

ANALYSIS OF EMPLOYEE JOB SATISFACTION BASED ON THE INFLUENCE OF LEADERSHIP AND ORGANIZATIONAL CULTURE ON THE MILLENNIAL GENERATION IN SOUTH JAKARTA



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Abstract

This study aims to determine the effect of Leadership and Organizational Culture on Job Satisfaction of Millennial Generation Employees in South Jakarta. This research method uses associative research which aims to determine the effect between dependent variables on independent variables. The population in this study is unknown because of the very large number, This study uses the Cochran determination formula and gets the results of 97 respondents, with the random sampling method, or the technique of selecting a group of subjects randomly or based on certain characteristics that are considered as characteristics of the population that have been identified. Based on the results of the analysis, Leadership has a positive and significant effect on Job Satisfaction, this is shown in the $T_{count} > T_{Table}$ ($3.336 > 1.985$) and is significant at $0.01 < 0.05$ or 5%, so H_0 is rejected and H_a is accepted. Other outcome variables also state that Organizational Culture has a positive and significant effect on Job Satisfaction, this is shown in the $T_{count} > T_{Table}$ ($8.089 > 1.985$) and is significant at $0.000 < 0.05$ or 5%, so H_0 is rejected and H_a is accepted. Based on the results of the study, it shows that Leadership and Organizational Culture simultaneously have a positive and significant effect on Job Satisfaction of Millennial Generation Employees in South Jakarta. This is evidenced by the F test value that the F_{count} value is 280.568 where the F_{count} value $> F_{Table}$ is $280.568 > 3.09$ and also a significant value < 0.05 or $0.000 < 0.05$.

Keywords: Leadership, Organizational Culture, Job Satisfaction

INTRODUCTION

Human resources (HR) are one of the crucial components of a business entity. HR plays a vital role in managing the company's operations and ensuring the achievement of its primary objectives, namely generating profits and sustaining the business. In its implementation, organizations utilize various production factors, such as capital, technology, and employee expertise, to achieve these goals. Although a company may have adequate capital and technology, developing the potential of its employees remains a crucial component. Without skilled and qualified workers, the utilization of these resources will not be optimal. Employees with high skills and competencies will be more effective in operating technology and managing company resources efficiently, which in turn will support the achievement of the company's objectives. Various organizations around the world have experienced substantial changes in the composition of their workforce over the past few decades. The millennial generation, which currently dominates the workforce, especially in South Jakarta, is one of the main drivers of this change. The millennial generation, also known as Generation Y, is a group that continues to evolve with technological advancements. It is undeniable that millennials currently play a major role in the workforce. Millennials will become a human resource capable of meeting industry demands. The millennial generation is transforming business practices into more dynamic and hierarchical ones, which will ultimately force companies to update their systems. The business sector and the entire Indonesian nation face opportunities and challenges in the future due to the growing influence of the millennial generation in society. Therefore, all parties, including the government and the business world, need to prepare millennials to enter the workforce.



Figure 1
Population by Generation in South Jakarta

Based on Figure 1, it can be seen that the Y Generation has the largest population in South Jakarta, reaching 580,406 people since the 2020 population census. This indicates a high number of workforce from the millennial generation in the region. The large population of Generation Y, which is a productive age group, illustrates the potential for significant contributions to the regional economy. Thus, millennials are one of the largest workforce groups. They have unique characteristics, such as dependence on technology, a desire for personal development, and high expectations for flexibility and rewards in their work, so

their satisfaction level is heavily influenced by the organization's ability to meet these needs. When an organization can provide a work environment that supports technology, flexibility, and clear career development opportunities, millennials tend to have higher satisfaction levels. However, a lack of flexibility, rewards, or development opportunities can make them quickly dissatisfied and seek other opportunities that better match their expectations.

