Analysis of Organizational Culture, Collegial Collective Leadership and Employee Job Satisfaction in the Secretariat KPU of South Tangerang City

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Abstract: Job satisfaction can be achieved if supported by organizational culture and leadership that can to fairly have brought the organization to its original purpose. The purpose of this study was to analyze organizational culture, collegial collective leadership, and job satisfaction of employees at the secretariat KPU (General Election commission) in South Tangerang City. This research was conducted at the secretariat KPU in South Tangerang City using purposive sampling, with data sources consisting of primary data and secondary data. Data collection methods used in this study consisted of observation, interviews, documentation studies, and triangulation (sources and methods). The results of the study were obtained from several interviews with the sampling that had been selected by the researcher, namely the chairman, members, secretaries, sub section heads, and employees of the secretariat KPU in South Tangerang City. The results of the study were analyzed from the theory of organizational culture, collegial collective leadership, and job satisfaction, this study shows that employee job satisfaction has increased, as evidenced by several awards that have been achieved thanks to the organizational culture that has been built, namely a culture of transparency, a culture of mutual trust, a culture of mutual support and a culture of high responsibility and leadership in which decision making using a participatory, democratic and conceptual approach. The suggestion from this research is that the KPU in South Tangerang City further enhances organizational culture and collegial collective leadership so that job satisfaction will increase and the KPU in South Tangerang City can make more achievements.

Keywords: Organizational Culture, Collegial collective leadership, Job Satisfaction

INTRODUCTION

Humans always play an active and dominant role in every organizational activity, because humans become planners, actors, and determinants of the realization of organizational goals. This goal will not be realized without the active role of employees, no matter how sophisticated the tools of the organization are. Managing employees is difficult and complex because they have heterogeneous thoughts, feelings, status, desires, and backgrounds that are brought into the organization so that employees cannot be fully regulated and controlled such as managing equipment, capital, buildings, and others but must be regulated by management.

For that Human Resources are assets the main in the organization, even though technology has advanced, its development is still needed human resources to manage it. Because humans are very important in running the organization wheel, it is necessary to form rules that can direct by the goals of the organization formed. The success of the organization cannot be separated from various factors It is good to factor external and factor internally. This meant with factors external are everything outside the organization for example globalization, advances in digitalization technology so that it affects organizational culture. The demographic, social, economic, and political changes in the country also affect organizational culture. And that meant factor internal is the organizational culture that applied in the organization.

Organizational culture is a reflection of the appearance organization which was seen by people outside the organization. Organizations that have a positive culture will show a positive image, and vice versa [Wibowo, 2018:01]. Leadership cannot be separated from organizational culture, because culture grows and develops with the leader. Development organization depends on the skill of a leader in running the organization. Culture usually grows from three sources, namely (a) the beliefs, values, and assumptions of the founders of the organization, (b) the learning experiences of group members as the organization develop, (c) the beliefs of values and new assumptions brought by new members and leaders. [Edgar Schein, 1997] focuses on regulating the role of humans in realizing optimal goals.

An interesting leadership style to understand related to working as an election organizer at the KPU secretariat for South Tangerang City is collegial collective leadership. Collegial collective leadership has the greatest potential in instilling and strengthening cultural aspects within the KPU organization for South Tangerang City. The leadership correlation relates to organizational culture, how the organizers perceive the characteristics of the existing rules, and the values that apply and are shared. Culture gives the value of self-identity to members of the organization, with the existence of organizational culture, the shared commitment becomes the basis of the organization's business movements.

Employee job satisfaction is also influenced by many factors, both organizational culture, and leadership. An organizational culture that involves all employees in solving problems or openness in expressing opinions more or less affects employee job satisfaction, all of which cannot be separated from the role of a leader who can be influenced to fairly have provided an important role for all employees in the organization.

According to Greenberg and Baron [2008] job satisfaction is a positive attitude or negative which does individuals to their work. And according to Hasibuan [2011], various factors that affect job satisfaction are influenced by the attitude of the leader.

