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The Effect of Leadership, Organizational Culture, and Communication on Civil Servants' Job Satisfaction at the Tegal Regency Social Service Office

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Abstract

This study aims to determine the effects of leadership, organizational culture, and communication on the job satisfaction of civil servants (ASN) at the Social Service Office of Tegal Regency. A quantitative approach was used, with a population of all 35 civil servants of the office. Saturated sampling was applied, so the entire population served as respondents. Data were collected through questionnaires and interviews and analyzed using multiple linear regression in IBM SPSS 22. The results show that leadership, organizational culture, and communication each have a significant partial effect on job satisfaction (Sig. = 0.001, 0.045, and 0.032, respectively; all < 0.05). Simultaneously, the three variables also significantly affect job satisfaction (F = 8.387; Sig. = 0.000). It is concluded that leadership, organizational culture, and communication play an important role in improving the job satisfaction of civil servants at the Social Service Office of Tegal Regency.

Keywords: *Leadership; Organizational Culture; Communication; Job Satisfaction*

I. INTRODUCTION

In an increasingly competitive era of globalization, human resource (HR) management is an important factor for organizations to survive and gain competitive advantage. HR management focuses not only on improving employees' quality and competence but also on managing performance effectively and using information technology so that the organization can adapt to rapid change. Human resources play a strategic role because the achievement of organizational goals depends heavily on employees' abilities, knowledge, skills, and motivation (Mulyadi, 2019).

One important indicator of successful HR management is employee job satisfaction. High job satisfaction can raise performance, loyalty, and productivity, and employees who are satisfied with their work tend to be more motivated to work productively (Hidayatullah et al., 2024). Job satisfaction is an individual's feeling about the job, shaped by various factors in the work environment (Mahayanti & Sriathi, 2020). It is influenced by, among others, leadership, work culture, and communication. Effective leadership shapes how employees perceive their jobs: leaders who give support, direction, and motivation can raise morale and engagement, whereas unresponsive leadership can create an uncondusive atmosphere and lower productivity. A positive culture creates an environment that supports collaboration, innovation, and mutual respect, and open, effective communication lets employees voice ideas, opinions, and complaints, which strengthens their sense of belonging.

The Social Service Office (Dinas Sosial), as a regional government institution, is responsible for social affairs and for improving community welfare, so employee job satisfaction matters because it affects the quality of service to the public. A supportive work environment, built through employee development, training, and adequate work facilities, is therefore important for raising employees' motivation and commitment to social programs. A pre-survey (Table I) indicates that job satisfaction at the Tegal Regency Social Service Office is still relatively low. Employees perceive inequality in the income received by civil servants, particularly in performance allowances that differ among employees who carry similar workloads and responsibilities, and most feel the pay system is not fully fair. Leadership is also perceived as not close enough to employees in giving direction and motivation; some employees do not yet comply with organizational rules such as dress code and working hours, so organizational norms are not followed consistently; and communication is fairly good horizontally among colleagues but not yet optimal vertically between employees and leaders. A decline in job satisfaction can hinder the achievement of organizational goals and cause a moral crisis among employees, ultimately harming the welfare of the community served.

TABLE I. PRE-SURVEY RESULTS

Variable	Statement	Agree	Disagree
Job satisfaction (Y)	I use my skills optimally in this job.	9 (60%)	6 (40%)
	The pay system applied feels fair.	6 (40%)	9 (60%)
	The workload I carry matches the pay I receive.	9 (60%)	6 (40%)
	My coworkers contribute to my comfort.	12 (80%)	3 (20%)
Leadership (X1)	The leader gives motivation directly to subordinates.	3 (20%)	12 (80%)
	The leader accommodates subordinates' aspirations.	6 (40%)	9 (60%)
	Subordinates are required to have high expertise or ability.	9 (60%)	6 (40%)
	Subordinates are given the freedom to control themselves and accept great responsibility.	6 (40%)	9 (60%)
Organizational culture (X2)	The norms in the organization are obeyed by all members.	3 (20%)	12 (80%)
	Employees support one another in achieving organizational goals.	12 (80%)	3 (20%)
	Fairness is applied evenly at all levels.	9 (60%)	6 (40%)
	Employee involvement in organizational decisions is highly valued.	9 (60%)	6 (40%)
Communication (X3)	The information I receive about my work is clear and easy to understand.	9 (60%)	6 (40%)
	I feel comfortable communicating with all coworkers.	12 (80%)	3 (20%)
	Good relationships among employees contribute to work effectiveness.	12 (80%)	3 (20%)
	I understand my tasks and responsibilities well.	9 (60%)	6 (40%)

Source: pre-survey at the Tegal Regency Social Service Office (2025); percentages recalculated from counts (n = 15).