(Judge, 2018:311) define job satisfaction as the extent to which an individual feels pleasure or happiness from their role within the organization. Because it directly impacts many important aspects of business operations and success, job satisfaction is crucial in an organization or company. Employees who are happy with their jobs tend to be highly motivated, productive, and perform well. Employees who are satisfied with their jobs are more motivated to do more work, which in turn produces better results for the organization.

Table 1
Millennials' Satisfaction Level at Work

No	Indicators	Level of Compliance
1	Educational Suitability	54%
2	No career ladder	60%
3	Lack of work-life balance	85%
4	Military, paternalistic, and indifferent superiors	53%

Sumber: JobStreet.com 2021

According to a job satisfaction survey conducted by jobstreet.com in October 2021 with 17,623 respondents, 73% of workers said their source of livelihood did not meet their expectations for various reasons, including their current position not being aligned with their knowledge, ultimately causing 54% of employees to be employed in positions that are not aligned with their academics without realizing it. In fact, 60% of respondents admitted that their current workplace does not have a career path. Then, 85% of respondents admitted to not having a work-life balance. Furthermore, 53% of workers admitted to having a boss who is laissez-faire (allowing staff to work as they please, the title is only a symbol and they never know), paternalistic (not giving space for subordinates to express creativity), and militaristic (pride in rank and position to motivate subordinates). High staff turnover in a company can also be linked to the manager's negative character. In addition, this will affect the company's reputation. The authors identified leadership and organizational culture as two key characteristics considered to impact job satisfaction based on the above data.

Leadership, as the primary factor influencing job satisfaction, is important to understand because leaders play a key role in shaping the work environment, building relationships with employees, and creating an atmosphere that supports or hinders job satisfaction. The ability to influence, direct, and engage others to collaborate toward a common goal is known as leadership.

Understanding organizational culture as the second element influencing job satisfaction is crucial because it establishes standards, conventions, and expected behaviors in the workplace. According to (Ghozali, 2018a), organizational culture is a set of shared values, customs, and beliefs that influence how people interact and make choices within a company. A constructive and inclusive work environment can enhance employees' sense of belonging, security, and well-being. Consequently, employees are more satisfied with their

jobs. Compensation is an additional element that can influence job satisfaction. Employee compensation is the total amount of money they receive in exchange for their services to the company. Financial and non-financial rewards are examples. Increased job satisfaction among workers across various industries is a result of competitive salaries and clear incentive structures.

Work environment factors also influence job satisfaction levels. All elements surrounding an individual while working, including the physical, cultural, social, and psychological factors that influence the experience, are referred to as the work environment. The general conditions and elements that influence an employee's work experience within a company are referred to as the work environment. Employee comfort and productivity can increase in a neat, comfortable, and organized workplace. Job satisfaction is also influenced by elements such as adequate lighting, proper measurements, and minimal distractions. Therefore, a good work environment will positively influence employee job satisfaction.

REVIEW OF LITERATURE

Job Satisfaction Job satisfaction is defined by Robbins and Judge (2016:46) in (Indriyanti Permata, 2019). This concept is crucial for organizations because it can influence various operational aspects and business success. Furthermore, (Mangkunegara., 2015:175) argues that job satisfaction is the level of employee feelings regarding various aspects of their work. Based on this definition, job satisfaction can be defined as the positive feelings individuals experience regarding their role and working conditions within an organization. This satisfaction encompasses various aspects, such as rewards, recognition, and opportunities for self-development. Employee job satisfaction is a crucial issue that can influence employee productivity and retention in an organization. According to (Sutrisno, 2019:77), various aspects contribute to job satisfaction, which can be grouped into three main categories:

