

## The Effects Of Leadership, And Organizational Culture Career Development To Work Satisfaction Employees At PT SPV, Purwakarta West Java

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**ABSTRACT:** The author makes the purpose of the research is to know the Human Resource Governance that occurred at PT SPV, Purwakarta West Java by examining the influence of Leadership, Organizational Culture and Career Development on Job Satisfaction. Another reason of this reseach is due to high turn over of the employee during 5 years.

The research sample is taken from Senior Employee at a company as much as 265 people but by using a sampling technique to 90 employees at PT SPV Purwakarta, West Java selected by proportional random sampling method. Data were collected using questionnaires and analyzed using SPSS 20.00. The results showed that Leadership is a very significant effect on Employee Job Satisfaction, Organizational Culture Influence on Job Satisfaction, and career development have a significant effect on Job Satisfaction. The implications of this research are to improve the elements Leadership and working relationships in order to promote temporary career development. The elements of career development are essential to showing job satisfaction. The result will see the effect of this research toward the high turn over in coming years. The result of this research proved that the Leadership and and Career development are the one to be improved or to develop as they are significantly effected to the work satisfaction in the company. This actions will help company to reduce the employee turnover.

**Keywords:** *Leadership, Organizational Culture, Career Development, Employee Job Satisfaction*

### INTRODUCTION

As we know, in general, human resources are the most critical assets of the company because of their role as subjects of implementing policies and operational activities of the company. In order for a company to exist, it must have the courage to face the challenges and implications of facing change and winning a competition. Resources owned by the company such as capital, methods and machines cannot provide optimum results if they are not supported by human resources that have optimum performance.

Douglas (2000) explains that companies need employees who have high performance (job performance).

Human resources are the most critical factor in an organization. Thus every organization must continuously improve the quality of the performance of its human resources to achieve the goals set. Improving the quality of performance of human resources is greatly influenced by the job satisfaction they receive and feel within their organization. Therefore, job satisfaction is one of the factors that support the achievement of an organization's success. Until now, job satisfaction is still a new and important issue to study because it has a significant influence on the interests of individuals, organizations, and society. In an organization, satisfaction and dissatisfaction felt by members as part of the organizational dynamics. It will always be there. Gibson et al. (2005), stated the

task of human resource management revolves around efforts to manage the human element with the potential that is owned so that human resources can be satisfied and satisfactory for the organization.

Job satisfaction is closely related to employee attitudes toward various factors in work, including: work situation, social influence at work, rewards and leadership as well as other factors. (Lodge & Derek, 2003). However, in the implementation sometimes the job satisfaction factor does not get the attention of the organization and the leadership, this can be an obstacle for the organization. If job satisfaction can be felt by members, then their enthusiasm and motivation will increase, thereby automatically increasing their performance towards the organization. Therefore, to avoid the emergence of member dissatisfaction and for the betterment of the organization, an organization needs an excellent organizational culture climate and the role of a leader who is able to move all supporting components in achieving organizational goals by empowering members and directing them to work well. A similar sentiment was conveyed by Bambang Irianto (2002) in his research that employee job satisfaction is strongly influenced by the leadership role and organizational culture that develops within his organization.

## LITERATURE REVIEW AND HYPOTHESIS

With an understanding of the tasks carried out, and understanding the characteristics of subordinates, a leader will be able to provide guidance, encouragement and motivation to all members to achieve goals. If the interaction process works well, then he will be able to provide satisfaction which can improve his performance. In many studies on the role of leadership can improve employee performance (Heather et.al, 2001; Chen, 2004), leadership influences employee job satisfaction (Bryan, 1999).

Many experts say that organizational culture can be the basis of adaptation and the key to organizational success so that a lot of research is conducted to identify values or norms of behavior that can make a significant contribution to organizational success (Abdul Rashid et.al, 2003). But relatively few try to link organizational culture with important human resource variables, specifically employee performance (Pool 2000).

PT SPV is a foreign company originating from the country of Australia that is resilient in global competition and is a market leader for Fiber products in both the domestic and global markets. Its company's mission is: to become a global brand through increasing market share, excellent service and maintaining quality levels, and profitability and meeting stakeholder expectations, which is the culture of this company.

From the company culture that is owned by this company where one of them is oriented to customer satisfaction, it can be questioned whether the company culture can affect employee performance in this case more specifically in employee job satisfaction?

