

# The Effect Of Leadership Effectiveness, Organizational Culture and Work Motivation Toward Job Satisfaction

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**Abstract**— Reliable leadership effectiveness is an integral part of the development of advanced and independent human resources, which should require a high level of job satisfaction, namely the achievement of pleasant feelings, and the tendency of a person's positive actions towards his work. Thus, the success of the work or performance of an organization is a real picture of the productivity and effectiveness of the organization that is played collectively by members of the organization. This applies also to the lecturers and staff of the Faculty of Social Sciences, Manado State University. Lecturers spread across 7 study programs amounted to 100 people and the number of teaching staff as many as 22 people were expected to be able to answer the problems of institutional performance, namely job satisfaction. In this study limited to factors: (a) effectiveness of leadership (b) organizational culture (c) work motivation. For this reason, the aim of the research is to answer the problem of lecturer and employee job satisfaction due to leadership effectiveness, organizational culture, and work motivation. This study uses a quantitative approach with the survey method applying a causal relationship. Research data collection was conducted by questionnaire. Data analysis using descriptive statistical analysis. The results showed that lecturer and employee job satisfaction was positively correlated with leadership effectiveness as well as lecturer and employee job satisfaction had a positive effect on organizational culture and work motivation.

**Keywords**—Leadership Effectiveness, Job Satisfaction, Organizational Culture, Work Motivation.

## I. INTRODUCTION

Job satisfaction can be fulfilled if effective leadership is applied in the organization, namely, leadership that is able to communicate the vision and mission of the organization to achieve the goals that are targeted, the leader responsible for carrying out his duties exceeds his personal interests. Effective leadership is able to stimulate its members in a

charismatic way to motivate their subordinates to do their work so as to lead to job satisfaction. Satisfaction results from pleasant work experiences created by leadership styles. Job satisfaction problems arise because of: (a) pleasant work results (b) physical and mental health problems (absenteeism) (c) work is not satisfied with their work (Slocum and Hellrigel (2007: 328) Job satisfaction will be realized if supported by culture a superior organization, always changing in the face of globalization). Organizations that emphasize their vision and mission on organizational culture will be able to improve job satisfaction (Kotter and Heskett) in [1]. With the condition of a strong organizational culture, it will bring a sense of satisfaction to its members. work motivation as an internal factor of the organization is one of the causes of job dissatisfaction, there are still quite a number of lecturers and guards in the FIS Unima who voluntarily carry out their work with full responsibility, and this can be seen from the indications: (a) low job satisfaction, such as fulfillment work facilities, working relationships with superiors and work arrangements (b) low opportunities for self-development (special promotion / promotion). From the background above, it needs to be examined, how is the effectiveness of leadership on job satisfaction, if analyzed from aspects of organizational culture and work motivation.

## II. RESEARCH METHODS

This study uses a quantitative approach with the survey method applying a causal relationship according to [2]. The target population of this study was all lecturers and staff (educational staff) in FIS Unima, amounting to 123 people. Sampling is done randomly (Simple Random Sampling). The use of research data is done by questionnaire based on a rating scale with 5 alternative answers. Data analysis used

descriptive statistical analysis and inferential statistics. The descriptive statistical analysis includes the average value, median, mode, standard deviation, variance, maximum and minimum scores, and frequency distribution and histogram. While inferential statistical analysis uses path analysis [3] .

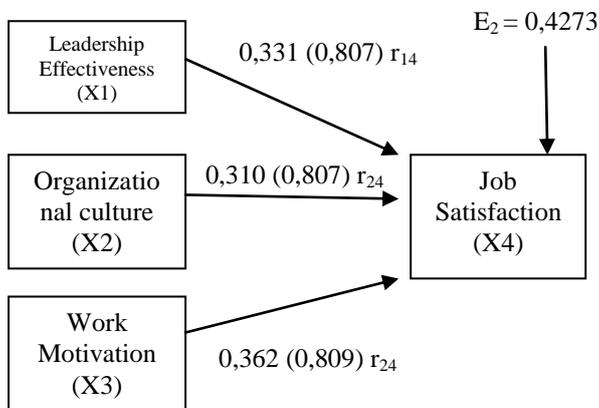
**III. RESULTS AND DISCUSSION**

Based on the results of data analysis with analysis requirements test, testing hypotheses through path analysis, the following data is obtained:

Table 1. Summary of the description of basic research data.

