

## THE IMPACT OF LEADERSHIP, ORGANIZATIONAL CULTURE, AND ORGANIZATIONAL CLIMATE ON EMPLOYEE JOB SATISFACTION

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**Abstract:** *This study aims to determine whether there is an effect between leadership, organizational culture, and organizational climate on employee job satisfaction at KPP Madya Dua Jakarta Utara. The design of this research used in this research is explanatory and causal. The samples used in this research are 57 employees of KPP Madya Dua Jakarta Utara. The sampling method used in this study is a purposive sample and the data analysis method used multiple linear regression analysis. Research data is primary data collected by distributing questionnaires and using the Likert scale. Based on the results of the study, this research showed leadership has an effect on employee job satisfaction; organizational culture has an effect on employee job satisfaction; organizational climate has a positive effect on employee job satisfaction.*

**Keywords:** *Leadership, Organizational Culture, Organizational Climate, and Employee Job Satisfaction*

**Abstrak:** Penelitian ini bertujuan untuk mengetahui pengaruh antara kepemimpinan, budaya organisasi, dan iklim organisasi terhadap kepuasan kerja pegawai di KPP Madya Dua Jakarta Utara. Desain penelitian yang digunakan dalam penelitian ini adalah explanatory dan kausal. Sampel yang digunakan dalam penelitian ini adalah pegawai KPP Madya Dua Jakarta Utara yang berjumlah 57 orang. Metode pengambilan sampel yang digunakan dalam penelitian ini adalah purposive sample dan metode analisis data menggunakan analisis regresi linier berganda. Data penelitian merupakan data primer yang dikumpulkan dengan menyebarkan kuesioner dan menggunakan skala Likert. Hasil penelitian menunjukkan kepemimpinan berpengaruh terhadap kepuasan kerja karyawan; budaya organisasi berpengaruh terhadap kepuasan kerja pegawai; iklim organisasi berpengaruh positif terhadap kepuasan kerja karyawan.

**Kata Kunci:** Kepemimpinan, Budaya Organisasi, Iklim Organisasi, dan Kepuasan Kerja Karyawan

### INTRODUCTION

Human resource management is a series of processes that includes several activities, such as obtaining, training, assessing and compensating employees, and paying attention to their employment relations, health and safety, also fairness issues. The understanding about human resource management is very crucial for every organization. This is due to the fact that every

organization is run by people. Organization needs to manage their human resources especially maintaining their quality, an improvement would be better for the organization to accomplish its goals (Dessler, 2020). In their research, they say that job satisfaction is the result of a positive contribution from human resource practices (Absar et al., 2010).

In relation to this institution, which is a national institution engaged in finance and specializes in taxation, job dissatisfaction in employees can lead to a decrease in performance which of course affects the services performed in doing work, because job satisfaction has a positive influence on employee behavior resulting in increased commitment, performance, loyalty, and involvement (Mira et al., 2019). To achieve the target that has been determined at the beginning, this institution needs to provide good service and good performance as well. In addition, job satisfaction can encourage employees to be more enthusiastic in conducting counseling and take direct action to collect taxes in accordance with the given target. Job dissatisfaction produces by unappealing working condition (Goetz et al., 2015). Therefore, it is necessary for leaders to realize the importance of performance satisfaction by building a better working atmosphere.

In providing direction to employees, leadership is the most important factor to be able to convey properly and correctly so that messages can be received perfectly (Pancasila et al., 2020). The definition of a leader, seen from the meaning of a leader, is someone who has certain abilities and expertise in a field, so that he can influence others to work together to achieve a certain goal (Iman et al., 2019). Leadership can be referred to as a person's process of guiding or directing other people or subordinates in a group to achieve goals (Riyanto, 2019). Leaders with good leadership qualities play an important role in the process and running of the team and produce good job satisfaction (Iman et al., 2019). In practice, the work at this institution does require a leader in order to compile a series of activities that need to be carried out and in order to encourage workers to be able to work together and achieve their goals for the community well.

