

The Effects of Leadership Style, Organizational Culture and Career Development on Job Satisfaction

¹Ignatius Jeffrey and ²Mega Sari

¹Department of Management,

²Department of Magister Management, University of Mercu Buana, Jakarta, Indonesia

Abstract: In doing their duties and responsibilities as civil servants, the positive feeling of employees in finishing their tasks will affect their level of success object and target of organization or agency where they worked. Based on preliminary survey, level of satisfaction of civil servants between 2015-2016 on Indonesia, Banten Provincial Environment and Forestry Office had been decreasing in to level of 4.4%. This had become the main reason of researcher to find out what factors that affect the decreasing level of job satisfaction of civil servants. In preliminary survey shows that there are factors that affect level of satisfaction of civil servants which leadership style, organizational culture and career development. The type of research that used in this research is descriptive with quantitative method. The independent variables are leadership style, organizational culture and career development. The dependent variable is job satisfaction. Research population was all of 182 civil servants in Banten Provincial Environment and Forestry Office and sample of 125 respondents. Data analysis was using multiple linear regression analysis. Based on data processing, the results of the test were that variable of leadership style had positive and significant effects on job satisfaction, variable of organizational culture had positive and significant effects on job satisfaction and career development had positive and significant effects on job satisfaction. It may be concluded that leadership style, organizational culture and career development were factors that increased the employee's job satisfaction in doing their tasks which will affect their level of success object and target of organization or agency where they worked.

Key words: Leadership style, organizational culture, career development and job satisfaction, agency, servant, sample

INTRODUCTION

Banten Provincial Environment and Forestry Office is one of state agency in Banten that has main duty and function to help Governor running government's duties in area Living Environment and Forestry Province of Banten. In a government organization, the management of organization by the rules is a key of success factor to gain object and target of government. The roles of human resource in governance management are one of key of government's success factor to gain object and target. In a department, employees have rights and obligations in completing tasks and function as civil servant. Civil servants/ employees in order to succeed their tasks, needs conditions that suitable for them especially which come out from their personal. An optimistic and happy employee will give positive response in finishing the tasks. In this case, in government organization's management, job satisfaction of employees need more attention.

In Banten Provincial Environment and Forestry Office, among 2014-2016 level of employee's satisfaction had decreased. This data based on the result of

preliminary survey that in 2015 there was decreasing of employee's job satisfaction 0.4% and in 2016 level of job satisfaction decreasing employees of Banten Provincial Environment and Forestry Office became 4.4%. This result gave adversely effects on success and target of organization or agency Banten Provincial Environment and Forestry Office. Based on preliminary survey, factors that affect decrease level of employee's job satisfaction are leadership style 77.7%, organizational culture 75.6% and career development 73.3%. That the reasons why researcher had temporarily concluded that leadership style, organizational culture and career development are dominant factors that affect employee's job satisfaction in Banten Provincial Environment and Forestry Office.

The purposes of research:

- To analyze and evaluate whether the leadership style factor has effect on job satisfaction in Banten Provincial Environment and Forestry Office
- To analyze and evaluate whether the organizational culture factor has effect on job satisfaction in Banten Provincial Environment and Forestry Office

- To analyze and evaluate whether the career development factor has effect on job satisfaction in banten provincial environment and forestry office
- To analyze and evaluate whether the leadership style, organizational culture and career development factor has effect on job satisfaction in banten provincial environment and forestry office

Literature review: Leadership style is “focus exclusively on what leaders do and how they act” (Northouse, 2013). King (2013) defines leadership as a “process in which individual persuades the group of individuals to achieve a common goal”. The leadership style that is meant in this sense is the perception of employees or subordinates who would be influenced by their behavior rather than the perception of a leader itself. View other leadership states that the meaning of leader influence led but the relationship between the leaders with led are mutually beneficial to both parties (Lok and Crawford, 2004).

The concept of organizational culture is considered to be “one of the most fascinating and yet, elusive topics for management researchers”, with more than 4,600 articles examining the subject since 1980. Pettigrew (1979) defines culture as “the system of such publicly and collectively accepted meanings operating for a given group at a given time. This system of terms, forms, categories and images interprets a people’s own situation to themselves”. Barney and Griffin (1992) refers to “a complex set of values, beliefs, assumptions and symbols that define the way in which a firm conducts its business” while Haggett (1975) speaks of “patterns of behavior that form a durable template by which ideas and images can be transferred from one generation to another or from one group to another”. This culture influences the conclusions people draw from their observations, the assumptions they make when they do have factual knowledge and the way they behave. Organizational culture is “the pattern of shared values and beliefs that help individuals understand organizational functioning and thus provide them with norms for behavior in the organization” (Deshpande and Webster, 1989).