Central Tendency Value	(X1) Leadership Effectiveness	X2) Organizational culture	(X3) Work Motivation	(X4) Job Satisfaction
N	51	51	51	51
Mean	126,67	119,65	120,27	121,27
Median	126	120	121	123
Modus	124	127	107	103
Std.	9,931	9,948	11,094	10,583
Deviation				
Variance	98,627	98,953	123,083	144
Range	45	44	43	42
Minimum	100	96	99	99
Maximum	145	140	143	141
K (jml Kelas Interval) = $1 + 3,3 \log n$	7	7	7	7

1. Path Coefficient on Substructure 1 ( $p_{4,1,2,3}$ )



The results of calculations in a matrix, obtained path coefficient values  $p_{41} = 0.332$ ,  $p_{42} = 0.367$ , and  $p_{43} = 0.317$ , while  $e_2$  is the residual coefficient which is the representation of other variables. The residual coefficient value is 0.8174. Thus the form of predictive structure equation becomes:  $X_4 = 0.332X_1 + 0.367X_2 + 0.317X_3 + 0.8174$ . This means that the influence of other variables is fixed, it can be concluded that the influence of leadership effectiveness will affect job satisfaction, coupled with every influence of organizational culture will increase job satisfaction and will also affect every work motivation on job satisfaction.

The direct influence of exogenous variables in the form of leadership effectiveness, organizational culture, work motivation together on job satisfaction is the same as the

determinant coefficient  $R^2_{4,1,2,3} = 0.8174$ . That is, job satisfaction ( $X_4$ ) is determined by the variable effectiveness of leadership ( $X_1$ ), organizational culture ( $X_2$ ) and work motivation ( $X_3$ ) together equal to 81.74%.

Testing the significance of individual path coefficients is done by t test. based on the calculation results obtained t value on each path that is on the path coefficient  $p_{41} = 0.332$  obtained t count = 3.508. On the path coefficient  $p_{42} = 0.367$  obtained t count = 4.034, and on the path coefficient  $p_{43} = 0.317$  obtained t count = 3.283. Based on the list of "critical value of the distribution" with  $dk = nk - 1$  at  $\alpha = 0.05$ , then the value of t table ( $t_{0,05;4} = 1.678$  and t table ( $t_{0,01;47} = 2.408$  is obtained. each path tested is greater than the value of t table ( $0.05; 47$ ), so overall reject  $H_0: p_{42} \leq 0$ , reject  $H_0: p_{42} \leq 0$ , and reject  $H_0: p_{43} \leq 0$ , so  $H_1: p_{41} > 0$ ,  $H_1: p_{42} > 0$  and  $H_1: p_{43} > 0$  are accepted, thus it can be concluded that the path coefficient is  $p_{42}$ , and the path coefficient  $p_{43}$  is significant at a significance level of  $\alpha = 0.01$ , thus it can be concluded that all path coefficients tested are significant The results of testing hypotheses are:

**a. Leadership effectiveness (X1) influences job satisfaction (X4) The hypothesis tested is as follows:**  
 $H_0: p_{41} \leq 0$

$H_1: p_{41} > 0$

Based on the calculation results obtained path coefficient value  $p_{41} = 0.331$  with t count = 3.508 and t table = 1.678 at  $\alpha = 0.05$  and 2.408 at a 0.01. Because t count = 3.508 table t ( $t_{0,01;47} = 2.408$ , then  $H_0: p_{41} \leq 0$  is rejected, and  $H_1: p_{41} > 0$  is accepted that the path coefficient  $p_{41} = 0.331$  is significant at the significance level  $\alpha = 0.01$ . By testing the acceptance of  $H_1$ , it can be concluded that leadership effectiveness has a positive effect on job satisfaction.

