

The Impact of Leadership, Organizational Culture and Organizational Climate on Employee Job Satisfaction

(Case Study: PT Garuda Indonesia (Persero) Tbk)

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Abstract—This study aims to examine and analyze the influence of leadership, organizational culture, and organizational climate on employee’s job satisfaction at PT Garuda Indonesia (Persero) Tbk as a Case Study. The samples taken in this study were conducted using simple random sampling with the Slovin formula and there were 88 employees from 112 populations. The method of analysis in this study is multiple linear regression. The results of this study indicate that the leadership variables partially do not have a significant impact on employee’s job satisfaction. However, the independent variables: leadership, organizational culture, and organizational climate simultaneously have significant influence towards employee’s job satisfaction.

Keywords: leadership, organizational culture, organizational climate, employee’s job satisfaction

I. INTRODUCTION

Human resources are the most important factor in an organization. Thus each organization must always improve the quality of its human resources performance to achieve the objectives that have been set. Improving the quality of human resource performance is strongly influenced by the job satisfaction they receive and feel in their organization [1]. Therefore, job satisfaction is one of the factors that support the achievement of an organization's success. Until now, job satisfaction is still an interesting and important issue to learn because it is very big influence both for the benefit of individuals, organizations and society. Satisfaction and dissatisfaction that employees feel for their work in an organization is part of the dynamics of the organization.

The rapid development of airline service industry has made the competition of aviation service business very sharp, both in domestic market (national) and in international market (global). To win the competition, the company must be able to provide satisfaction to its customers, which is by producing quality service in accordance with customer expectations. In order to provide value to customers, the service strategy should consider management within the company on a variety of behaviors in the organization. The existence of intense competition in the aviation service industry hence required qualified human resources as a competitive advantage. Human

resources as one of the internal factors that hold an organization in achieving its goals so it needs to be directed through effective and efficient human resource management. Employees within the organization are expected to deliver high performance, customer-responsive, process-oriented, engaging and responsible for creating knowledge that can add value to the organization and achieve business success.

PT Garuda Indonesia (Persero) Tbk by achieving its organizational goals must be supported by human resources as well as the presence of a reformist leader who is concerned about change and can play an important role in the way of the organization. Leadership development programs include the identification of competencies and the creation of a competency model. A competency is a particular skill, knowledge, or characteristic necessary to perform a role effectively and to help a business meet its strategic objectives. Competence models are used to build leadership qualifications and improve effectiveness in relation to future business challenges. The main categories of competence include leadership, analytical thinking, communication, decision-making, relationship building, strategic planning or emotional intelligence.

Based on the observations, the authors concluded that the behavior of leaders to perform effective leadership styles is strongly influenced by corporate culture and corporate organizational climate. To confirm the presumption of the problem, the authors make a pre-research questionnaire conducted to 30 respondents that can be seen from Table 1, 2, 3, and 4:

TABLE I. PRE-RESEARCH OF LEADERSHIP

No	Description of Leadership	Agree	Disagree
1	Leaders give a freedom in decision making.	70%	30%
2	Leaders are wise.	40%	60%
3	Leaders provide a direction to employee of well perform the task.	33%	67%
	Average	47,6%	52,3%

Based on Table 1, the average 47.6% of respondents agreed and 52.3% stated that they disagree. Company goals will not be achieved without good cooperation between the leader and the employees.

TABLE II. PRE-RESEARCH OF ORGANIZATIONAL CULTURE

No	Description of Organizational Culture	Agree	Disagree
1	The company has a continuous training program to increase capability.	40%	60%
2	The company's vision creates the spirit and motivation of work.	30%	70%
3	Every employees is optimistic about the career ladder in the company.	40%	60%
	Average	36,6%	63,3%

Based on Table 2, the average 63.3% respondents stated disagree and 36.6% agreed. In this issue, it is seen that organizational culture in the company is not well achieved.

TABLE III. PRE-RESEARCH OF ORGANIZATIONAL CLIMATE

No	Description of Organizational Climate	Agree	Disagree
1	Before making important decisions, management always asks for input and consult with employees.	43%	57%
2	The performance appraisal system is based on objective and non-favoritism.	40%	60%
3	The company has a system of rewards and punishments.	65%	35%
	Average	49,3%	50,6%

Based on Table 3, the average 49.3% of respondents agreed and 50.6% said they disagree. In this issue it can be seen that the organizational climate in the company has not been perfect bias, because there are still many respondents who stated less agree with organizational climate that formed at this time. In point 2, which states the respondents less agree with the assessment system work. Management policies and practices can affect the climate. The managers who provide more feedback, and clarity of duties on their subordinates can help create a work-oriented, work-enhancing climate where employees feel more responsible for achieving organizational goals.