1) Individual Factors a) Age: An employee's age can influence their expectations and needs in the workplace. For example, younger employees tend to prioritize career development opportunities, while older employees may be more focused on stability and work-life balance. b) Expectations: Individual expectations about their job and organization also play an important role. Employees who feel their expectations are met tend to be more satisfied. 2) Social Factors a) Family Relationships: Family support can contribute to job satisfaction, as employees who feel supported by their family tend to be more motivated and productive. b) Employee Perspectives: Employees' views and attitudes toward their work and the organization can influence their satisfaction. Employees who feel positive about their jobs are more likely to be satisfied. c) Political Freedom: Freedom to express opinions and engage in political activities in the workplace can create a supportive environment, contributing to satisfaction. d) Community Relations: Social interactions and relationships outside of work can also affect employee well-being and job satisfaction. 3) Job Factors a) Wages: Competitive wages commensurate with employee contributions can enhance job satisfaction. b) Supervision: Good, fair, and supportive supervision from superiors plays a vital role in building a positive work environment. c) Workplace Peace: A safe and comfortable work environment can increase satisfaction. d) Working Conditions: Good facilities and a good physical environment contribute to comfort and satisfaction. e)

Opportunities for Advancement: Opportunities for career development and skill enhancement make employees feel valued and invested in the company. f) Recognition for Skills: Recognition of employee abilities and achievements can increase motivation and satisfaction. g) Social Relationships at Work: Harmonious relationships with coworkers can create a pleasant work atmosphere. h) Appropriate Conflict Resolution: The ability to effectively handle and resolve conflicts between employees can create a harmonious work environment. i) Feeling Fairly Treated: Fairness in the treatment of employees, both in personal and task contexts, is crucial for increasing job satisfaction.

Dimensions and Indicators of Job Satisfaction According to (Wibowo, 2017:134), job satisfaction can be measured using six specific dimensions of a job. These dimensions are described below, along with their explanations: 1) The Work Itself This dimension encompasses aspects of the job that are challenging, interesting, non-monotonous, and provide prestige to workers. Work that is perceived as meaningful and aligned with employee interests can increase job satisfaction. 2) Income/Salary This dimension focuses on the income or rewards received by workers. Equitable and appropriate income, relevant to employee contributions, significantly impacts their level of satisfaction within the organization. 3) Job Promotion This dimension relates to opportunities for development and promotion to higher positions. Employees who perceive opportunities for career advancement tend to be more satisfied with their jobs. 4) Supervisory Supervision This dimension refers to the form of supervision carried out by superiors, whether with high or moderate discipline, or with high or moderate tolerance. The quality of the relationship with superiors and how they manage the team can influence employee job satisfaction. 5) Coworkers This dimension involves relationships with coworkers. Friendly and cooperative coworkers can be a source of support and satisfaction for individuals in the work environment. 6) Working Conditions/Environment This dimension encompasses pleasant working conditions or surroundings, both physical and non-physical. A comfortable and safe work environment contributes to overall job satisfaction.

Leadership

Nirman (SUGIARTI, 2019) states that encouraging people to behave in a desired way is a leadership process. The ability to persuade a group of people to pursue a goal is known as leadership. In general, leadership is the process of motivating people to achieve organizational goals, influencing others to improve the group and its customs, and establishing organizational goals (Robbins & Judge, 2018) as cited in (Prastyorini et al., 2024). Based on this definition, leadership can be defined as a leader's ability to influence employees or members to achieve company goals and optimize individual performance. Leadership Characteristics: According to Handoko (Bambang, 2010:34), there are six leadership characteristics, including:

1. The ability to perform fundamental management tasks or act as a supervisor (supervisory competency).
2. The need to succeed in the workplace, which includes the drive to achieve and the pursuit of accountability.
3. Intelligence, which includes mental fortitude, tact, and creative thinking.
4. Assertiveness, or the ability to solve problems and make acceptable and competent decisions.
5. Self-confidence, or the self-perception that enables one to face challenges.

6. Initiative, or the ability to take initiative, create action plans, and generate new ideas.

Leadership Dimensions and Indicators (Miftah, 2010:52). The role of leadership is related to increasing activity and efficiency within an organization. This provides insight into the characteristics of leadership, namely: 1) Leadership as an innovator refers to the leader's capacity to conceptualize and innovate, both of which are applied in an effort to maintain and/or improve performance. 2) The leader's role as a communicator is the ability to express the intent and purpose of communication and capture and extract the main points of the discussion. 3) The role of leadership as inspiration: a) The leader's capacity to ensure that employees fulfill their duties. b) The leader's capacity to help achieve organizational goals. 4) The leadership role of a supervisor: a) The leader's capacity to supervise. b) The leader's capacity to utilize resources.