A. Literature Review and Hypotheses

Job satisfaction. Job satisfaction is the feeling of contentment or happiness employees have about their work when their needs and expectations are met by the organization. It reflects employees' attitudes and perceptions of their work and work environment: satisfied employees tend to show positive attitudes, whereas dissatisfaction produces negative attitudes toward the job (Kotler, 1994). It can also be understood as the gap between employees' expectations and what they obtain from their work (Rahayu & Onida, 2020). The indicators adopted from Bangun (2012, p. 234) are work quantity, work quality, timeliness, attendance, and the ability to cooperate.

Leadership. Leadership is a person's ability to influence, direct, and motivate others to achieve organizational goals. Drucker defines it as the ability to make others work more effectively so that better performance results from the available resources; Robbins as the ability to influence a group toward a goal by setting a vision and inspiring members to overcome obstacles; and Weber as legitimate authority granted by a group to an individual on the basis of trust (as cited in Wulandari & Mulyanto, 2024). Leadership is thus a process of interaction between leader and members in giving direction, influence, and motivation to achieve shared goals. Following Sabardi (2001), leadership is indicated by leadership style: autocratic (decision making and supervision centered on the leader), democratic (subordinates are involved in decisions and share responsibility), and free rein (subordinates are free to make decisions and carry out their responsibilities).

Organizational culture. Organizational culture is the system of values, norms, beliefs, and assumptions shared by organizational members that guides behavior and problem solving. It also serves as an identity that distinguishes one organization from another and shapes how it interacts and pursues its goals (Sugiarti, 2023). A strong culture aligned with organizational goals can support effective performance and competitive advantage (Putra et al., 2023). Its indicators

are innovation, attention to detail, outcome orientation, people orientation, team orientation, healthy competition, and organizational stability (Sugiarti, 2023).

Communication. Communication is the process of conveying information, ideas, or understanding from one person to another so that the message is understood as the sender intended (Mangkunegara, 2017). Harras (2020) describes it as the exchange of information and understanding among individuals in an organization, which is important for raising productivity and building good working relationships. Effective communication is indicated by the completeness of the information delivered, a clear and polite delivery, and content that is informative, useful, and helps the recipient understand tasks and responsibilities (Harras, 2020).

Hypotheses. H_1 : leadership affects the job satisfaction of civil servants at the Tegal Regency Social Service Office. H_2 : organizational culture affects job satisfaction. H_3 : communication affects job satisfaction. H_4 : leadership, organizational culture, and communication simultaneously affect job satisfaction.

II. METHOD

This study uses a quantitative approach. The population comprises all 35 civil servants (ASN) of the Social Service Office of Tegal Regency, and saturated sampling was used, so the entire population became the sample. Data were collected through questionnaires and interviews. Because the data are ordinal, they were transformed to an interval scale using the Method of Successive Interval (MSI) before analysis. Data were analyzed with multiple linear regression in IBM SPSS 22, preceded by classical assumption tests (normality, multicollinearity, and heteroscedasticity), followed by the t -test, the F -test, and the coefficient of determination, at the 5% significance level. The regression model is $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$, where Y is job satisfaction, X_1 is leadership, X_2 is organizational culture, and X_3 is communication.

III. RESULTS AND DISCUSSION

A. Classical Assumption Tests

The one-sample Kolmogorov-Smirnov test ($n = 35$) gives a test statistic of 0.210 and an asymptotic significance (Lilliefors-corrected) of 0.108, which is above 0.05, so the residuals are normally distributed. All variables have tolerance values above 0.10 and VIF values below 10 (Table II), so there is no multicollinearity. The Glejser test, which regresses the absolute residual on the independent variables, gives significance values above 0.05 for all variables (Table II), so there is no heteroscedasticity.

