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The Influence of Leadership Behavior, Organizational Communication, and Work Ethic on Employee Job Satisfaction at the Setiabudi One Primary Tax Service Office (KPP Pratama) in Jakarta

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ABSTRACT

The results of this study indicate that: 1) Leadership Behavior (X1) has a positive and significant contribution or effect on employee job satisfaction. This is shown shown by the equation of Leadership Behavior on Job Satisfaction, namely $Y= 19.998+0.781x\_1$. Significance test using t statistic obtained t count > t table (7.029 > 1.98793) and sig < alpha (0.000 < 0.05) , so the conclusion H0 is rejected. The relationship between the variables of Leadership Behavior and Job Satisfaction is Strong based on the Correlation Coefficient Test with a calculation result of 0.604. 2) Organizational Communication (X2) has a positive and significant effect on Job Satisfaction. It is shown that the equation of Organizational Communication on Job Satisfaction is $Y= 29,432+1,923x\_2$. Significance test using t statistic obtained t count > t table (7.231 > 1, 9879) and sig < alpha (0.000 < 0.05), so the conclusion H0 is rejected. The relationship between Organizational Communication variables and Job Satisfaction is Strong based on the Correlation Coefficient Test with the calculation results of 0.615. 3) Work ethic (X3) has a positive and significant contribution or effect on job satisfaction. This is shown by the equation of Work Ethic towards Job Satisfaction that is formed, namely $Y= 12,143+2,341x\_3$. Significance test using t statistic obtained t count > t table (6,900 > 1, 9879) and sig < alpha (0.000 < 0, 05), so the conclusion H0 is rejected. The relationship between the variables of Work Ethic and Job Satisfaction is Medium based on the Correlation Coefficient Test with the calculation results of 0.597. 4) Leadership Behavior, Organizational Communication and Work Ethic together have a significant effect on Job Satisfaction. This is shown by the equation formed, namely $Y= 5.446+0.294x\_1+1.058x\_2+1.111x\_3$. The significance test was carried out with the calculated F value = 29.669, while the F table value = 2.7132 so that it was concluded that F arithmetic > F table (29.669 > 2.7132) then the conclusion was H0 was rejected. The results of the calculation of the correlation coefficient test are 0.717, thus there is a strong and positive relationship between the variables of Leadership Behavior, (X1), Organizational Communication (X2) and Work Ethic(X3) together on Job Satisfaction (Y). While the R value is 0.717. This shows that 71.7% of Leadership Behavior (X1), Organizational Communication (X2) and Work Ethic (X3) are simultaneously related to Employee Job Satisfaction (Y), while the remaining 28.3% related to other factors not examined in this research.

Keywords: Leadership Behavior, Organizational Communication, Work Ethic, Job Satisfaction.

1. INTRODUCTION

Job satisfaction is a critical factor in achieving optimal performance within an organization. When employees experience job satisfaction, they are more likely to exert maximum effort, utilizing all their abilities to complete their tasks, which ultimately leads to enhanced performance. This, in turn, benefits the organization significantly. Organizations often conduct research on job satisfaction to improve performance through various intrinsic and extrinsic factors. Intrinsic factors originate from within the individual employee, while extrinsic factors pertain to external influences. Understanding the concept of job satisfaction is essential to clarify its impact on organizational performance.

According to Ermita (2018), the success of an organization in achieving its goals is closely linked to its human resources. The term "human resources" refers to the employees or workers within an organization, whether in the public or private sector. Each employee has specific duties and responsibilities aligned with the organization's demands. The quality of an employee's work is reflected in their performance.

Leadership plays a pivotal role in influencing employee morale, job satisfaction, security, quality of work life, and overall organizational performance. Effective leadership is crucial for mobilizing and motivating employees to work efficiently towards organizational goals. The success or failure of an organization in achieving its objectives is largely determined by the quality of its leadership. Identifying leadership qualities can enhance the selection of effective leaders, thereby contributing to the personal and organizational effectiveness.

Human resource management remains a key determinant of an organization's success, as human resources play a central role in all organizational activities. This highlights the importance of addressing the needs of human resource management, even in an era of advanced, automated, and computerized systems. One of the primary goals of human resource management is to create job satisfaction among employees.