The development of organizational culture and leadership does not only apply to private organizations but also government organizations such as the South Tangerang City KPU. South Tangerang City KPU is an election management body that is national, permanent, and independent in carrying out general elections, regional head elections both at the provincial and city levels. To carry out its duties and authorities, the KPU of South Tangerang City formed Regency/City KPU secretariat and others responsible secretarial is a secretary who is functionally responsible to the chairman and administratively responsible to the secretary of the Provincial KPU, why is that because the secretariat KPU, Provincial KPU secretariat and Regency/Municipal KPU Secretary are hierarchical. (PKPU No. 14 of 2021). Inside the KPU secretariat, each has a State Civil Apparatus (ASN) employee who is an Indonesian citizen who has met the requirements and also a functional official (JF) who carries out tasks related to functional services based on expertise and skills. Skills certain. South Tangerang City KPU secretariat employees, carry out their duties and authority based on applicable rules.

The KPU of South Tangerang City has five commissioners, one person who is concurrently chairman, and also has one secretary who leads the secretariat to assist the smooth running of the KPU's duties and authorities. Employees in the KPU in South Tangerang environment consist of Civil Servants (PNS) who fill their respective positions and non-PNS employees (support / honorary staff). The total number of secretariat employees of the KPU, South Tangerang City, is 25 people.

The leader, in this case, is the chairman of the South Tangerang City KPU must be able to ensure all activities run well, the activities of this organization are driven and ordered by a chairman, with a mechanical joint decision in a plenary meeting with other KPU members. Leaders must have certain skills so that they can communicate their duties and authorities to their subordinates, and also a secretary who is a supporter of the smooth running of the duties and authorities of the KPU to participate in assisting the communication process for the ranks under them.

Every organization has a different work culture. Each has a philosophy that works on its principles. Problem-solving and decision making and have their patterns of thinking, behavior, and personality. The organizational culture that exists within the KPU, South Tangerang City, the variety of employees and also different backgrounds, be it ethnicity, race, as well as organizational experience, has a different impact on each regulation, especially non-formal ones, because the KPU secretariat is For civil servants, the standard rules are written so that it becomes an organizational culture that is attached to employees and which has been regulated in special regulations regarding civil servants. Job satisfaction is an important goal in human resource management,

This study analyzes organizational culture, collegial collective leadership, and job satisfaction of KPU employees in South Tangerang City. The samples of this study were the chairman, members, secretaries, sub-section heads, and secretariat employees of the KPU in South Tangerang City who were selected by the researcher. This research was conducted from October - December 2021.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Organizational culture

Organizational Culture Views Cartwright [1999:11], is a strong determination of the beliefs, attitudes, and behavior of people, and their influence can be measured through how people are motivated to respond to the cultural environment. According to Trice and Bayer in Fachreza, Said Musnadi, and M. Shabri Abd Majid (2018), organizational culture is growing in line with the increasing dynamics of the organizational climate. Thus the concept of organizational culture was developed with various versions considering the term culture was borrowed from the discipline anthropology and sociology, by the meaning of culture which contains national connotations, the implications are so broad that they can be seen in various viewpoints. However, in the process of adaptation, most argue that the core of culture is a shared value system.

According to Geert Hofstede in Wibowo (2010, p.15), states that culture consists of a shared mental program that requires a responsible individual in the environment. This definition implies that we see culture in our daily behavior, but it is controlled by a deeply implanted mental program. Whereas according to Edgar Schein in Wibowo (2010, p.16), who argues that organizational culture is the philosophy that underlies organizational policies, the rules of the game to get along, and the feelings or climate brought about by the physical preparation of the organization. Organizational culture according to Stephen Robbins in Wibowo (2010, p.17), is a general perception held by members of the organization, a system of shared meaning. Meanwhile, according to Mangkunegara (2009, p.114) which states that organizational culture is a set of assumptions or belief systems, values, and norms developed in organizations that serve as behavioral guidelines for their members to overcome

Collegial Collective Leadership

According to Robbins (2015), leadership is the ability to influence a group of members to work towards goals and objectives. The source of this influence can be obtained formally, namely by sitting down a managerial position occupied In an organization, Fiedler argues, "leader as an individual in the group given, the task of directing and coordinating task-relevant group activities. A leader is a member of a group who can direct and coordinate performance to achieve goals. Kotter argues that leadership is a set of processes primarily aimed at creating an organization or creating it under highly changing circumstances. Leadership determines what the future should look like, directs the vision, and provides the inspiration to make it happen.

