THE INFLUENCE OF LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE ON EMPLOYEE JOB SATISFACTION AT THE SECRETARIAT OF THE SOUTH JAKARTA CITY ADMINISTRATION

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Abstract

In the era of intense global competition, organizations are increasingly required to adapt, innovate, and improve internal condition, including the creation of a conducive work environment that enhances employee comfort and motivation. This study aims to invatigate the influence of leadership style and organization culture on employee job satisfaction within Sekretariat Kota Administarsi Jakarta Selatan. Utilizing a quantitative research approach, data were collected through a survey involving 35 respondents. The data analysis was conducted using statistical software SPSS (Version 25). The result of the F-test showed a significance value of 0,000 < 0,05, indicating that leadership style and organizational culture have a statistically significant effect on job satisfaction. Therefore, the research confirms that both variables play an important role in shaping employee satisfaction levels and hypothesis H3 is accepted. These finding emphasize the importance of effective leadership and a supportive organizational culture in enhancing workplace satisfaction.
Keywords: Leadershps Style, Organizational Culture, Job Satisfaction

Abstrak

Di tengah kondisi persaingan global saat ini membuat setiap perusahaan dituntut untuk terus berkembang dan melakukan perbaikan, termasuk menciptakan susana kerja yang mendukung kenyamanan serta motivasi karyawan. Adapun faktor utama yang diyakini berpengaruh terhadap taraf kepuasan kerja karyawan antara lain gaya kepemimpinan yang diterapkan serta budaya organisasi yang berkembang dalam lingkungan kerja. Penelitian ini bertujuan untuk meneliti lebih jauh dan mengetahui terkait pengaruh gaya kepemimpinan dan budaya organisasi terhadap tingkat kepuasan kerja karyawan pada Sekretariat Kota Administrasi Jakarta Selatan. Selanjutnya, pendekatan penelitian dilakukan menggunakan metode kuantitatif statistik dengan jumlah sampel sebanyak 35 orang. Dengan analisis data yang dilakukan melalui bantuan perangkat lunak Versi 25. Berdasarkan hasil pengujian hipotesis, diperoleh nilai signifikansi uji F sebesar 0,000 < 0,05. Oleh karena itu, berdasarkan hasil pengujian dalam penelitian ini, dapat disimpulkan bahwa gaya kepemimpinan dan budaya organisasi berpengaruh signifikan terhadap kepuasan kerja karyawan Sekretariat Kota Administrasi Jakarta Selatan, sehingga hipotesis H3 dinyatakan diterima.
Kata kunci: Gaya Kepemimpinan, Budaya Organisasi, Kepuasan Kerja

I. INTRODUCTION

Amidst the current global competitive environment, every company is required to continuously develop and improve, including creating a work environment that supports employee comfort and motivation. Human resources play a crucial role in supporting organizational activities and operational continuity, even though many roles and functions are being replaced by industrial machines as technology advances. However, the role of human labor remains irreplaceable in organizational operations. Therefore, human resource management within an organization requires continuous attention, both in terms of facilities, work environment, health, and job satisfaction, so that they can optimally fulfill their roles. According to Gibson (in Kardini, 2020), the task of human resource management focuses on developing and utilizing individual potential effectively, so that they feel valued and motivated to make the best contribution to the organization. Job satisfaction can be defined as a reflection of an individual's reaction to their work, which can be positive or negative. From a certain perspective, job satisfaction depends not only on the type of work itself but also on the extent to which the work environment supports individual comfort and motivation in performing their duties. Job satisfaction is a crucial aspect for every individual in carrying out their work role. Because each individual has different characteristics and preferences, the level of job satisfaction experienced tends to vary. These differences in job satisfaction levels have varying impacts on each employee (Saputra, 2021). The main factors believed to influence employee job satisfaction include the leadership style applied and the organizational culture that develops within the work environment. Leadership style is the approach a leader employs through their distinctive behavioral patterns to influence and direct their subordinates to achieve organizational goals.