Observations at the Setiabudi One Primary Tax Office (KPP) in Jakarta have revealed a significant issue: the frequent delays in completing both special audits and tax refunds or compensations, as evidenced in the following tables:

Table 1: Completion of Special Audit Files

Year	Total Files Completed	Completed on Time	Completed Late
2017	170	162	8
2018	216	208	8
2019	71	43	28
2020	39	7	32
Source: Tax Audit Report Application (ALPP)			

Table 2: Completion of Tax Refund/Compensation Audit Files

Year	Total Files Completed	Completed on Time	Completed Late
2017	187	83	104
2018	223	71	152
2019	203	106	97
2020	172	71	101

Source: Tax Audit Report Application (ALPP)			

The observed delays appear to be due to ineffective leadership behavior, poor organizational communication, and low work ethic, all of which impact employee job satisfaction. Initial surveys regarding leadership behavior at the Setiabudi One Primary Tax Office identified several issues:
1. Leaders sometimes fail to engage in discussions with employees before resolving issues.
2. There is a lack of rewards or recognition for employees who work hard to meet office targets.
3. Instructions from leaders are often unclear and lack firmness.

Similarly, initial surveys on organizational communication revealed the following problems:
1. Insufficient two-way communication between leaders and subordinates.
2. Information provided by leaders is often unclear and incomplete.
3. Leaders lack firmness in giving directions and policies.

Initial surveys on work ethic also identified the following issues:
1. Not all employees are willing to work beyond regular hours to complete tasks on time when necessary.
2. Some employees remain at the Directorate General of Taxes (DJP) only because they have not yet found better opportunities elsewhere.
3. Some employees fail to meet work targets without constant reminders from supervisors.

Research on the influence of leadership behavior on job satisfaction has yielded mixed results, indicating a research gap. For instance, Suprapta, Sintaasih, and Riana (2015) found that leadership positively and significantly influences job satisfaction, meaning that better leadership enhances employee satisfaction. However, Dewi (2017) reported that leadership negatively and insignificantly affects employee job satisfaction.

In addition to leadership behavior, organizational communication also impacts job satisfaction. The manner in which organizational communication is conducted greatly influences the behavior of its members. Various communication techniques can broadly determine how decision-making functions are carried out and disseminated throughout the organization. The likelihood of making certain decisions often depends on whether the necessary information is effectively communicated to the organization members whose behavior needs to be influenced. Without communication within the organization, there is no opportunity to influence individual behavior.

Similar to leadership behavior, research on the impact of organizational communication on job satisfaction has produced varying results, indicating another research gap. Safari, Zulkarnaen, and Nurhanipah (2019) found that organizational communication has a positive and significant effect on job satisfaction. Conversely, Paramita, Lengkong, and Sendow (2016) reported that organizational communication does not influence job satisfaction.

Another crucial factor influencing job satisfaction is work ethic, which is closely related to the values held by an employee that shape their attitude towards work. One characteristic of work ethic is that it reflects the fundamental life attitudes of its owner towards work. Humans are guided by their internal beliefs rather than visible physical attributes. These beliefs, once firmly ingrained, drive the individual's will and behavior. Certain beliefs or attitudes become the source of work ethic. Various factors can contribute to the development of a strong work ethic.

Unlike research on leadership behavior and organizational communication, studies on the impact of work ethic have not shown conflicting results, suggesting no research gap in this area. Rahma, Suhandana, and

Suarni (2013) found that work ethic significantly contributes to employee job satisfaction. Ardiansyah (2017) and Putrayasa and Astrama (2021) also reported that work ethic positively and significantly influences employee job satisfaction. Based on the above discussion, the researcher believes that there is an interesting problem to be further explored: the relationship between leadership behavior, organizational communication, and work ethic with employee job satisfaction. For employees, effective leadership behavior, good organizational communication, and a strong work ethic contribute to job satisfaction, which ultimately impacts performance.

2. METHODOLOGY

According to Supriati (2012), the research object refers to the variables under investigation within the context of the study area. Suharsimi Arikunto (2010) defines the research object as the core focus of the research problem. Sugiyono (2017) further elaborates that the research object is a scientific target aimed at obtaining data with specific objectives and utility, ensuring that the data is objective, valid, and reliable concerning certain variables. Husein Umar (2013) adds that the research object explains what or who is being studied, as well as where and when the research is conducted. Based on these definitions, it can be concluded that the research object is the subject of study, intended to gather data for specific purposes and draw conclusions. In this study, the research objects are leadership behavior, organizational communication, work ethic, and job satisfaction at the Setiabudi One Primary Tax Office (KPP) in Jakarta. The data collection for this research was conducted from January to May 2021, with the research location being the Setiabudi One Primary Tax Office (KPP) in Jakarta, located at Jalan H.R. Rasuna Said Kav. 8, Kuningan, Setiabudi, South Jakarta.