Organizational Culture

According to (Sedarmayanti, 2017:348), "Organizational culture is institutionalized values, assumptions, beliefs, attitudes, and behavioral norms that are then manifested in appearance, attitudes, and actions, thus becoming the identity and character of an organization." Meanwhile, Turner in (Wibowo, 2016:285) states that organizational culture is a basic action regarding behavioral, social, and moral norms that shape the beliefs, attitudes, and priorities of its members. Based on the definitions expressed by experts, researchers conclude that organizational culture is a system formed by people within an organization, as well as behavior within the organization and values that become the organization's distinctive characteristics and differentiate it from other organizations. Benefits of Organizational Culture: One of the benefits of organizational culture is helping the organization achieve its vision, mission, and goals by guiding its human resources. The following are some of the benefits of organizational culture, according to (Wibowo, 2016:351):

1. Direct employees to achieve the company's vision, mission, and goals.
2. To create a cohesive team, strengthen bonds between departments, divisions, or organizational units.
3. Shape employee behavior by communicating core values and expected behaviors. This helps the organization function more profitably and efficiently by increasing consistency, resolving disputes, and promoting control and coordination.
4. Encourage employee loyalty, trust, and a sense of belonging to the company to increase motivation.

RESEARCH METHOD

The method used in this study was quantitative. According to Creswell (1994) in (Ali et al., 2022), quantitative research is research on social problems by testing theories through numerically measured problem variables and statistically analyzing them to determine whether the theory's predictive generalizations are accurate. This study used an associative research method. Associative research aims to identify the influence between two or more variables, whether positive or negative.

A population is a generalized area consisting of items or subjects with specific quantities and attributes selected by the researcher for study and subsequent conclusions.

Based on the following criteria, the population of this study is all millennial employees, whose exact number is unknown: a. Workers aged 24 to 44 years b. Workers working in the South Jakarta area The sample determination in this study used the Cochran formula, as stated by (Sugiyono, 2018:136) that the Cochran formula is used to determine sample size because the population members are unknown. The formula is $n = z^2pq / e^2$, where n is the number of samples, z is the value on the normal curve for a 5% deviation, with a value of 1.96, p is the probability of being correct (50%), q is the probability of being incorrect (50%), and e is the margin of error (10%). This means that the population $(n) = (1.96)^2 (0.5)(0.5) / (0.10)^2 = 96.04 = 97$ individuals. So, the research sample numbered 97 people. By using the Sample Random Sampling technique, namely random sampling, when conducting random sampling.

According to (Sugiyono 2016:226) in (Hardianti & Dewi, 2020) Data collection techniques are the most strategic step in a study, because the main objective of the study is to obtain accurate data, so without knowing the data collection techniques the researcher will not obtain data that meets the established standards. In this study the researcher used a data collection method using a questionnaire where the researcher collected and provided a set of statements or questions related to the problems faced and given to respondents to answer them, in addition the researcher also conducted direct and indirect observations as a complement and reinforcement of research data.

The data analysis technique in this study used a computer program, namely the Statistical Package for Social Science (SPSS) for Windows Release 2.0. This study used a measurement technique based on the Likert scale. According to (Sugiyono (2021,146) in (Satria & Imam, 2024), the Likert scale is a technique used to measure attitudes, opinions, and perceptions related to social phenomena.

Research Hypothesis

X = Independent Variable: Leadership and Organizational Culture

Y = Dependent Variable: Job Satisfaction

H1 = The Effect of Leadership on Job Satisfaction

H2 = The Effect of Organizational Culture on Job Satisfaction

H3 = The Joint Effect of Leadership and Organizational Culture on Job Satisfaction

Research Model

The object of this research consists of two variables, namely the independent variable and the dependent variable. The independent variables in this study are Leadership (X1) and Organizational Culture (X2). Meanwhile, the dependent variable in this study is Employee Job Satisfaction (Y).