Group culture can be defined as the accumulation of collective group learning while solving problems of external adaptation and internal integration. It worked well enough to be considered valid, so it was taught to new members as the correct way to perceive, think, feel and act in relation to the problem (Schein, 2017). Organizational cultural values such as equity, growth opportunities, work commitment, and organizational reputation affect employee job satisfaction. Organizational cultural values are considered as norms and values that govern the operations of the organization. Organizational culture can be defined by bringing together the organization's communication systems and daily employee interactions and the expression of employee norms and values (Isac et al., 2021). Employee job satisfaction is influenced by a supportive, innovative, or bureaucratic organizational culture (Sharma, 2017).

Everything that happens in the organizational environment, whether directly or indirectly felt by people in the environment is a description of the organizational climate (Wantoro et al., 2020). Organizational climate plays an important role in maintaining the survival of the organization. Organizational climate can be seen as the personality of the organization because the organizational climate can only be felt and affect the people involved in the organization that comes from the activities carried out within the organization.

KPP is a stand for Kantor Pelayanan Pajak or Tax Service Office. KPP is a work unit of the Directorate General of Taxes that carries out services in the field of taxation to the public, whether registered as a Taxpayer or not, within the scope of the work area of the Directorate General of Taxes in Indonesia. Below is employee attendance for the year 2022 in KPP Madya Dua Jakarta Utara.

**Table 1. Employee attendance for the year 2022 in KPP Madya Dua Jakarta Utara**

Month	Employee Lateness	Percentage
July	5	4,6%
August	2	1,9%
September	8	7,4%
October	7	6,5%
December	15	13%

Source: Internal Data of KPP Madya Dua Jakarta Utara

From the data above, it can be seen that employee lateness increased in December, the month in which the Christmas and New Year holidays are approaching. However, it still seems that there are changes that tend to increase from time to time. One of the factors for employee lateness is employee job satisfaction where lateness can affect absenteeism and performance. That way, this becomes a concern that needs to be fixed for the success of the institution in achieving its targets that already given by the governments.

### **Leadership to Employee Job Satisfaction**

Pancasila et al. (2020) stated that in leading an organization, a leader can create employee satisfaction with his leadership. Therefore, choosing the right leadership style to apply to subordinates will have an impact on employee job satisfaction. The results of research conducted by Iman and Lestari (2019) stated that the value of the path coefficient estimate, which demonstrated a positive and statistically significant influence, demonstrates the effect of leadership on job satisfaction. According to the test results, the better the leadership model used, the higher the job satisfaction of employees in Kendari Yapennas AMIK institutions. Samancioglu et al. (2020) stated that leadership affects teacher's job

satisfaction. The results research conducted by Chandrasekara (2020) stated that leadership has positive significant influence on job satisfaction at manufacturing industry in Sri Lanka. Lan et al. (2019) stated that the way a leader leads a team could obviously affect employees' job satisfaction. Therefore, based on the results inconsistency, the following Hypothesis can be made:

H<sub>a1</sub>: Leadership has an influence on Employee Job Satisfaction

### **Organizational Culture to Employee Job Satisfaction**

Sharma (2017) stated that employee job satisfaction is influenced by organizational cultural principles such as fairness, advancement opportunity, job excitement, and the organization's good reputation. The result of research conducted by Cucek and Kac (2020) stated that organizational culture influences the satisfaction of employees in the Slovenian logistics sector. Isac et al. (2021) stated that the more the organizational culture of the company accommodates the employees, the more the employees are satisfied with their jobs. This is indicating the significance of organizational culture to employees' job satisfaction. Park and Doo (2019) stated that organizational culture and functional factors influence organizational commitment and job satisfaction for female managers in the Korean context. Serinkan and Kiziloglu (2021) stated that there were positive and significant correlations between the communication, job itself, management, promotion and prerequisites dimensions, which were the sub-dimensions of job satisfaction, and all the dimensions of organisational culture. Therefore, based on the results inconsistency, the following Hypothesis can be made:

H<sub>a2</sub>: Organizational Culture has an influence on Employee Job Satisfaction

### **Organizational Climate has an influence on Employee Job Satisfaction**

Sener and Balli (2020) stated that positive organisational climate positively affected the affective organisational commitment and job satisfaction of the employees. The result of research conducted by Wantoro et al. (2020) stated that there is a significant relationship between work climate and nurse satisfaction at Adventist Hospital Bandung. Azizah and Anggraeni (2021) stated that organizations need to increase organizational commitment to PNS UPTD Poncowarno Health Center employees by improving the organizational climate, quality of work life and job satisfaction. Poncowarno Health Center can influence organizational commitment to employees. This is because employees who are satisfied with their jobs, salaries, co-workers, leadership and

promotions make employees feel committed to the organization and improve their performance. Agarwal (2019) stated that the effect of organizational climate on job satisfaction was found to be positively significantly related. Martadiredja et al. (2021) stated that significant effect of organizational climate on the dimensions of job satisfaction. Therefore, based on the results inconsistency, the following Hypothesis can be made:

H<sub>a3</sub>: Organizational Climate has an influence on Employee Job Satisfaction

## RESEARCH MODEL

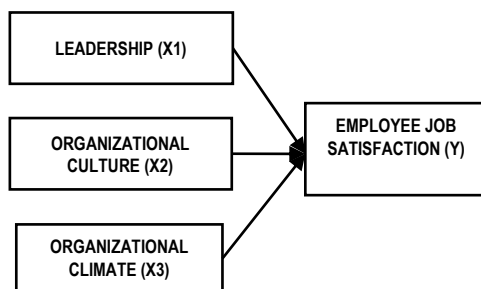


Figure 1. Research Model

## RESEARCH METHOD

This research is using descriptive analysis approach and also causal. The goal of descriptive research is to obtain data that describe a topic of interest. The purpose of this study was to determine the effect of leadership, organizational culture, and organizational climate on employee job satisfaction in this institution. The sampling technique used in this study is purposive sampling. Instead of collecting information from those who are most readily or conveniently available, it may be necessary to collect information from specific audiences.

Table 2. Sample Criteria

Sample Criteria	Total
1. The number of questionnaires distributed	85
2. Number of questionnaires that were not returned	(28)
3. Number of defective questionnaires	(0)
<b>Total questionnaires used as the sample research</b>	<b>57</b>

## RESULT AND DISCUSSION

Table 3. Respondent Characteristic

Characteristic	Scale	Total
Gender	Female	16
	Male	41
Respondent Age	<25 Years Old	19
	25 - 40 Years Old	33
	40 - 50 Years Old	4
	>50 Years Old	1
Last Education	Senior High School/Equivalent	0
	Diploma	29
	Bachelor	23
	Others	5
Length of Work	1 - 5 Years	24
	5 - 10 Years	2
	10 - 15 Years	16
	>15 Years	15

Table 4. Variable Descriptive Statistics

	Y	X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>
N	Valid	57	57	57
	Missing	0	0	0
	Mean	11.333	10.895	10.912
	Median	12.000	11.000	11.000
	Std. Deviation	2.5658	2.4472	2.6745
	Minimum	6.0	5.0	6.0
	Maximum	14.0	15.0	15.0

## Validity And Reliability Test Result

Table 5. Employee Job Satisfaction (Y) Validity Test Result

Variable	Question	Pearson Correlation	R table	Result
Employee Job Satisfaction (Y)	Y_1	0,728	0,261	Valid
	Y_2	0,853	0,261	Valid
	Y_3	0,747	0,261	Valid

**Table 6. Leadership (X1) Validity Test Result**

Variable	Question	Pearson Correlation	R table	Result
Leadership (X1)	X1_1	0,654	0,261	Valid
	X1_2	0,803	0,261	Valid
	X1_3	0,790	0,261	Valid