II. THEORETICAL STUDIES

2.1. Conceptual Description

The conceptual description is a section of a research report that encompasses various theoretical concepts or concepts closely related to the focus of the study. This section explains the main concepts used to support the discussion, according to the variables studied. In the context of this research, the theoretical description covers three variables: leadership style, organizational culture, and employee job satisfaction.

2.1.1 Leadership Style

The following are concepts regarding leadership style proposed by several experts, namely:

A. Definition of Leadership Style

According to Rivai (Darmawan, 2021), leadership style is defined as a pattern of behavior and approach used by a leader in directing subordinates to achieve organizational goals. Meanwhile, Busro (Nurpratama and Yudianto, 2022) suggests that leadership style is related to a leader's character and consistent interaction patterns in fostering effective working relationships. Syahril, S. (Pramudya et al., 2023) added that leaders have a crucial responsibility in uniting individuals to achieve predetermined organizational targets and influencing their subordinates to perform their work in accordance with the desired objectives.

Based on these various perspectives, it can be understood that leadership style is an individual's ability to guide and influence others through actions and direction toward a common goal. Leadership also encompasses the quality, control, and influence exerted to achieve organizational goals. Furthermore, Rumondan (Wulandari, Deti, and Harsono, 2024) states several benefits of leadership style, as follows:

a) With good leadership, organizations can carry out management responsibilities appropriately.

b) Effective leadership must stem from objective standards, while the chosen approach can be tailored to the organization's circumstances.

c) With effective leadership, leaders are able to identify and improve the management work structure routinely based on established tasks and roles.

d) With effective leadership, leaders are able to seek and exploit unexpected opportunities to collaborate with other human resources, both within and outside the organization.

B. Leadership Style Indicators: Ye Handoko (Sembiring and Sitanggang, 2022) states that there are five indicators of leadership style, including:

a) Decision-making ability: A leader must strive to improve and develop their work unit, be able to overcome challenges, and make objective decisions.

b) Motivational ability: This means a leader has the ability to motivate or provide directed encouragement to subordinates to achieve organizational goals and objectives.

c) Communication ability: This means a leader has the ability to convey ideas, concepts, or thoughts to others in a way that is easily understood, both verbally and implicitly.

d) Skills in controlling subordinates: This means a leader should be able to control their employees to achieve organizational goals.

e) Accountability: This means a leader should be accountable to their subordinates, which can be defined as the leader's obligation to make and bear the consequences of their actions.

2.2. Framework of Thinking

Robbins (Kardini, 2020) states that a consistent and ingrained work culture can encourage sustainable growth and development in an organization. According to Alexander Sindoro (in Alfonita, 2018) leadership style (Ningrum and Purnamasari, 2022), leadership style is a distinct behavioral pattern that leaders prefer to influence their employees. Based on the statements above, it is clear that employee job satisfaction is influenced by the implementation of leadership style and organizational culture. If these ideas were illustrated, the results would be as follows:
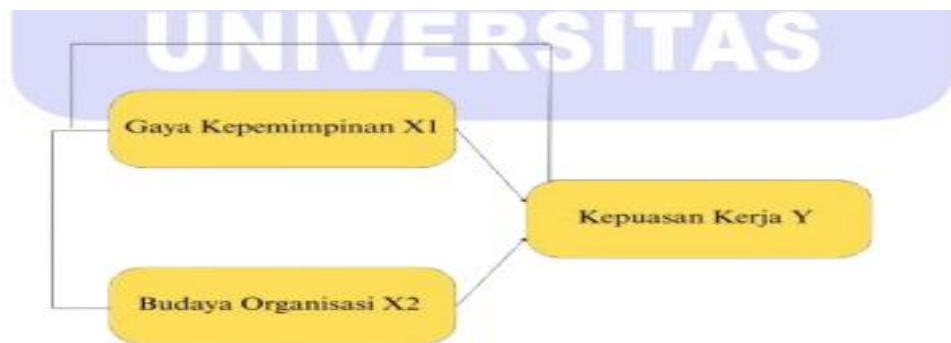