Identification and Operationalization of Research Variables
This study employs a descriptive survey design, which not only describes and explains empirical facts observed in the field but also analyzes the relationships between variables. The study examines the impact of leadership behavior, organizational communication, and work ethic on employee job satisfaction at the Setiabudi One Primary Tax Office. Jonathan Sarwono (2013) states that variable operationalization involves making the variables under study operational in terms of the measurement process. Indriantoro and Supomo (2011) define operational variables as the determination of constructs so that they become observable and measurable variables with the necessary elements to achieve specific objectives.
Based on these considerations, the following are the conceptual and operational definitions of each variable:

- **Leadership Behavior (X1):** Conceptually, leadership behavior is the pattern of behavior exhibited by a leader when leading or influencing others, whether individually or as a group, depending on the situation and conditions. Operationally, leadership behavior is measured by the sum of scores from specific items designed to assess leadership behavior.
- **Organizational Communication (X2):** Conceptually, organizational communication is the flow of information that supports the achievement of organizational objectives, including the process of conveying messages, ideas, and thoughts, either directly or indirectly, within the organization. Operationally, organizational communication is measured by the sum of scores from specific items designed to assess organizational communication.

- **Work Ethic (X3):** Conceptually, work ethic refers to the distinctive attitude of a social group towards work, characterized by the drive to develop the group or organization. Operationally, work ethic is measured by the sum of scores from specific items designed to assess work ethic.
- **Job Satisfaction (Y):** Conceptually, job satisfaction refers to the fulfillment derived from engaging in interesting tasks within a conducive work environment. Operationally, job satisfaction is measured by the sum of scores from specific items designed to assess job satisfaction.

The table below outlines the variables, dimensions, and indicators used to capture the elements of each variable.

Table 3. Variables, Dimensions, and Indicators

Variable	Dimension	Indicator	Scale
Leadership Behavior (X1)	Directing	Discussing issues with employees, Identifying problems, Choosing the most appropriate solution	Likert
	Integrating	Seeking common ground, Compensating for sacrifices	Likert
	Commanding	Using influence to get ideas accepted, Exercising authority in decision-making	Likert
	Role Modeling	Serving as a role model, Avoiding conflicts	Likert
	Supporting	Encouraging employees to work diligently, Providing guidance with a familial approach	Likert
	Compromising	Accepting strengths and weaknesses, Negotiating for a compromise	Likert
Organizational Communication (X2)	Transparency and Comprehensiveness	Conveying information clearly and thoroughly	Likert
	Relationship	Engaging in formal and informal communication	Likert
	Assertiveness	Communicating assertively	Likert
Work Ethic (X3)	Time Management	Addiction to time management	Likert
	Morality	Upholding high moral standards	Likert
	Honesty	Demonstrating honesty	Likert
	Commitment	Maintaining commitment	Likert
	Consistency	Being firm in decisions	Likert
Job Satisfaction (Y)	Compensation	Fair wages	Likert
	Promotion	Opportunities for advancement, Clear guidelines	Likert
	Supervision	Objective supervision, Managerial competence	Likert
	Benefits	Insurance, vacations, and other facilities	Likert
	Contingent Rewards	Recognition, respect	Likert
	Operating Procedures	Policies, procedures, and regulations	Likert
	Co-workers	Pleasant and competent colleagues	Likert
	Nature of Work	Enjoyable tasks	Likert

Variable	Dimension	Indicator	Scale
	Communication	Sharing information verbally and non-verbally	Likert

Population and Sample

Population refers to the entire set of research objects, which may consist of people, objects, animals, plants, phenomena, values, tests, or events as data sources possessing specific characteristics (Nawawi, 1987). Sugiyono (2016) describes the population as the generalization area comprising objects/subjects with specific qualities and characteristics, determined by the researcher for study and conclusion drawing. Sekaran (2011) defines a sample as a subset or part of the population, consisting of selected members. The population in this study consists of 113 employees at the Setiabudi One Primary Tax Office. The sample size was determined using Slovin's formula (Umar, 2001) with a 5% margin of error, resulting in a sample size of 88 respondents.