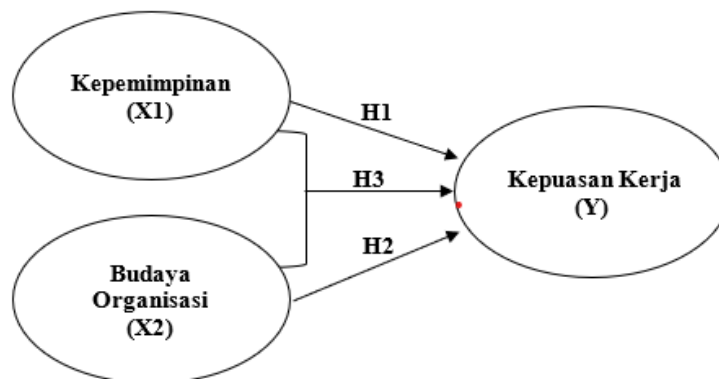


Figure 2
Research Framework

RESULTS AND DISCUSSION

Validity Test

According to (Ghozali, 2018a), validity testing is used to determine the validity of a research questionnaire. A questionnaire is considered valid if the questions in the questionnaire are able to reveal what the questionnaire is intended to measure, with a significance value below 0.05 or 5%. The test criterion is if the calculated $r >$ table r , then the statement instrument correlates significantly with the total score (valid). The number of data (n) = 97, and $df = 97-2$, the table r is 0.202.

Table 2
Validity Test of Job Satisfaction Instrument

No.	Statement X1	R _{Count}	R _{Tabel}	Information
1.	Instrument 1	0,635	> 0,202	VALID
2.	Instrument 2	0,454	> 0,202	VALID
3.	Instrument 3	0,529	> 0,202	VALID
4.	Instrument 4	0,554	> 0,202	VALID
5.	Instrument 5	0,725	> 0,202	VALID
6.	Instrument 6	0,464	> 0,202	VALID
7.	Instrument 7	0,741	> 0,202	VALID
8.	Instrument 8	0,402	> 0,202	VALID
9.	Instrument 9	0,530	> 0,202	VALID

Source: SPSS 20 Data Processing Result

Based on the results of the table, which compares the calculated r value with the r table of 0.202, it is stated that the calculated r value is greater than the r table value, so the results obtained are that all Employee Job Satisfaction statements are said to be valid because all calculated r values are greater than the r table value.

Table 3
Validity Test of Leadership Variable (X1)

No.	Statement X1	R _{Count}		R _{Tabel}	Information
1.	Instrument 1	0,544	>	0,202	VALID
2.	Instrument 2	0,451	>	0,202	VALID
3.	Instrument 3	0,440	>	0,202	VALID
4.	Instrument 4	0,271	>	0,202	VALID
5.	Instrument 5	0,466	>	0,202	VALID
6.	Instrument 6	0,622	>	0,202	VALID
7.	Instrument 7	0,593	>	0,202	VALID
8.	Instrument 8	0,461	>	0,202	VALID
9.	Instrument 9	0,733	>	0,202	VALID

Source: SPSS Data Processing Result

Based on the results of the table, which compares the calculated r value with the r table of 0.202, it is stated that the calculated r value is greater than the r table value, so the results obtained are that all Leadership statements are said to be valid because all calculated r values are greater than the r table value.

