

# The Effect Of Self - Leadership, Organizational Culture, And Work Motivation On Job Satisfaction At Regional General Hospital

Tubagus Achmad Darodjat,<sup>1</sup> Rosma Kadir,<sup>2</sup> Salam,<sup>2</sup> Mira Mirnawati,<sup>2</sup> Abdul Rahmat<sup>22</sup>

## ABSTRACT

The aim of this research is to obtain information and to suggest improvement related to the effect of self-leadership, organizational culture, and work motivation on job satisfaction at the Karawang Regional General Hospital. Survey was conducted in this research with 108 samples selected randomly. Data have been analyzed by path analysis. The findings of this research show that (1) self-leadership effects directly on work motivation (2) organizational culture effects directly on work motivation and (3) work motivation effects directly on job satisfaction (4) self-leadership effects directly on work motivation; and (5) organizational culture effects directly on job motivation. Based on those findings it can be concluded that any concern toward self-leadership, organizational culture, work motivation should be put into strategic planning of human resources development in increasing job satisfaction at The Karawang Regional General Hospital.

**Keywords** : self-leadership, work motivation, organizational culture, job satisfaction.

## I. INTRODUCTION

The paradigm shift in the government administration needs to be addressed and balanced who have adequate competence and are in accordance with the demands of the task. Currently, reform and implementation of regional autonomy has a very strategic position because very dependent on the competencies are possessed and controlled. The work done who need high-value knowledge and skills will result in job satisfaction which according to Mullins (2005) is complex and multi-concepts that can make a difference.

Yuan Ting found that there are 3 factors influence namely job characteristics, organizational characteristics, and individual characteristics. These job characteristics are expressed in the form of salary satisfaction and career development, career clarity, job clarity, utilization of skills, and significance of assignments. Organizational characteristics are expressed with organizational culture to the organization and work motivation with coworkers and superiors. Individual characteristics are measured by self-leadership, spirit to serve the public (public spirit), age, education, race and marital status. The work authority is defined as overall job satisfaction. There is a great belief that each individual has a direct effect as a substantive effect on his views and reactions to the environment. This belief is called the self-leadership which is a person's belief in controlling the events in his life. self-leadership has a good relationship with several variables such as work stress, work ethics, job satisfaction or performance.

Job satisfaction in the Karawang Regional General Hospital shows that in some parts it has not been felt optimally. Some of the factors have different personal perceptions on job satisfaction, organizational culture, work that is not in accordance with

---

<sup>1</sup> Universitas Singaperbangsa Karawang- Indonesia [bagus20m@gmail.com](mailto:bagus20m@gmail.com)

<sup>2</sup> Gorontalo State University, [rosmakadir@ung.ac.id](mailto:rosmakadir@ung.ac.id) ; [salamtolaki@ung.ac.id](mailto:salamtolaki@ung.ac.id); [mirnawati@ung.ac.id](mailto:mirnawati@ung.ac.id) ;[abdulrahmat@ung.ac.id](mailto:abdulrahmat@ung.ac.id)

their expertise, still lack of facilities and infrastructure. This change in staffing paradigm requires more detailed attention in relation to the personality aspects, especially self-leadership, organizational culture, work motivation, and the changing job satisfaction paradigm. The following are question in relation to job satisfaction:

1. Does self-leadership have a positive direct effect on work motivation?
2. Does organizational culture have a direct positive effect on work motivation?
3. Does work motivation have a positive direct effect on job satisfaction?
4. Does self-leadership affect job motivation?
5. Does organizational culture affect job motivation?

