

THE INFLUENCE OF DIGITAL LEADERSHIP, NEW ORGANIZATIONAL CULTURE AND TEAMWORK ON JOB SATISFACTION OF OFFICE EMPLOYEES SOCIAL SERVICES DEPARTMENT OF SERDANG BEDAGAI REGENCY

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Abstract

This study aims to determine and analyze the influence of Digital Leadership, New Organizational Culture and Teamwork on Job Satisfaction of Employees at the Social Service Office of Serdang Bedagai Regency. This study uses a quantitative approach. The population in this study were all employees of the Social Service Office of Serdang Bedagai Regency, totaling 38 respondents. The sampling technique used was saturated sampling, so that all members of the population were used as research samples. Data collection techniques were carried out by observation, as well as questionnaires with a Likert Scale data measurement scale. Data analysis techniques used validity, reliability and classical assumption tests. The data analysis method used multiple linear regression with the help of the SPSS version 25 program. The results of this study indicate that Digital Leadership has a positive and significant effect on Employee Job Satisfaction with a t-value of 3.470 and a significant value of $0.001 < 0.05$. New Organizational Culture has a positive and significant effect on Employee Job Satisfaction with a t-value of 3.308 and a significant value of $0.002 < 0.05$. Teamwork has a positive and significant effect on Employee Job Satisfaction with a t-value of 3.412 and a significant value of $0.002 < 0.05$. Simultaneously, Digital Leadership, New Organizational Culture and Teamwork have a positive and significant effect on Employee Job Satisfaction at the Social Service Office of Serdang Bedagai Regency .

Keywords: Digital Leadership, New Organizational Culture, Teamwork , Employee Job Satisfaction.

INTRODUCTION

Rapid technological developments are driving various organizations to undertake comprehensive digital transformations, including in government administration and public services. This digital transformation requires government agencies not only to implement technology but also to be supported by leadership capable of guiding the organization in facing change effectively (Wibowo & Wartini, 2025) . Digital leadership is a crucial factor in this process, as it reflects the leader's ability to formulate a clear digital vision, encourage innovation and creativity, and enhance the organization's ability to adapt to technological developments. Furthermore, leaders are also required to empower employees and create more effective work collaboration to support the achievement of organizational goals (Zhu et al., 2022) . In government organizations, digital leadership is crucial to address the demands of increasingly rapid, transparent, and accountable public services.

In addition to digital leadership, organizational culture is also a key element in supporting organizational success. Organizational culture refers to a collection of values, norms, and beliefs shared by members and serves as a guide for action (Sendika & Frinaldi, 2025) . As the work environment changes due to digitalization, organizations are required to build a new organizational culture that can improve adaptability, efficiency, transparency, and the quality of public services in a sustainable manner (Habibani & Frinaldi, 2025) . Organizational cultures, once known as rigid, hierarchical, and highly regulated, are now facing demands to become more adaptive, collaborative, and results-focused. Organizational culture is not merely a set of normative values held by an institution, but rather a collective mindset, work habits, and social mechanisms that govern how employees think, interact, and act within

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their assigned tasks. This is where a new organizational culture, namely data-driven decision-making, cross-sector collaboration, and continuous learning, is crucial. Values that encourage engagement, adaptability, and risk acceptance as part of the organizational learning process, become crucial. Another factor influencing employee job satisfaction is teamwork. Teamwork is defined as the ability of individuals to collaborate effectively within a group to achieve common goals through good communication, mutual trust, clear division of tasks, and shared responsibilities (Istiqamah et al., 2025). Effective teamwork can increase productivity, improve work quality, and create a conducive work environment.

Employee job satisfaction is an affective state characterized by feelings of pleasure or displeasure with one's work, which arises from the evaluation of working conditions, the work environment, and the treatment received (Hasibuan, 2016). High job satisfaction will encourage employees to work more optimally, have high loyalty, and provide good service to the community. Digital leadership plays a crucial role in achieving organizational goals, particularly in the face of increasingly rapid changes in digital technology. Effective digital leadership is demonstrated not only by a leader's ability to keep up with technological developments, but also by their ability to formulate a digital vision, foster innovation and creativity, enhance adaptability to change, empower employees, and encourage collaborative work.

The results of a pre-survey questionnaire conducted with 20 employees, as shown in Table 1.1, indicate that 70% of employees stated "Disagree" with the statement "My leader provides training to improve employees' digital technology skills." Although leaders are considered to have a clear digital vision to support work implementation, the opportunities provided to employees to participate in digital training are still considered suboptimal. Some employees at the Serdang Bedagai Regency Social Service stated that they have not received adequate opportunities to improve their digital empowerment.

This situation indicates a mismatch between the policy direction set by management and the readiness of human resources to implement it. Limited digital training impacts employee difficulty adapting to technology-based work systems, potentially increasing workloads and reducing self-confidence in carrying out tasks. Furthermore, limited competency development opportunities can create the perception that the organization is not fully supporting employee capacity building. This has the potential to impact motivation and job satisfaction, given that development opportunities are a key determinant of job satisfaction.

New organizational culture is a crucial element and plays a role in improving employee expectations, particularly in the face of increasingly evolving and dynamic work environments. This new organizational culture emphasizes the values of openness, active participation, and employee involvement in various organizational activities, including work-related decision-making. Organizational culture is a structural similarity shared by every individual in an organization, thus becoming a distinguishing characteristic between organizations. A positive organizational culture can foster a controlled work environment, boost morale, and support employee job satisfaction.

