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The Influence of Leadership Style and Organizational Culture on Job Satisfaction of the CUG Konsep Filosofi Petani Pancur Kasih Pontianak

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Abstract

The purpose of this study is to determine the influence of leadership style variables and organizational culture both simultaneously and partially on the job satisfaction of Credit Union Gerakan Konsep Filosofi Petani Pancur Kasih Pontianak Activists. The analytical method used is referred to as the associative method and multiple linear regression analysis. The respondents of this study are all Credit Union Gerakan Konsep Filosofi Petani Pancur Kasih Pontianak Activists totalling 33 people. The results of applying this study to an F test show that there is a simultaneous influence between leadership style variables and organizational culture variables on job satisfaction while the results of hypothesis testing using a T-test show that there is a partial influence between leadership style variables on job satisfaction, but there is no partial influence between organizational culture variables on job satisfaction. The conclusion from the results of this study is that the leadership style variables and organizational culture variables have a simultaneous influence on job satisfaction, and there is a partial influence of leadership style variables on job satisfaction but there is no influence of organizational culture variables on job satisfaction.

Keywords : Leadership Style, Organizational Culture, Job Satisfaction

INTRODUCTION

In an organization, human resources are an important factor that plays a role in achieving organizational goals. In addition, humans are also a resource that determines the success of achieving the organization's vision and mission. Therefore, all things including human resources must be an important concern for the management to make the employees have job satisfaction which is manifested in utmost work performance so that organizational goals can be achieved effectively and efficiently.

Job satisfaction is not only obtained from a high social status. Job satisfaction, on the employee's side, can also constitute an effort to achieve the

production itself. Berliana, Siregar and Gustian (2018) state that job satisfaction in an employee's perception is the benefits obtained from work and is an important factor in understanding organizational behaviour.

Creating job satisfaction in the organization is not easy, especially for a large organization where co-operation among human resources led by a leader is absolutely necessary. Indirectly, leadership determines job satisfaction, for the reason that it can affect employees' motivation and commitment as well as a company performance both in short and long term (Kebede and Demeke, 2017). Competent leaders can also create an organizational culture, provide

direction, coordination, and guidance in the formation of work mentality for their employees. The existence of leaders and organizational culture can affect the job satisfaction of human resources in the organization.

A good leader usually does not carry out operational actions but instead he makes decisions, policies and directs others to carry out the decisions duly taken in accordance with the policies that have been outlined. Asghar and Oino (2018) emphasize that leadership can improve the relationship between leaders and employees. The success or failure of an organization in achieving its goals is also influenced by a leader with his leadership style. Vasilescu (2019) argues that leaders through their leadership can influence employees to achieve goals either by motivating or providing rewards and sanctions according to their respective performance. But if the leader has little influence in leading the company, he can create problems related to unethical practices, high turnover of workers, poor financial performance and others (Khajeh, 2018).

Organizational culture is an invisible social

force that can motivate people in an organization to carry out work activities (Sutrisno, 2018: 2). If the organizational culture is already well-formed in the employees, it will foster a great sense of responsibility in employees to achieve better goals.

The Credit Union Gerakan Konsepsi Filosofi Petani Pancur Kasih (CU GKFPPK) Pontianak is one of the largest organization that has been established since 2011. There are 33 people in the CU GKFPPK Pontianak, who are better known as activists. In addition to providing savings and loan services, the activists at CU GKFPPK Pontianak are also active in the continuous holistic empowerment of the community.

Table 1 below shows the attendance rate of CU GKFPPK Pontianak activists for the last 5 years.

From Table 1, it can be seen that the absentee level of activists in a year is still normal. This is in line with Afandi's opinion (2021: 78) which states that there is a strong negative correlation between absenteeism and satisfaction, which means that if satisfaction increases, absenteeism will decrease.