**Table 7. Organizational Culture (X2) Validity Test Result**

Variable	Question	Pearson Correlation	R table	Result
Organizational Culture (X2)	X2_1	0,782	0,261	Valid
	X2_2	0,863	0,261	Valid
	X2_3	0,789	0,261	Valid

**Table 8. Organizational Climate (X3) Validity Test Result**

Variable	Question	Pearson Correlation	R table	Result
Organizational Climate (X3)	X3_1	0,859	0,261	Valid
	X3_2	0,801	0,261	Valid
	X3_3	0,682	0,261	Valid

**Table 9. Reliability Test Result**

Variable	Cronbach Alpha	Variable's Cronbach Alpha	Result
Employee Job Satisfaction	0,60	0,664	Reliable
Leadership	0,60	0,609	Reliable
Organizational Culture	0,60	0,740	Reliable
Organizational Climate	0,60	0,683	Reliable

### Normality Test Result Graphic Method

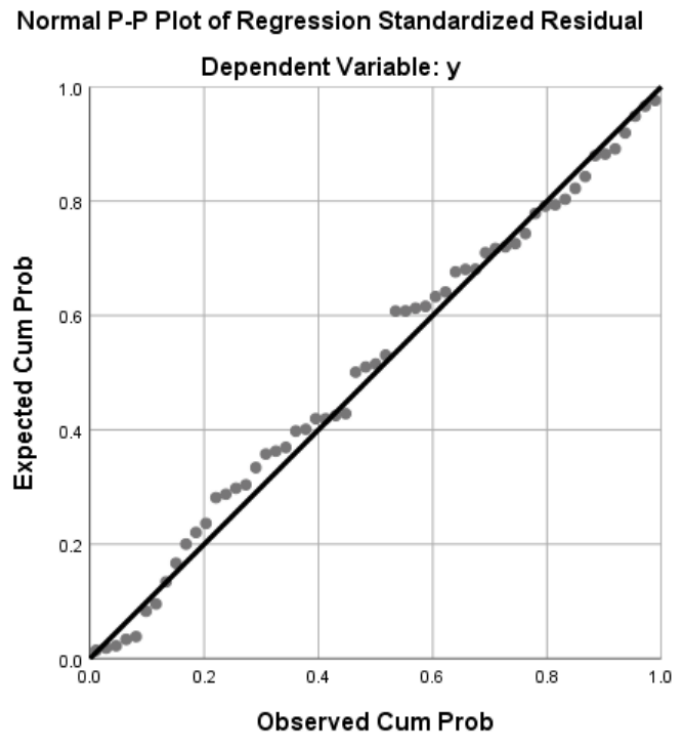


Figure 2. Normality Test – P Plot

### Non-graphic Method

Table 10. Kolmogorov Smirnov Normality Test

Asymp.Sig (2-tailed)	Alpha	Data Normality
0,200	0,05	Normal

### Multicollinearity Test Result

Table 11. Multicollinearity Test Result

Variable	Tolerance	VIF	Results
Leadership	0.532	1.878	No multicollinearity
Organizational Culture	0.485	2.060	No multicollinearity
Organizational Climate	0.477	2.096	No multicollinearity