TABLE IV. PRE-RESEARCH OF JOB SATISFACTION

No	Description of Job Satisfaction	Agree	Disagree
1	Relationship with my manager is fair and communicative.	23%	77%
2	Feel comfortable in the work unit.	33%	67%
3	Employees are free to share their suggestions and opinions with colleagues.	50%	50%
	Average	35,3%	64,6%

Based on Table 4, the average 35.3% of respondents agreed and 64.6% stated disagree. From this survey that the level of employee job satisfaction in the company is very low.

II. LITERATURE REVIEW

A. Leadership

Leadership is a way used by a leader in influencing subordinates in order to carry out the duties and obligations in accordance with the expected to achieve goals that have been predetermined. Paul Hersey and Ken Blanchard in Setyo have developed a leadership model and have strong followers among management development specialists [2]. This model is called situational leadership theory. This model has been used as a major training tool of over 400 Fortune companies and more than one million managers a year from various organizations have been taught its basic elements. Situational leadership according to Hersey and Blanchard is a contingency theory that focuses on followers. Leadership will succeed if there is a combination between choosing the right leadership style and the maturity or readiness of followers. Leaders must know the exact level of maturity of their followers and then use the appropriate leadership style according to the level of maturity. The term readiness, as defined by Hersey and Blanchard, is defined as the ability and willingness of followers to take responsibility for the direction of their own behavior.

"Hersey and Blanchard" develop the four styles of the leader:

(a). Telling, (b). Selling, (c). Participation, and (d). Delegating " [2].

For more details will be described as follows:

1) *Telling*: "Leader style 1 is directive. It consists of telling the individual or group what to do, when, how, and with whom to do it. Style 1 is typified by one-way communication in which the leader directs the followers toward accomplishing tasks and reaching goals."

2) *Selling*: "This style is called "selling" because most of the direction is still provided by leader. Yet, through two-way communication and explanation, the leader tries to get the follower psychologically to buy into desired behaviors."

3) *Participation*: "Style 3 is characterized by leader behavior that provides encouragement, promotes discussion, and, asks for contributions from the followers. This represents a big difference from style 1 and 2, where the leader provides the directions and makes the decisions."

4) *Delegating*: "Style 4 leader behavior provides little direction, and low amounts of two-way communication and supportive behavior."

The leadership theory largely assumes that leaders treat all their followers in the same way. In reality, leaders can act very differently to one person to the others. In other words, leaders tend to have favorite in an organization. This is the basis for the leader member exchange (LMX-theory) theory [3]. This theory states that due to time pressure, the leader builds a special relationship with a small group of his followers. According to Kreitner and Kinicki in Wang, the LMX model is based on the

assumption that leaders develop unique relationships one by one with each person reporting to them [4]. Usually leaders tend to select members of in-group groups because they have many personality characteristics and attitudes similar to that leader or because of a higher level of competence than the others [5].

B. Organizational Culture

The organizational culture according to Robbins & Mary in Sari is a system of shared meanings and beliefs shared by organizational members that determine, in large part, how employees behave [6]. According to Mathis & Jackson organizational culture is a pattern of shared values and beliefs of the workforce [7]. These shared values and beliefs equip members of the organization with meaning and rules to behave.

These meanings indicate that organizational culture is a habit that applies to the organization. It may be that, between one organization and another organization has different habits, although both are engaged in the same field of activity. Habits that occur within an organization actually comes from organizational values (organizational values).

Meanwhile, according to Robbins in Setyo et al., organizational culture is a system of shared meanings embraced by members who distinguish the organization from other organizations [8]. Thus, organizational culture has characteristics that differ from each other and based on recent research he did suggest that there are seven primary characteristics of an organizational culture, namely:

- 1) *Innovation and risk-taking*: The extent to employees are encouraged to be innovative and risk-taking.
- 2) *Attention to detail*: Expected to show precision (accuracy), analysis, and attention to detail.
- 3) *Orientation of results*: The extent to management focuses on results rather than on the techniques and processes used to achieve them.
- 4) *Orientation of people*: The extent to management decisions take into the impact of results on the people within the organization.
- 5) *Orientation of team*: The extent to organized work activities are on a team rather than on an individual.
- 6) *Aggressiveness*: The extent to people are aggressive and competitive rather than laziness.
- 7) *Stability*: The extent to organizational activities emphasize the preservation of the status quo instead of growth.