Data Collection Methods

According to Sugiyono (2013), data collection is a strategic step in research since the primary goal is to obtain data. Hamidi (2010) defines data collection as the process by which researchers gather data. In this study, two types of data are used: primary and secondary. Primary data is collected directly from the original sources (respondents), while secondary data is obtained indirectly through intermediary sources, such as literature or other supporting information. Secondary data includes literature, profiles of the Setiabudi One Primary Tax Office, and information on the variables from online journals and articles. Narimawati (2010) describes observation as the collection of data through observation and recording of phenomena or events investigated at the research site. According to Banister (in Poerwandari, 2010), observation is the most fundamental method in social sciences. In this study, data collection methods include observation, library research, and questionnaires.

Validity and Reliability Testing

Validity testing measures how well a research instrument captures the intended variables. It is conducted using product moment correlation by correlating individual item scores with the total score. Reliability testing assesses the consistency of the instrument over time, typically using Cronbach's Alpha to determine internal consistency. An instrument is considered reliable if the calculated alpha value exceeds the critical value from the reliability table with a 5% significance level.

Data Analysis Methodology

Data analysis involves both descriptive and inferential methods. Descriptive analysis provides an empirical overview of the data through frequency tabulation and measures of central tendency (mean, median, mode) and dispersion (range, standard deviation). Inferential analysis, including multiple linear regression, is used to test hypotheses regarding the relationships between independent variables (leadership behavior, organizational communication, work ethic) and the dependent variable (job satisfaction). Classical assumption tests (normality, linearity, multicollinearity, and heteroskedasticity) ensure that the regression model is appropriate for the data. Hypothesis testing involves t-tests for individual variables and F-tests for the model as a whole. The coefficient of determination (R^2) is calculated to determine the proportion of variance in job satisfaction explained by the independent variables.

3. RESULT AND DISCUSSION

Validity Test Results

The criteria for interpreting the validity of the instrument after obtaining the calculation results is if the calculated r-value > r-table value. The r-table value is obtained from the Product Moment Value Table with degrees of freedom (df) = n – 2, where n is the number of respondents, and the significance level (error margin) used is 5%. To determine whether the data is valid or invalid, the following conditions are applied:

- If the r-value is positive and the calculated r-value > r-table value, the item or variable is valid.
- If the r-value is negative and the calculated r-value < r-table value, the item or variable is invalid.

To test validity or reliability, the researcher distributed 88 questionnaires as the basis for testing the research instrument. For 88 samples, the r-table value is 0.2096, with a 5% significance level. The test results are explained as follows:

Table 4. Validity Test Results for Leadership Behavior Variable

Question Item	Calculated r-value	r-table Value
1. The leader always engages in discussions with employees before resolving an issue.	.522**	0.2096
2. The leader can identify problems in the workplace.	.710**	0.2096
3. The leader can select the best solution to solve a problem.	.702**	0.2096
4. The leader can integrate DJP's vision and mission into the organization.	.597**	0.2096
5. The leader rewards employees who work hard to meet revenue targets.	.516**	0.2096
6. The leader gives clear and firm instructions.	.630**	0.2096
7. The leader uses authority if discussions do not proceed smoothly.	.559**	0.2096
8. The leader always behaves according to organizational ethics.	.472**	0.2096
9. The leader avoids disputes through deliberation.	.679**	0.2096
10. I directly feel the support from my leader.	.624**	0.2096
11. My leader always warns employees who violate the code of ethics.	.516**	0.2096
12. My leader accepts the strengths and weaknesses of each employee.	.576**	0.2096
13. My leader can negotiate well with employees to reach compromises.	.697**	0.2096

Source: Processed Questionnaire Data

From the analysis in Table 4 above, it is found that the calculated r-values are greater than the r-table values, indicating that all statements in the Leadership Behavior variable are considered valid.

Table 5. Validity Test Results for Organizational Communication Variable

Question Item	Calculated r-value	r-table Value
14. My leader can provide information clearly and completely.	.931**	0.2096
15. Direct communication between superiors and subordinates has created openness.	.953**	0.2096
16. So far, there has been two-way communication between the leader and subordinates.	.944**	0.2096
17. The leader speaks honestly and firmly while still being respectful when giving instructions.	.927**	0.2096

Source: Processed Questionnaire Data

From the analysis in Table 5 above, it is found that the calculated r-values are greater than the r-table values, indicating that the Organizational Communication variable data is considered valid.

