

**The Influence of Leadership and Organizational Culture on Employee Work Satisfaction in Bolmut Regency**

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**ABSTRACT**

This study aims to analyze the influence of leadership and organizational culture on job satisfaction. This study uses explanatory research or hypothesis testing research. The location of the study was carried out in the Regional Government of Bolmut Regency, North Sulawesi Province, the study population was the whole object of the research studied, namely all civil servants in Bolmut Regency, North Sulawesi Province, the number of samples in this study were 160 employees in determining the sample used proportional random sampling technique. Data collection methods are primary and secondary, primary data is data obtained directly from the distribution of questionnaires to respondents in the District Government of Bolmut as research samples and secondary data, namely supporting data in the form of documents and interviews obtained from the research location. The data is collected through the distribution of questionnaires that are rated and tabulated for later analysis and the answers obtained by respondents in accordance with the predetermined variable values will then be analyzed using the help of SPSS software. The results showed that the variables of leadership and organizational culture had a positive and significant effect on employee job satisfaction.

Keyword: leadership, organizational culture, job satisfaction.

**INTRODUCTION**

As mandated in UU No. 17/2007 concerning the 2005-2055 National Long-Term Development Plan, that the development of the state apparatus is carried out through bureaucratic reform to improve the professionalism of the state apparatus and to realize good governance, at the center and in the regions in order to be able to support the success of development in other fields. In achieving the reform target, the Government made organizational / institutional arrangements to realize an organization with the right function and right size, the creation of a bureaucracy that has a work culture with integrity and high performance, the realization of systems, processes and work procedures that are clear, effective, efficient, measurable, and in accordance with the principles of good governance, a more orderly, non-overlapping and conducive regulation is established, as well as the establishment of competent, professional and productive human resources.

Human resource planning is a management process in determining the movement of an organization's human resources from a desired position in the future, while human resources are a set of processes and activities carried out jointly by human resource managers and line managers to solve organizational problems related to humans. The purpose of system integration is to create a process of predicting the demand for human

resources that arises from strategic and operational planning quantitatively, compared to predictions of availability that come from HR programs. Therefore, human resource planning must be adapted to a particular strategy so that the main goal in refining the effectiveness of the organization can be achieved.

According to Riva'i (2004) "An organization without the support of employees / employees that fits both the quantitative, qualitative, strategy and operational aspects, so that the organization / company will not be able to maintain its existence, develop and advance in the future". Therefore, there is a need for management steps to better ensure that the organization has the right workforce to occupy various positions, functions, jobs that are in line with needs.

Most definitions of leadership reflect the assumption that leadership is related to a deliberate process of someone to emphasize their strong influence on others to guide, structure, facilitate activities and relationships within groups or organizations (Yukl, 2005). Organizations need strong leadership and strong management for optimal effectiveness. We need leaders to challenge the status quo, create a vision of the future, and inspire members of the organization to achieve a vision (Robbins and Judge, 2015).

Robbins (2006) states that organizational culture is a system of meanings adopted by members that differentiate between organizations, as well as Robbins explains that measuring organizational culture can understand how employees view the organization, encourage teamwork, value innovation, and increase initiative.

Regarding the relationship of job satisfaction and performance Robbins and Judge (2015) explain as conclusions of several studies, happy workers are more likely to be productive workers. Some researchers used to believe that the relationship between job satisfaction and performance is a myth. But a review of 300 studies states that the correlation is quite strong. As we move from the individual level to the organization, we also find support for job-performance satisfaction relationships. As we collect satisfaction and productivity data for the organization as a whole, we find that organizations with more satisfied workers tend to be more effective than fewer organizations.

Studies from several researchers regarding the relationship of leadership and job satisfaction show a positive and significant influence (Rumawas, 2015; Suprpta, 2015; Maryani, 2008). Likewise, the relationship between Organizational Culture and job satisfaction which by some researchers (Tumbelaka, 2016; Purba, 2016; Herawan, 2015) shows a positive and significant relationship.

North Bolaang Mongondow Regency is a Regency in North Sulawesi with the capital of Boroko regency being a newly established district of Bolaang Mongondow District in 2007, for this reason the government of North Bolaang Mongondow Regency needs to improve the quality of human resources more specifically in terms of leadership and organizational culture to answer the needs and challenges of internal and external local government.