C. Organizational Climate

Organizational Climate is the human environment where employees perform their work, this understanding refers to the corporate environment as well as Davis and Newstrom, Organizational climate is a concept that describes the internal atmosphere of the environment perceived by members during their activities in order to achieve the goals of the organization [9]. The organizational climate cannot be seen and touched, but is present and perceived. Climate is influenced by everything that happens in an organization [10]. Climate is a dynamic system concept that reflects the overall lifestyle of an

organization. If a lifestyle that can be improved, most likely will achieve improvement in the quality of work of employees of the organization.

There are some distinctive elements that shape a good and pleasant climate, such as: leadership qualities, communication, trustworthiness, involvement in work, responsibility, fair rewards, opportunities, control, structure, good bureaucracy and member involvement. From the description will be taken several dimensions of organizational climate as the foundation of theory in this research, namely the organizational climate dimension as the theoretical basis in this research, the dimensions taken from the research Litwin and Stringer [11]. The dimensions are:

- Structure
- Responsibility
- Interaction
- Rewards and Punishment
- Conflict
- Risk
- Organizational Identity

D. Job Satisfaction

Every employee in a company will always try to work with the ability they have in order to achieve the desired job satisfaction. Job satisfaction will be more pronounced when they have acquired aspects of their work in accordance with their wishes such as developing skills and skills, developing career, having the opportunity to follow education, working in comfortable condition supported by good work facility, and leaders who always provide encouragement, fulfillment of life needs, and have a job in accordance with his conscience.

A conducive working atmosphere within a company is able to encourage more members to be highly dedicated in completing the tasks assigned by the leadership. A conducive working concept and support from colleagues who can be invited to work together in various activities is the desire of every member in a company. In such situations, it is expected that employees can work to the fullest possible and happy with the work they do. Job satisfaction is a reflection of the employee's feelings toward his work. Employees not only formally work in the office, but need to feel and enjoy the work so as not to feel bored and more diligent activities.

According to Lock in Sopiah "Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal for one's job or job experience" [12]. Lock, Handoko defines job satisfaction as a pleasant or unpleasant emotional state from employees who consider their work. In this research the method used to measure job satisfaction is by using the theory of Luthans [12]. With this method, job satisfaction is measured by five dimensions of job satisfaction i.e.:

- The work itself
- Salary

- Promotion Opportunity
- Supervision
- Coworkers

These five dimensions, used by researchers to measure job satisfaction, and bring a significant effect on employee job satisfaction. From the point of view of the community and individual employees, high job satisfaction tends to have better physical health, learn new job-related tasks faster, have less workplace accidents, and make fewer complaints and lower stress levels.

In this study the authors present a theoretical framework to facilitate understanding the problems under investigation. This theoretical framework estimate is presented in the form of a scheme or picture showing the relationship of each variable is as follows:

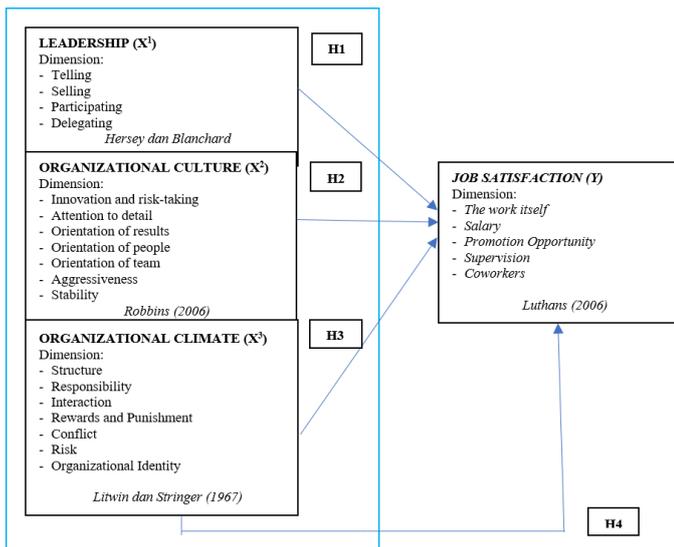


Fig. 1. Framework

Based on the theoretical framework above, the research hypothesis proposed in this study are as follows:

- Leadership affects Employee Satisfaction at PT Garuda Indonesia (Persero) Tbk.
- Organizational Culture affects Employee Satisfaction at PT Garuda Indonesia (Persero) Tbk.
- Organizational Climate affects Employee Satisfaction at PT Garuda Indonesia (Persero) Tbk.
- Leadership, Organizational Culture, and Organizational Climate effect on Employee Satisfaction at PT Garuda Indonesia (Persero) Tbk

III. RESEARCH METHODS

Based on the purpose, this research method is a type of research using Descriptive Analysis approach. The researcher tries to give an idea about the impact of relationship and

influence between variables to know the influence of relationship between leadership, organizational culture, and organizational climate to job satisfaction of PT Garuda Indonesia (Persero) Tbk employees.

This research is built on 2 variables that are independent variable and dependent variable. These variables are:

- The independent variable is the variable that affects and become the cause of change or the occurrence of dependent variables. Variables to be studied are Leadership (X₁), Organizational Culture (X₂), and Organizational Climate (X₃).
- The dependent variable is the variable that influenced or becomes the result because of the independent variables. The dependent variable in this research is Job Satisfaction (Y).

The population is all employees of PT Garuda Indonesia (Persero) Tbk as 112 employees at headquarters. Determination of this population on the following considerations:

- The level of productivity in PT Garuda Indonesia (Persero) Tbk occurs to employees who are in the head office.
- Weak control over the collection of information if the population is taken all employees of PT Garuda Indonesia (Persero) Tbk.

The sample is part of the population. Sampling is randomly or simple random sampling. This process involves selecting the sampling unit in such a way that each sampling unit in the population has the same chance of being selected into the sample. Determination of the sample size of the study using Slovin provisions. The provision provides a level of inaccuracy tolerance of 5%. The formula used is:

$$n = \frac{N}{1 + Ne^2}$$

with n = sample size; N = population size; and e = inaccuracy tolerance (5%). Based on the formula, then obtained the number of samples to be drawn as many as 88 employees.

Data collection is a systematic and standard procedure for obtaining the necessary data. The data collected through data collection using questionnaires. List of questions or better known as a questionnaire is a set of questions that logically relate to the problem of research and each question is an answer that has a meaning in testing the hypothesis. How to evaluate the results of questionnaire answers in this study was done using ordinal scale and calculated using SPSS version 23.

IV. RESULTS AND DISCUSSION

The questionnaire distributed in this research is 88 respondents with the object of research are permanent employees of PT Garuda Indonesia (Persero) Tbk. Furthermore, the characteristics of the respondent contains about gender, age, duration of work, last education, and position. The characteristics of respondents can be seen in the table below:

TABLE V. CHARACTERISTICS OF RESPONDENTS

No	Variable	Answer	Quantity	Percentage
1	Gender	Male	25	28.4%
		Female	63	71.5%
		Total	88	100%
2	Age	20-30 years	60	68.1%
		40-50 years	28	31.8%
		Total	88	100%
3	Last Education	Bachelor (S1)	83	94.3%
		Post Graduate (S2)	5	5.6%
		Total	88	100.0%
4	Work Period	1-5 years	20	22.7%
		5-10 years	30	34.0%
		10-20 years	30	34.0%
		>20 years	8	9.0%
	Total	88	100%	
5	Occupation	Staf	60	68.1%
		Supervisor	12	13.6%
		Manager	8	9.0%
		Senior Manager	8	9.0%
	Total	88	100%	

A. Validity

Instrument validity test is to see how far the accuracy and accuracy of the measuring instrument in performing the measuring function. The validity test process can be done with SPSS with Pearson Product Moment Correlation Test. The item is valid if it has $r \text{ count} > r \text{ table}$, and the value of $r \text{ count}$ is positive. R value of table in sample 88 with default error 0.05.

TABLE VI. RECAP TEST OF LEADERSHIP VARIABLE VALIDITY

Item	r test	r table	Description
X1.1	0.723	0.212	Valid
X1.2	0.698	0.212	Valid
X1.3	0.829	0.212	Valid
X1.4	0.629	0.212	Valid
X1.5	0.677	0.212	Valid
X1.6	0.751	0.212	Valid
X1.7	0.656	0.212	Valid
X1.8	0.547	0.212	Valid
X1.9	0.753	0.212	Valid
X1.10	0.659	0.212	Valid
X1.11	0.767	0.212	Valid
X1.12	0.652	0.212	Valid
X1.13	0.753	0.212	Valid
X1.14	0.810	0.212	Valid
X1.15	0.726	0.212	Valid
X1.16	0.753	0.212	Valid
X1.17	0.529	0.212	Valid
X1.18	0.688	0.212	Valid
X1.19	0.802	0.212	Valid