There are aspects of the organizational values that can meet the expectations of employees. It is to ensure that employees and members of the organization get job satisfaction in their work. These aspects the form of innovations is highly valued in the company culture, respect for the equality among all employees held by all company members, or also the values of the relationship between leaders and subordinates that are not discriminatory.

The discussion of employee job satisfaction cannot be separated from the fact that employee job satisfaction can be achieved if all of his expectations can be fulfilled in carrying out his work duties. Job satisfaction is a reflection of an individual's feelings and attitudes towards his work, which is the interaction between the person concerned and his work environment.

Individuals with job satisfaction are expected to spend all their abilities and energy to complete the work, so as to produce optimal performance for the company. This shows that job satisfaction other than as an independent variable can also be an independent variable (affected).

Another theory which discusses job satisfaction is Two factor theory proposed by Herzberg (1959). The principle of this theory is job satisfaction and dissatisfaction are two different things. The personnel department or management must constantly monitor job satisfaction, because this can affect absenteeism, labor turnover, morale, complaints and other vital personnel problems (Handoko, 2004). As'sad (2001) explains that variables that can be used as an indication of decreased job satisfaction are high absenteeism, high employee turnover (turnover), decreased work productivity or employee performance (performance). According to Kreitner and Kinicki (Wibowo, 2007), there are five factors that can affect job satisfaction, namely (1) need fulfillment, (2) discrepancies (differences), (3) value attainment (value achievement) (4) equity (justice), (5) dispositional / genetic components (genetic components). Meanwhile according to Luthans (2005), the main factors affecting job satisfaction are (1) the work itself (2) wages / salaries (3) promotions (4) supervision (5) workgroups (6) working conditions / work environment. Gilmer (As'ad, 1998) suggests ten more diverse factors of job satisfaction, namely (1) opportunity to progress, (2) job security, (3) salary, (4) company and management, (5) supervision (supervision), for employees, (6) intrinsic factors of work, (7) working conditions, (8) social aspects, (9) communication and, (10) position facilities.

In addition to career development, communication in Organizational Culture is no less critical in an organization (Manulan, 2001) because communication in Organizational Culture acts as a reference and becomes a chain of coordination between employees and organizational functions. A pleasant organizational culture will be able to improve employee morale and sincerity that will affect employee satisfaction (Gorda, 2006). Manuaba (2004) argues that a comfortable work environment is needed by workers to be able to work optimally and productively, the work environment here can be in the form of employee work relationships. What is needed in addition to Organizational Culture, is leadership which is the nature, character, or way of someone in an effort to foster and move a person or group of people so that they are willing, committed and loyal to carry out activities in accordance with their duties and responsibilities to realize the company's goals that predetermined (Gorda, 2006). Martoyo (2000) defines leadership as a whole activity in order to influence people to want to work together to achieve a goal that is desired together. According to Terry (Saydam, 2005) leadership is the overall activity to influence the willingness of others to achieve common goals. (Siagian, 2002). He mentioned that leadership is the ability of a person to influence others in such a way that others want to do the will of the leader even though personally it might not be liked. Research related to leadership variables is research (Li, 2004), which concludes that there is an influence of leadership patterns on organizational commitment. That idealized influence leaders with innovative culture will produce employees who are more committed and achieve desired job satisfaction.

According to Gorda (2006), a leader must understand four leadership implications. First, namely that leadership regarding others, in this case, employees who are subordinates. Second, leadership concerns the ability and intelligence of a person to foster employee cooperation, commitment and loyalty. Third mentioned that leadership concerns the ability and intelligence to carry out the division of tasks and responsibilities as well as the courage to delegate authority to others. Fourth mentioned that leadership concerns the achievement of goals (individual, group, organizational, and social goals). Terry (Martoyo, 2007) mentioned that human relationships in the leadership of an organization is fundamental. A leader must have the characteristics (1) energetic (2) have emotional stability, (3) have the ability to build relationships between people, (4) personal motivation, (5) communication skills, (6) teaching skills, (7) social skills and, (8) technical skills.ers in terms of normative. PT SPV, as a go public company, is