Table 6. Validity Test Results for Work Ethic Variable

Question Item	Calculated r-value	r-table Value
18. I am willing to spend time outside of working hours to complete tasks on time if needed.	.583**	0.2096
19. In my opinion, every employee behaves according to the ethics of politeness and propriety.	.523**	0.2096
20. I am willing to report to the authorities within the DJP if I find violations that harm the DJP.	.332**	0.2096
21. I can complete work targets well without always being reminded by my superior.	.660**	0.2096
22. I prefer to continue working at the DJP even if there are opportunities to get a job from other companies/institutions.	.697**	0.2096

Source: Processed Questionnaire Data

From the analysis in Table 6 above, it is found that the calculated r-values are greater than the r-table values, indicating that the Work Ethic variable data is considered valid.

Table 7. Validity Test Results for Job Satisfaction Variable

Question Item	Calculated r-value	r-table Value
23. I have an income that is sufficient for living expenses.	.618**	0.2096
24. I have an income that corresponds to the workload, responsibility, and performance.	.483**	0.2096
25. DJP provides a career path that employees can follow.	.684**	0.2096
26. DJP offers fair and clear career development opportunities for employees.	.774**	0.2096
27. Performance appraisals by superiors are conducted objectively according to applicable regulations.	.750**	0.2096
28. My direct superior is able to allocate tasks and workload according to the abilities and responsibilities of subordinates.	.573**	0.2096

Question Item	Calculated r-value	r-table Value
29. In general, I feel that the current benefit program at DJP is adequate.	.638**	0.2096
30. There is appreciation for those who excel.	.584**	0.2096
31. My direct superior does not hesitate to give praise if subordinates perform well.	.457**	0.2096
32. There is cooperation and mutual respect between generations of different ages at DJP.	.650**	0.2096
33. The completion time in the SOP is very rational and reasonable.	.353**	0.2096
34. There is good cooperation within my work unit.	.725**	0.2096
35. I can ask colleagues about tasks and responsibilities.	.564**	0.2096
36. DJP has paid attention to the balance of work time and personal life of its employees.	.616**	0.2096
37. DJP communicates organizational policies to all employees in writing and clearly.	.619**	0.2096
38. There are non-work-related activities such as social, sports, arts, and religious activities as a means of interaction and communication.	.594**	0.2096

Source: Processed Questionnaire Data

From the analysis in Table 7 above, it is found that the calculated r-values are greater than the r-table values, indicating that the Job Satisfaction variable data is considered valid.

Reliability Test Results

This study uses the One-Shot method, or a single measurement. The measurement is done once, and the results are compared with other questions or measure the correlation between question responses. SPSS provides facilities to measure reliability using Cronbach's Alpha (α) statistic. A construct or variable is considered reliable if it provides a Cronbach's Alpha value > 0.60 (Nunnally, 1967) in Imam Ghozali, 2005: 41-42.

Table 8. Reliability Test Results

Variable	Cronbach's Alpha Value
Leadership Behavior	0.748
Organizational Communication	0.845
Work Ethic	0.715
Job Satisfaction	0.754

Source: SPSS Processed Data

From Table 8 it can be seen that the Cronbach's Alpha values are positive and greater than the r-table values for all variables, so the question items in the variables of Leadership Behavior, Organizational Communication, Work Ethic, and Job Satisfaction are reliable or have trustworthiness, reliability, and consistency as measurement instruments. The results of the reliability test using SPSS software can be seen in the appendix.

Classical Assumption Testing Results

Classical assumption testing is mandatory before conducting path analysis testing. A path analysis model can be considered a good model if it is free from classical statistical assumptions. A regression model can be used as an unbiased estimation tool if it meets the BLUE (best linear unbiased estimator) criteria, meaning there is no heteroscedasticity. If heteroscedasticity occurs, the variance is not constant, which can cause bias in the standard error. If multicollinearity occurs, it will be difficult to isolate the individual effects of the variables, so the significance level of the regression coefficients will be low. With autocorrelation, the estimator remains unbiased and consistent, but it becomes inefficient. Therefore, classical assumption testing is necessary. There are four classical assumption tests in this study that must be met before performing path analysis: data normality test, heteroscedasticity test, autocorrelation test, and linearity test. The researcher used SPSS software to perform the classical assumption tests. The results of these classical assumption tests are described below.