## II. LITERATURE REVIEW

### Self Leadership, Organizational culture, Work motivation, Job Satisfaction

Self-leadership is a process through which individuals control their own behavior, influencing and leading themselves through the use of specific sets of behavioral and cognitive strategies (*Neck and Houghton, 2006*). The notion of self-leadership first arose in the 1980s as a development of selfmanagement theory (*Houghton & Neck, 2002; Manz & Sims, 2001*). Self-leadership focuses on the process of self-influencing through which individuals control their own behavior, influencing and leading themselves to achieve the self-direction and self-motivation necessary to perform (*Tat and Zeitel-Bank, 2013*). Self-leadership is defined as a normative concept, which includes certain cognitive and behavioral rules of self-regulation theory, social cognitive theory, intrinsic motivation theory and self-control theory (*Sesen et al., 2017*).

*McShane and Glinow (2008)* stated that "Organizational culture referring to leaders is truthfulness and tendency to translate words into deeds. This opinion implies that organizational culture refers to honesty of leaders and tendency to translate words in deeds. *Davis (2006)* defines organizational culture as something that is used to establish high standards of personnel for oneself that are related to honesty, responsibility, respect for others, and fair conduct. This opinion implies that the organizational culture possessed by employees shows honesty, responsibility, respect for others, and is fair to others.

Work motivation is a type of two-way communication (two-way communication). As stated by *West and Turner (2007)* that "Work motivation refers to face-to-face communication between people. *DeVito (2004)*, states "Work motivations as communication that takes place between two persons who have an established relationship and the people are in some way "connected". This opinion implies that work motivation occurs between two people who have a defined relationship and are "connected". *Griffin (2006)* states, "Work motivation as the process of creating unique shared meaning, but the impact of this statement depends on images it calls to mind". This opinion shows that work motivation is a process of creating unique meanings and then conveyed to others. The influence of the message conveyed depends on one's views, which is called understanding.

*Newstrom and Davis (2002)*, states that job satisfaction is a set of feelings of pleasure or displeasure and emotion which is his view of his work. Based on the research conducted *Herzberg* divided the situation which influenced a person's attitude towards his work into two groups, namely the group of satisfiers and dissatisfiers. The group of satisfiers or motivators are factors or situations that are proven as sources of job satisfaction which consist of achievement, recognition, work itself, responsibility and advancement.

### III. RESEARCH METHODOLOGY

This research was conducted in order to determine empirically the direct influence of : Self leadership, Organizational culture, Work Motivation on employees' job satisfaction in Regional Public Hospital Karawang. The research was conducted at the Regional Public Hospital (Hospital) Karawang, which is located in Karawang, West Java Province. The research was carried out from June 2015 until August 2015.

Research Methods and Data Analysis Techniques. This study used a survey method with causal approach. The data analysis will use inferential statistics with Path Analysis Method (Path Analysis) to determine the direct and indirect effect of each variable of the study. The process of collecting data is conducted by a survey using a questionnaire as a research instrument. There are four variables that will be analyzed in this study, namely: Self leadership (X1); Organizational culture (X2), Work Motivation (X3), and Job satisfaction (X4). Population of Research. Target population in this study are employees of health personnel in the Regional Public Hospital (Hospital) Falkirk. Meanwhile affordable target population of this research are health personnel , they were civil servants, based on the data amounted to 540 people. Sampling technique. The sample in this study were taken by using simple random sampling technique for the target population homogeneous health personnel are employees with civil servant status, the number of samples in this study as many as 108 respondents employee health personnel.

The sample which become the source of the data in this study were 108 employees Regional Public Hospital (Hospital) Karawang. They were selected using simple random sampling method. Based on data obtained from the questionnaire sheet about the identity of respondents, it is known 57 respondents (53%) were male and 51 respondents (47%) were female. The data illustrates that virtually balanced between the number of male employees and female employees. By level of education, it is known that 73 respondents (68%) educated to bachelor level and 35 respondents (35%) diploma III level. It can be said that the employees of Regional Public Hospital (Hospital) Karawang are generally educated to bachelor level.

### IV. DISCUSSION

#### Testing Requirements Analysis

#### Normality test

The testing process is done by testing the normality of the data distribution of the four variables. Summary of test results are presented in Table 4.5.