required to have an organizational culture with good work leaders. If employee job satisfaction is realized, it will have a direct result in achieving high and excellent productivity. Based on observations, several indications reflect the lack of job satisfaction. It is seen from the attitudes and actions which observed that is not yet the growth of a proactive attitude among employees. The employees who quit and resign prove that the level of job satisfaction is not maximum yet. Low enforcement from time to time according to dynamic demands and to win global competition requires the leadership of PT SPV and its staff can find the best way to increase discipline, productivity and job satisfaction of their employees. Based on the previous description, the success of an organization is one of the essential factors to guarantee employee satisfaction, which has a positive impact on the organization. The purpose of this study is to research four issues, namely (1) Does Leadership (KP) affect Employee Satisfaction (KK)? (2) Does Organizational Culture (BO) affect Employee Job Satisfaction (KK)? (3) Does Career Development (PK) affect Employee Job Satisfaction (KK)? (4) Does the Leadership (KP) and Organizational Culture (BO) together with Career Development (PK) affect Employee Satisfaction (KK)?

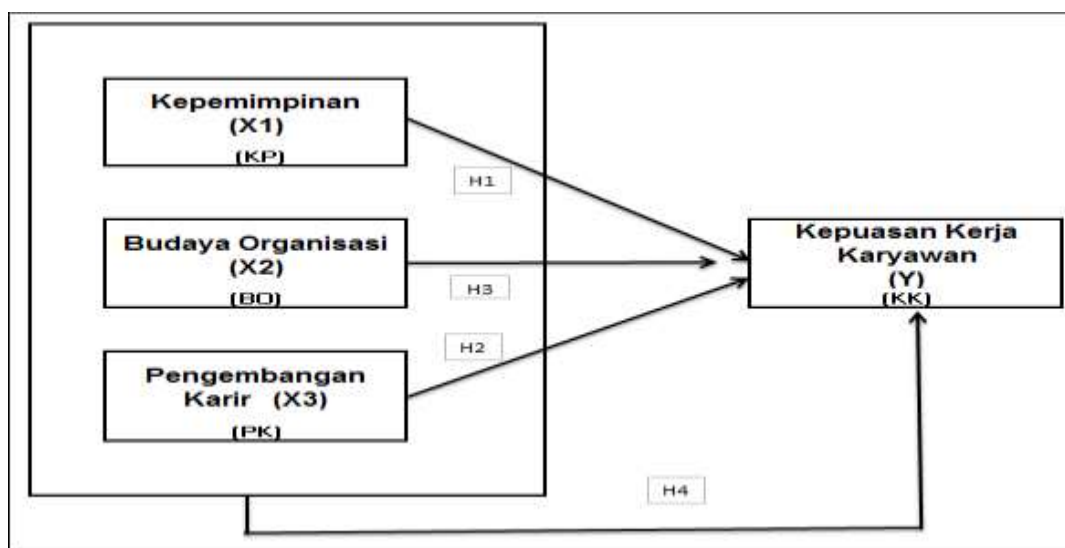


Figure 1.

### Research Conceptual Framework.

Based on the problem formulation and conceptual framework described, four research hypotheses can be presented, namely:

- (1) Leadership influences Job Satisfaction
- (2) Organizational Culture influences Job Satisfaction
- (3) Career Development influences Job Satisfaction
- (4) Leadership and Organizational Culture and Career Development affect employee Job Satisfaction.

### RESEARCH METHODS

This research is a survey research using quantitative and qualitative approaches. The quantitative approach in this study was carried out using survey research, which is a study that takes a sample from a population and uses a questionnaire as a primary data collection tool.

#### Selection Method for Respondents

The study population includes employees at PT SPV. Sampling is done only in general and not in a cluster (group), namely by getting a population of all senior staff from the Human Resources.

Employees who become a response are in all departments so that the answers obtained will represent all employees.

### Analysis Techniques

Data analyst is the activity of calculating data which presented systematically. Data analysis for quantitative research manually calculating using statistical formulas or using statistical assistance programs SPSS (Statistical Product and Service Solution). (Priyatno, 2010). In analyzing the data, the writer will use a statistical aids program, SPSS 20.0 for Windows. Namely through several stages, namely the stage of checking (editing), which is to re-examine all incoming questionnaires to see whether there are errors or not. Continued with the coding process and the tabulating process, in which all answers were changed to a number, then the results were added up.

Furthermore, the data will be processed using statistical tests through statistical assistance programs, namely the SPSS 20.0 program for windows, namely:

**First**, a frequency distribution statistical test will be conducted, which is used to compile relatively large amounts of data into a frequency table. By making a frequency table of a large amount of research data, it will help make it easier to read the data; it can even be used to draw a descriptive description of various research data.

