

Understanding of Employee Perspectives on Leadership, Communication, and Information Technology as Job Satisfaction Factors at the Langsa City DPR Secretariat

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Abstract

This study aims to analyze the perspective of employees on leadership, communication, and information technology as factors that affect job satisfaction in the Langsa City DPR Secretariat. The research method used is qualitative with a descriptive approach. Data were obtained through in-depth interviews, observations, and document analysis, which were then analyzed using data reduction, categorization, and conclusion drawing techniques. The results of the study show that participatory leadership style has a positive impact on job satisfaction, especially when employees are involved in decision-making and given trust in carrying out their duties. In the aspect of communication, obstacles occur in the lack of clarity of direction from the leadership and the lack of feedback, although the relationship between employees is generally quite good. Meanwhile, the use of information technology is still limited due to inadequate facilities and lack of training. In conclusion, leadership, communication, and information technology are interrelated in influencing employee job satisfaction. The improvement of these three factors can create a more conducive, productive, and supportive work environment that supports employee welfare. These findings provide practical recommendations to improve human resource management in government organizations.

Keywords: Leadership; Communication; Information Technology; Job Satisfaction; Secretariat of the House of Representatives.

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INTRODUCTION

Job satisfaction is one of the important aspects in human resource management in every organization. In the context of government organizations, employee job satisfaction has a significant impact on the effectiveness and efficiency of public services (Rismayanti et al., 2018). One of the main factors that affect job satisfaction is how employees view leadership, communication, and the use of information technology in the organization where they work. At the Langsa City DPR Secretariat, this is an important concern to ensure that employee performance remains optimal.

Leadership plays a central role in shaping a conducive work environment. The right leadership style can create a work atmosphere that supports productivity and increases employee engagement (Prananosa et al., 2018). In the context of the Langsa City House Secretariat, the leadership pattern greatly determines how employees view their role in supporting legislative functions. Leaders who are able to understand employee needs and provide clear direction will drive higher levels of job satisfaction.

In addition to leadership, communication is also a crucial element in maintaining a harmonious relationship between superiors and subordinates as well as between employees. Effective communication can reduce misunderstandings, increase collaboration, and build mutual trust among all members of the organization (Sundari et al., 2024). At the Langsa City House Secretariat, good communication will facilitate coordination in the implementation of administrative tasks and support the smooth functioning of the legislature.

Information technology, on the other hand, has become a basic necessity in supporting the performance of modern organizations. Optimal use of information technology can speed up workflows, improve data accuracy, and provide convenience in completing tasks (Saputra et al., 2023). For employees of the Langsa City House of Representatives Secretariat, information technology can be a tool that facilitates document management, reporting, and internal and external communication.

These three factors—leadership, communication, and information technology—do not only stand alone, but interact with each other in influencing job satisfaction. A deep understanding of the employee's perspective related to these factors is indispensable to design an effective strategy in improving organizational performance. Therefore, this study aims to further explore how the employees of the Langsa City DPR Secretariat view these three aspects and how they affect their job satisfaction.

The scope of the study also includes an analysis of how employees respond to the different leadership styles applied, the extent to which communication in the workplace is effective, and how information technology plays a role in supporting their daily tasks. This understanding is expected to provide a comprehensive overview of the work dynamics at the Langsa City DPR Secretariat.

The results of this study are expected to be a reference for policy makers at the Langsa City DPR Secretariat in designing better policies to increase employee job satisfaction. Thus, the quality of services provided to DPRD members and the community can continue to be improved. The approach used in this study involves collecting data through interviews, questionnaires, and direct observation. This method was chosen to ensure that the data obtained reflects the views and real experiences of employees at the Langsa City DPR Secretariat. The analysis carried out will help identify the main factors that affect their job satisfaction level.

Furthermore, this study also seeks to identify the challenges faced by employees in the aspects of leadership, communication, and information technology. By understanding these obstacles, management can take proactive steps to improve existing working conditions. The study also highlights the importance of innovation in leadership approaches and the use of information technology to create a more inclusive and adaptive work environment. Thus, employees will feel more valued and motivated to make their best contribution to the organization.