Table 1  
Normality Test Results Summary Data

No	Variable	Statistical Testing		Conclusion
		L count	Ftable ( $\alpha=0.05$ )	
1	Self leadership (X1)	0.070	0.085	Normal
2	Organizational culture (X2)	0.067	0.085	Normal
3	Work Motivation (X3)	0.082	0.085	Normal

4	Organizational commitment (X <sub>4</sub> )	0.054	0.085	Normal
---	---	-------	-------	--------

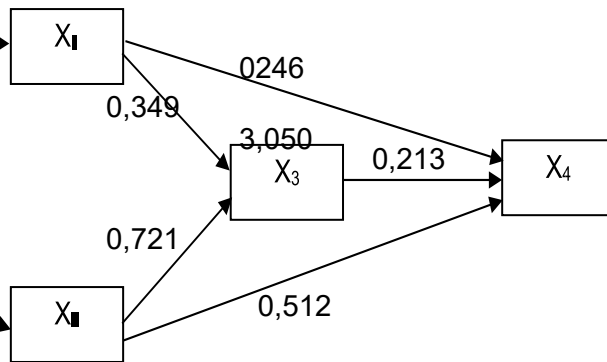
**Model and Coefficient Line**

Based on the causal model established theoretically, it will obtain the path diagram and calculated value of the coefficient of each track. Value needs to be known for further calculations adlah simple correlation values are presented in the form of the correlation coefficient matrix as follows:

Table 2  
 Simple Matrix Correlation Coefficient Between Variables

	X1	X2	X3	X4
X1	1	- 1	0,640	0,545
X2	-	0,835	0,835	0,699
X3	0,640	0,699	1	0,633
X4	0,545		0,633	1

**Causal Effect of Variable Examined**



**Figure 4.1. Model Theory**

Description :

- X1 : Self leadership
- X2 : Organizational culture
- X3 : Work Motivation
- X4 : Job satisfaction.

The coefficient calculation Line

Path coefficient calculation is based on the correlation coefficient values in Table 4.18. The result of the calculation of the data shown in the following table:

Table 3  
Results Calculation and Testing Coefficient Line

No	Coefficient Line	t count	t table	
			= 0.05	= 0.01
1	$\beta_{31} = 0.349$	4.330 **	1.900	2.617
2	$\beta_{41} = 0.246$	3.050**	1.900	2.617
3	$\beta_{32} = 0.721$	8.946**	1.900	2.617
4	$\beta_{42} = 0.512$	6.360**	1.900	2.617
5	$\beta_{43} = 0.213$	2.638**	1.900	2.617

Description :

\*) : Path coefficient was highly significant ( $t_{count} > t_{table}$ ) at  $\alpha = 0.01$

## V. CONCLUSIONS

Based on the results of hypothesis testing, the fifth hypothesis turns out significantly acceptable.

In this study compiled theoretical model that describes variable variations directly influence self-leadership, organizational culture, work motivation on Job satisfaction of Regional Public Hospital Karawang.

The results showed that the whole hypothesis is accepted, it is explained that employees at Regional Public Hospital Karawang affected by variables : Self leadership (X1); Organizational culture (X2), Work Motivation (X3), and Job satisfaction (X4).

The study also reinforces the theory Jason A. Colquitt, Jeffery A. Lepine and Michel J. Wesson about job satisfaction the organization's employees. *First*, that the influence of self leadership with work motivation. This means there is self leadership to work in Regional Public Hospital Karawang so the higher the culture of the organization, the higher the motivation to work and vice versa worse the culture of the organization, the lower the motivation to work. *Second*, that the influence of organizational culture and work motivation. This value gives the sense that the variation change of organizational culture described directly by the work motivation. *Third*, that the relationship between work motivation with employee job satisfaction is statistically shown by the percentage value of 0.519. This value gives the sense that variation changes determined work motivation / explained directly by job satisfaction. *Fourth*, that the relationship between self leadership and job satisfaction statistically shown by the percentage value. This value gives the sense that the variation change of self leadership specified / described directly toward job satisfaction. *Fifth*, that the relationship between organizational culture and job motivation statistically shown by the percentage value of 0.045. This value gives the sense that the variation change of organizational culture specified / described directly toward job motivation.