TABLE VII. RECAP TEST OF ORGANIZATIONAL CULTURE VARIABLE VALIDITY

Item	r test	r table	Description
X2.1	0.876	0.212	Valid
X2.2	0.870	0.212	Valid
X2.3	0.846	0.212	Valid
X2.4	0.887	0.212	Valid
X2.5	0.876	0.212	Valid
X2.6	0.846	0.212	Valid
X2.7	0.887	0.212	Valid

Table 7. Cont.

X2.8	0.714	0.212	Valid
X2.9	0.873	0.212	Valid
X2.10	0.865	0.212	Valid
X2.11	0.887	0.212	Valid
X2.12	0.837	0.212	Valid
X2.13	0.829	0.212	Valid
X2.14	0.887	0.212	Valid
X2.15	0.829	0.212	Valid
X2.16	0.496	0.212	Valid
X2.17	0.865	0.212	Valid
X2.18	0.841	0.212	Valid
X2.19	0.876	0.212	Valid
X2.20	0.617	0.212	Valid

TABLE VIII. RECAP TEST OF ORGANIZATIONAL CLIMATE VARIABLE VALIDITY

Item	r test	r table	Description
X3.1	0.783	0.212	Valid
X3.2	0.764	0.212	Valid
X3.3	0.599	0.212	Valid
X3.4	0.587	0.212	Valid
X3.5	0.744	0.212	Valid
X3.6	0.753	0.212	Valid
X3.7	0.783	0.212	Valid
X3.8	0.783	0.212	Valid
X3.9	0.732	0.212	Valid
X3.10	0.727	0.212	Valid
X3.11	0.742	0.212	Valid
X3.12	0.803	0.212	Valid
X3.13	0.765	0.212	Valid
X3.14	0.767	0.212	Valid
X3.15	0.599	0.212	Valid
X3.16	0.556	0.212	Valid
X3.17	0.825	0.212	Valid
X3.18	0.727	0.212	Valid
X3.19	0.803	0.212	Valid
X3.20	0.827	0.212	Valid

TABLE IX. RECAP TEST OF JOB SATISFACTION VARIABLE VALIDITY

Item	r test	r table	Description
Y.1	0.744	0.212	Valid
Y.2	0.683	0.212	Valid
Y.3	0.818	0.212	Valid
Y.4	0.603	0.212	Valid
Y.5	0.668	0.212	Valid
Y.6	0.627	0.212	Valid
Y.7	0.624	0.212	Valid
Y.8	0.623	0.212	Valid
Y.9	0.652	0.212	Valid
Y.10	0.588	0.212	Valid
Y.11	0.863	0.212	Valid
Y.12	0.620	0.212	Valid
Y.13	0.744	0.212	Valid
Y.14	0.731	0.212	Valid
Y.15	0.854	0.212	Valid
Y.16	0.804	0.212	Valid
Y.17	0.857	0.212	Valid
Y.18	0.863	0.212	Valid
X3.19	0.803	0.212	Valid
X3.20	0.827	0.212	Valid

B. Reliability

The reliability test in this study is used to show the degree of internal consistency reliability by measuring the coefficient of Cronbach's Alpha. A question can be categorized reliably if

the alpha value is greater than 0.60. Below is the result of the reliability test of respondent:

TABLE X. RELIABILITY TEST

Variable	Cronbach's Alpha
Leadership (X1)	0.952
Organisation Culture (X2)	0.977
Work Culture (X3)	0.962
Job Satisfaction (Y)	0.962

C. Classical Assumption

Classic assumption test conducted to provide assurance that the regression equation obtained has accuracy in estimation, unbiased and consistent. In this research will be to test whether there is a disruption of normality, multicollinearity and heteroscedasticity.

Normality test there are two ways to detect whether residual normal distribution or not is by analysis of graphs and statistical tests (Kolmogorov-Smirnov). In the normal graph plots dots spread around the diagonal line, and its distribution follows the direction of the diagonal line. Both graphs show that the regression model utilizable for the assumption of normality.