**b. Organizational culture (X2) influences job satisfaction (X4). The hypothesis tested was as follows:**  $H_0: p_{42} \leq 0$

$H_1: p_{42} > 0$

Based on the calculation results obtained path coefficient value  $p_{42} = 0.367$  with t count = 4.034 and t table = 1.678 at  $\alpha = 0.05$  and 2.408 at  $\alpha = 0.01$ . Because t count = 4.034  $>$  t table  $t_{0,01;47} = 2.408$ , then  $H_0: p_{42} \leq 0$  is rejected, and  $H_1: p_{42} > 0$  is accepted that the path coefficient  $p_{42} = 0.367$  is significant at the significance level of  $\alpha = 0.01$ . By testing the acceptance of  $H_1$ , it can be concluded that organizational culture has a significant influence on job satisfaction.

**c. Work motivation (X3) has an effect on job satisfaction (X4). The hypothesis tested is as follows:**

$H_0: p_{43} \leq 0$

$H_1: p_{43} > 0$

Based on the calculation results obtained path coefficient value  $p_{43} = 0.317$  with t count = 3.283 and t table = 1.678 at  $\alpha = 0.05$  and 2.408 at  $\alpha = 0.01$ . Because t count = 3.283  $>$  t table  $t_{0,01;47} = 2.408$ , then  $H_0: p_{43} \leq 0$  is rejected, and  $H_1: p_{43} > 0$  is accepted that the path coefficient  $p_{423} =$

0.317 is significant at the significance level of  $\alpha = 0.01$ . By testing the acceptance of H1, it can be concluded that organizational culture has a significant influence on job satisfaction.

Based on the results of the above analysis, it was found that: First, leadership effectiveness has a positive effect on the job satisfaction of FIS Unima lecturers and employees. This shows that a positive change in leadership effectiveness influences the increase in job satisfaction among FIS Unima lecturers and employees. The results above are in accordance with Davis's opinion (198) in [4] that the overall pattern of action of the leader as perceived by its employees). A leader is someone who enthusiastically has the ability to influence others to achieve organizational goals. It is very possible that the organization is biased to achieve its goals if the manager is able to carry out its functions properly. Therefore, effective leaders who have the ability to influence the behavior of their members are leaders needed by the organization. Likewise in accordance with the opinion of Robbins (2006) in [5] that trust is the foundation of leadership. Trust is a positive expectation that other people will not take actions that invite risks and vulnerabilities in each relationship. Key dimensions that underlie the concept of trust include integrity, competence, consistency, loyalty, and openness.

Second, that a strong organizational culture has a positive effect on the job satisfaction of FIS Unima lecturers and employees. This shows that a positive change in a strong organizational culture influences the increase in job satisfaction of FIS Unima lecturers and employees. The influence of leadership effectiveness on organizational culture in accordance with the results of research conducted by [6], where certain leadership styles can produce a positive and stable organizational climate which subsequently affects motivation and performance. This opinion is reinforced by Kotter and Heskett in [1] who argue that organizational culture is influenced by leadership style. In addition, this is also in accordance with research conducted by [7] which suggests that organizational culture has a high influence. Organizational culture has a linear relationship with so that the better organizational culture will be followed by an increase in employee performance. This is also in accordance with research conducted by [8], which suggests that organizational culture has a positive effect on employee performance.

Third, work motivation has a positive effect on the performance of FI Unima lecturers and employees. This shows that an increase in work motivation will lead to an increase in job satisfaction of Unima FIS lecturers and employees. These results are consistent with the views of [9], who argued that motivation is a person's willingness to make the best effort in achieving goals that can meet individual needs. Work motivation is the willingness to apply the best efforts towards achieving organizational goals and at the same time meeting individual needs. This result is also in accordance with the results of research conducted by [10] which suggests that partially it can be seen that motivation has a positive and significant effect on employee performance. Partially it can be seen that leadership has a

positive and significant effect on employee performance. Partially it can be seen that the work environment has a positive and significant effect on employee performance.

#### IV. CONCLUSION

This study concludes that leadership effectiveness has a significant influence on job satisfaction and is directly influenced by organizational culture and work motivation. Leadership effectiveness leads to changes in employee performance, as well as a strong organizational culture that causes changes in the quality of employee job satisfaction, as well as work motivation that causes a significant increase in work satisfaction. Based on these conclusions, it is suggested that faculty leaders need to evaluate leadership quality in relation to employee job satisfaction, as well as organizational culture where faculty leaders need to improve by strengthening the organizational culture climate, as well as building work motivation in the form of fulfillment, satisfaction in work, self-development in carrying out tasks .

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