Career development is an organized learning experience in a given time period to increase the likelihood of improvement in growth performance of duties, in accordance with the education, training and environmental change (mutation) in an activity of the Organization (David, 2007). “Career success” can be defined as the “positive psychological and work-related outcomes accumulated as a result of one’s work experiences” (Seibert *et al.*, 2001). Hamer and Bruch (1997) concluded that “the social nature of many career

development tasks, roles and personality factors that have relevance to the social realm can be expected to predict career success”.

Job satisfaction which is defined as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (Locke, 1976), covers a wide range of conceptual domains. Job satisfaction is a “most versions share the belief that job satisfaction is a work related positive affective reaction” (Worrell, 2004). Job satisfaction is defined as ‘a pleasurable emotional state that results from the appraisal of one’s job as achieving or facilitating one’s job value’s (Locke, 1976) whereas job dissatisfaction is defined as ‘the unpleasurable emotional state resulting from the appraisal of one’s job as frustrating or blocking the attainment of one’s value’s. According to Abdulla *et al.* (2011), job satisfaction as “the degree to which people like their jobs”. Weiss *et al.* (1967) defines job satisfaction as “a positive (or negative) evaluative judgment one makes about one’s job or job situation. Job satisfaction is an evaluative feeling about one’s job after going through various definitions of job satisfaction “it seems desirable to treat job satisfaction as generally equivalent to job attitude”. Definition of job satisfaction can be “the extent to which employees like their jobs” (Stamps, 1997).

MATERIALS AND METHODS

The method that had been used in this research was quantitative since it was scientific, systematic and there were correlation in between. Type and source of data used were primary and secondary data from population number of this research were all 182 civil servants in Banten Provincial Environment and Forestry Office and number of samples of 125 respondents that acquired by formula method of Slovin. Data technique analysis that used was descriptive-analytic. To keep data in good quality and valid, researcher had done tests: validity and reliability of test. Data processing was done by multiple linear regression analysis method by doing classic assumption tests at the first place. Classic assumption tests that used are: normality test, heteroskedasticity test, multicollinearity test and autocorrelation test. Hypothesis test was ruled to find out whether between variables had affected significantly by F-test and t-test. Statistic tool test was used to process data with SPSS (Statistical Package for the Social Sciences) Program.

Model of research: Research model between leadership style, organizational culture and career development factors on employee’s job satisfaction in Banten Provincial Environment and Forestry Office is shown as follow in Fig. 1.