Figure 2.3 Framework of Thinking

Based on the statements and line of reasoning above, the researcher proposes the following hypotheses:

a) H0 = There is no significant influence between leadership style and job satisfaction at the South Jakarta City Secretariat

b) H1 = There is a significant influence between leadership style and job satisfaction at the South Jakarta City Secretariat

c) H0 = There is no significant influence between organizational culture and job satisfaction at the South Jakarta City Secretariat

d) H2 = There is a significant influence between organizational culture and job satisfaction at the South Jakarta City Secretariat

e) H0 = There is no simultaneous influence between leadership style and organizational culture on job satisfaction at the South Jakarta City Secretariat

f) H3 = There is a simultaneous influence between leadership style and organizational culture on job satisfaction at the South Jakarta City Secretariat

III. RESEARCH METHODS

3.1. Research Design

A research design is an outline or detailed description of the research process undertaken during the research. It aims to provide a systematic overview of the research objectives and route, and to indicate whether the research has begun or not, according to Fachruddin (Ibnu, 2022). The processes in research design, as proposed by Nasution (Ibnu, 2022), include:

1. Identifying and determining the focus of the problem that is the object of the research.

2. Formulating the problem and developing research hypotheses. Based on the explanation of the research design, the researcher conducted the research using quantitative statistical methods. As stated by Sugiyono (Ph.D. Ummul Aiman et al. 2022), quantitative research methods are based on a positivistic philosophy and are applied to research predetermined populations and samples. Sampling is generally random, followed by data collection using systematically designed instruments. Quantitative statistical research methods are used to analyze data to verify previously formulated tentative hypotheses.

3.2. Research Population and Sample

The following is an explanation of the population and sample related to this research:

3.2.1 Population

According to Sugiyono, in quantitative research, a population is a generalizable area involving individuals or objects with specific attributes and characteristics that are previously studied before drawing conclusions (Suriani, Risnita, and Jailani, 2023). The population used in this study was 35 employees at the South Jakarta City Administration Secretariat.

3.2.2 Sample

The definition of a sample refers to a set of elements taken from a population through a specific method or technique to provide an accurate picture of its representativeness of the population (Creswell, Subhaktiyasa, 2024). In this study, the researcher applied a saturated

sampling technique because the population size used was relatively small, namely 35 individuals. This technique is used when all members of the population are used as the research sample. This approach is generally applied to limited populations, with the number of subjects being less than 30 or close to that, thus allowing for comprehensive data collection (Suriani, Risnita, and Jailani, 2023).

3.3. Data Analysis Techniques

Data analysis is the process of systematically finding and interpreting data, such as observational results, to help researchers understand the case being studied, and the results can be used in future research (Noeng Muhadjir, 2021). Based on the problem formulation and hypotheses established in this study, the researchers used a multiple linear regression data analysis method processed using the SPSS 25 data processing program. The following is an explanation of the data analysis methods used in this study:

3.3.1 Validity Test

A validity test is needed to determine how well the items in the questionnaire are defined, in order to trust the test scores due to their consistency (Jacobs, 2020). This is supported by Suryabrata's opinion that the validity of a test essentially depends on how well the measurement function is measured.

3.3.2 Reliability Test

Reliability means consistency or dependability. Reliability testing demonstrates that measurements of the same attributes, when tested repeatedly, will yield the same or nearly the same results. In a quantitative approach, reliability reflects the extent to which an indicator produces stable values and is not affected by systematic errors from the process or measurement instrument used (Anggraini et al. 2020).

IV. RESEARCH RESULTS

4.1 Research Results

The explanation of the research results includes a description of the data and characteristics of the respondents, as follows:

4.1.1 Data Description

In this study, the researcher processed data obtained from respondents' answers to a questionnaire containing seven statements for each variable related to Leadership Style (X1), Organizational Culture (X2), and Job Satisfaction (Y). The questionnaire was distributed to

35 employees of the Regional Secretariat of the South Jakarta City Government as a sample. The respondents' responses and data were then processed using SPSS 25.

4.1.2 Respondent Characteristics

The respondents in this study were 35 employees at the South Jakarta City Government Office, with characteristics based on gender, age, education, and length of service.