Ultimately, this research aims to provide insights that can be applied not only in the Secretariat of the Langsa City DPR, but also in other government organizations that have similar characteristics. It is hoped that the results of this study can provide wider benefits for improving the quality of human resource management in the public sector. Through an understanding of employees' perspectives on leadership, communication, and information technology, this study aims to show how important the integration between these aspects is in creating sustainable job satisfaction. With satisfied employees, the productivity and quality of the organization's work will increase, which ultimately has a positive impact on the community served.

RESEARCH METHODS

This study uses a qualitative approach to explore the understanding of employees' perspectives on leadership, communication, and information technology as factors that affect job satisfaction at the Langsa City DPR Secretariat. The qualitative approach was chosen because it can provide an in-depth picture of the employee's experience, views, and interpretations related to the topic being researched (Sugiyono, 2016). This research focuses on exploring the meaning behind the phenomena that occur, so that it can produce rich and relevant descriptive data.

The research design used is a qualitative case study, where the researcher delves into specific cases at the Secretariat of the Langsa City DPR. This case study aims to understand the interaction between leadership, communication, and information technology in the work environment, as well as their impact on employee job satisfaction (Assyakurrohim et al., 2023). By focusing on a single location, the study can capture the social and cultural contexts that influence the phenomenon being studied.

The subject of the study was an employee at the Langsa City DPR Secretariat, who was selected by purposive sampling. The selection of these subjects is carried out based on certain criteria, such as:

- Employees who have at least 2 years of work experience to ensure they have a sufficient understanding of organizational dynamics.
- Employees from various departments, such as administration, finance, and information technology, to get diverse perspectives.
- Employees who are willing to provide in-depth information through interviews or group discussions.

The number of research subjects is adjusted to the need to achieve data depth and information saturation, i.e. when no new information emerges from the data collection process.

Data collection techniques are carried out through the following methods (Jogiyanto Hartono, 2018):

a. In-depth Interview

Interviews are conducted in a semi-structured manner to allow for broader exploration of the topic, but still focus on the research question. This interview involves related questions:

- Employee perception of the leadership style applied in the organization.
- Their experience in communicating with superiors, co-workers, and other parties in the organization.
- The use of information technology in supporting daily tasks.
- The interview process is recorded (with the participant's permission) to facilitate data analysis.

b. Observation

The researcher conducted direct observations in the work environment to see the interaction between employees, communication patterns, and the use of information technology in daily activities. These observations help to understand the social context that influences employee behavior and perception, as well as supplement the data from the interviews.

c. Documentation

Organizational documents, such as activity reports, organizational structures, and policies related to information technology, are also analyzed to enrich the data. This documentation



helps provide additional context to the information obtained from interviews and observations.

Data analysis is carried out thematically, with the following steps:

- **Data Collection and Transcription:** The data obtained from the interviews is recorded, then transcribed in detail. Data from observations and documentation are also collected and organized.
- **Coding:** The transcribed data is coded to identify key themes relevant to the research, such as "leadership style," "communication effectiveness," or "challenges in using technology."
- **Categorization:** Similar codes are grouped into broader categories to make interpretation easier.
- **Theme Retrieval:** The main themes that emerge from the data are analyzed in depth to answer the research question.
- **Data Triangulation:** Data from interviews, observations, and documentation are compared to ensure the validity and consistency of the information.

To ensure the validity of the data, this study implements several strategies, namely:

- **Source Triangulation:** Comparing information obtained from interviews, observations, and documentation.
- **Member Checking:** Confirming the results of interviews with research subjects to ensure the researcher's interpretation is in accordance with the participant's intentions.
- **Audit Trail:** Keeping records of the research process, such as transcriptions, codes, and analysis results, to ensure transparency in the research process.