Harris & Bennerr (2001) revealed that collective leadership is the behavior and trait of leaders that involves the entire staff. Matsumoto, Weissman, Preston, Brown & Kupperbauseush, (1997) reveal collegiality is people who have a sense of teamwork, where they are sporty and cooperative in creating harmonious reconciliation in a team. Another opinion expressed by Hammersley & Fletcher (2002) is good leadership decentralization and is participatory done to improve the vision and mission of the organization, in this case, the organization can make it happen in a collegial work style.

Job Satisfaction

According to Robbins and Judge (2015: 78) job satisfaction is "a general attitude towards a person's work that shows the difference between the number of awards workers receive and the amount they believe they should receive". Job satisfaction is an affective or emotional response to various aspects or aspects of one's work so that job satisfaction is not a single concept.

Job Satisfaction is a (positive) attitude of workers towards their work, which arises based on an assessment of the work situation. The assessment can be carried out on one of the jobs, the assessment is carried out as a sense of appreciation in achieving one of the important values in the work. Satisfied employees like their work situation more than they dislike it. Feelings related to job satisfaction and dissatisfaction tend to reflect the workforce's assessment of experience work in the present and past than hope for the future. So it can be concluded that there are two important elements in job satisfaction, namely job values and basic needs (Robbins & Judge, 2015: 46).

METHODS

This research uses qualitative research. According to Rukin [2019: 06], Qualitative research is research that is descriptive and tends to use analysis with an inductive approach. The highlighting of the research process and the use of the theoretical basis is done so that the research focus is on with Secretariat the facts on the ground. A population is a group of individuals or objects that have the same characteristics which will then be measured and calculated in the study. In this study, the population in question is all the human resources of the Secretariat of the KPU of South Tangerang City, amounting to 30 people.

According to Bagus Sumargo (2020:19), purposive sampling is selecting members of with Secretariatan the sample of the population is determined by the researcher alone (subjectively). Make direct observations and learn things related to the research director at the secretariat KPU in South Tangerang City.

RESULT AND DISCUSSION

After collecting data using interview techniques and directly observing work activities at the KPU South Tangerang city, so that researchers can find out an overview of leadership, organizational culture, and job satisfaction of employees at the KPU Secretariat in South Tangerang City. Initial data were obtained when the researcher started the interview and met directly with the chairman of the South Tangerang City KPU as the informant. "The first thing

we understand is that the chairman's job is on behalf of and representing the institution, but it's certainly not related to policies and decisions, for example attending an invitation or being asked for his opinion is okay. But when it comes to decisions and policies, the collegial collective, the five commissioners, must at least hold a joint discussion meeting. whether later it will become a plenary decision or become a permanent collective agreement that will present the chairman as representing the Institute. Everything must be brought together to get responses, studies, or perceptions from all commissioners through discussion and dialogue, then collectively collegial decisions are made on an agreement that represents the most aspirations and that of course when it becomes a decision it will be the decision of the institution which is called the collective collegial leadership in KPU, it might even be that if this route is not taken, any of the five of us who later leave will backfire to be reported to the Honorary Board of Election Organizers (DKPP). So it is the structural level of the Republic of Indonesia, Province, Regency/City. Yes, all decisions that are policy in nature must be decided together in plenary.

The results of the interview submitted by the Secretary of the KPU for the City of South Tangerang regarding the decision-making is an indicator of the collegial collective leadership model including using a participatory approach in making decisions and the decision-making process is democratic and consensual. The informant said, "Decision-making for external is decided together. never alone even though the one who signed is the chairman. but the decision-making process was almost altogether. That's it."

The same thing was conveyed by a member of the KPU commissioner for the Planning, Data and Information Program, stating that "the chairman's decision is not automatically decided by himself but through a plenary meeting mechanism. As for the rules for the meeting itself, it is contained in law No. 7 of 2017. As for the rules for the State Civil Apparatus, it is coordinated by a KPU secretary, both related to salaries and promotions. Every plenary decision that has been decided to be informed to all levels of staff and carried out with full responsibility."