Table 4
Validity Test of Organizational Culture Variable (X2)

No.	Statement X1	R _{Count}		R _{Tabel}	Information
1.	Instrument 1	0,670	>	0,202	VALID
2.	Instrument 2	0,671	>	0,202	VALID
3.	Instrument 3	0,721	>	0,202	VALID
4.	Instrument 4	0,581	>	0,202	VALID
5.	Instrument 5	0,526	>	0,202	VALID
6.	Instrument 6	0,453	>	0,202	VALID
7.	Instrument 7	0,512	>	0,202	VALID
8.	Instrument 8	0,503	>	0,202	VALID
9.	Instrument 9	0,512	>	0,202	VALID
10	Instrument 10	0,734	>	0,202	VALID

Source: SPSS Data Processing Result

Based on the results of the table, which compares the calculated r value with the r table of 0.202, it is stated that the calculated r value is greater than the r table value, so the results obtained are that all Organizational Culture statements are said to be valid because all calculated r values are greater than the r table value.

Reliability Test

According to (Ghozali (2016:54) in (Santosa & Luthfiyyah, 2020), a reliability test is a measuring tool used to determine whether a questionnaire is reliable and consistent over time. In this test, an instrument is considered reliable if it has a Cronbach's Alpha value >0.600. If the Cronbach's Alpha value is <0.600, the instrument is considered unreliable.

Table 5
Reliability Test

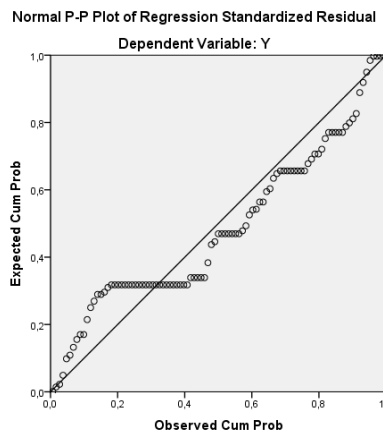
Variables	Cronbach's Alpha	Limitation	Information
Job Satisfaction (Y)	0,649	0.600	Reliabel
Leadership (X1)	0,795	0.600	Reliabel
Organizational Culture (X2)	0,726	0.600	Reliabel

Source: SPSS Data Processing Result

Classical Assumption
Test Normality

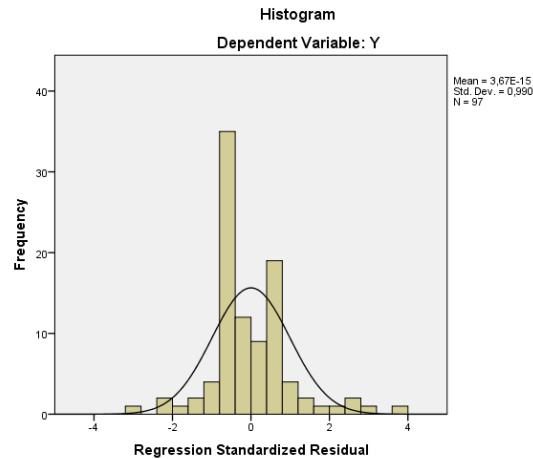
Test According to Sugiono (2017:235) in (Santosa & Luthfiyyah, 2020), the use of parametric statistics operates on the assumption that each research variable data to be analyzed forms a normal distribution. If the data is deemed abnormal, parametric statistical techniques cannot be used as an analysis tool.

Figure 3
Normality Test Result



Based on the image above, the Normal Probability Plot graph shows that the data distribution follows a diagonal line. This indicates that the regression model has a normal distribution.

Figure 4
Histogram Graph



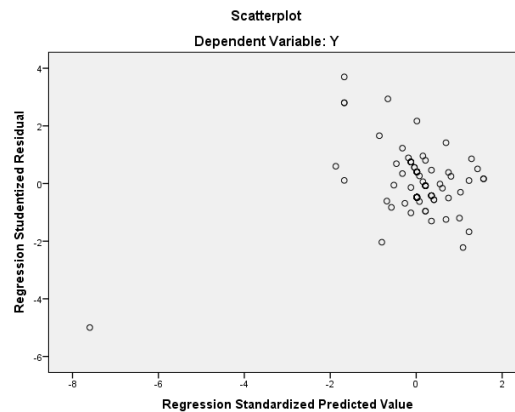
Source: SPSS Data Processing Result

Based on Figure 4 above, the results of the histogram graph show a normal curve line, it is concluded that the research data is normal.