Tabel IV.1
Jenis Kelamin

Keterangan	Frekuensi	Persentase
Laki-laki	25	22,9%
Perempuan	10	77,1%
Total	**35**	**100%**

Sumber: data diolah penulis

Based on the data in table IV.1 above, it shows that the majority of respondents who completed the questionnaire were female, 25 people, and 10 men.

Tabel IV.2
Usia Responden

Usia	Frekuensi	Persentase
18 – 25 tahun	18	51,4%
26 – 35 tahun	13	37,1%
36 – 45 tahun	4	11,4%
> 45 tahun	0	0%
Total	**35**	**100%**

Sumber: data diolah penulis

Table IV.2 above shows the frequency of respondents who filled out the questionnaire, most of whom were aged 18-25 years, 18 people, 26-35 years, 13 people, and 36-45 years, 4 people.

Tabel IV.3
Pendidikan

Pendidikan	Frekuensi	Persentase
Sarjana	29	82,9%
Diploma	6	17,1%
SMA/SMK/MA	0	0%
Total	**35**	**100%**

Sumber: data diolah penulis

Based on table IV.3 above, the questionnaire was mostly filled out by respondents who had a bachelor's degree, as many as 29 people, and a diploma, as many as 6 people.

Tabel IV.4
Masa Kerja

Masa Kerja	Frekuensi	Persentase
1 bulan	1	2,9%
2 - 6 bulan	8	22,9%
1 tahun	7	20%
> 1 tahun	19	54,3%
Total	**35**	**100%**

Sumber: data diolah penulis

Table IV.4 above shows that the majority of respondents completing the questionnaire had a work experience of more than one year (19), 1 year (7), 2-6 months (8), and only 1 month (1).

4.2. Data Quality Test

The following is an explanation and results of the data quality test, including validity and reliability tests:

4.2.1. Validity Test

The validity test was conducted to ensure that each item in the questionnaire consistently reflects or measures the constructs intended in the study. Even when testing is conducted at different times, the same group will still produce the same results.

Tabel IV. 5
Uji Validitas

Variabel	Butir Pernyataan	R Hitung	R Tabel (5%)	Keterangan
Gaya Kepemimpinan (X1)	1	0.668	0.333	Valid
	2	0.738	0.333	Valid
	3	0.760	0.333	Valid
	4	0.678	0.333	Valid
	5	0.717	0.333	Valid
	6	0.577	0.333	Valid
	7	0.574	0.333	Valid
Budaya Organisasi (X2)	1	0.574	0.333	Valid
	2	0.602	0.333	Valid
	3	0.546	0.333	Valid
	4	0.520	0.333	Valid
	5	0.530	0.333	Valid
	6	0.758	0.333	Valid
	7	0.427	0.333	Valid
Kepuasan Kerja (Y)	1	0.432	0.333	Valid
	2	0.509	0.333	Valid
	3	0.485	0.333	Valid
	4	0.644	0.333	Valid
	5	0.371	0.333	Valid
	6	0.686	0.333	Valid
	7	0.721	0.333	Valid

Sumber: data diolah penulis

The validity test results can be seen in the table above, which shows an r value of 0.333 with a significance level of 5%. Data can be considered valid if the calculated r value is greater than the table r value. The table above shows that all statement items for the variables Leadership Style (X1), Organizational Culture (X2), and Job Satisfaction (Y) are valid because the calculated r value is greater than the table r value of 0.333.

4.2.2 Reliability Test

Reliability testing is used as a tool to assess consistency in research when measuring the same attribute repeatedly. The formula used in this test is Cronbach's sigma, which is the

criterion for an instrument to be considered reliable if the Cronbach's sigma value is greater than 0.60.

Tabel IV.6
Uji Reliabilitas

Variabel	Cronbach's Alpha	N of Items	Keterangan
Gaya Kepemimpinan (X₁)	0.794	7	Reliabel
Budaya Organisasi (X₂)	0.653	7	Reliabel
Kepuasan Kerja (Y)	0.622	7	Reliabel

Sumber: data diolah penulis

Based on the data processing results, the table above shows that the Cronbach's sine quasi-pha values for the research variables Leadership Style (X1), Organizational Culture (X2), and Job Satisfaction (Y) are greater than 0.60, indicating that all statements in the research questionnaire can be declared reliable and consistent.