On indicators of collegial collective leadership are considerations and decisions based more on argument than position or power, and feelings of ownership of decisions and follow-up. As the informant is the chairman of the South Tangerang City KPU, the informant gave a statement "Yes, of course in the plenary mechanism, all leaders in the South Tangerang City KPU or commissioners of five people must have various arguments, various proposals, and opinions, so how to produce a decision that is agreed or agreed upon? agreed, of course, by giving each other studies and basic arguments. If indeed out of the five people, not one vote was found, then in the language of democratization, there is the highest decision-making called voting. That's the last step. But at least anyone who disagrees with the decision process will not have a dissenting opinion because we are not a legal institution, meaning that it is only internal, not brought to the public. For example, there is one person who disagrees, does not agree, but three of the five commissioners agree, then that is a decision. The second, like it or not, must be able to respect and follow the decisions of the most. But that's after a long discussion, but we rarely use that mechanism. What we often use is to give each other a point of view, if we meet at one point that is relatively acceptable to all, we will make a decision. If it has become a decision, of course, the mechanism will be made an official report, the official report is the basis for an SK (Decree) whether it is related to the results, related to internal management of our employees, and so on."

On indicators of organizational culture regarding values, norms, rules and work climate who became the first informant to be interviewed was the Head of the Finance, General and Logistics Section, saying that "In general the overall organizational culture in this institution refers to the rules handed down by the KPU RI. For our work procedure, we are guided by the regulation of the KPU of the Republic of Indonesia Number 21 of 2020 concerning the Second Amendment to the Regulation of the KPU Number 8 of 2019 concerning the Work Procedure of the KPU, the Provincial KPU, and the Regency / City KPU. We're going according to the rules."

The Chairperson of the KPU, South Tangerang City, emphasized the same thing, saying that "The organizational culture in the KPU is transparency, it must be a culture of openness.

This openness is part of our obligations as a public institution, so even though we have five divisions, each division has its main tasks and the functions area, but of course, it must be an open study or decision between us so that we can also convey it to the public. That's culture first, second is belief. How is it possible then that we have no trust in each other? All divisions certainly have domains, have interests, have studied, and are also by the understanding that each has, then as chairman must give confidence to the division that handles it. Nor do we believe that the division has worked as much as possible to deliver it at the end when we produce KPU products.

The third is a culture of mutual support. Because of course talking about the KPU, it has become a whole, whatever the process and results will be seen in the public, yes, the KPU is no longer the divisions, so of course, mutual care and support and help are something that cannot be left behind in the KPU Institution. Especially the KPU South Tangerang City and the last one is the culture of responsibility. That's important, why? If we then have to throw responsibility at each other it will certainly be a problem. But if we must be mutually responsible for what has become our work, it is something we do even though collectively it is only a collective responsibility. But if from the beginning we learn and practice for everyone to be responsible for each other's main duties on personal responsibility as a public institution.

We also have to share this in two. The first is related to the leadership in the KPU regarding collegial collective requirements, I am the chairman. But some are later in the administration, staffing mechanism, it is the secretary of the KPU for the City of South Tangerang, which was issued by the Secretary-General of the KPU RI, to in charge of several Heads of Subdivision and State Civil Apparatus (ASN). Of course, a culture of discipline, a culture of responsibility, transparency, a culture not to be lazy is a shared responsibility. Usually, there is a corridor, we often coordinate with secretarial friends to be able to work together in line to achieve the goals of the Institute. The KPU is a very comprehensive part, from the leadership level to the lower levels, all have the responsibility to advance the KPU in South Tangerang City."