Table 1. CU GKFPPK Pontianak's activist attendance rate

Year	Number of Activists	Attendance Rate		Total Absence
		Sick Leave	With Permission	
2016	23	34	54	88
2017	32	41	62	103
2018	34	33	70	103
2019	33	46	84	130
2020	33	27	77	104

Table 2. Number of turnovers CU GKFPPK Pontianak's activists

Year	Activists (Early of the Year)	Number of Activists		Activists (End of the Year)
		Entry	Exit	
2016	22	1	-	23
2017	23	9	-	32
2018	32	2	-	34
2019	34	-	1	33
2020	33	-	-	33

Table 2 shows the number of turnovers of CU GKFPK Pontianak's activists over the last 5 years.

Based on the turnover number of CU GKFPK Pontianak's activists in Table 2, it can be seen that the number of activists is increasing from year to year. This means that the activists are satisfied with working at the CU GKFPK Pontianak and have no desire to leave. Afandi (2021: 79) states that the relationship between turnover and satisfaction is negative, where turnover can disrupt organizational continuity. Therefore, the organization must also maintain job satisfaction of the activists in order to provide maximum contribution.

Saputra & Adnyani (2017), Devita (2018), and Huda (2019) conducted research and got the results that leadership style and organizational culture simultaneously affected job satisfaction. The proposed hypothesis is, therefore, as follows:

H0 = simultaneous leadership style and organizational culture have no significant influence on job satisfaction of CU GKFPK Pontianak activists

H1 = leadership style and organizational culture simultaneously have a significant influence on job satisfaction of CU GKFPK Pontianak activists

The proposed hypothesis between the leadership style variable and job satisfaction variable can be formed based on research conducted by Sinurat (2017) and Rashid, Roswaty & Kurniawan (2017) who got the results that the leadership style variable affected the job satisfaction variable.

H0 = leadership style has no significant influence on job satisfaction of CU GKFPK Pontianak activists

H2 = leadership style has a significant influence on job satisfaction of CU GKFPK Pontianak activists

From research conducted by Sekarini (2017), and Primasheila, Hanafi & Bakri (2017) and Tejayadi, Laba & Pradana (2019), the results showed that organizational culture variables had an influence on job satisfaction variables, so the hypothesis proposed between organizational culture variables and job satisfaction variables are as follows:

H0 = organizational culture has a significant influence on job satisfaction of CU GKFPK Pontianak activists

H3 = organizational culture has no significant influence on job satisfaction of CU GKFPK Pontianak activists

Based on the background duly disclosed, the problems in this study can be formulated as to whether the leadership style and organizational culture have a

simultaneous and partial influence on job satisfaction of CU GKFPK Pontianak activists. The aim of this research is to test and analyze the influence of leadership style and organizational culture simultaneously and partially on the job satisfaction of CU GKFPK Pontianak activists.

METHODS

The research method used in this paper is referred to as associative method. The data were collected using observation, interviews, questionnaires, and literature studies that were relevant in supporting the research, including through literature studies (books, journals, internet, and literature relevant to the problem being researched). The population in this study was the CU GKFPK Pontianak's activists totalling 33 people. So that the sampling method used was census method, involving 33 activists of CU GKFPK Pontianak.

The data analysis technique used in this study was both qualitative and quantitative analysis using a Likert scale and SPSS 23.00 program. The analytical tools used are validity test, reliability test and classical assumption test (normality test, linearity test, multicollinearity test and heteroscedasticity test), F statistic test, coefficient of determination analysis test, multiple linear regression analysis, and t-test.

RESULTS

Leadership style is the overall pattern of a leader's actions towards his subordinates (Utaminingsih, 2014: 99). To achieve organizational goals, a company needs a competent leader. Utaminingsih (2014: 87) states that leadership style focuses on behaviour related to the function of a leader.