4.3. Classical Assumption Test

The following is an explanation and results of the classical assumption test, including the normality test, heteroscedasticity test, and multicollinearity test:

4.3.1. Normality Test

The results of the normality test analysis in this study used the One-Sample Kolmogorov-Smirnov Test. This test is used to determine whether the data is normally distributed. The decision-making criteria are based on a significance value >0.05, indicating normal distribution.

4.3.2. Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine the influence between the independent variable and the dependent variable. The equation used in this analysis is Y = a + b1.x1 + b2.x2.

Tabel IV.10
Analisis Linier Berganda

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.006	3.937		1.780	.085
	Gaya Kepemimpinan	.285	.111	.393	2.553	.016
	Budaya Organisasi	.451	.168	.414	2.690	.011

a. Dependent Variable: Kepuasan Kerja
Sumber: data diolah penulis

Based on Table IV.10 above, the equation Y = 1.006 + 0.285 + 0.451 can be obtained. This means that the a value of 1.006 is the fixed value of the job satisfaction variable (Y) before being influenced by the leadership style (X1) and organizational culture (X2) variables. Furthermore, b1 (the regression coefficient value of X1) is 0.285, indicating that the leadership style variable (X1) has a positive influence on the job satisfaction variable (Y), and each unit increase in the leadership style variable (X1) will affect employee job satisfaction (Y) by 0.285.

b2n (the regression coefficient value of X2) is 0.451, indicating that the organizational culture variable (X2) has a positive influence on the job satisfaction variable (Y), and each unit increase in the organizational culture variable (X2) will affect employee job satisfaction (Y) by 0.451.

4.4. Hypothesis Testing

Below are explanations and results of partial hypothesis testing (t-test) and simultaneous hypothesis testing (f-test), as follows:

4.4.1 Partial Hypothesis Testing (T-Test)

Partial hypothesis testing aims to determine whether the independent variable partially influences the dependent variable using the hypothesis. The basic guidelines for decision-making are as follows:

a) H0: accepted if the significance value is greater than 0.05 (no effect)

b) H0: rejected if the significance value is less than 0.05 (influence)

Tabel IV.11
Uji Hipotesis (Uji T) Gaya Kepemimpinan

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.006	3.937		1.780	.085
	Gaya Kepemimpinan	.285	.111	.393	2.553	.016
	Budaya Organisasi	.451	.168	.414	2.690	.011

a. Dependent Variable: Kepuasan Kerja
Sumber: data diolah penulis

Based on Table IV.11 above, it can be concluded that the significance value of the leadership style variable (X1) on the job satisfaction variable (Y) is 0.016.

4.4.2 Simultaneous Hypothesis Testing (F Test)

Simultaneous hypothesis testing is used to determine whether the independent variables significantly and simultaneously influence the dependent variable. The basic guidelines for decision-making are as follows:

a) H0: accepted if the significance value is greater than 0.05 (no effect)

b) H0: rejected if the significance value is less than 0.05 (influence)

Tabel IV.12
Uji Hipotesis (Uji F)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	172.779	2	86.389	17.790	.000^b
	Residual	155.393	32	4.856		
	Total	328.171	34			

a. Dependent Variable: Kepuasan Kerja

b. Predictors: (Constant), Budaya Organisasi, Gaya Kepemimpinan

Sumber: Data diolah penulis

Based on Table 1V.13 above, it is known that the significant value of the leadership style (X1) and organizational culture (X2) variables on job satisfaction (Y) is 0.000, which is rejected and H3 is accepted. This means that there is a significant influence between the leadership style and organizational culture variables on job satisfaction.

4.5. Coefficient of Determination Test

The following is an explanation and results of the partial and simultaneous coefficient of determination tests:

4.5.1 Coefficient Test (Partial)

The coefficient of determination test is used to measure and determine the partial extent to which the model can explain variation in the dependent variable.