Normality Test

Before conducting further analysis to determine whether the research data is normally distributed, it is necessary to perform a normality test. The normality test can be done using graphical analysis and the Kolmogorov-Smirnov test. The researcher performed a graphical analysis using the p-plot, which is illustrated in Table 9.

Table 9. Normality Test Results One-Sample Kolmogorov-Smirnov Test

	Unstandardized Residual
N	88
Normal Parametersa	Mean
	Std. Deviation
Most Extreme Differences	Absolute
	Positive
	Negative
Kolmogorov-Smirnov Z	1.182
Asymp. Sig. (2-tailed)	.123

Source: SPSS Processed Data

After performing outlier analysis, the Kolmogorov-Smirnov test for residual variables showed a significance level of 0.123. This result is > 0.05, indicating that all variables in this study are normally distributed.

Linearity Test

The linearity test aims to determine whether two variables have a linear relationship or not significantly. This test is usually used as a prerequisite in correlation or linear regression analysis. Testing in SPSS is done using the Test for Linearity at a significance level of 0.05. Two variables are said to have a linear relationship if the significance (linearity) is less than 0.05 (Sugiyono, 2007). The guideline for assessing linearity is to use a scatter plot; if the data is scattered from the bottom left to the top right, forming a straight line, the regression is linear.
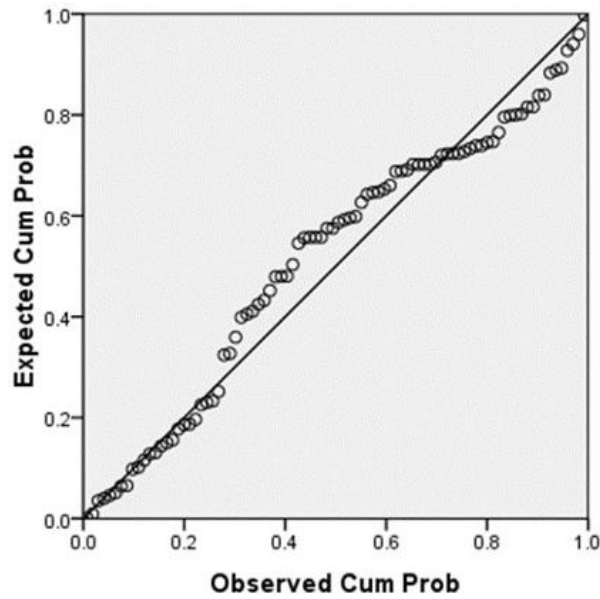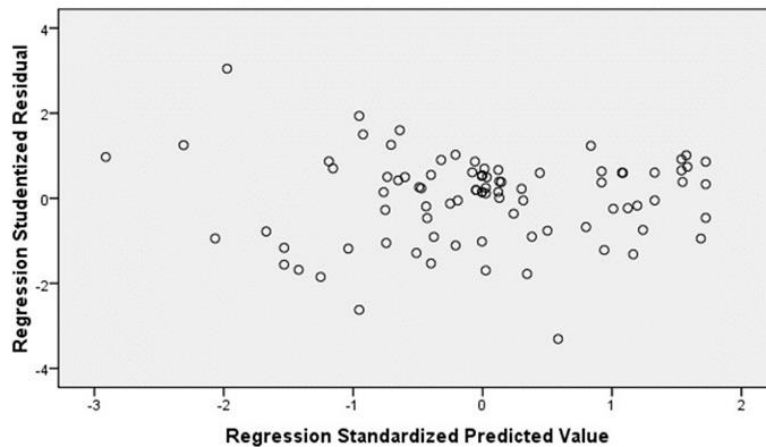
Figure 1. Linearity Test Results

Based on Figure 1, the output results indicate that the variables have a linear relationship because the data is scattered from the bottom left to the top right, forming a straight line.

Heteroscedasticity Test
This test examines whether there is an inequality of variance from residuals in a series of observations. The test is conducted by observing the scatter plot graph. Data analysis is as follows:

- If there is a specific pattern like the points forming a regular pattern, heteroscedasticity has occurred.
- If there is no clear pattern, and the points are spread above and below zero (0), heteroscedasticity does not occur.

Figure 2. Heteroscedasticity Test Results

The results of the above figure show no heteroscedasticity symptoms in the regression model, as reflected by the random distribution of data.

