

Budaya Organisasi dan Kepemimpinan dalam Membentuk Kepercayaan Pada Organisasi, Keterlibatan Pegawai dan Kepuasan Kerja di Organisasi Sektor Publik = Organizational Culture and Leadership in Forming Trust in the Organization, Employee Engagement and Job Satisfaction in Public Sector Organizations

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Abstrak

Tesis ini membahas pengaruh yang muncul dari variabel budaya organisasi, kepemimpinan, keterlibatan pegawai, kepercayaan terhadap organisasi, perilaku hasil yang terbagi performa kinerja dan perilaku kerja inovatif, serta kepuasan kerja yang terjadi di lingkungan PNS Kementerian Pekerjaan Umum dan Perumahan Rakyat se-Indonesia.

Penelitian ini adalah penelitian kuantitatif dengan desain eksplanatori. Survei dilakukan terhadap 405 PNS Kementerian PUPR dari berbagai unit dan wilayah. Penyebaran kuesioner melalui email dinas dan ditindaklanjuti dengan penyebaran kuesioner melalui aplikasi pesan *WhatsApp* oleh Bagian Kepegawaian masing-masing. Dari sepuluh hipotesis yang diujikan, semua variabel yakni budaya organisasi, kepemimpinan, keterlibatan pegawai, kepercayaan terhadap organisasi, perilaku hasil yang terbagi performa kinerja dan perilaku kerja inovatif, serta kepuasan kerja, terbukti memiliki pengaruh langsung dan signifikan, kecuali hipotesis ke 10 yang tidak terbukti yakni tentang adanya pengaruh tidak langsung kepemimpinan terhadap perilaku hasil yang dimediasi oleh keterlibatan pegawai. Hal ini membuktikan bahwa kepemimpinan berpengaruh langsung dalam membentuk perilaku hasil pada instansi tersebut, tanpa harus melibatkan keterlibatan pegawai sebagai faktor perantara, sehingga sosok pemimpin dan perintah secara direktif kepada pegawai merupakan bagian budaya organisasi penting di dalam instansi tersebut.

Hasil penelitian menyarankan pentingnya komunikasi sebagai dasar dalam membentuk *employee engagement*, menumbuhkan kepercayaan pada organisasi dan membangun budaya organisasi. Selain itu, komunikasi efektif seorang pemimpin mampu meningkatkan performa kinerja dan perilaku kerja inovatif para pegawai dalam sebuah organisasi.

.....This thesis discusses the influence that arises from the variables of organizational culture, leadership, employee engagement, trust in the organization, behavioral outcomes which are divided into performance and innovative work behavior, as well as job satisfaction that occurs within the civil service environment of the Ministry of Public Works and Housing throughout Indonesia.

This research is quantitative research with an explanatory design. The survey was conducted on 405 civil servants from the Ministry of Public Works and Housing from various units and regions. Distribute the questionnaire via official email and follow up with the distribution of the questionnaire via the WhatsApp messaging application by the respective Personnel Department. Of the ten hypotheses tested, all variables, namely organizational culture, leadership, employee engagement, trust in the organization, behavioral outcomes which are divided into performance and innovative work behavior, as well as job satisfaction, were proven to have a direct and significant influence, except for the 10th hypothesis which was not proven. namely about the indirect influence of leadership on behavioral outcomes which is mediated by employee involvement. This proves that leadership has a direct influence in shaping behavioral outcomes in the

agency, without having to involve employee involvement as an intermediary factor, so that the figure of the leader and directive orders to employees are an important part of the organizational culture in the agency. The research results suggest the importance of communication as a basis for forming employee engagement, fostering trust in the organization and building organizational culture. Apart from that, a leader's effective communication can improve the performance and innovative work behavior of employees in an organization