Sutrisno (2018: 2) states that organizational culture can also be referred to as corporate culture in the form of values or norms that have prevailed and taken the by employees as behavioural norms in carrying out company's activities. The values of organizational culture are believed to be the norms and values that govern the running of the company (Isac, et al., 2021). The organizational culture that has been well-formed can help the company to achieve efficiency, effectiveness, productivity, and work ethic. Onday (2016) argues that a company can make organizational culture a competitive asset that may be manipulated and managed.

Asghar and Oino (2018) argue that job satisfaction will come about in employees when they do their work. In line with this opinion, Thiagaraj and Thangaswamy (2017) state that job satisfaction can also be termed as employees' perceptions and expectations regarding positive attitudes or pleasant emotional states derived

from experiences related to their work.

Table 3 describes the statements in the questionnaire used in this study.

Table 4 describes the results of the validity test of the variables of leadership style, organizational culture, and job satisfaction.

Table 3. Research questionnaire

Variable	Statement
Leadership Style (X1)	1.The manager has a clear and realistic strategy.
	2.The work strategy programs are well accepted by the activists.
	3.I believe that the goals set by the Manager will bring about changes for the betterment.
	4.The Manager personally pays attention to me and motivates my work.
	5.The Manager cares about problems befalling to his activists.
	6.The Manager is very much concerned about work environment that makes me feel comfortable at work.
	7.The Manager stimulates the activists to equip themselves with knowledge and skills in an effort to increase competence.
	8.The Manager stimulates the activists to have a determination to thoroughly complete their tasks.
	9.The Manager invites all activists to be quality orientated.
	10.The Manager invites all activists to work in a harmonious and solid team.
	11.The Manager can well resolve any conflicts taking place among the activists.
	12.The Manager appreciates any differences in opinion for a better goal.
	13.The Manager invites all activists to respect any differences and beliefs.
Organizational Culture (X2)	1.I am fully satisfied with the work that I have done.
	2.I am trying to develop my capabilities and abilities.
	3.I obey all existing rules
	4.I make every effort possible to provide the best services to all members.
	5.In carrying out my works, I take up the initiatives and try not to depend solely on the directions provided by the Manager.
	6.I set my plans and try to finish them well.
	7.All the activists respect each other, greet and say hello when they meet.
	8.The activists actually value, respect and serve all members.
	9.Each section views others as internal activists that must be served.
	10.I assist others who are less proficient at work.
	11.I try to convince others who have different opinions.
	12.I prioritize quality in completing my works.
	13.I innovate to find new and useful things.
	14.I work effectively and efficiently.
	15.While working in a team, we conduct discussion in order to synergize the goals.
16.Any time there are problems coming up while working in a team, we try to resolve them well.	
Job Satisfaction (Y)	1.The salary/wage I receive is decent and I feel satisfied with it.
	2.Apart from the salary/wage, I also get some other benefits/allowances
	3.The work I do is very interesting and fun.
	4.I am given all opportunities to learn and this is of course quite fun.
	5.I am given the responsibility and trust that I feel satisfied.
	6.I am satisfied with the existing promotion system, for it is carried out transparently and based on merit not on proximity or closeness.
	7.I am given equal opportunities as others in achieving a better position.
	8.The Manager always shows his concern and provides me with advices.
	9.The Manager praises me whenever I achieve good results.
	10.The Manager provides assistance when I have difficulties in my work.
	11.My co-workers are very intelligent and helpful at work.
	12.My co-workers are very pleasant and responsible for their work; they are good examples.
	13.My co-workers encourage me to do my works well so that I feel satisfied.