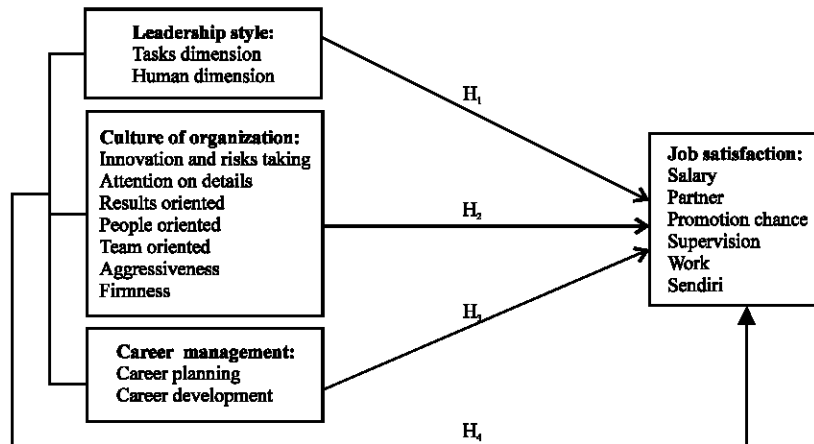


Fig. 1: Model of research

Table 1: Operational variable research

| Variables/Definition | Dimensions | Indicators | No. of questions | |
|---|--|---------------------------------------|-------------------------------|--------|
| Job satisfaction (Y): Locke (1969) job satisfaction is “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” | Salary | Adequate salary | 1 | |
| | Partners | Satisfaction on salary | 2 | |
| | | Working together feeling | 3 | |
| | | Support from partner | 4, 5 | |
| | Promotion chance | Competition with partners | 6 | |
| | | Chance for higher position | 7 | |
| | Supervision | Chance to have more influences | 8 | |
| | | Occupational promotion mechanism | 9 | |
| | | Firmness of supervision | 10 | |
| | | Respectable leader | 11 | |
| | The job | Support from leader | 12 | |
| | | Job challenge | 13, 14 | |
| | | Job variation | 15 | |
| Suitable job | | 16 | | |
| Directing | | 17 | | |
| Supporting | | 18, 19 | | |
| Participating | | 20 | | |
| Leadership style (X₁): Northhouse (2013) leadership style is “focuses exclusively on what leaders do and how they act” | Human dimension | Tasks oriented | 21, 22 | |
| | | Supporting | 18, 19 | |
| | Tasks dimension | Supporting | 18, 19 | |
| | | Participating | 20 | |
| | | Tasks oriented | 21, 22 | |
| | | Innovation and risks taking | Innovative | 23, 24 |
| | | Attention on details | Creative | 25 |
| | | | Accuracy | 26, 27 |
| | | Oriented | Analysis | 28 |
| | | | Attention while doing the job | 29, 30 |
| Human oriented | Do the tasks as Target | 31, 32 | | |
| | Leader give tasks as employee’s ability | 33 | | |
| Team oriented | Leader give tasks as employee’s expertise | 34 | | |
| | The success of team target in their division | 35, 36 | | |
| Aggressiveness | Aggressive in doing the job | 37 | | |
| | Firmness | Doing the job for company’s stability | 38 | |
| Career development (X₃): Nadler, 2007 career development is an organized learning experience in a given time period to increase the likelihood of improvement in growth performance of duties, in accordance with the education, training and environmental change (mutation) in an activity of the organization | Career management | Attitude of leader and partners | 39, 40 | |
| | | Experience | 41, 42 | |
| | Career planning | Education | 43, 44 | |
| | | Achievement | 45, 46 | |
| | | Luck factor | 47 | |

Hypothesis:

- H₁: leadership style has significant effect on job satisfaction
- H₂: organizational culture has significant effect on job satisfaction
- H₃: career development has significant effect on job satisfaction

- H₄: leadership style, organizational culture and career development together have significant effect on job satisfaction

Operational variable research: Table 1 described the Operational variable research.

RESULTS AND DISCUSSION

Characteristic of respondent: Characteristic of respondent in this research describes gender, occupation, level of education and years of service civil servant of Banten Provincial Environment and Forestry Office. Respondents in this research are 125 with characteristic in Table 2 as follow.

Regression analysis: Description analysis has goal to describe systematically and factual of known factors. Multiple linear analysis which has goal to find out relation between one variable to another or furthermore the variables which “affect” are called independent variable and the variable that affected are called dependent variable. The result of the regression can be shown in Table 3.

In this research, calculation were using multiple linear analysis to reveal, linearly, between two or more independent variables with dependent one using Eq. 1:

$$Y = -9.976 + 1.631X_1 + 0.291X_2 + 0.419X_3 \quad (1)$$

To test hypothesis whether significant or not, calculation was done with determination test of F-test and t-test. The regression equation has the following meanings:

Constant (α): Constant in this study amounted to -9.976 which means that if all the variables of independent have a value of zero (0) then the value of the dependent variable (Y) negative of -9.976.

Leadership style: Leadership style regression coefficient of 1.631 indicates a positive number. Values are positive coefficients showed a positive influence of leadership style on job satisfaction. This means that any increase in the leadership style of one unit then the job satisfaction will increase by 1.631 units on the assumption that the other independent variables from the regression model is fixed.

Organization culture: Organization culture regression coefficient of 0.291 indicates a positive number. Values are positive coefficients showed a positive effect of

organization culture on job satisfaction. This means that any increase in the organization culture of the unit job satisfaction will increase by 0.291 units on the assumption that the other independent variable from the regression model is fixed.

Career development: Career development regression coefficient of 0.419 indicates a positive number. Values are positive coefficients showed a positive influence of career development on job satisfaction. This means that any increase in the career development, the job satisfaction of the unit will increase by 0.419 units on the assumption that the other independent variable from the regression model is fixed.

Result of F-test: Based on Table 4 the result of F-test reveal that $F_{count} 78.280 > table 2.680$ (df 1 = 3, df 2 = 121, $\alpha = 0.05$) with significance $0.000 < 0.05$, then H_0 denied and concluded that leadership style, organizational culture and career development together had significant effect on job satisfaction.