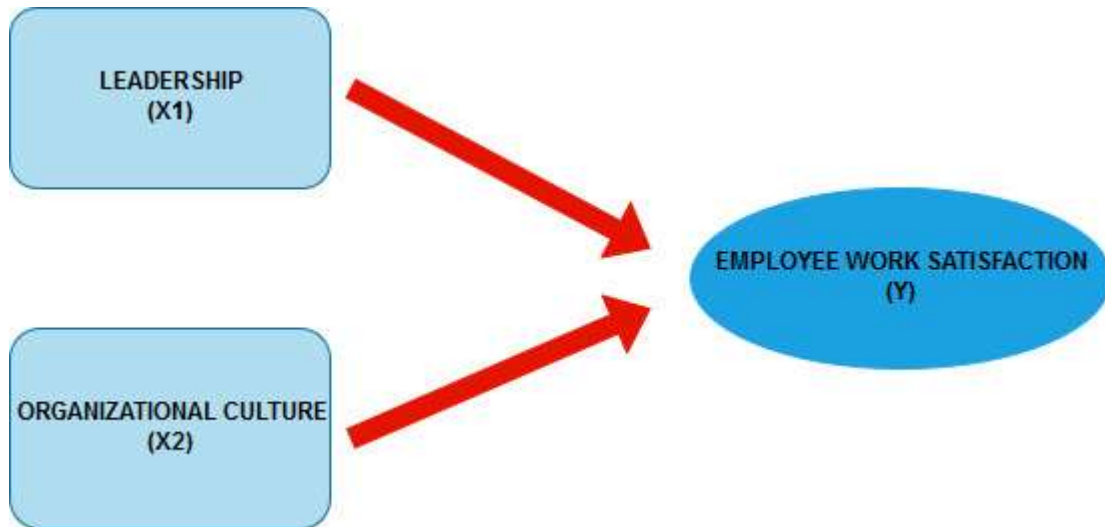
### **Conceptual Framework and Research Hypothesis**

The problems in this study include the influence of Leadership and Organizational Culture on employee job satisfaction and the object of research is employees in North Bolmong

District

Government.

Based on the theory and previous research that has been explained, the conceptual framework of leadership causality and organizational culture on employee job satisfaction can be explained as:



Picture of the Concept of Research Framework

Based on the conceptual framework of research, the hypotheses proposed in this study are:

H1: Leadership has a significant effect on employee job satisfaction.

H2: Organizational Culture has a significant effect on employee job satisfaction.

## METHODS

This study aims to examine the influence of leadership and organizational culture on employee job satisfaction. In accordance with the formulation of the problem and the research objectives to be achieved, this study uses a type of explanatory research or hypothesis testing research. Population is the whole object of research that is studied. The population of this study is all employees in Bolmut Regency, based on data in the Bolmut Regency Personnel Board in 2017 the number of ASN is 1318 people. Employees in this study are ASN who have been in their work for at least 1 (one) year, because at that time it is assumed that ASN already has experience to understand their work. To determine the sample to be used in the study, proportional random sampling technique was used. The data that has been netted with a questionnaire is then rated and tabulated for further analysis. The answers obtained from respondents in accordance with the predetermined variable values will then be analyzed using the help of SPSS software, where this data analysis technique is conducted to determine the effect of the multiple regression analysis approach.

**RESULTS**

**Simultaneous Influence Analysis (F test)**

Table 1. Results of F Test Analysis (Anova)

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	128,266	2	64,133	302,057	,000 <sup>a</sup>
	Residual	33,334	157	,212		
	Total	161,600	159			

a. Predictors: (Constant), Organizational Culture, Leadership

b. Dependent Variable: Job Satisfaction

Source: Results of analysis with SPSS

Simultaneous testing is done to find out whether the multiple regression model with the independent variable Leadership (X1), Organizational Culture (X2), has an influence or can predict the dependent variable Employee Job Satisfaction (Y).

From the results of the F test (Anova) in table 5.5 it can be seen that the results obtained are the value of Fcount = 302,057, the value of Ftable at the free degree (2; 159) with a value of  $\alpha = 0.05$  is 3.05. Thus Fcount > Ftable or 302,057 > 3.05. with the level of probability sig. 0,000. Because the probability (0,000) is far less than 0.05.

Based on the criteria for testing the hypothesis, H<sub>0</sub> is rejected and H<sub>a</sub> is accepted, this means that the regression model can be used to measure influence or forecasting.

Effect of Leadership Variables (X1), and Organizational Culture (X2), on Employee Job Satisfaction variables (Y) can be seen from the coefficient of determination (Rsquare) in table 2. below.

