483	0,5	Invalid
10	Showing good work	0,571	0,5	Valid

Source: Research Results, 2022

The Corrected Item-Total Correlation result was compared to the validity measurement value of 0.5 for the situational leadership validity test. Table 3 shows the highest corrected item total correlation value of 0.671 on the question item indicator "socialization among workers," which is in the Valid category, and the lowest value of 0.331 on the question item indicator "strict supervision," which is in the Invalid category because the significant value is less than 0.50. So that in the following test, the question item indicator with a value much below 0.50 is omitted (dropped) from the measurement. Table 4 can be used to load the findings of the situational leadership validity test in this example.

Table 4. Situational Leadership Validity Test Results

No	Question item indicator	Item-total Correlation	Measurement value	Categori
1	Job placement	0,516	0,5	Valid
2	Provide support for work	0,601	0,5	Valid
3	Socialization between workers	0,671	0,5	Valid
4	Establish cooperation	0,631	0,5	Valid
5	Come participate	0,532	0,5	Valid
6	Showing good work	0,571	0,5	Valid

Source: Research Results, 2022

The Corrected Item-Total Correlation value and the validity measurement value of 0.5 are compared in a situational leadership validity test. Table 4 shows the highest corrected item total correlation value of 0.671 in the Valid category for the question item indicator "socialization among workers," and the lowest value of 0.516 in the Valid category for the question item indicator "job placement." Table 5 summarizes the findings of the accomplishment motivation validity test:

Table 5. Results of the Validity Test of Achievement Motivation

No	Question item indicator	Item-total Correlation	Measurement value	Categori
1.	Compliments from superiors	0,567	0,5	Valid
2.	Award for achievement	0,677	0,5	Valid
3.	Work hard	0,533	0,5	Valid
4.	Opportunity	0,424	0,5	Invalid
5.	Challenge	0,553	0,5	Valid
6.	High quality	0,542	0,5	Valid
7.	Supporting facilities	0,457	0,5	Invalid
8.	Follow operational standard	0,571	0,5	Valid
9.	Opt-in	0,487	0,5	Invalid
10.	Able to improve performance	0,639	0,5	Valid

Source: Research Results, 2022

The Corrected Item-Total Correlation is compared in an achievement motivation validity test, and the validity measurement value is 0.5. Table 5 shows the highest corrected item total correlation value of 0.677 for the question item indicator "award for achievement," which is in the Valid category, and the lowest value of 0.424 for the question item indicator "opportunity," which is in the Invalid Valid category because the significant value is less than 0.50. So that in the following test, the

question item indicator with a value much below 0.50 is omitted (dropped) from the measurement. In this situation, Table 6 can be used to load the results of the accomplishment motivation validity test.

Table 6. Results of the Validity Test of Achievement Motivation

No	Question item indicator	Item-total Correlation	Measurement value	Categori
1.	Compliments from superiors	0,567	0,5	Valid
2.	Award for achievement	0,677	0,5	Valid
3.	Work hard	0,533	0,5	Valid
4.	Challenge	0,553	0,5	Valid
5.	High quality	0,542	0,5	Valid
6.	Follow operational standard	0,571	0,5	Valid
7.	Able to improve performance	0,639	0,5	Valid

Source: Research Results, 2022

The Corrected Item-Total Correlation is compared in an achievement motivation validity test, and the validity measurement value is 0.5. Table 6 shows the greatest corrected item total correlation value of 0.677 on the question item indicator "award for achievement," which is included in the Valid category, and the lowest value of 0.533 on the indicator "work hard," which is also included in the Valid category. Table 7 contains the findings of the validity test for work satisfaction:

Table 7. Job Satisfaction Validity Test Results

No	Question item indicator	Item-total Correlation	Measurement value	Categori
1.	Sufficient salary	0,648	0,5	Valid
2.	Comfort	0,739	0,5	Valid
3.	Have achievements	0,653	0,5	Valid
4.	Skill suitability	0,613	0,5	Valid
5.	Satisfied with the facilities	0,653	0,5	Valid
6.	Comfort	0,566	0,5	Valid
7.	Saturation	0,561	0,5	Valid
8.	Proud of Work	0,611	0,5	Valid
9.	Good relationship with co-workers	0,557	0,5	Valid
10.	Mutual respect	0,664	0,5	Valid

Source: Research Results, 2022

By comparing the Corrected Item-Total Correlation value and the validity measurement result of 0.5, a decision on the validity test may be made. Table 7

reveals that the "Comfort" question item indicator has the greatest corrected item total correlation value of 0.739 and the "saturation" question item indicator has the lowest value of 0.561, indicating that the research instrument in the form of this questionnaire is valid.

2. Reliability Test Results

The reliability test is a measure of an instrument's stability and consistency in measuring variables (Sekaran, 2016). Cronbach Alpha is the instrument used to assess reliability. If the result is greater than or equal to 0.7, the variable is said to be dependable. If the result is less than or equal to 0.7, the variable is said to be unreliable (Ghozali, 2018). The findings of this study's reliability test can be found in Table 8:

Table 8. Reliability Test Results

No	Variable	Cronbach's Alpha	Measurement value	Categori
1	Situational leadership	0,829	0,7	Reliable
2	Achievement motivation	0,846	0,7	Reliable
3	Job satisfaction	0,889	0,7	Reliable

Source: Research Results, 2022

Using Table 8 as a guide. Because Cronbach's Alpha > 0.7, the results of the reliability test using Cronbach's Alpha contain all research variables in the reliable category. The reliability test results demonstrate that the variable item measurement in this study passes the reliability test and may be utilized as a measuring instrument.

3. Normality Test Results

According to Ghozali (2016), the normality test is used to determine if an independent variable and a dependent variable, or both, have a normal or abnormal distribution in a regression model. The normalcy test results can be viewed in Figure 1:

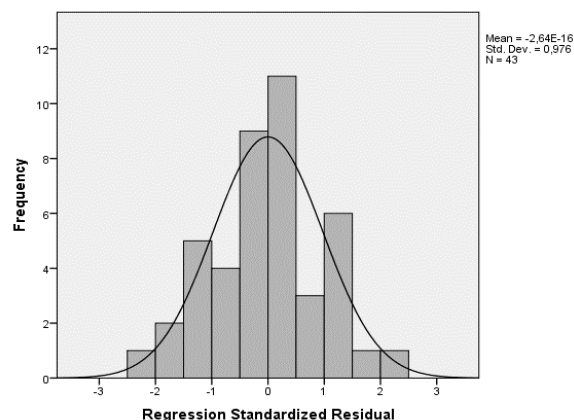


Figure 1 Histogram Graph

Source: Research Results, 2022

As can be observed in Figure 1, the histogram graph displays a solid data pattern. The dependent curve and regression normalized residual produce a bell-shaped image that follows the diagonal line's direction to satisfy the requirement of normality.

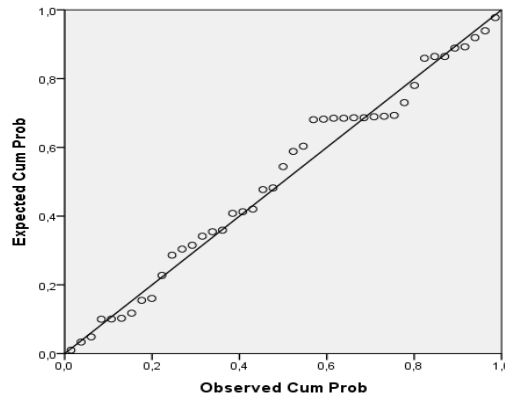


Figure 2. Probability Plot Graph

Source: Research Results, 2022

If the data image exhibits a good pattern and the data spreads around the diagonal line and follows the direction of the diagonal line, then the normal probability plot graph is normally distributed, as shown in Figure 2. The Kolmogorov-Smirnov Test was used in Table 9 to enhance the results of the p-plot graph:

Tabel 9. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		43
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	2,98081916
	Most Extreme Differences	
	Absolute	,127
	Positive	,070
	Negative	-,127
Test Statistic		,127
Asymp. Sig. (2-tailed)		,081 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Research Results, 2022

The Asymp value. sig (2-tailed) of 0.081 is more than the significant value, as shown in Table 9 Kolmogorov One-Sample Test Results (0.05). As a result, the data in this study can be classified as regularly distributed.

4. Multicollinearity Test Results

The goal of the multicollinearity test is to see if the regression model of the independent variables' correlation is correct (independent). There should be no correlation between the independent variables in a decent regression model. Table 10 contains the results of the multicollinearity test:

Tabel 10. Coefficients^a

Model		Unstandardized Coefficients		Collinearity Statistics	
		B	Std. Error	Tolerance	VIF
1	(Constant)	9,046	3,390		
	Situational Leadership	,012	,152	,998	1,002
	Achievement motivation	,464	,150	,998	1,002

a. Dependent Variable: Job satisfaction

Source: Research Results, 2022

Table 10 shows that:

1. Situational Leadership has a tolerance of 0.998 larger than 0.10 and a VIF of 1.002 less than 10.
2. Achievement Motivation (X₂), with a VIF value of 1.002 and a tolerance of 0.998 larger than 0.10. Because the tolerance and VIF values for each variable are both larger than 0.10 and the VIF value for each variable is less than 10, the competency and placement variable data are free of multicollinearity symptoms.

5. Heteroscedasticity Test Results

The heteroscedasticity test is used to evaluate a regression model with unequal variance and residuals from one observation to the next. Homoscedasticity occurs when the variance between the residuals of one observation and the residuals of another observation remains the same, while Heteroscedasticity occurs when the variance differs (Ghozali, 2018). Figure 3 shows the Heteroscedasticity Test findings.

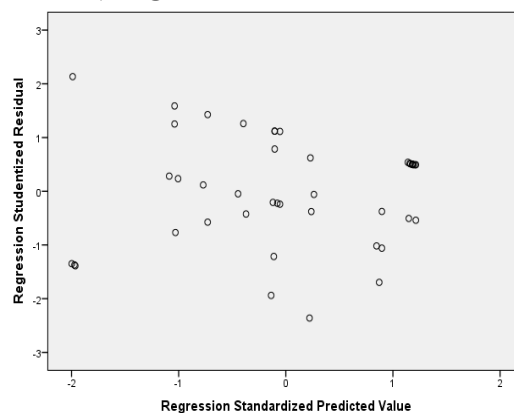


Figure 3. Scatterplot Graph
Source: Research Results, 2022

Graph 3. The scatterplot graph demonstrates that the data is dispersed randomly and does not follow any particular pattern. On the Y axis, the data is scattered both above and below the number 0. This means there isn't any heteroscedasticity. The Glaser test can be used to load the results of the Heteroscedasticity Test in this study. Table 11:

Table 11. Glejser Test Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	Situational Leadership	-,021	,081	-,038	-,257	,799
	Achievement motivation	-,186	,080	-,344	-2,320	,026

a. Dependent Variable: RES

Source: Research Results, 2022

Table 11: Glejser test results show that situational leadership (X1) has a Sig value of 0.799 > 0.05, indicating that the regression model has no heteroscedasticity symptom. The Sig value for Achievement Motivation (X2) is 0.026 < 0.05, indicating that the regression model shows heroscedasticity symptoms.