**Second**, by using linear regression analysis techniques (simple) and multiple regression analysis. Linear regression analysis (simple) is an analysis to find out the relationship between independent variables with the dependent variable using linear equations — Furthermore, multiple regression analysis to determine the relationship of X1 and X2 and X3 together against Y.

For more details as follows: To examine; (1) The influence of leadership (X1) on job satisfaction (2) The influence of organizational culture (X2) on job satisfaction. (3) Effect of Career Development on Job satisfaction.

To find out how the dependent variable can be predicted or predicted through an independent variable partially, linear regression analysis or simple regression will be used, namely with the formula: The regression equation is formulated:  $\hat{Y} = a + bX$

Information:

$\hat{Y}$  = dependent variable / projected job satisfaction variable, X1 = leadership variable

X2 = Organizational culture variables, X3 = Career Development Variables

a = Value value constant of Y if X = 0

b = The value of the direction as a determinant of predictions (predictions) which shows the value of the increase (+) or the value of the decrease (-)

Multiple regression analysis is used to predict the value of the dependent variable (Y) namely job satisfaction if the independent variable, leadership (X1) and organizational culture (X2), increase or decrease. Career Development (X3) has increased or decreased.

The assumptions and meanings of the simple regression equation apply to multiple regression, but the difference lies in the formula. The multiple regression equation with two independent variables is formulated:  $\hat{Y} = a + b_1X_1 + b_2X_2 + b_3X_3$

Information:

$\hat{Y}$  = dependent variable / projected job satisfaction, X1 = leadership variable

X2 = Organizational Culture Variables, X3 = Career Development Variable

a = Value value constant of Y if X = 0 b = The value of the direction as a determinant of predictions (predictions) which shows the value of increase (+) or decrease value (-).



## RESULTS AND DISCUSSION

### Overview of Respondents

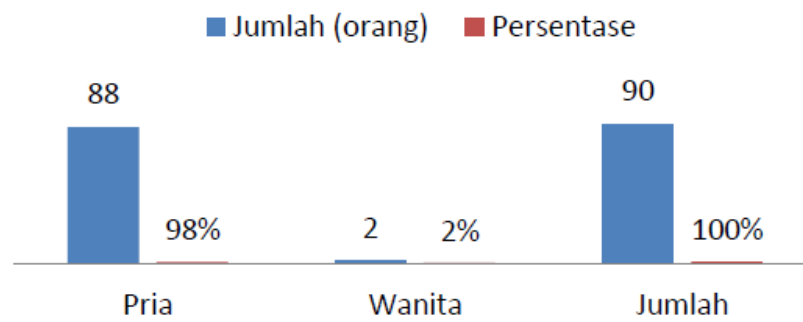
Respondent data used in this study were respondents of employees of PT. SPV, as many as 90 people in Purwakarta. Based on this, the respondent data will be displayed according to gender, age and level of education and based on the length of work.

### Based on the Gender of Respondents

From 90 respondents surveyed and data calculation, the characteristics of respondents by sex are as follows:

Based on the data below, the sex percentage of employees with the largest population is male. It is named as many as 90 people or 98%, while the percentage of the female as much as two people or 2%.

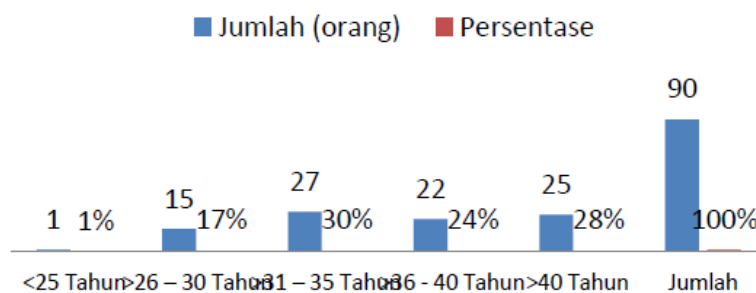
### Jenis Kelamin Responden



Graph 1 : Respondent Data by Gender

Based on the age of the respondent From 90 respondents surveyed after data calculation, the characteristics of respondents based on age are as follows: 117