Tabel IV.13
Koefisien Determinasi (Parsial X_1)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.648^a	.419	.402	2.40279

a. Predictors: (Constant), Gaya Kepemimpinan

Sumber: data diolah penulis

As seen from table IV.13 above, it shows that the R Square value is 0.419, which means that the leadership style variable (X1) has an effect on the job satisfaction variable (Y) of 41.95%.

Tabel IV.14

Koefisien Determinasi (Parsial X₂)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.656ᵃ	.430	.413	2.38070

a. Predictors: (Constant), Budaya Organisasi

Sumber: data diolah penulis

Table IV.14 above shows an R-square value of 0.430, indicating that the organizational culture variable (X2) has a 43% effect on the job satisfaction variable (Y).

4.6. Discussion of Research Results

The following is a discussion of the research results after data processing:

4.6.1 The Influence of Leadership Style on Job Satisfaction

Based on the results of partial hypothesis testing, it is shown that the Leadership Style variable (X1) has a significant effect on the Employee Job Satisfaction variable (Y) at the South Jakarta City Secretariat. The data analysis was obtained from respondents' answers to a questionnaire distributed to a sample of 35 people at the South Jakarta City Secretariat. The data were then processed using SPSS Version 25. The hypothesis test (t-test) yielded a significance value of 0.016 <0.05, indicating that H0 is rejected and H1 is accepted, indicating a significant influence between Leadership Style (X1) and Job Satisfaction (Y).

4.6.2 The Influence of Organizational Culture on Job Satisfaction

Based on the results of partial hypothesis testing, it is shown that the Organizational Culture variable (X2) has a significant effect on the Employee Job Satisfaction variable (Y) at the South Jakarta City Secretariat. The data analysis was obtained from respondents' responses to a questionnaire distributed to a sample of 35 people at the South Jakarta City Secretariat. The data were then processed using SPSS version 25. The hypothesis test (t-test) yielded a significance value of 0.011 < 0.05, indicating that H0 is rejected and H2 is accepted, indicating a significant influence between Organizational Culture (X2) and Job Satisfaction (Y).

4.6.3 The Influence of Leadership Style and Organizational Culture on Job Satisfaction

Based on the results of simultaneous hypothesis testing, it is shown that the Leadership Style (X1) and Organizational Culture have a significant influence on the Employee Job Satisfaction variable (Y) at the South Jakarta City Secretariat. The data from this analysis were obtained from respondents' answers to the questionnaire distributed to the research

sample at the South Jakarta City Administration Secretariat of 35 people and then the data was processed using SPSS version 25. In the hypothesis test (f test), the results obtained a significance value of 0.000 <0.05, which means that H0 is rejected and H3 is accepted and there is a significant influence between Leadership Style (X1) and Organizational Culture (X2) on Job Satisfaction (Y).

4.7. Research Implications

Based on the results of the simultaneous hypothesis test (f-test), it can be concluded that the independent variables, Leadership Style (X1) and Organizational Culture (X2), significantly influence the dependent variable, Job Satisfaction (Y), as seen at a significance value of 0.000, which is less than 0.05. Furthermore, based on the partial coefficient of determination, the Leadership Style (X1) variable contributed 0.419, or 41.9%, and Organizational Culture (X2) contributed 0.430, or 43%. The simultaneous coefficient of determination also contributed 0.526, or 52.6%, to the Job Satisfaction (Y) variable, while other factors or variables not included in the study contributed 47.4%.

From the explanation above, it can be concluded that Leadership Style and Organizational Culture influence employee Job Satisfaction at the South Jakarta City Secretariat government agency.

V. CONCLUSION

Based on the discussion of the data analysis results, the researcher can draw the following conclusions regarding the influence of leadership style and organizational culture on employee job satisfaction at the South Jakarta City Administration Secretariat:

1. Leadership style has a 0.419% or 41.9% effect on employee job satisfaction at the South Jakarta City Administration Secretariat.

2. Organizational culture has a 0.430% or 43% effect on employee job satisfaction at the South Jakarta City Administration Secretariat.

3. Leadership style and organizational culture simultaneously have a 0.526% or 52.6% effect on job satisfaction at the South Jakarta City Administration Secretariat.

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