TABLE XI. ONE-SAMPLE KOLMOGOROV-SMIRNOV TEST

		Unstandardized Residual
N		88
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.63882363
Most Extreme Differences	Absolute	.090
	Positive	.056
	Negative	-.090
Test Statistic		.090
Asymp. Sig. (2-tailed)		.076 ^c

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

The table illustrates the test of normality using Kolmogorov-Smirnov test, from the above table it can be seen that the value of significance produced is 0.076. The value of significance is greater than alpha (0.05) thus giving the decision to fail to reject H0 which concludes that the residual is normally distributed.

Multicollinearity test in this research is to see the coefficient of Variance Inflation Factor (VIF) and Tolerance value. The common cutoff value used to indicate the presence of multicollinearity is the value of VIF <10 in other words good data can be seen if it has a VIF value less than 10 and if the VIF value is not in accordance with the provision, the research data contains multicollinearity which means not suitable for use as research data. Here are the results of multicollinearity test:

TABLE XII. MULTI-COLLINEARITY TEST

Model		Collinearity Statistics	
		Tolerance	VIF
	(Constant)		
1	X ₁	.414	2.418
	X ₂	.411	2.431
	X ₃	.962	1.040

The Variance Inflation Factor (VIF) calculation results show that there is no VIF value of the two independent variables that have a value <10, with the VIF value for each independent variable smaller than 10. Then the conclusion is that there is no symptom of multicollinearity in the variable independent.

Homoscedasticity can be determined by making residual plots. If the dot point is not a particular pattern and spread evenly around the zero point line it can be called a homogeneous variant on each X value thus the assumption of homoscedasticity is met.

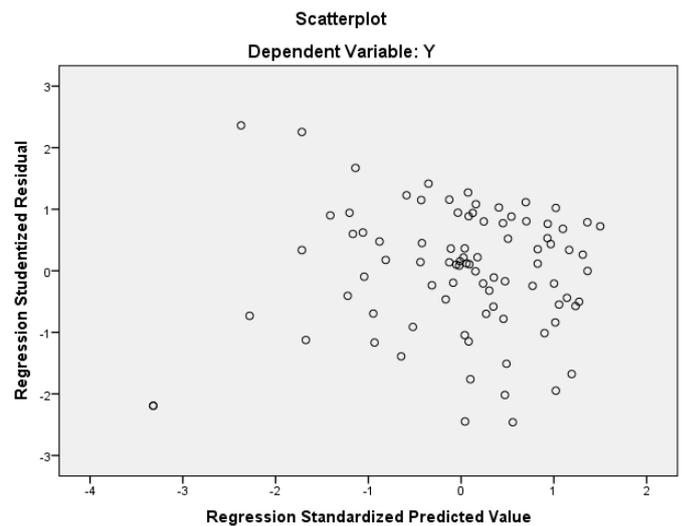


Fig. 2. Scatterplot Diagram

D. Multiple Linear Regression Analysis

Basically regression analysis is used to obtain the regression equation by entering the change one by one, so that can know the strongest influence to the weakest. Based on the results of data processing using SPSS help obtained the following results:

TABLE XIII. REGRESSION TEST RESULTS

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.897	.420		4.519	.000
	X1	-.044	.164	-.041	-.269	.788
	X2	.281	.112	.379	2.507	.014
	X3	.224	.093	.238	2.403	.018

a. Dependent Variable: Y

Based on Table, coefficient for the regression equation of this research, which can be arranged in the mathematical equation as follows:

$$Y = 1.897 - 0.044X_1 + 0.281X_2 + 0.224X_3$$

- Constant's value of 1.897 states that if there is no increase in the value of the variables X1, X2, and X3 then the value of Y is equal to 1.897.
- The coefficient of Leadership regression coefficient is -0.044. However, when viewed from the value of significance, the resulting value is greater than alpha (0.05) so as to give the decision to fail to reject Ho which concluded that leadership variable has no significant effect on Job Satisfaction variable.
- The value of regression coefficient variable Organizational Culture of 0.281. The value is smaller than alpha (0,05) so as to give decision to reject H0 which conclude that variable of Organizational Culture have significant effect to Job Satisfaction. Coefficient value of 0.281 indicates that the increase in value of 1% in the Organizational Culture variable will increase 0.281% Employee Satisfaction.
- The value of regression coefficient variable Climate Work of 0.224. The value is smaller than alpha (0,05) so as to give decision to reject H0 which conclude that Work Climate variable have significant effect to Job Satisfaction variable. Coefficient value of 0.224 indicates that a 1% increase in the value of the working climate will increase 0.224% value of employee job satisfaction.