Result of t-test: To reveal the variable that had partial significant influence, coefficient regression test with t test statistic was needed. The interpretation of test result (accepted/denied H_0) can be done by comparing t-count with t-table or by observing its significance. A model was said to be good if t value was significant. The t-value significant if has value of significance < 0.05 .

Table 2: Distribution of respondents characteristic

| Respondents | Frequency | Percentage |
|---------------------------------|-----------|------------|
| Gender | | |
| Male | 88 | 70 |
| Female | 37 | 30 |
| Years of service | | |
| 0-1 | 50 | 40 |
| 10-20 | 40 | 32 |
| >20 | 35 | 28 |
| Education level | | |
| Post graduate | 29 | 23 |
| Bachelor | 53 | 42 |
| Diploma | 16 | 13 |
| High school | 27 | 22 |
| Occupation | | |
| Chief of area | 6 | 5 |
| Secretary | 21 | 17 |
| Chief of section | 98 | 78 |
| General functional/staff | | |

Data of employees of Banten Provincial Environment and Forestry Office

Table 3: t-test on variable of leadership style, organizational culture, and career development

| Models | Unstandardized coefficients (B) | SE | Standardized coefficients (β) | Tolerance | VIF | Collinearity statistics | |
|------------------|---------------------------------|-------|-------------------------------|-----------|-------|-------------------------|-------|
| | | | | | | t-values | Sig. |
| Constant | -9.976 | 4.405 | | -2.265 | 0.025 | | |
| X ₁ T | 1.631 | 0.231 | 0.498 | 7.055 | 0.000 | 0.564 | 1.772 |
| X ₂ T | 0.291 | 0.087 | 0.235 | 3.331 | 0.001 | 0.565 | 1.769 |
| X ₃ T | 0.419 | 0.148 | 0.204 | 2.829 | 0.005 | 0.540 | 1.853 |

Dependent variable: YT; Questionnaire processed data by SPSS

Table 4: ANOVA table

| Models | ANOVA ^a | | | | |
|------------|--------------------|-----|-------------|---------|--------------------|
| | Sum of squares | df | Mean square | F-value | Sig. |
| Regression | 5116.761 | 3 | 1705.587 | 78.280 | 0.000 ^b |
| Residual | 2636.391 | 121 | 21.788 | | |
| Total | 7753.152 | 124 | | | |

^aDependent variable: YT; ^bPredictors: Constant = X₃T, X₂T, X₁T; Questionnaire (2017), processed data by SPSS

Table 5: t-test on variable of leadership style, organizational culture and career development

| Models | Unstandardized coefficients (B) | SE | Standardized coefficients (β) | Tolerance | VIF | Collinearity statistics | |
|------------------|---------------------------------|-------|-------------------------------|-----------|-------|-------------------------|-------|
| | | | | | | t-values | Sig. |
| Constant | -9.976 | 4.405 | | -2.265 | 0.025 | | |
| X ₁ T | 1.631 | 0.231 | 0.498 | 7.055 | 0.000 | 0.564 | 1.772 |
| X ₂ T | 0.291 | 0.087 | 0.235 | 3.331 | 0.001 | 0.565 | 1.769 |
| X ₃ T | 0.419 | 0.148 | 0.204 | 2.829 | 0.005 | 0.540 | 1.853 |

Dependent variable: YT; Questionnaire processed data SPSS

Table 6: Determination coefficient of variable leadership style (X₁), organizational culture (X₂), and career development (X₃) on job satisfaction (Y)

| Model | R | R ² | Model summary | |
|-------|--------------------|----------------|-------------------------|--------------------|
| | | | Adjusted R ² | SE of the estimate |
| 1 | 0.812 ^a | 0.660 | 0.652 | 4.66780 |

^aPredictors: Constant, X₃T, X₂T, X₁T; Dependent variable: YT; Questionnaire, processed data by SPSS

Based on Table 5, it was obvious that value of t-table on every variable. To make conclusion whether accepted or deny the H₀, first need values of t-table to be used. This value is depends on degree of freedom (df) and significance level that used. By using significance level of 5% and value of df t-table was (df = 121, α = 0.05) 1.6575. The result test of effect on every independent variable (leadership style, organizational culture and career development) to dependent variable (job satisfaction) in Banten Provincial Environment and Forestry Office was as follow. Based on output, t_{count} value was 7.055. If this compare with t-table value was 1.6575 (df = 121, α = 0.05) with significance value 0.000 < 0.05, the acquired t-count was bigger than t-table, this means H₀ is denied.