TABLE II. MULTICOLLINEARITY AND HETEROSCEDASTICITY (GLEJSER) TESTS

Variable	Tolerance	VIF	Glejser t	Glejser Sig.
Leadership (X1)	0.995	1.005	-1.441	0.159
Organizational Culture (X2)	0.983	1.017	-0.312	0.757
Communication (X3)	0.987	1.013	-0.802	0.429

Source: SPSS 22 output (processed by the authors, 2026). Glejser dependent variable: absolute residual.

B. Multiple Linear Regression and Hypothesis Tests

TABLE III. MULTIPLE LINEAR REGRESSION RESULTS

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	6.785	10.861		-0.625	0.537
Leadership (X1)	0.544	0.151	0.482	3.603	0.001
Organizational Culture (X2)	0.224	0.107	0.282	2.093	0.045
Communication (X3)	0.284	0.127	0.301	2.244	0.032

Source: SPSS 22 output (2026). Dependent variable: job satisfaction (Y).

Leadership ($B = 0.544$), organizational culture ($B = 0.224$), and communication ($B = 0.284$) all have positive coefficients: the better these three variables, the higher employees' job satisfaction, and vice versa. The partial tests show that leadership ($t = 3.603$; Sig. = 0.001), organizational culture ($t = 2.093$; Sig. = 0.045), and communication ($t = 2.244$; Sig. = 0.032) each have a significant effect on job satisfaction (Sig. < 0.05), so H_1 , H_2 , and H_3 are accepted.

TABLE IV. F-TEST (ANOVA) RESULTS

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	156.887	3	52.296	8.387	0.000
Residual	193.285	31	6.235		
Total	350.171	34			

Source: SPSS 22 output (2026). Predictors: leadership, organizational culture, communication. Dependent variable: job satisfaction.

The simultaneous test gives $F = 8.387$ with $\text{Sig.} = 0.000 < 0.05$, so the three variables jointly affect job satisfaction and H_4 is accepted. From the sums of squares in Table IV, the model's R^2 is 0.448 ($156.887 / 350.171$), i.e., the three variables explain about 44.8% of the variation in job satisfaction (adjusted $R^2 \approx 0.395$), leaving the rest to factors outside the model.

C. Discussion

Leadership. Leadership has a positive and significant effect on job satisfaction, and with the largest standardized coefficient ($\text{Beta} = 0.482$) it is the most influential of the three variables. This is consistent with the pre-survey, in which only 20% of respondents agreed that the leader motivates subordinates directly, and with the view that leaders who provide support, direction, and motivation raise morale and engagement. Leaders at the office who are closer to employees, and who give clearer direction and motivation, are therefore likely to raise job satisfaction.

Organizational culture. Organizational culture has a positive and significant effect on job satisfaction ($\text{Sig.} = 0.045$). Its effect is the smallest of the three and is only marginally significant, which suggests that the effect of culture on satisfaction at the office should be interpreted cautiously. The pre-survey shows that only 20% of respondents agreed that organizational norms are obeyed by all members, while 80% agreed that colleagues support one another; strengthening consistent compliance with norms such as dress code and working hours, while keeping the mutual support among employees, may therefore raise satisfaction.

Communication. Communication has a positive and significant effect on job satisfaction ($\text{Sig.} = 0.032$). The pre-survey indicates that horizontal communication among colleagues is relatively good, whereas vertical communication between employees and leaders is not yet optimal; improving upward and downward communication, so that information is complete, clear, and helpful for understanding tasks and responsibilities, is therefore likely to increase satisfaction.

Simultaneous effect. The three variables jointly have a significant effect on job satisfaction ($F = 8.387$; $\text{Sig.} = 0.000$), and together account for about 44.8% of its variation. Improving job satisfaction thus requires attention to leadership, organizational culture, and communication together, while the remaining variation points to other factors, such as the perceived fairness of pay and performance allowances raised in the pre-survey, that were not included in the model. Because the sample is small (35 respondents), the results should be generalized with caution.

IV. CONCLUSIONS

Leadership, organizational culture, and communication each have a significant effect on the job satisfaction of civil servants at the Social Service Office of Tegal Regency, and the three variables simultaneously also have a significant effect. Leadership is the most influential variable. The office is advised to strengthen leaders' direct motivation and direction, to enforce organizational norms consistently, and to improve communication between leaders and employees. Future research may include additional variables such as compensation and the perceived fairness of performance allowances, and use a larger sample.

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