### Usia Responden



Graph 2 Respondent Data by Age

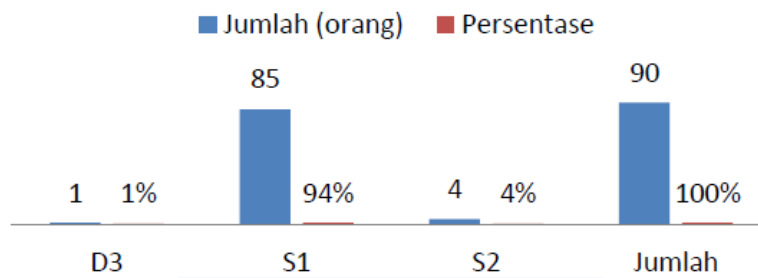
Based on graph 2 above, it can be seen that the most number of respondents are respondents aged between 31 and 35 years, as many as 27 respondents (30%) while the second largest respondent is over 40 years old, as many as 25 respondents (28%), while The third most respondents are between 36 and 40 years as many as 22 people (24%), and the fourth most respondents are aged between 26 and 30 years by 15 respondents (17%), and the last is less than 25 years old that is as much as 1 respondent or 1%

### Based on Respondent Education

From all respondents surveyed, the characteristics of respondents based on education are as follows:

Based on graph 3 below, the most respondents are Bachelor's education level (S1) that is 85 respondents (94%) while the second largest respondent is a post-graduate education level (S2) which is 4 respondents (4%). The third-highest respondent is with a non-degree education (D3) of 1 person (1%).

### Pendidikan Responden

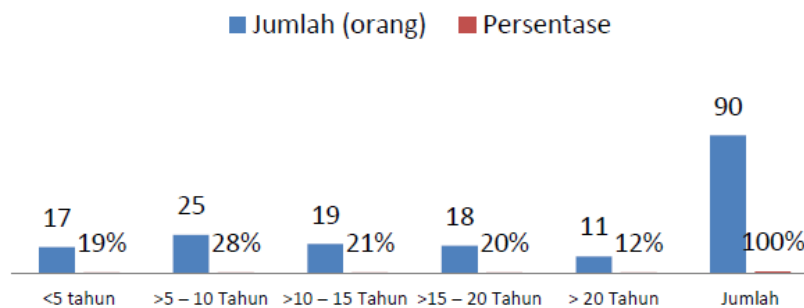


Graph 3 Respondent Data by Education

### Based on the Length of Respondents' Work

From 90 respondents surveyed after data calculation, it can be seen that the characteristics of respondents based on the Length of Work are as follows:

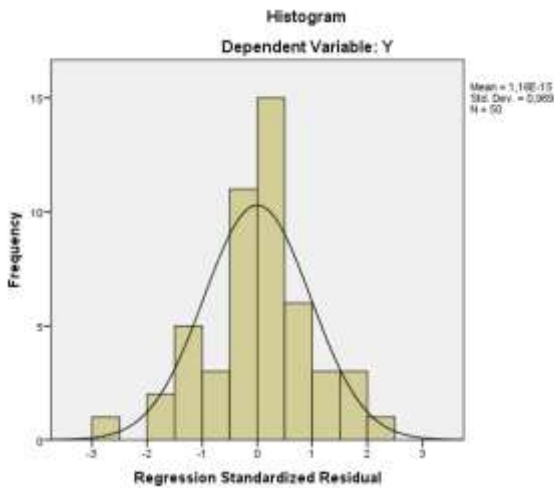
### Lama Bekerja Responden



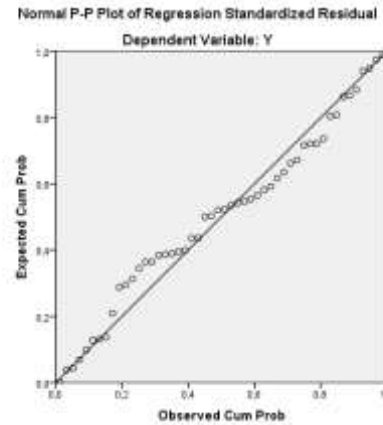
Graph 4 Respondent Data by Length of Work

Based on the graph. 4 above can be seen that the most number of respondents are respondents with a length of work between 5 and 10 years as many as 25 respondents (28%) while the second most respondents 10 and 15 years as many as 19 respondents (21%) with the third largest respondent is the length of work between 15 and 20 years as many as 18 people respondents (20%), while the fourth most respondents were working for less than 5 years as many as 17 respondents (19%) and the last was respondents working longer than 20 years, ie as many as 11 respondents (12%)