From that calculations can be concluded that variable of leadership style had significant effect on job satisfaction. Based on t-test, the influence of organizational culture on job satisfaction had value 3.331, bigger than t-table 1.6575 (df = 121, α = 0.05) with significance value 0.001 less than 0.005, this means H₀ is denied. This means organizational culture had significant influence on job satisfaction. The same thing happens as leadership style and organizational culture, based on t-test the influence of career development on job satisfaction t_{count} value was 2.829 less than t-table 1.6575 (df = 121, α = 0.05) with significance value 0.05 less than 0.05 this means H₀ denied. Variable of career development had significant effect on job satisfaction.

Analysis of determination coefficient: Based on Table 6, known that determination coefficient (R²) value was 0.660 this reveal that together variable of leadership style (X₁), organizational culture (X₂) and career development (X₃) in explaining variable of job satisfaction (Y) is 66.0% and the rest 34.0% explained by other variables. Based on this result, leadership style (X₁), organizational culture (X₂) and career development (X₃) on job satisfaction (Y) are acceptable. The value of multiple regression coefficient on independent variable leadership style (X₁), Organizational culture (X₂) and career development (X₃) was 0.812. This means 3 independent variables had relation with variable Job satisfaction as dependent variable with very strong criteria.

The effect of leadership style on job satisfaction: The result of analysis showed that leadership style has positive and significant effect on job satisfaction. The result is comparable to those by Durowoju *et al.* (2013) that in positive manner, leadership style had effect on job satisfaction. Accordingly, leadership style of a supervisor to direct, encourage and instruct his/her subordinates in each work should be improved to enhance job satisfaction of employees which in turn help achieve the goal of an organization. Likewise, a supervisor with the ability to motivate his/her subordinates to complete them and create mutual trust and respect among them will help improve job satisfaction.

The effect of organization culture on job satisfaction: The result of analysis showed that an organizational culture has positive and significant effect on Job satisfaction. The result is comparable to those by Worrell (2004) that in positive manner, organizational culture has effect on job satisfaction. The implementation of values adhered to by employees of environment and Forestry Office of

Banten Province as reflected in the organizational culture as in the sphere of innovation and risk taking should be enhanced, the importance of an organization to contribute to the fulfillment of community needs and attention to the detailed matters explaining that exemplary mode created where employees will complete their tasks insatisfactory, diligent and careful manner and the sphere as to the importance of improvement in various tasks which better enhance the job satisfaction of the employee.

The effect of career development on job satisfaction: The result of analysis showed that career development has positive and significant effect on Job satisfaction. This result is comparable to those by Jusuf *et al.* (2016) that in positive manner, career development has effect on job satisfaction. Improved indicator of career development in supervisor's behavior and co-employees such as achievement and the luck factor indicators in the career development will help improve job satisfaction of employees.

The effect of leadership style, organizational culture and career development on the job satisfaction: The result of analysis shows that leadership style, organizational culture and career development has positive and significant effect on the job satisfaction. This is comparable to that researched by Jusuf *et al.* (2016) in terms of leadership style, organizational culture and career development affects the job satisfaction. This shows that job satisfaction can be improved through better leadership style, organizational culture and career development.

CONCLUSION

The result reveals that leadership style had significant effect on job satisfaction in Banten Provincial Environment and Forestry Office. The result reveals that organizational culture had significant effect on job satisfaction in Banten Provincial Environment and Forestry Office. The result reveals that career development had significant effect on job satisfaction in Banten Provincial Environment and Forestry Office. The result reveals that leadership style, organizational culture and career development had significant effect on job satisfaction in Banten Provincial Environment and Forestry Office.

SUGGESTIONS

Leaders in Banten Provincial Environment and Forestry Office hopefully will be more effective in

implementing their leadership style, since, the result of this study reveal that leadership style will increase employee's job satisfaction especially on human dimension. Organizational culture which all these time was created in Banten Provincial Environment and Forestry Office need to be maintained and evaluated under dimension of firmness for positive progress of organization. Career development in Banten Provincial Environment and Forestry Office was a factor that needs more attention for employee's job satisfaction. This because the result reveals that career development will increase employee's job satisfaction that the luck factor of employee in career development cannot be ignored.

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