The results of the interview submitted by the Chairperson of the KPU regarding job satisfaction whose indicators include satisfaction with salary, satisfaction with promotions, and job satisfaction with co-workers, said that "job satisfaction is subjective, of course, job satisfaction or in terms of the size that we can measure." measure is the reward. South Tangerang City KPU received an award from the Provincial KPU or RI or Institutions public beyond that. For example, yesterday we received an award regarding the management of grant funds of more than five billion by KPPN, it is also a measure of our job satisfaction and a measure of giving rewards to our employees, yes, of course, in policy, we inevitably want to convey to all that this is a joint performance. From all lines in the South Tangerang City KPU, is there a secretary conveying and communicating with the provincial secretariat and the Secretary-General at the RI KPU regarding awards for employees who have shown performance, not just satisfaction after being given the Satya Lencana award after 10 years of work, for example, there is an increase in allowances. For a salary increase, it may be a different process, related to the Ministry of Finance.

From the internal KPU of South Tangerang City, the secretary can find solutions and ways to be able to give awards to employees. In terms of satisfaction what we get is certainly very relatively, internally we can do refreshing to relax the nerves when working, driven as much as possible to work more. Whatever has been achieved by the KPU, of course, this is the result of everyone's work so that the secretary can make notes to be submitted to the secretariat general for what efforts can be given as appreciation to friends at the KPU level in South Tangerang City. Satisfaction related to the relationship with colleagues, between the commissioner and the secretariat, went well, gave and received and respected each other. After going through quite extraordinary dynamics, when I entered in 2008, the performance relationship that was previously not organic that was placed in the KPU from the city government was certainly different. in addition to them over the city government so that the sense of belonging to the KPU Institution is not optimal and of course from the budget side it is certainly a little sensitive.

Based on the results of interviews with several informants from the KPU of South Tangerang City who have backgrounds with different levels of office, it can be seen that this research can be analyzed using collegial collective leadership theory, organizational culture theory, and job satisfaction theory.

Leadership

It can be seen that the definition of collegial collective leadership according to Harris & Benner (2001) reveals that collective leadership is behavior and trait of leaders involving all staff. Based on the results of research on collegial collective leadership, this study found that the leadership possessed by leaders, especially in decision making, had used a participatory, democratic, and consensual approach. Every decision is taken through plenary meetings and mutual agreement. And almost all of the informants assessed how a decision and policy was determined at the KPU in South Tangerang City and had fulfilled ten indicators of implementing collegial collective leadership in the organization. So the leadership at the South Tangerang City KPU has fulfilled the values of collegial collective leadership and has a positive influence on employee job satisfaction at the South Tangerang City KPU.

Organizational Culture

According to Darodjat (2015), Organizational culture can be defined as a system of values (Values), beliefs, assumptions, or norms that have long been in effect, agreed upon, and followed by members of an organization as a guide for behavior and solving organizational problems. In this study, the organizational culture at KPU South Tangerang City has fulfilled the function of organizational culture well. Organizational culture in general at the KPU in South Tangerang City is a culture of service because the task of the KPU itself is to hold general elections (Pemilu). In addition to the culture of serving which is the culture of the KPU, the KPU in South Tangerang City has a culture of transparency, a culture of mutual trust, a culture of mutual support, and a culture of high responsibility. on it also has an impact on employee job satisfaction.

CONCLUSIONS

Organizational culture in general at the KPU in South Tangerang City is a culture of service because the task of the KPU itself is to hold general elections (Pemilu). In addition to the culture of serving which is the culture of the KPU, the KPU in South Tangerang City has a culture of transparency, a culture of mutual trust, a culture of mutual support, and a culture of high responsibility. With such an organizational culture in the KPU of South Tangerang City as described above on it also has an impact on employee job satisfaction

The leadership possessed by leaders, especially in decision making, has used a participatory, democratic, and conceptual approach. Every decision is taken through plenary meetings and mutual agreement. And almost all of the informants assessed how a decision and policy was determined at the KPU in South Tangerang City and had fulfilled ten indicators of implementing collegial collective leadership in the organization. So the leadership at the South Tangerang City KPU has fulfilled the values of collegial collective leadership and has a positive influence on employee job satisfaction at the South Tangerang City KPU.

The job satisfaction of employees at the KPU, South Tangerang City, has increased marked by the award or reward obtained for the work of KPU South Tangerang City employees, this is influenced by collegial collective leadership and good organizational culture.

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