RESULTS AND DISCUSSION

Leadership and Job Satisfaction

The results of the study show that the leadership style applied in the Langsa City DPR Secretariat has a significant influence on employee job satisfaction. Some of the leadership-related findings include:

- **Participatory Leadership:** Most employees stated that they felt more valued when leaders involved them in decision-making. One employee said, "When the leadership asks for our opinion, it feels like there is an appreciation for our contribution, and this motivates us to work better."
- **Inspirational Leadership:** However, there are also employees who feel that the direction given is often too formal and inflexible. Some mentioned that a lack of a personal approach by leaders can lead to feelings of isolation.
- **Trust and Recognition:** Employees who feel entrusted to carry out their responsibilities tend to show higher levels of job satisfaction. On the other hand, leadership distrust of employees results in demotivation, especially if accompanied by too strict supervision.

Based on interviews and observations, the level of employee job satisfaction is influenced by a combination of leadership, communication, and information technology. The findings related to job satisfaction are as follows:

- **Satisfied employees:** Employees who feel valued by their leaders, have good communication relationships with colleagues, and receive adequate technology support are more likely to feel satisfied with their jobs.
- **Dissatisfied employees:** In contrast, employees who face communication difficulties or feel less empowered by their leaders show low levels of job satisfaction. One employee said, "We feel that our work is not recognized, and this makes us lose motivation."

The findings of the study show that participatory leadership styles tend to increase employee job satisfaction, while leadership styles that are too authoritarian are one of the factors that inhibit work motivation. This is in line with the path-goal theory of (House, 1971), which states that leaders who are able to adapt their leadership style to the needs and expectations of subordinates can increase motivation, performance, and job satisfaction. Participatory leaders,

according to House, provide emotional support, engagement, and a sense of recognition toward employees, all of which contribute to higher job satisfaction.

Previous research by (Judge & Robbins, 2013) also supports these findings. They explained that leadership that pays attention to the individual needs of employees and provides freedom in decision-making can create a greater sense of belonging among employees. This can be seen in the results of interviews where employees feel motivated when they are involved in decision-making or trusted in carrying out their duties without excessive supervision.

On the contrary, the authoritarian leadership style that is still found in some parts of the Langsa City DPR Secretariat is in accordance with the view (Scheidlinger, 1994), which states that authoritarian leadership styles tend to create a less harmonious work environment. Relying on direct direction without making room for initiative often leaves employees feeling less empowered, ultimately reducing job satisfaction.

Communication in the Work Environment

Communication in the workplace is one of the elements that greatly affects job satisfaction. The main findings related to communication are as follows:

- **Effectiveness of Vertical Communication:** The majority of employees feel that communication between leaders and subordinates still needs to be improved. One employee said, "Sometimes, the information from the leadership is not clear, so the task becomes less directed."
- **Horizontal Communication Obstacles:** In communication between employees, some employees mention obstacles, such as differences in perception or lack of coordination within the team. However, others feel that the relationship between colleagues is quite harmonious, which helps to improve the work atmosphere.
- **Lack of Feedback:** Some employees reveal that they rarely receive feedback from their superiors on the results of their work. This makes it difficult for them to know whether the work done is as expected or needs to be improved.

Effective communication, both vertical and horizontal, has proven to be a key element in creating job satisfaction. The results of the study show that vertical communication in the Langsa City DPR Secretariat often experiences obstacles, such as lack of clear direction from the leadership or lack of feedback on the work done by employees. These findings support the organizational communication theory of (Syahputra & Kholil, 2024), which emphasizes the importance of delivering clear and two-way information to minimize message distortion in the communication process. Research by Clampitt and Downs in (Marzuki & Omar, 2009) It also revealed that the lack of feedback from superiors can create uncertainty and reduce employees' confidence in their work results.

This is consistent with the complaints of some employees in this study, who felt that they did not know whether their work was in line with the organization's expectations due to the lack of direct evaluation from the leadership. In horizontal communication, the results of the study show that there is a potential conflict due to differences in perception or lack of coordination. These findings can be explained through the view of (Lencioni, 2002) in The Five Dysfunctions of a Team model, where he mentions that miscommunication in a team is often caused by a lack of trust between members, which can lead to ineffective teamwork. However, some employees at the Langsa City House of Representatives Secretariat feel that good interpersonal relationships with colleagues help them overcome these obstacles, which supports the idea that informal communication can be an important complement to formal communication in organizations.