### Graph Analysis

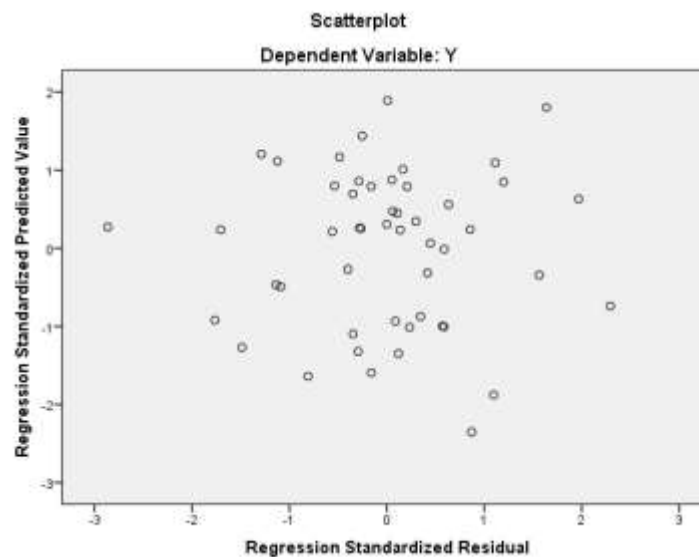


Grafik 5



Grafik 6 P-PLOT

Based on the results of the graph, it concluded that the data distributed normally. The histogram supports that the curve does not tilt to the right or left, while in the p-p plot graph, the points of spread follow a diagonal line.



Graph: 7 Source: Data processed by the author with SPSS 20.0

**Leadership (X1) on Job Satisfaction (Y)**

Indicates that the Leadership Variable proved to have a significant effect on job satisfaction at PT. South Pacific is supported by theory according to Mintzberg in Haryono (2011; 22) there is a positive influence between leadership and employee job satisfaction and is proven from previous research hypotheses: Anugrah Diansyah, Nurdasila Darsono, T. Roli Ilhamsyah Putra with the title Analysis of the Effects of Leadership and Empowerment and Intelligence Emotional to Job Satisfaction of Aceh Provincial Service Employees with the results of the study showed that leadership, empowerment, and emotional intelligence have a positive influence on job satisfaction and performance of Aceh Provincial Education Service Employees both simultaneously and partially.

**Organizational Culture (X2) of Job Satisfaction (Y)**



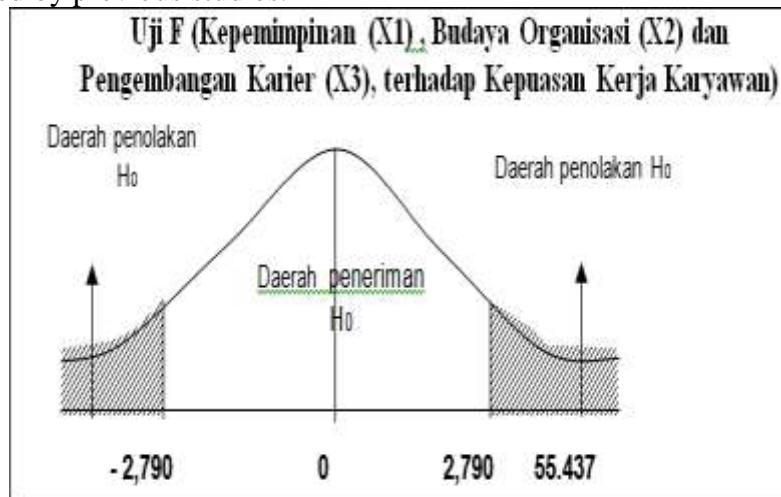
Based on testing the hypothesis shows that the Organizational Culture Variable also proved to have a significant effect on job satisfaction at PT SPV is supported by a theory by Ernie T. Sule (2008) which says: organizational culture does not only talk about how an organization/company conducts its business. It is how organizational culture also influences the performance and satisfaction that will be achieved and proven from Yusnimar's hypothesis, Mukhlis Yunus, Mahdani. The Effect of Organizational Culture and Work Stress on Job Satisfaction at the Operational Center Kanntor that both organizational culture and work stress simultaneously affect employee job satisfaction.