Heteroscedasticity Test

According to (Imam Ghozali 2013:139 in (Nurchayyo & Riskayanto, 2018), the Heteroscedasticity Test aims to verify that the regression model has equal residual variance.

Figure 5
Heteroscedasticity Test Results



Source: SPSS Data Processing Result

Based on the image of the results of the heteroscedasticity test using a scatterplot, it can be seen that there is no clear pattern, and the points are spread above and below the number 0 on the Y axis, so it can be concluded that there is no heteroscedasticity in the regression model.

Multicollinearity Test

According to (Ghozali, 2018b), the multicollinearity test aims to determine whether a regression model exhibits a correlation between independent variables. The test is

performed by examining the Variance Inflation Factor (VIF) and Tolerance values. If the Tolerance value is >0.10 and the VIF is <10, the regression model is not problematic.

Table 6
Multicollinearity Test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	,128	1,865		,069	,945		
1 X1	,386	,116	,334	3,336	,001	,153	6,555
X2	,546	,090	,609	6,089	,000	,153	6,555

a. Dependent Variable: Y

Source: SPSS Data Processing Result

Based on the table above, it can be seen that the data in this study does not exhibit multicollinearity, meaning there is no relationship between the independent variables. This is evident from the VIF values for all independent variables, which are below 10, at 6.555. Furthermore, the Tolerance value for each variable is above 0.10, at 0.153. Therefore, it can be concluded that the independent variables used in this research's regression model are free from multicollinearity problems.

Multiple Linear Regression Analysis

According to (Ghozali, 2017:19), the purpose of multiple linear regression analysis is to test the impact of two or more independent factors on a single independent variable. Multiple regression analyses are used in the regression analysis process because there are several variables in this study that need to be examined to determine their impact on the dependent variable.

Table 7
Multiple Linear Regression Analysis
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	,128	1,865		,069	,945
1 X1	,386	,116	,334	3,336	,001
X2	,546	,090	,609	6,089	,000

a. Dependent Variable: Y

Source: SPSS Data Processing Result

Based on the results of the SPSS calculations above, a multiple linear regression equation can be prepared as follows:

$$Y = 0,128 + 0,386 X_1 + 0,546 X_2$$

- a) $a = 40,567$, meaning that if the values of variables X1 and X2 (Leadership Style and Organizational Culture) are 0 (zero), then the value of the Employee Job Satisfaction variable (Y) is 40,567.
- b) $B_1 = 0,386$, a value derived from the Leadership variable (X1) which has a positive regression direction, where every 1 (one) point increase in the Leadership value (X1) assuming the Organizational Culture variable (X2) remains constant, the value of the Employee Job Satisfaction variable (Y) will increase by 0.386 points.
- c) $B_2 = 0,546$, a value derived from the Organizational Culture variable (X2) which has a positive regression direction, where every 1 (one) point increase in the Organizational Culture variable (X2) assuming the Leadership variable (X1) remains constant, the value of the Employee Job Satisfaction variable (Y) will increase by 0.546 points.

Coefficient of Determination (R²) Test

The coefficient of determination is used to determine the extent of the influence of the independent variable on the dependent variable (Sarwono, 2017: 205).

Table 8
Coefficient of Determination (R²) Test
 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,925 ^a	,857	,853	1,141

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Source: SPSS Data Processing Result

Based on the table above, the R Square or R² value is 0.857. These results indicate that the Job Satisfaction variable (Y) is influenced by the Leadership variable (X1) and Organizational Culture (X2) by 0.857 or 85.7%, so that the remaining 14.3% (100% -85.7%) is determined by other variables.