Multicollinearity Test

The multicollinearity test is used to determine whether there is a violation of the classical multicollinearity assumption, namely the linear relationship between independent variables in the regression model. The requirement that must be met in the regression model is the absence of multicollinearity. Several testing methods can be used, including:

- By observing the variance inflation factor (VIF) value in the regression model.
- By comparing the individual determination coefficient ($r2$) with the simultaneous determination value ($R2$).
- By observing the eigenvalue and condition index.

In this study, the multicollinearity test will be conducted by observing the variance inflation factor (VIF) value in the regression model. Generally, if the VIF is less than 10, the variable does not have multicollinearity issues with other independent variables.

Table 10. Multicollinearity Test Results

Coefficients	Sig.	Collinearity Statistics	
		Tolerance	VIF
1 (Constant)	.393		
Leadership Behavior	.036	.507	
Organizational Communication	.001	.625	
Work Ethic	.006	.577	

In the Table 10 above, the VIF calculation results for the three variables have a VIF < 10, so it can be concluded that there is no multicollinearity among the independent variables.

Data Analysis and Hypothesis Testing

Regression Equation

In regression analysis, there is a subsection showing the magnitude of the beta coefficient for each independent variable used to create the regression line equation resulting from the analysis. The magnitude of the beta coefficient can be seen in the coefficients table.

Table 11. Regression Equation Results for Leadership Behavior Variable

Coefficients	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	19.998	5.757		3.474	.001
Leadership Behavior	.781	.111	.604	7.029	.000

Dependent Variable: *Job Satisfaction*

From the coefficients table, the regression equation is obtained as follows:
$$Y=19.998+0.781X1Y = 19.998 + 0.781X\_1Y=19.998+0.781X1$$

Where:
- Y = Job Satisfaction
- X1 = Leadership Behavior

The constant of 19.998 indicates that if there is no Leadership Behavior variable, then Job Satisfaction is 19.998. The regression coefficient $X1X\_1X1$ of 0.781 indicates that each additional influence of the Leadership Behavior variable by one unit will increase Job Satisfaction by 0.781 units.

Hypothesis Testing:
- H0: There is no influence of the Leadership Behavior variable on Job Satisfaction.
- H1: There is an influence of the Leadership Behavior variable on Job Satisfaction.

To test the hypothesis, the t-test statistic is used. The t-test statistic uses the results from the Coefficients table.
- Using the coefficient value:
  - If the calculated t-statistic < t-table value, then H0 is accepted.
  - If the calculated t-statistic > t-table value, then H0 is rejected.
- Using the significance t:
  - If the calculated significance t > alpha, then H0 is accepted.
  - If the calculated significance t < alpha, then H0 is rejected.

In the T-Statistic test, the calculated t-value is determined by the following criteria: significance level 0.05 and Degrees of Freedom (DF) = n-2, or 88-2 = 86. From these criteria, the t-table value is obtained as 1.9879.

In regression analysis, there is a subsection that shows the magnitude of the beta coefficients for each independent variable, which will be used to create the regression equation derived from the analysis. The magnitude of the beta coefficients can be seen in the coefficients table 12.

Table 12. Multiple Regression Test Results

Coefficients	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model	B	Std. Error	Beta		
(Constant)	5.446	6.336			.860
Leadership Behavior	.294	.138	.227	2.131	
Organizational Communication	1.058	.301	.338	3.518	
Work Ethic	1.111	.393	.283	2.829	

Dependent Variable: *Job Satisfaction*

From the multiple regression test results table, the regression equation is obtained as follows:
$$Y = 5.446 + 0.294X1 + 1.058X2 + 1.111X3$$
Based on the obtained regression equation, the regression model can be interpreted as follows:
- The constant coefficient value is 5.446, which means that if the values of X are all zero (0), the level of the dependent variable Y (Job Satisfaction) will be 5.446 units.
- The coefficient $b1=0.294b$ indicates that if the value of X1 (Leadership Behavior Variable) increases by one unit while other independent variables remain constant, the level of the dependent variable Y (Job Satisfaction) will increase by 0.294 units.
- The coefficient $b2=1.058b = 1.058b2=1.058$ indicates that if the value of X2 (Organizational Communication Variable) increases by one unit while other independent variables remain constant, the level of the dependent variable Y (Job Satisfaction) will increase by 1.058 units.