### Heteroscedasticity Test Result Graphic Method

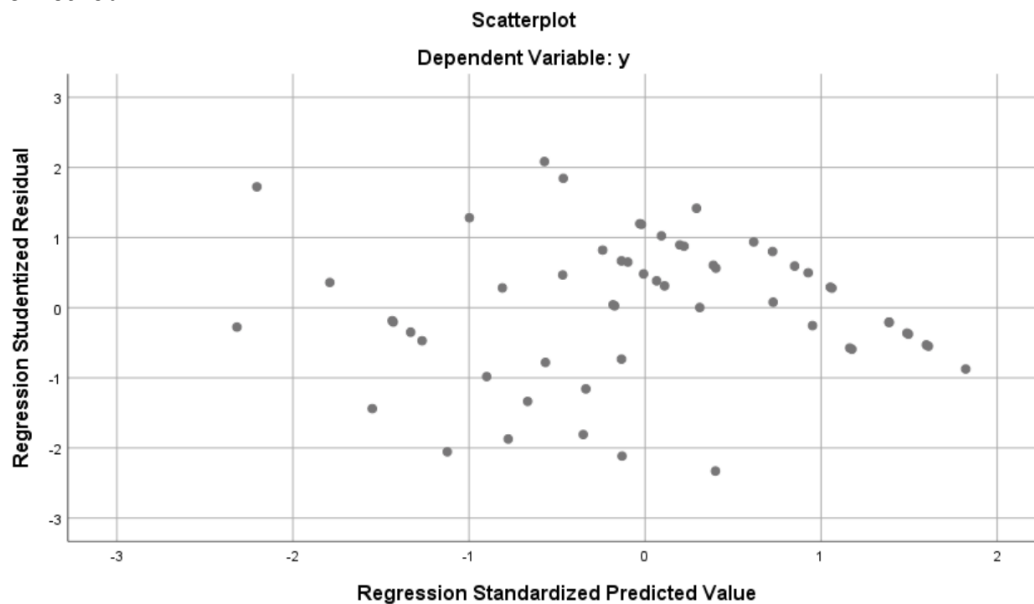


Figure 3. Heteroscedasticity Test Graphic Method

### Non-graphic Method

Table 12. Glejser Test Result

Variable	Sig.	Results
Leadership	0,273	No Heteroscedasticity
Organizational Culture	0,087	No Heteroscedasticity
Organizational Climate	0,599	No Heteroscedasticity

### Autocorrelation Test Result

Table 13. Durbin-Watson

Model	Durbin-Watson
1	1.911



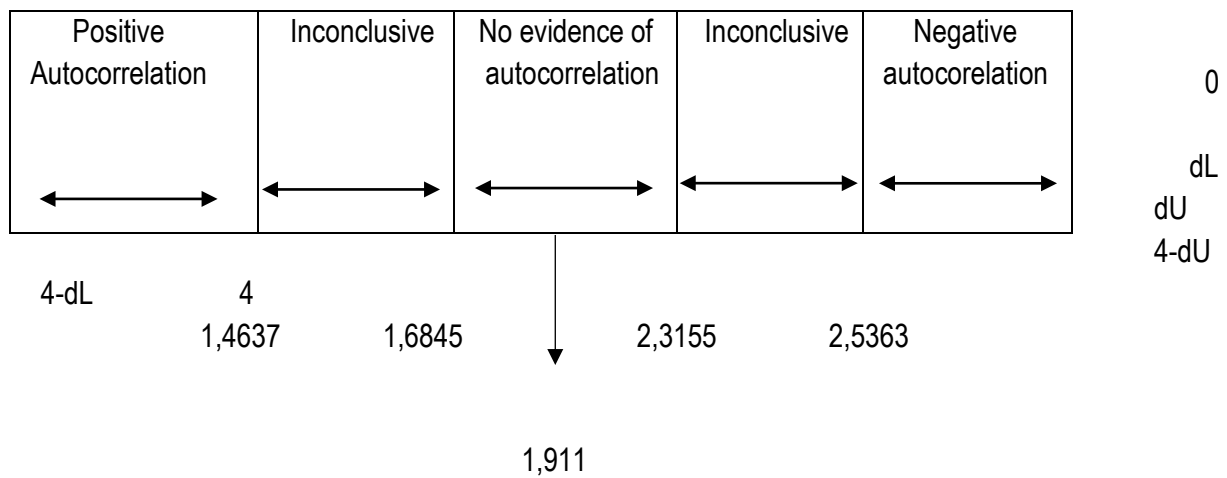


Figure 4. Durbin Watson Test

## Coefficient Test Result

Table 14. Correlation Coefficient (R) dan Determination Coefficient (R<sup>2</sup>)