Partial Test (T-Test)

The t-test is used to analyze the influence of Leadership and the Impact of Organizational Culture on Employee Job Satisfaction (partially). The t-table (Ghozali, 2018:311) and the calculated t-test can be compared to conduct a t-test. At a significance level of 5%,

Table 9
t- Test Result
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	,128	1,865		,069	,945
1 X1	,386	,116	,334	3,336	,001
X2	,546	,090	,609	6,089	,000

a. Dependent Variable: Y

Source: SPSS Data Processing Result

It can be seen from Table 4.12 that the results of the t-test above are as follows: Calculation of t table $df = n - k - 1 = 97 - 3 - 1 = 93$ (1.985)

a) The Influence of Leadership (X1) on Employee Job Satisfaction Based on the t-test results, where the calculated t-value is greater than the t-table ($3.336 > 1.985$) and the significance value is $0.001 < 0.05$ or 5%. Therefore, it can be concluded that H_0 is rejected and H_a is accepted, meaning that the Leadership variable has a significant effect on Employee Job Satisfaction.

b) The Influence of Organizational Culture (X2) on Employee Job Satisfaction Based on the t-test results, where the calculated t-value is greater than the t-table ($6.089 > 1.985$), and the significance value is $0.000 < 0.05$ or 5%. It can be concluded that H_0 is rejected and H_a is accepted, meaning that the Organizational Culture variable has a significant effect on Employee Job Satisfaction.

Simultaneous Test (F Test)

According to (Kuncoro 2013: 245 in (Dewi & Nathania, 2018), the simultaneous test/F-statistic test is used to determine whether all independent variables have a joint influence on the dependent variable. The F table value is determined by determining a significance level of 5% (0.05) and degrees of freedom $df_1 = (k-1)$ and $df_2 = (n-k)$, where n is the population and k is the number of variables.

Table 10
F Test Results
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	729,966	2	364,983	280,568	,000 ^b
Residual	122,282	94	1,301		
Total	852,247	96			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: SPSS Data Processing Result

From the results of the F test calculation above, it can be seen that $F_{count} > F_{table}$ ($280.568 > 3.09$) with a significant value of 0.000, which is smaller than 0.05 or 5%. Therefore, it can be concluded that H_0 is rejected and H_a is accepted, meaning that the variables Leadership (X1) and Organizational Culture (X2) together (simultaneously) have a significant effect on Employee Job Satisfaction.

CONCLUSION

This study concludes with the previous discussion on the influence of leadership and organizational culture on employee job satisfaction among millennials in South Jakarta. The following conclusions can be drawn:

1. Leadership has a positive and significant effect on Job Satisfaction among Millennial Employees in South Jakarta. If Leadership improves, Job Satisfaction also increases. Based on the t-test results, where the calculated t-value is greater than the t-table ($3.336 > 1.985$) and a significance value of $0.001 < 0.05$, or 5%. Therefore, it can be concluded that H_0 is rejected and H_a is accepted, meaning that the Leadership variable has a significant effect on Job Satisfaction among Millennial Employees in South Jakarta.
2. Organizational Culture has a positive and significant effect on Job Satisfaction among Millennial Employees in South Jakarta. If Organizational Culture improves, Job Satisfaction also increases. Based on the t-test results, where the calculated t-value is greater than the t-table ($6.089 > 1.985$) and a significance value of $0.000 < 0.05$, or 5%. Therefore, it can be concluded that H_0 is rejected and H_a is accepted, meaning that the Organizational Culture variable has a significant effect on Job Satisfaction among Millennial Employees in South Jakarta.
3. Leadership and Organizational Culture have a positive and significant effect simultaneously on the Job Satisfaction of Millennial Generation Employees in South Jakarta. From the results of the F test calculation above, it can be seen that $F_{count} > F_{table}$ ($280.568 > 3.09$) with a significance value of 0.000, which is smaller than 0.05 or 5%. Therefore, it can be concluded that H_0 is rejected and H_a is accepted, meaning that the variables Leadership (X1) and Organizational Culture (X2) simultaneously have a significant effect on the Job Satisfaction of Millennial Generation Employees in South Jakarta.

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