Therefore, in order to increase job motivation to the Regional Public Hospital (Hospital) Karawang, need to be considered variable self leadership, organizational culture and work motivation in the strategic plan Regional Public Hospital Karawang from

the influence of the change in environmental conditions, among others, the influence of the local economy the social, cultural, demographic and environmental. the political power of government and law, technology strength or strength of competition however the Regional Public Hospital is still under the control of local government influence.

#### Recommendation

##### 1. Suggestions to the Director of Karawang Regional General Hospital

To find a new breakthrough to better recognize the weaknesses that exist in the organization/ institution, so that the good sides need to be improved and the side that still lacks the need to be reconstructed.

##### 2. Suggestions for employees in the Karawang Regional General Hospital

The need for employee to improve positive mindsets through increasing their internal self-leadership. This can be expected to increase understanding of identity and ability to overcome problems. This organizational culture also needs to be improved by signing the facts of the organizational culture of employees.

##### 3. Suggestions to Researchers in the field of education

Management should be able to take advantage of the results of this research and try to find other variables that have a direct effect on job satisfaction. This is very useful in order to find out the other variables that are very dominant which directly influence job satisfaction in order to increase the professionalism of employees.

#### References :

- Alves, J.C. , Lovelace, K. , Manz, C.C. , Matsypura, D. , Toyasaki, F. , & Ke, K. 2006. A cross cultural perspective of self-leadership. *Journal of Managerial Psychology*, 21: 338-359.
- Abawi, K. (2013) 'Data Collection Instruments (Questionnaire & Interview)', *Training in Sexual and Reproductive Health Research Geneva*, 1(Geneva Workshop 2013), p. 18.
- Abele, A. E. and Spurk, D. (2009) 'How do objective and subjective career success interrelate over time?', *Journal of Occupational and Organizational Psychology*, 82, pp. 803–824. doi: 10.1348/096317909X470924.
- Alzyoud, A. A. Y. (2017) 'The Predictors of Career Success', *International Review of Management and Marketing*, 7(2), pp. 22–26. Available at: <http://www.econjournals.com>.
- Ariani, D. W. (2013) 'Personality and Learning Motivation', *European Journal of Business and Management*, 5(10), pp. 2222–2839.
- Ballout, H. I. (2007) 'Career success support', *Journal of Managerial Psychology*, 22(8), pp. 741–765. doi: 10.1108/02683940710837705.
- Bencsik, A., Machova, R. and Hevesi, E. (2012) 'The relationship between motivation and personality type.pdf', *International Journal of Academic Research*, pp. 83–88.
- Browning, Michelle. (2018). Self-Leadership: Why It Matters. *International Journal of Business and Social Science* Volume 9, Number 2, p.p. 14-18.
- Cents, M. H. G. (2013) *Effect of Values and Personality on the Motivation and Intention of User-Generated Content Across Cultures*. Universiteit Twente.
- Colquitt, Jason A., Jeffery A. LePine, and Michael J. Wesson. *Organizational Behavior: Improving Performance and Commitment in the Workplace*. New York: McGraw-Hill/Irwin. 2009
- Chen, X. (2016) 'The Influences of Personality and Motivation on the Sharing of Misinformation on Social Media', in *iConference*, pp. 1–11. doi: 10.9776/16145.