Table 4. The results of the validity test of the variables of leadership style organizational culture, and job satisfaction

Variable		r _{count}	r _{table}	Description
Leadership Style (X1)	GK1	0.680	0.355	Valid
	GK2	0.772	0.355	Valid
	GK3	0.703	0.355	Valid
	GK4	0.678	0.355	Valid
	GK5	0.717	0.355	Valid
	GK6	0.723	0.355	Valid
	GK7	0.670	0.355	Valid
	GK8	0.604	0.355	Valid
	GK9	0.681	0.355	Valid
	GK10	0.655	0.355	Valid
	GK11	0.634	0.355	Valid
	GK12	0.805	0.355	Valid
	GK13	0.525	0.355	Valid
Organizational Culture (X2)	BO1	0.579	0.355	Valid
	BO2	0.577	0.355	Valid
	BO3	0.788	0.355	Valid
	BO4	0.762	0.355	Valid
	BO5	0.565	0.355	Valid
	BO6	0.719	0.355	Valid
	BO7	0.522	0.355	Valid
	BO8	0.721	0.355	Valid
	BO9	0.610	0.355	Valid
	BO10	0.710	0.355	Valid
	BO11	0.742	0.355	Valid
	BO12	0.626	0.355	Valid
	BO13	0.681	0.355	Valid
BO14	0.672	0.355	Valid	
BO15	0.658	0.355	Valid	
BO16	0.719	0.355	Valid	
Job Satisfaction (Y)	KK1	0.499	0.355	Valid
	KK2	0.375	0.355	Valid
	KK3	0.657	0.355	Valid
	KK4	0.627	0.355	Valid
	KK5	0.741	0.355	Valid
	KK6	0.797	0.355	Valid
	KK7	0.577	0.355	Valid
	KK8	0.764	0.355	Valid
	KK9	0.676	0.355	Valid
	KK10	0.661	0.355	Valid

KK11	0.814	0.355	Valid
KK12	0.820	0.355	Valid
KK13	0.848	0.355	Valid

Based on the results of the validity test in Table 4, the three variables can be declared as valid because the rcount value is greater than the rtable, so the questionnaire can be used for further research.

The following are the results of the reliability test of the variables of leadership style, organizational culture, and job satisfaction which are described in Table 5.

It can be seen from the results of the reliability test in Table 5 that the three variables have a Cronbach's Alpha value of more than 0.70 and they proved that all variables are reliable.

Based on the results of the classical assumption tests, i.e normality test, linearity test, multicollinearity test and heteroscedasticity test, it is known that all variables are normally distributed, have a linear relationship, do not show any symptoms of multicollinearity, and the regression model does not have heteroscedasticity problems.

The following are the results of the normality test using the One-Sample Kolmogorov-Smirnov Test of the variables of leadership style, organizational culture, and job satisfaction which are described in Table 6.

Based on the results of the normality test in Table 6, it can be seen that the data in the study are normally distributed and proved by a Sig. value of greater than 0.05.

Table 7 below showed the results of the linearity test between the variables of leadership style and job satisfaction.

Based on Table 7, it can be seen that the significant value of deviation from linearity on the leadership style variable is 0.610 which is greater than 0.05. Therefore, it can thus be stated that there is a linear relationship between the leadership style variable and job satisfaction.

The following are the results of linearity tests between organizational culture variables and job satisfaction which are described in Table 8.

Table 5. Reliability test results of leadership style, organizational culture and job satisfaction variables

Variable	Cronbach's Alpha	N of item	Description
Leadership Style (X1)	0.903	13	Reliable
Organizational Culture (X2)	0.913	16	Reliable
Job Satisfaction (Y)	0.897	13	Reliable

Table 6. Normality test results

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
	N	33
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.36052711
	Most Extreme Differences	
	Absolute	.093
	Positive	.088
	Negative	-.093
Test Statistic		.093
Asymp. Sig. (2-tailed)		.200c,d

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Based on Table 8, it can be seen that the significant value of deviation from linearity on the organizational culture variable is 0.264 which is greater than 0.05. Therefore, it can thus be stated that there is a linear relationship between the organizational culture variable and job satisfaction.

In Table 9, the results of the multicollinearity test are described.