**Career Development (X3) on Job Satisfaction (Y)**

Based on hypothesis testing, the Career Development Variable also proved to have a significant effect on job satisfaction at PT SPV is supported by previous research by Surya Darma Putra, Said Musnadi, M. Shabri Abd. Majid from the Masters of Management in the Postgraduate Program at Syiah Kuala University in Banda Aceh The results of this study also prove that organizational culture, compensation and career development both simultaneously and partially affect the performance of nurses BLUD RSJA. Job satisfaction also affects the performance of RSUD BLUD nurses

**Leadership (X1), Organizational Culture (X2), Career Development (X3) on Job Satisfaction (Y)**

Based on hypothesis testing, the variables of leadership, organizational culture and career development also proved to have a significant effect on job satisfaction at PT. South Pacific is supported by the theories that have been mentioned in the previous chapter and mentioned in the framework of thought and supported by previous studies.



Because  $F_{count} = 55.437$  is greater than  $F_{table} = 2.790$ ,  $H_4$  is accepted, so it can be concluded that Leadership (X1), Organizational Culture (X2), and Career Development (X3) together have a significant influence on Employee Satisfaction (Y).

**CONCLUSIONS AND SUGGESTIONS**

Based on the results of research conducted at PT SPV, and after analyzing and explaining in the following previous chapters, the conclusions from the results of the study are as follows:

Based on testing the hypothesis shows that the Leadership Variable (X1) proved to have a significant effect on job satisfaction at PT SPV with the acquisition of  $t\text{-count} > t\text{-table}$  ( $6,355 > 1,671$ ) and with a probability of  $0,000 < 0,05$ , this is also supported by the R Square Coefficient = 0.881 showing

that Leadership contributes to Employee Job Satisfaction of 77.5% and the remaining 22, 5% contributes other factors beyond the Leadership variable.

Based on testing the hypothesis shows that the Organizational Culture Variable (X2) also proved to have a significant effect on job satisfaction at PT SPV with the acquisition of  $t\text{-count} > \text{table}$  ( $5,017 > 1,671$ ) and with a probability of  $0,000 < 0,05$ , this is also supported by the coefficient  $R\text{ Square} = 0.708$  shows that Organizational Culture contributes to Employee Job Satisfaction of 41.1% and the remaining 51, 9% contributed by other factors outside the Organizational Culture variable.

Based on testing the hypothesis shows that the Career Development Variable (X3) also proved to have a significant effect on job satisfaction at PT SPV with the acquisition of  $t\text{-count} > \text{table}$  ( $4,830 > 1,671$ ) and with a significance probability of  $0,000 < 0,05$ , this is also supported by the coefficient  $R\text{ Square} = 0.622$  showing that Career Development contributes to Employee Satisfaction of 37.4% and the remaining 62.4% , 6% contributes other factors beyond the Career Development variable.

Based on testing the hypothesis shows that the variables concluded that Leadership (X1), Organizational Culture (X2), and Career Development (X3) together have a significant influence on Employee Satisfaction (Y). The Coefficient  $R\text{ Square} = 0.783$  shows that the variable Leadership, Organizational Culture and Career Development together contributed 78.3% Employee Job Satisfaction and the remaining 21.7% contributed other factors outside the variables of Leadership, Organizational Culture and Career Development.

### Suggestions

1. As with the acquisition of research findings that found the conclusion of a very positive influence of leadership on job satisfaction, the management of PT SPV must further enhance good leadership and updates and put more emphasis on finding leaders by leading with the latest conditions, such as giving advice and increasing the example and being an example by teaching new ways in terms of problems faced by employees, being responsible for work and responsible for subordinates. Likewise with seeing and looking for solutions to problems faced by employees.
2. The company provides more opportunities for employees to improve their abilities and learn to develop themselves to increase employee job satisfaction with the company. It must be maintained.
3. Significant influential factors related to leadership, organizational culture and career development need to be maintained. They are very influential in motivating employees because humans generally have needs and personal desires and expectations. That must increase maximizing employee job satisfaction so that it will be very influential in improving the quality and quality of work.
4. Companies are always advised to make policies that lead to the interests of employees such as giving awards, more adequate rewards and promotions and work responsibilities so that it becomes a corporate culture to move towards a more advanced and trusted company. These things must be improved in the future.
5. Suggestions for further researchers. Further research is needed on the effect of Leadership, Organizational Culture and Career Development on employee job satisfaction with testing the role of other control variables. It is recommended to make the job satisfaction variable into an intervening variable because it sees a significant impact on the progress of a company.

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