Information Technology as a Support for Job Satisfaction

The use of information technology in the Secretariat of the Langsa City House of Representatives is also a highlight in this study. Findings related to this aspect include:

- **Uneven Technology Support:** Some employees mentioned that the available information technology facilities, such as hardware and software, are not fully adequate. For example,



one employee complained: "The computer used often had problems, so work was delayed."

- Lack of training: Many employees feel less confident in using information technology because they have not received adequate training. This is especially felt by senior employees who are still adapting to the latest technological developments.
- Benefits of Technology: However, employees who are used to using information technology admit that technology is very helpful in speeding up task completion and improving report accuracy.

The role of information technology in supporting the work of employees at the Langsa City DPR Secretariat still needs to be improved, especially in terms of providing adequate facilities and training in the use of technology. This finding is in line with the view (Davis, 1989) in the Technology Acceptance Model (TAM), which states that the acceptance of technology by individuals is highly dependent on perceived ease of use and perceived usefulness. When technology is perceived as complicated or inefficient, employees tend to feel frustrated, which can lower their job satisfaction.

Research by Igbaria and Tan in (Subyantoro et al., 2020) It also found that adequate technology support, including training and access to the latest devices, has a positive impact on job satisfaction and productivity. In this study, many employees feel that the lack of technology training, especially for senior employees, is an obstacle in maximizing the benefits of information technology. This shows the need for a continuous training strategy to improve the digital competence of all employees.

However, employees who are used to using information technology admit that technology is very helpful in speeding up administrative tasks and improving the accuracy of reports. This is consistent with the view (Laudon & Traver, 2020), which states that information technology can improve organizational efficiency if implemented properly.

The Relationship between Factors and Job Satisfaction

The results of this study show that leadership, communication, and information technology do not stand alone, but interact with each other in influencing job satisfaction. For example, leaders who support the use of information technology by providing adequate training and facilities tend to create more satisfied employees because they feel supported in carrying out their duties. This is consistent with the view (Sobaih & Hasanein, 2020) in the Two-Factor Theory, where support from leaders and adequate work facilities are included in the maintenance factors (hygiene factors) that affect job satisfaction. In addition, effective communication between leaders and subordinates allows for clearer information about the use of new technology or policies. This supports previous research by (and Greenberg, 1990), which mentioned that open communication can increase employees' understanding of the organization's vision, so that they feel more motivated and satisfied.

CONCLUSION

This study concludes that leadership, communication, and information technology are important factors that affect employee job satisfaction at the Langsa City DPR Secretariat. These three factors are interrelated and have a significant impact on employee motivation, productivity, and comfort at work. From the leadership aspect, the participatory leadership style has been proven to be able to increase employee job satisfaction because it creates a sense of appreciation, trust, and involvement in the decision-making process. However, a leadership style that is too authoritarian can hinder employee creativity and reduce work motivation. Therefore, adaptive leaders are needed, who are able to balance instructive direction with a more inclusive and supportive approach. In terms of communication, this study found that the effectiveness of communication, both vertical and horizontal, greatly affects the smooth running of tasks and working relationships. The lack of clarity of direction from the leadership and the lack of feedback are the main obstacles felt by employees. On the other hand, good communication relationships



with colleagues help create a more harmonious and collaborative work environment. Therefore, more open, structured, and trust-based communication needs to be developed to increase job satisfaction. From the aspect of information technology, the results of the study show that although technology has helped speed up administrative tasks, challenges are still found, such as the lack of adequate facilities and lack of training for employees, especially those who are less familiar with technological developments. Optimal technological support can only be achieved through the provision of adequate devices and continuous training to improve employee skills. Overall, this study confirms that supportive leadership, effective communication, and optimal use of information technology are important combinations to create better job satisfaction in organizations. By paying attention to these three factors, the Langsa City DPR Secretariat can create a more productive and conducive work environment, thereby supporting the achievement of organizational goals. This finding is also relevant to be a reference in the management of human resources in other government organizations, especially in facing the challenges of the digital era and the need to increase work effectiveness in the public sector.

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