Model	R	R Square	Adjusted R Square
1	0,833	0,694	0,677

## Multiple Linear Regression Analysis Result

Table 15. Hypotheses Testing

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	1.275	0.949	1.344	0.185
X1	0.478	0.109	4.379	0.000
X2	0.216	0.105	2.070	0.043
X3	0.236	0.096	2.445	0.018

Table 16. Goodness of Fit Test Leadership (X1), Organizational Culture (X2),  
Organizational Climate (X3) to Employee Job Satisfaction (Y)

Model	Sig.
1	0,000 <sup>b</sup>

Regression model used in this research:

$$Y = 1,275 + 0,478X_1 + 0,216X_2 + 0,236X_3 + e$$

based on the test results, this research can conclude that:

The results of hypothesis testing 1 show that  $H_a$  is accepted, because a significant value of  $t_{\text{value}} \geq t_{\text{table}} (\alpha/2)$  is obtained, which is  $(4,379 > 1,999)$  and is also reinforced by a  $p\text{-value} < \alpha$  or  $(0,000 < 0,05)$ , meaning that there is an influence of Organizational Culture on Employee Job Satisfaction at KPP Madya Dua Jakarta Utara. These results are in accordance with research conducted by Irwan Pancasila, Siswoyo Haryono, Beni Agus Sulisty (2020) and Mustafa Samancioglu, Murat Baglibel, Barbara Jeanne Erwin (2020) which states that Leadership affects employee Job Satisfaction.

The results of hypothesis testing 2 show that  $H_a$  is accepted, because a significant value of  $t_{\text{value}} \geq t_{\text{table}} (\alpha/2)$  is obtained, which is  $(2,070 > 1,999)$  and is also reinforced by a  $p\text{-value} < \alpha$  or  $(0,043 < 0,05)$ , meaning that there is an influence of Organizational Culture on Employee Job Satisfaction at KPP Madya Dua Jakarta Utara. These results are in accordance with research conducted by Celalettin Serinkan, Mehmet Kiziloglu (2021) and Mateja Cucek, Sonja Mlaker Kac (2020) which states that Leadership affects employee Job Satisfaction.

The results of hypothesis testing 3 show that  $H_a$  is accepted, because a significant value of  $t_{\text{value}} \geq t_{\text{table}} (\alpha/2)$  is obtained, which is  $(2,445 > 1,999)$  and is also reinforced by a  $p\text{-value} < \alpha$  or  $(0,018 < 0,05)$ , meaning that there is an influence of Organizational Climate on Employee Job Satisfaction at KPP Madya Dua Jakarta Utara. These results are in accordance with research conducted by Theresia Santi Sabatina Wantoro, Susan rahmayanti, Fitri Kurnia (2020), Surreya Sener, Erdinc Balli (2020) and P. K. Agarwal (2019) which states that Leadership affects employee Job Satisfaction.

## CONCLUSION, LIMITATION, AND RECOMMENDATION

Based on this research it can be concluded that leadership, organizational culture, and organizational climate have effect on employee job satisfaction.

The limitation in this research are This research only covers 3 variables, namely, Leadership, Organizational Culture, and Organizational Climate; There are limited time, manpower, and costs due to the Covid-19 virus pandemic that occurred in Indonesia so that research has an impact on the difficulty of making direct observations; and the total population and sample used in this study were 57 respondents in KPP Madya Dua Jakarta Utara.

Based on the results that have been obtained and the limitations in this study, recommendations are proposed for consideration in improving Employee Job Satisfaction. For company, can pay more attention to Employee Job Satisfaction especially conscientiousness and improve them through training and education programs by providing understanding related to Employee Job Satisfaction problems that are often encountered at work and solutions in solving these problems. For further research, are expected to use more samples with different research object, thus will approach the picture of the results that are closer to the actual conditions, expected to pay more attention to the relationship between each variable to be tested and the object to be used in the research, thus that testing can be carried out better and get the expected results, and can add other variables that related to Employee Job Satisfaction which

may have larger effect on Employee Job Satisfaction, because variables used in this research still limited only three variables.

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