- Druskat, V.A. , & Wheeler, J.V. 2003. Managing from the boundary: The effective leadership of self-managing work teams. *Academy of Management Journal*, 46: 435-457.
- Davis, Keith. *Human Behavior at Work: Organizational Behavior*. United States: Grolier Incorporated, 1991.
- DeVito, J. A. *The Interpersonal Communication Book*, 10th ed. Boston: Pearson-Allyn & Bacon. 2004.
- Foti, R.J. , & Hauenstein, N.M.A. 2007. Pattern and variable approaches in leadership emergence and effectiveness. *Journal of Applied Psychology*, 92: 347-355.
- Faqeer-ul-ummi, U. Y., Javed, R. and Amjad, M. (2014) 'Impact of personality on career success', *International Journal of Innovation and Applied Studies*, 9(3), pp. 1064–1072. Available at: <http://www.ijias.issr-journals.org/>.
- Gagné, M. , & Deci, E. 2005. Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26: 331-362.
- Gerhart, B. , & Rynes, S.L. 2003. *Compensation: Theory, evidence, and strategic implications* . Thousand Oaks, CA: Sage.
- Griffin, E.A *First Look at Communication Theory*, 6th ed. Boston: McGraw-Hill. 2006.
- Gioia, Carol. *Factors That Affect Job Satisfaction*. <http://www.helium.com/items> (Diakses 6 September 2010).
- Houghton, J. D., & Neck, C. P. (2002). The revised self-leadership questionnaire: Testing a hierarchical factor structure for self-leadership. *Journal of Managerial Psychology*, 17(8), 672-691.
- Hooker, C. , & Csikszentmihalyi. M. 2003. Flow, creativity, and shared leadership: Rethinking the motivation and structuring of knowledge work. In C. L. Pearce & J. A. Conger (Eds.), *Shared leadership: Reframing the hows and whys of leadership*: 217-234. Thousand Oaks, CA: Sage.
- Houghton, J.D. , & Neck, C.P. 2002. The revised self-leadership questionnaire: Testing a hierarchical factor structure for self-leadership. *Journal of Managerial Psychology*, 17: 672-691.
- Houghton, J. , Neck, C. , & Manz, C. 2003. Self-leadership and superleadership. In C. Pearce & J. Conger (Eds.), *Shared leadership*: 123-140. Thousand Oaks, CA: Sage.
- Ivancevich, J. and Matteson, M. (2002) *Organisational Behaviour and Management*. New York, USA: McGraw-Hill Irwin.
- Judge, T. A. and Ilies, R. (2002) 'Relationship of personality to performance motivation: A meta-analytic review', *Journal of Applied Psychology*, 87(4), pp. 797–807.
- Kyguoliene, A. & Ganusauskaite, A. (2017). Dimensions Of Youth Self-Leadership: Measuring Skills, Behaviours And Cognitions. Proceedings of the 2017 International Conference "Economic Science for rural development" No 46 Jelgava, LLU ESAF, 27-28 April 2017, pp. 84-91.
- Lawrence, C. (2010) 'Causal Theory and Research Design Chapter 6 of The Craft of Political Research', pp. 1–56.
- Luthans, F. (2006) *Perilaku Organisasi*. Edisi 10. Yogyakarta, Indonesia: Penerbit Andi.
- Mathis, R. L. and Jackson, J. H. (2005) *Human Resource Management: Essential Perspective*. Mason, Ohio: ThomsonSouth-Western.
- Mathieu, J.E. , Gilson, L.L. , & Ruddy, T.M. 2006. Empowerment and team effectiveness: An empirical test of an integrated model. *Journal of Applied Psychology*, 91: 97-108.
- McShane, Steven L. And Mary Ann Von Glinow. *Organizational Behavior*. New York: McGraw-Hill Companies, Inc. 2008.
- Mullins. Laurie J. *Management and Organizational Behavior*. Edinburgh, Harlow, Essex: Prentice Hall. 2005.
- Mayer, Florian, *Effective Work motivation in the Workplace*. <http://www.essortment.com/effective-interpersonal-communication-workplace-> (Diakses 16 September 2011).
- Newstrom, John W. *Organizational Behavior at Work, Twelfth Edition*. New York: McGrawHill Companies, Inc.,2007.
- Newstrom, John w. And Keith Davis, *Organizational Behavior: Human Behavior at Work*. New York: McGraw-Hill Higher Education. 2002.