- The coefficient b3=1.111 indicates that if the value of X3 (Work Ethic Variable) increases by one unit while other independent variables remain constant, the level of the dependent variable Y (Job Satisfaction) will increase by 1.111 units.

Hypothesis Testing

This study tests the hypothesis on three independent variables (Leadership Behavior, Organizational Communication, and Work Ethic) to determine whether they have an influence on the dependent variable (Job Satisfaction) together. The steps are as follows:

- H0: There is no simultaneous influence of the Leadership Behavior, Organizational Communication, and Work Ethic Variables on Job Satisfaction.
- H1: There is a simultaneous influence of the Leadership Behavior, Organizational Communication, and Work Ethic Variables on Job Satisfaction.

For simultaneous analysis testing, the ANOVA table is used in two ways:

- Using the F coefficient:
  - If the calculated F-statistic < F-table value, then H0 is accepted.
  - If the calculated F-statistic > F-table value, then H0 is rejected.
- Using F significance:
  - If the calculated F significance > alpha, then H0 is accepted.
  - If the calculated F significance < alpha, then H0 is rejected.

In the F-statistic test, the F value is calculated with the following criteria: Degrees of Freedom (DF) = number of variables -1, or 4-1 = 3; and denominator: number of cases – 4 or 88-4 = 84. From these criteria, the F-table value is obtained as 2.7132.

Table 13. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	5390.838	3	1796.946	29.669	.000a
Residual	5087.605	84	60.567		
Total	10478.443	87			

a. Predictors: *(Constant), Work Ethic, Organizational Communication, Leadership Behavior*
b. Dependent Variable: *Job Satisfaction*

Based on the ANOVA table, the results are as follows:

Table 14. F-Statistic Test Calculation Results

Independent Variables	Significance	Alpha	F Coefficient Value
	Calculated	Table	
Leadership Behavior, Organizational Communication, Work Ethic	0.0000	0.05	29.669

Based on the table above, it can be interpreted that the Leadership Behavior, Organizational Communication, and Work Ethic variables together have a significant influence on Job Satisfaction because the calculated F-value > F-table and sig < alpha, thus $H0_{H\_0}H0$ is rejected and $H1_{H\_1}H1$ is accepted.

Correlation Coefficient Test

Based on the analysis conducted, the correlation coefficient (R) is obtained and its significance is tested. We need to test whether the correlation coefficient (R) value is significant or not. After analysis, the required correlation coefficient value is obtained, and the R value is found in the Model Summary table.

Table 15. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.717a	.514	.497	7.78246

a. **Predictors:** *(Constant), Work Ethic, Organizational Communication, Leadership Behavior*
b. **Dependent Variable:** *Job Satisfaction*

Based on the analysis results displayed in the table above, the correlation coefficient value is R=0.717R = 0.717R=0.717, indicating a strong and positive relationship between the Leadership Behavior (X1), Organizational Communication (X2), and Work Ethic (X3) variables together with Job Satisfaction (Y).

Determination Coefficient

In the above table, the R Square value (coefficient of determination) is 0.514. This means that the Leadership Behavior, Organizational Communication, and Work Ethic variables together influence 51.4% of the Job Satisfaction variable, while the remaining 48.6% is determined by other variables (besides Leadership Behavior, Organizational Communication, and Work Ethic).

4. CONCLUSIONS

The research findings and data analysis have revealed significant insights into the influence of leadership behavior, organizational communication, and work ethic on job satisfaction at KPP Pratama Jakarta Setiabudi Satu. Leadership behavior has been shown to have a positive and significant impact on job satisfaction. This suggests that to enhance employee satisfaction, policymakers should focus on improving leadership behaviors, particularly in fostering a sense of unity and family among employees. This could lead to a more cohesive work environment and higher levels of job satisfaction.

Similarly, organizational communication also plays a crucial role in job satisfaction. Effective communication within the organization is essential, and steps should be taken to improve both formal and informal communication channels to foster effective two-way communication. This improvement could further elevate job satisfaction among employees.

The study also found that work ethic has a positive and significant influence on job satisfaction, with the weakest dimension being consistency. This indicates the need for efforts to enhance employee loyalty and reduce turnover. The study suggests that future research should explore the reciprocal relationships between leadership behavior, organizational communication, work ethic, and job satisfaction. Additionally, it would be beneficial to re-examine the definitions of these variables, consider other variables beyond those used in this study, and include intervening variables in future research to gain a deeper understanding of these dynamics.

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