TABLE XIV. RESULT OF DETERMINATION COEFFICIENT (R²)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.457 ^a	.209	.181	.65013

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

The result of determination coefficient test on table shows the magnitude of R² = 0,209. Thus the influence of X variables to Y is 20.9 percent. The remaining amount (100% - 20.9% = 79.1%) is influenced by other factors such as Work Motivation, Organizational Commitment, and Employee Engagement that is not examined in this research.

TABLE XV. F TEST RESULT

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	9.392	3	3.131	7.407	.000 ^b
	Residual	35.504	84	.423		
	Total	44.896	87			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Based on Table ANOVA, it can be seen that the F test value of 7,407 or significance value of 0.00. The significance value less than alpha (0.05) decides to reject H0 so it can be concluded that simultaneously independent variables significantly influence.

TABLE XVI. T TEST RESULT

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.897	.420		4.519	.000
	X1	-.044	.164	-.041	-.269	.788
	X2	.281	.112	.379	2.507	.014
	X3	.224	.093	.238	2.403	.018

a. Dependent Variable: Y

The significance of the t test can be seen from the table and to decide whether to reject H0 or not, it can be seen from the significance value. If the value of significance is smaller than alpha (0.05) then it can be concluded that the independent variable has a significant effect, but if it is larger it is concluded that the independent variable has no significant effect.

Based on the table, the variables X2 (Organizational Culture) and X3 (Working Climate) have a significant effect on the variable Y (Job Satisfaction), it can be known from the significance value less than alpha (0.05). While the variable X1 (Leadership) does not significantly affect the variable Y (Job Satisfaction), which can be seen from the greater significance value of alpha (0.05).

E. Correlation between Dimensions

The hypothesis will be statistical parametric test that is correlation "Product Moment". To find out the results of this hypothesis testing can be tested the results of hypothesis by comparing the level of significance (pvalue) with the error.

TABLE XVII. CORRELATION AMONG DIMENSIONS

		Job Satisfaction (Y)				
Variable	Dimension	The work itself (Y1)	Salary (Y2)	Promotion Opportunity (Y3)	Supervision Y4	Co-workers (Y5)
Leadership (X1)	Telling (X _{1.1})	0,299	0,218	0,300	0,247	0,196
	Selling (X _{1.2})	0,327	0,223	0,327	0,285	0,179
	Participating (X _{1.3})	0,260	0,194	0,222	0,209	0,146
	Delegating(X _{1.4})	0,322	0,252	0,275	0,267	0,213
Organizational Culture (X2)	Innovation and risk-taking (X _{2.1})	0,355	0,256	0,347	0,300	0,261
	Attention to detail (X _{2.2})	0,389	0,244	0,370	0,328	0,264
	Orientation of results (X _{2.3})	0,385	0,272	0,363	0,343	0,260
	Orientation of people (X _{2.4})	0,388	0,262	0,395	0,320	0,266
	Orientation of team (X _{2.5})	0,350	0,287	0,341	0,293	0,239
	Aggressiveness (X _{2.6})	0,458	0,313	0,563	0,441	0,552
	Stability (X _{2.7})	0,364	0,283	0,398	0,351	0,315

Table 17. Cont.

Organizational Climate (X3)	Structure (X _{3.1})	0,185	0,251	0,210	0,234	0,269
	Responsibility (X _{3.2})	0,188	0,243	0,179	0,238	0,222
	Interaction (X _{3.3})	0,123	0,354	0,208	0,290	0,255
	Rewards and Punishment (X _{3.4})	0,162	0,257	0,280	0,248	0,304
	Conflict (X _{3.5})	0,169	0,294	0,250	0,261	0,293
	Risk (X _{3.6})	0,176	0,293	0,191	0,259	0,250
	Organizational Identity (X _{3.7})	0,161	0,309	0,239	0,236	0,298

Interpretation of Table 15 as follows:

- For Leadership variables, almost no strong enough variable that affects employee job satisfaction, because almost all dimensions have a relationship value below 0.3 which means low relationship.
- For Organizational Culture variables, dimensions that have a strong influence on job satisfaction is the dimension of aggressiveness of promotion opportunities with a value of 0.563. And aggressiveness to co-workers with a value of 0.552.
- For Organizational Climate variables, almost no strong enough variables affect employee job satisfaction, because almost all dimensions have a relationship value below 0.3 which means low relationship.