6. T test results (partial)

The t-test was performed to determine whether the independent variable and the dependent variable had a significant amount of influence. The criteria for this test are based on probability; if the significant level employed is 5%, it is declared insignificant if the probability $H_a > 0.05$, and significant if the probability $H_a < 0.05$. Table 12 can be used to load the t test results:

Tabel 12. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	Situational Leadership	,012	,152	,011	,079	,937
	Achievement motivation	,464	,150	,440	3,098	,004

a. Dependent Variable: Job satisfaction

Source: Research Results, 2022

Using Table 12 as a guide. The t-test findings show that leadership (X1) has a t-value of (0.079) and a t-table value of (2.022), indicating that H_0 is accepted and H_a

is rejected with a significant value of .937. It is possible to conclude that the leadership variable (X_1) has a positive and insignificant effect on job satisfaction. With a significant value of 0.004, H_a is accepted and H_0 is refused, indicating that the achievement incentive variable (X_2) has a substantial effect on Job Satisfaction (Y)

7. F Test Results (Simultaneous)

The accuracy of the sample regression function in guessing the real value is measured by the F statistic test. The regression model can be used to predict the independent variable if the significant value of F is less than 0.05. The F statistical test also displays all of the independent variables in the model that have a combined effect on the dependent variable. Table 13 contains the F test results:

Tabel 13. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	89,934	2	44,967	4,820	,013 ^b
	Residual	373,182	40	9,330		
	Total	463,116	42			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), achievement motivation, situational leadership

Source of research results, 2022

The estimated f value is $4.820 > f$ table 2.84, with a sig value of $0.013 < 0.05$, as shown in Table 13. The findings of this f test show that situational leadership (X_1) and achievement motivation (X_2) have a favorable and substantial influence on job satisfaction when used together (Y).

8. Coefficient of Determination Test Results

The coefficient of determination test is used to determine how well the model can explain variations in the dependent variable. The coefficient of determination has a value between 0 and 1. The correlation coefficients are classified as follows: 0 (no correlation), 0-0.49 (weak correlation), 0.50 (moderate correlation), 0.51-0.99 (strong correlation), 1.00 (high correlation) (perfect correlation). The ability of the independent variable to explain the dependent variable is measured by R^2 . A number close to one indicates that the independent variable gives nearly all of the information required to forecast the dependent variable's fluctuation. Table 14 shows the results of the Coefficient of Determination Test:

Table 14. Coefficient of Determination Test Results

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,441 ^a	,194	,154	3,054

a. Predictors: (Constant), Achievement Motivation, Situational Leadership

Source of research results, 2022

The R Square value of the association between situational leadership characteristics and accomplishment motivation on job satisfaction is 0.441 or 44.1 percent, according to the results of the Coefficient of Determination analysis. The obtained results show that the independent variable and the dependent variable have a close association. The adjusted R Square value of 0.154 indicates that 15.4 percent of job satisfaction can be explained by situational leadership variables and achievement motivation, while the remaining 84.6 percent can be explained by variables not investigated in this study. The standard error of the estimate is 3.054, indicating that the study's findings are accurate. This means that the model is better if the standard deviation is low.

CONCLUSION

1. At the Nurus Salam Foundation in Delitua, situational leadership has a partially favorable and insignificant effect on employee job satisfaction.
2. Partially achievement motivation has a positive and significant effect on job satisfaction of employees of the Nurus Salam Foundation, Delitua.
3. At the Nurus Salam Foundation in Delitua, situational leadership and achievement motivation have a favorable and considerable effect on employee job satisfaction.

RESEARCH LIMITATIONS

The Nurus Salam Foundation in Deltua's research on the impact of situational leadership and achievement motivation on employee job satisfaction has theoretical constraints. Further research is expected to be able to add to and complete the theories in order to complete this study.

RESEARCH IMPLICATIONS

Researchers make suggestions to other researchers, such as include employee performance indicators as a dependent variable in future studies. Employee performance is a result that can be attained by employees in completing their task to achieve a goal, in addition to job satisfaction.

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