The results of the multicollinearity test in Table 9 show that the value of the variance inflation factor (VIF) of the leadership style and organizational culture variables is 2.011, which is smaller than 10, while the tolerance value of the leadership style and organizational culture variables is 0.497, which is greater than 0.10. The above shows that there is no symptom of multicollinearity between the variables of leadership style and organizational culture.

The following are the results of the heteroscedasticity test shown in Table 10.

Table 10 above shows that the significant value of the leadership style and organizational culture variables are 0.607 and 0.574 respectively, which is greater than 0.005. So it can thus be stated that the regression model does not show any symptoms of heteroscedasticity.

The results of the simultaneous test (F test) between the independent variables (leadership style and organizational culture) and the dependent variable (job satisfaction) are presented in Table 11 below.

The results of the F-test in Table 11 above show that the significant value is 0.000 and less than 0.005 proving that the hypothesis H0 is rejected and H1 is accepted and thus means that the variables of leadership style and organizational culture simultaneously affect the job satisfaction variable.

In Table 12 below, the results of the analysis of the coefficient determination are described.

Based on Table 12, the value of R Square

Table 7. Linearity test results between leadership style variables and job satisfaction

		ANOVA Table				
		Sum of Squares	df	Mean Square	F	Sig.
Job_Satisfaction	* Between (Combined)	7.161	20	.358	2.464	.056
Leadership_Style	Groups					
	Linearity	4.727	1	4.727	32.530	.000
	Deviation from Linearity	2.434	19	.128	.882	.610
	Within Groups	1.744	12	.145		
	Total	8.904	32			

Table 8. Linearity test results between organizational culture variables and job satisfaction

		ANOVA Table				
		Sum of Squares	df	Mean Square	F	Sig.
Job_Satisfaction	* Between (Combined)	6.600	18	.367	2.228	.067
Organizational_Culture	Groups					
	Linearity	2.678	1	2.678	16.270	.001
	Deviation from Linearity	3.922	17	.231	1.402	.264
	Within Groups	2.304	14	.165		
	Total	8.904	32			

Table 9. Multicollinearity test results

Model	Coefficients ^a					Collinearity Statistics		
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Tolerance	VIF
	B	Std. Error	Beta					
1 (Constant)	.879	.575			1.530	.137		
Leadership_Style	.672	.174	.683		3.861	.001	.497	2.011
Organizational_Culture	.067	.187	.064		.361	.721	.497	2.011

a. Dependent Variable: Job_Satisfaction

Table 10. Heteroscedasticity test results

Model	Coefficients ^a					
	Unstandardized Coefficients		Standardized Coefficients		t	sig
	B	Std. Error	Beta			
1 (Constant)	-.109	.291			-.375	.710
Leadership_Style	.046	.088	.130		.520	.607
Organizational_Culture	.054	.095	.142		.569	.574

a. Dependent Variable: Job_Satisfaction

is 0.533 or 53.3 percent. This shows that the variables of leadership style and organizational culture have an influence of 53.3 percent and the remaining 46.7 percent are influenced by other unexamined variables.

The following are the results of the multiple linear regression analysis described in Table 13.

Based on the results of multiple linear regression analysis in Table 13, the following regression model can therefore be obtained:

$$Y = 0,683 X_1 + 0,064 X_2$$

The regression coefficient on the leadership style variable is 0.683 meaning that the variable has a positive influence on job satisfaction. The regression coefficient of the organizational culture variable has a value of 0.064 meaning that the variable has a positive influence on job satisfaction.

Described in Table 14 below are the results of a partial test (t-test) between the independent

variables (leadership style and organizational culture) and the dependent variable (job satisfaction).

Based on the results of the t-test in Table 14, it can be seen that the significant value of the leadership style variable is 0.001 and less than 0.005 meaning that the hypothesis H2 is accepted and H0 is rejected. The variable, therefore, has a partial significant influence on the job satisfaction variable. While the organizational culture variable has no partial significant influence on the job satisfaction variable because the significant value is 0.721 which is greater than 0.005; therefore the hypothesis H0 is accepted and H3 is rejected.