- Neck, C. , & Houghton, J. 2006. Two decades of self-leadership theory and research: Past developments, present trends, and future possibilities. *Journal of Managerial Psychology*, 21: 270-295.
- Neck, C.P. , & Manz, C.C. 2010. *Mastering self-leadership: Empowering yourself for personal excellence* (5th ed.). Upper Saddle River, NJ: Prentice Hall.
- Neubert, M.J. , & Wu, J.C.C. 2006. An investigation of the generalizability of the Houghton and Neck Revised Self-Leadership Questionnaire to a Chinese context. *Journal of Managerial Psychology*, 21: 360-373.
- Oberhuber, S. and Maurer, I. (2015) 'Quantitative Data Analysis'. Text durch Klicken hinzufügen, pp. 1–26.
- Orebiyi, A.O. and T.P. Orebiyi. "The Influence of Work motivation On Secondary School Teacher's Job Satisfaction and Commitment In Kogi State, Nigeria". *Journal of Communication and Culture: International Perspective*; Vol.2. No.1, April 2011.
- Pearce, C.L. , & Sims, H.P., Jr. 2002. Vertical versus shared leadership as predictors of the effectiveness of change management teams: An examination of aversive, directive, transactional, transformational, and empowering leader behaviors. *Group Dynamics: Theory, Research, and Practice* , 6: 172-197.
- Raabe, B. , Frese, M. , & Beehr, T.A. 2007. Action regulation theory and career self-management. *Journal of Vocational Behavior*, 70: 297-311.
- Robbins, S. P. (2006) *Perilaku Organisasi*. Jakarta, Indonesia: PT. Indeks Kelompok Gramedia.
- Seibert, S.E. , Silver, S.R. , & Randolph, W.A. 2004. Taking empowerment to the next level: A multiple-level model of empowerment, performance, and satisfaction . *Academy of Management Journal*, 47: 332-349.
- Schneider, D. K. (2005) 'Quantitative Data Analysis', *Research Design for Educational Technologists*, 1(5), pp. 1– 24.
- Tata, J. , & Prasad, S. 2004. Team self-management, organizational structure, and judgments of team effectiveness. *Journal of Managerial Issues*, 16: 248-265.
- Parks, L. and Guay, R. P. (2009) 'Personality, values, and motivation', *Personality and Individual Differences*, 47(7), pp. 675–684.
- Paterson, A. *et al.* (2016) *Quantitative Data Gathering Methods and Techniques*. The Global, *Research Methods for Accounting and Finance*. The Global. Oxford England: Goodfellow Publishers Ltd. doi: 10.23912/978-1-910158-88-3-3226.
- Tacq, J. (2011) 'Causality in qualitative and quantitative research', *Quality and Quantity*, 45(2), pp. 263–291.
- Tat, U. & Zeitel-Bank, N. (2013). *Self Leadership Development: The Link Between Body, Mind, And Reflection*. International conference 2013 Zadar. Croatia: Management, Knowledge and Learning.
- Trusler, Ingrid. (2018) *The relationship between self-leadership and shared leadership on team performance*. Pretoria: The Gordon institute of Business Science, University of Pretoria.
- Turban, D. B., Moake, T. R. and Wu, S. Y. (2017) 'Linking Extroversion and Proactive Personality to Career Success : The Role of Mentoring Received and Knowledge', *Journal of Career Development*, 44(1), pp. 20–33. doi: 10.1177/0894845316633788.
- West, Richard and Lynn H. Turner. *Introducing Communication Theory: Analysis and Application*. New York: McGraw-Hill/Irwin. 2007.
- Wood, C. (2004) *Organizational Behavior*. 3rd Editio. Australia: Jhon Wily & Son Australia Ltd.