Tabel 2. Model Summary

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,891 <sup>a</sup>	,794	,791	,461	,794	302,057	2	157	,000

a. Predictors: (Constant), Organizational Culture, Leadership

b. Dependent Variable: Job Satisfaction

Source: Results of Analysis with SPSS

From solid data table 2 it can be seen that the coefficient of determination (Rsquare) = 0.891, this shows the understanding that Employee Job Satisfaction (Y) is affected by 89.1% by Leadership (X1), Organizational Culture Variable (X2), while the rest (100% - 89.1% = 10.9%) explained by other reasons.

**Partial Effect Analysis**

Table 3. Regression coefficients and their significance

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,575	,959		3,726	,000
	Leadership	,383	,042	,441	9,167	,000
	Organizational Culture	,516	,046	,536	11,137	,000

a. Dependent Variable: Job Satisfaction

Source: Results of Analysis with SPSS

From the data in table 3 on the Leadership variable (X1) the coefficient value is 0.383, with a constant of 3.575, the regression calculation equation is obtained:  $Y = 3.575 + 0.383X1$ . From table 5.7 also obtained the value of  $t_{count} = 9,167$ , for the value of table with a significance level of  $\alpha = 0,05$  and degrees of freedom ( $dk$ ) = 159, then obtained  $t$  table = 1,960. It turns out that  $t_{count} > t$  table or  $9,167 > 1,960$ , with a probability value of  $sig = 0,000$  far below the value of 0.05, then  $H_0$  is rejected and  $H_a$  is accepted, meaning significant. So, Leadership Variables have a positive and significant effect on Employee Job Satisfaction.

In the Organizational Culture variable (X2) the coefficient value is 0.516 with a constant of 3.575, then the regression equation is obtained:  $Y = 3.575 + 0.516X2$ .

From table 5.7 can be seen the value of  $t_{count} = 11,137$ , for the value of  $t$  table with a significance level of  $\alpha = 0.05$  and degrees of freedom ( $dk$ ) = 159 then obtained  $t$  table = 1,960. It turns out that  $t_{count} > t$  table or  $11.137 > 1.960$ , with a probability value of  $sig = 0,000$  far below the value of 0.05, then  $H_0$  is rejected and  $H_a$  is accepted, meaning significant. So Organizational Culture Variables have a positive and significant effect on Variables of Employee Job Satisfaction. Based on the results above, the regression equation obtained is:  $Y = 3.575 + 0.383X1 + 0.516X2$ .

All regression coefficients are positive, this means that every increase in all independent variables, namely Leadership Variables (X1), and Organizational Culture (X2), will implement an increase in the dependent variable, Employee Job Satisfaction (Y).

**DISCUSSION**

**Effect of Leadership on Employee Job Satisfaction**

Based on the results of the  $t$  test show the value of the tithing Leadership variable is greater than the  $t$ table value, this indicates that the Leadership variable has a significant effect on the variable Employee Job Satisfaction in Bolmut Regency. These results indicate that the improvement of Leadership in Bolmut Regency will increase Employee Job Satisfaction.

This finding supports the research from Rumawas (2015), Suprpta (2015) and Maryani (2011) which states that there is a significant relationship between Leadership and job satisfaction, the higher the Leadership, the greater the level of job satisfaction.

Thus, the meaning that can be drawn from this finding is that Leadership is one of the important factors in carrying out the duties of a leader in increasing Employee Job Satisfaction. This is in accordance with Yukl's (2005) opinion that leadership includes motivating subordinates and creating pleasant conditions in carrying out work.

### **Effect of Organizational Culture on Employee Job Satisfaction**

Based on the results of the t test showing the value of the titan of the Organizational Culture variable is greater than the value of t table, this indicates that the Organizational Culture variable has a significant effect on the variable Employee Job Satisfaction in Bolmut Regency. These results indicate that the Organizational Culture Improvement in Bolmut Regency will increase Employee Job Satisfaction. These results are in line with the opinion of Schein (1991) that organizational culture can cause individual satisfaction manifested in the form of meetings and effective interpersonal communication, the success of individual socialization, and increased work productivity.

This finding supports the research of Supriyanto and Tumbelaka (2016), and Herawan (2017) which states that Organizational Culture has a positive and significant effect on Employee Job Satisfaction. But this study does not support research conducted by ancient (2016) which states that Organizational Culture has no significant effect on Employee Job Satisfaction.

### **CONCLUSION**

Based on the results of research on the influence of Leadership and Organizational Culture on Employee Job Satisfaction, conclusions can be drawn as follows: 1) Leadership Variables have a positive and significant effect on the variable Employee Job Satisfaction. 2) Organizational Culture Variables have a positive and significant effect on employee job satisfaction variables.

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