DISCUSSION

Based on the results of the simultaneous test (F-Test), it can be stated that hypothesis H1 is

Table 11. Simultaneous test results (F-Test) between independent variables (leadership style and organizational culture) to dependent variables (job satisfaction)

ANOVA ^a						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.745	2	2.372	17.112	.000 ^b
	Residual	4.159	30	.139		
	Total	8.904	32			

a. Dependent Variable: Job_Satisfaction

b. Predictors: (Constant), Organizational_Culture, Leadership_Style

Table 12. Test Results of the coefficient of determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.730 ^a	.533	.502	.37235

a. Predictors: (Constant), Organizational_Culture, Leadership_Style

Table 13. Multiple linear regression analysis test results

Coefficient ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.879	.575		1.530	.137
	Leadership_Style	.672	.174	.683	3.861	.001
	Organizational_Culture	.067	.187	.064	.361	.721

a. Dependent Variable: Job_Satisfaction

accepted, which means that leadership style and organizational culture simultaneously have a significant influence on job satisfaction of CU GKFPK Pontianak activists. This is also in accordance with research conducted by Saputra & Adnyani (2017), Devita (2018), and Huda (2019).

Based on the results of data processing using multiple linear regression analysis, it can be seen that the coefficient of leadership style is 0.683, which means it has a positive influence on job satisfaction. This means that if the leadership style improves, it will increase the job satisfaction of CU GKFPK Pontianak activists and vice versa, if the leadership style worsens, the job satisfaction of CU GKFPK

activists and vice versa, if the leadership style deteriorates, the job satisfaction of CU GKFPK Pontianak activists will also decrease. Meanwhile, based on the results of the partial test (t-test) between organizational culture and job satisfaction, it was found that hypothesis H3 was rejected and H0 was accepted, which means that organizational culture has no significant effect on job satisfaction of CU GKFPK activists in Pontianak. This is in contrast to the results of research conducted by Sekarini (2017), Primasheila, Hanafi & Bakri (2017) and Tejayadi, Laba & Pradana (2019). So it can be stated that the culture that exists in the organization has a positive but not significant effect on the job satisfaction of CU GKFPK Pontianak activists.

Table 14. Partial test results (t-test) between independent variables (leadership style and organizational culture) against dependent variable (job satisfaction)

Model	Coefficient ^a		Beta	t	Sig.
	Unstandardized Coefficients				
	B	Std. Error			
1 (Constant)	.879	.575		1.530	.137
Leadership_Style Or-organizational_Culture	.672	.174	.683	3.861	.001
Total	.067	.187	.064	.361	.721

a. Dependent Variable: Job_Satisfaction

Pontianak activists will also decrease. From the results of the partial test (t-test) between leadership style and job satisfaction, it was found that hypothesis H2 was accepted, namely leadership style had a significant effect on job satisfaction of CU GKFPK activists in Pontianak. This is in line with research conducted by Sinurat (2017) and Rashid, Roswaty & Kurniawan (2017). So it can be stated that the manager's leadership style at CU GKFPK Pontianak has a significant positive effect on the job satisfaction of its activists.

Based on the results of data processing using multiple linear regression analysis, it can be seen that the coefficient of organizational culture is 0.064, which means it has a positive influence on job satisfaction. This means that if the organizational culture improves, it will increase the job satisfaction of CU GKFPK Pontianak

CONCLUSION

Based on the results of research and discussion, it can be concluded that the leadership style and organizational culture have a simultaneous significant influence on the job satisfaction of CU GKFPK Pontianak activists. The leadership style has a partial positive significant influence on the job satisfaction, while the organizational culture has a partial positive but not significant effect on the job satisfaction of CU GKFPK Pontianak activists.

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commitment, work motivation, quality of work life, work environment, employee performance or others.

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