V. CONCLUSION AND SUGGESTION

A. Conclusion

- There is no significant and positive influence of Leadership on Job Satisfaction of employees and the value of interpretation obtained by respondents is very low. When viewed in the inter-dimensional correlation matrix that the style of telling and selling style more great influence on promotional opportunities. Leadership does not trust subordinates and many provide instructions and also focuses on the demands to complete the task. Employees feel that their bosses are incompetent in maintaining the commitment of their group members, approaching each of their subordinates and encouraging everyone to follow the vision and mission of the organization and make innovations to improve job satisfaction.
- Overall organizational culture has a positive and significant effect on employee job satisfaction. This indicates the better the company improves the development of capability, maintaining consistency in the vision and mission of a more targeted company will increase employee job satisfaction. The results of research on PT Garuda Indonesia (Persero) Tbk indicate that the dimensions in the variables have a significant effect on employee job satisfaction where

the dimension of aggressiveness is most prominent among other dimensions to the opportunity of promotion and colleagues. Therefore, in improving employee job satisfaction in order to finish the job well and have good behavior can be done by applying the appropriate organizational culture both to innovation and risk taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness and maturity to achieve perfection.

- Organizational climate positively and positively impact on job satisfaction, it means that the change of structure, standards, responsibility, reward and support have direct influence on the work itself, colleagues, promotion and supervision in the company. When viewed from the value of its correlation, the dimension of organizational identity is very influential on the satisfaction of salary, it indicates that employees have their own identity related to payroll issues in the company, an identity that explains the positions of each employee by distinguishing what they do and how they work. It also affects the dimensions of rewards and sanctions against colleagues, indicating that each employee also takes account of the responsibilities among colleagues with each other for the purpose of providing rewards and sanctions in accordance with company regulations. Quality of working life or an adequate work climate of the organization, means the circumstances in which employees can meet their essential needs through the organization and the ability will depend on whether the organization can be fair, equitable and supportive of the employee, the opportunity to manifest itself, ie to be the person they are capable of manifesting.
- Through the test, can be concluded that Leadership, Organizational Culture and Organizational Climate as together have a significant effect on job satisfaction. However, when viewed direct relationship between leadership variables and job satisfaction, shows that leadership variables have no effect on job satisfaction.

B. Suggestion

- What happens today in the company is still very weak of leadership in increasing job satisfaction. The leader is very happy to take his own decisions without involving his subordinates, and also leads subordinates are not able to run its own role because it always carries orders from superiors. Thus the leader should try to "sell" ideas on how to carry out more effective and efficient work so that the motivation already possessed by each employee can be further improved so that the targets given by the company can be resolved properly and correctly. Communication as part of leadership must be built and nurtured to enhance cooperation between superiors and subordinates. In addition to clear delegation of authority should be delegated in detail in the form of official so that employees understand the responsibilities in the company so that employee satisfaction can increase. Companies are expected to

maintain and participate in improving and implementing better leadership, as employees still judge them less wisely in terms of both technical and decision making. Based on this research note that the leadership in the company is still less significant influence in improving employee job satisfaction. If leadership goes well, emotionally the employees will feel enthusiastic and the spirit of work and the boss can inspire in the work.

- In addition to maintaining the value of the company channel through leadership in the company, the company is expected to maintain the culture that has been running because it is proven organizational culture in the company have a positive effect. For that understanding of organizational culture values need to be improved again, among others, necessary training to improve employee job satisfaction. Every employee has a desire to always be better, occupy a higher position, in the presence of fair and open job promotion targets among certain employees among the employees will feel appreciated, cared for, needed and felt acknowledged work ability by company management so they will produce a high output and will enhance loyalty to the company.
- Achievement of targets, the stability of the company will continue to be maintained in the future. Therefore to achieve this one of them is giving rewards and punishment are balanced to employees. Rewards encourage employees to work harder optimally. Then strict punishment for employees who do not take responsibility in the company. Punishment play an important role in maintaining employee discipline. If this is done well then attitudes and behaviors of employees will also decrease. However, punishment should be applied on a logical basis, and clearly informed to employees. Punishment should be to educate employees to change their behavior in contravention of mutually agreed terms or conditions.

For further research, it is expected to contribute better with a variety of variables that are still a lot to be studied. If you want to go deep into this research just expected to solve the

existing problems in accordance with the times. Leadership, Organizational Culture and Organizational Climate on Job satisfaction from time to time will continue to change. Researchers are very happy if there is a renewal in this discussion either of the variables or methods used, as well as in conducting further research in different companies or different industries.

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