Based on the results of the pre-survey questionnaire conducted by the researcher, 65% of employees stated "Disagree" with the statement "I am involved in decision-making related to my work." This result proves that employee intervention during problem-solving at the Serdang Bedagai Regency Social Service is less than satisfactory. This indication appears as the fact that some employees have not been fully involved in providing ideas, suggestions, input, or opinions regarding the implementation of the work. This phenomenon shows that employees have not fully received the opportunity to participate in the decision-making process related to their duties and responsibilities. This condition can cause employees to feel underappreciated and lack a sense of ownership of their work, thus potentially reducing employee job satisfaction. Therefore, the implementation of a new organizational culture, especially one that emphasizes employee involvement in decision-making, is an important aspect that needs to be addressed to improve staff job satisfaction at the Serdang Bedagai Regency Social Service.

Teamwork is a condition that demonstrates effective cooperation between individuals in a work group to achieve common goals. Teamwork reflects good coordination, smooth communication, clear division of tasks, and the responsibility of each team member in carrying out their work. In government agencies, teamwork is an important factor that supports the smooth implementation of employee tasks and responsibilities (IP Sari et al., 2025). Effective teamwork can help employees complete their work more efficiently, create a harmonious work environment and increase employee motivation and job satisfaction.

The survey results revealed that employee teamwork is currently underperforming. This is evident from the fact that 70% of employees still answered "Disagree" to the statement "I am willing to take responsibility for the overall results of the teamwork." This indicates that some employees do not yet fully feel responsible for the results of their teamwork. This condition is evident from the fact that some employees are still more focused on completing

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their individual tasks without considering the overall results of the teamwork. This lack of responsibility can impact weak teamwork, reduce concern among team members, and hinder effective and optimal work completion. This issue can impact employee job satisfaction. A low sense of shared responsibility among team members for the results of their work can cause employees to feel burdened, underappreciated, and undersupported in carrying out their work. This situation has the potential to make employees feel uncomfortable, reduce work enthusiasm, and thus decrease employee job satisfaction. Therefore, an overview of the teamwork of employees at the Serdang Bedagai Regency Social Services Office indicates that it is less than optimal.

Fulfillment of job expectations is an important aspect that organizations must pay attention to, as it reflects employees' feelings of happiness or dissatisfaction with their jobs. According to (Indrasari, 2017), job satisfaction is a feeling of comfort in each individual's work as a result of assessing several job characteristics. Employee job satisfaction can arise when employee expectations for their work match the reality they experience in the work environment. Conversely, if employee expectations are not met, employees will feel dissatisfied with their jobs. Employee job satisfaction is impacted by many factors, including relationships between colleagues, superior support, and cooperation within the organization. Employees who feel comfortable and have harmonious relationships with colleagues have higher levels of job satisfaction.

Conversely, if employees feel uncomfortable in their work environment, this can lead to decreased job satisfaction and impact employee performance. Below is the assessment of the pre-survey questionnaire from 20 respondents regarding employee job satisfaction at the Social Service of Serdang Bedagai Regency, indicating that the level of employee job satisfaction is less than optimal. This is evident from the results of the pre-survey questionnaire, which indicated that some staff still answered "Disagree" to the statement "My supervisor provides clear direction and work support" (60%). This clearly indicates that some employees feel they have not received adequate direction and work support from their superiors. This condition indicates that the role of superiors in guiding and supporting work implementation has not been running optimally. Lack of direction and support from superiors can cause employees to experience difficulties in carrying out their work, thus potentially reducing employee job satisfaction. Based on these problems, it can be concluded that the achievement of employee job expectations has not been fully achieved, especially in terms of support and direction from superiors.

Based on observations conducted at the Serdang Bedagai Regency Social Services Office, several issues were identified in the implementation of the work. Employees have not yet received optimal opportunities to participate in training to improve digital technology skills. Furthermore, employee involvement in the decision-making process related to work is still suboptimal. In the implementation of teamwork, some employees still lack a sense of responsibility for the results of their work. Furthermore, some employees still do not feel they have received adequate direction and work support from their superiors. This condition has the potential to hinder the effectiveness of work implementation and reduce employee job satisfaction.

RESEARCH METHODS

The research design used in this study is quantitative research. This study focuses on testing hypotheses formulated based on existing theories and aims to determine the influence of independent variables, namely digital leadership, new organizational culture, and teamwork on the dependent variable, namely employee job satisfaction. According to (Sugiyono, 2023), quantitative research methods can be interpreted as research methods based on the philosophy of positivism, which are used to study certain populations or samples, data collection is carried out using research instruments, while data analysis is quantitative or statistical, with the aim of testing predetermined hypotheses. In this study, the population is all employees at the Social Service Office of Serdang Bedagai Regency, totaling 38 employees. This study selected samples using saturated sampling techniques because the population is relatively small. So the sample used in this study amounted to 38 people.

According to (Sugiyono, 2023), a research instrument is a tool used to measure observed natural and social phenomena. The preparation of research instruments is based on predetermined researcher variables. Each variable is defined operationally, then the measurement indicators are determined. By conducting Validity and Reliability Tests. According to (Sugiyono, 2023) data collection techniques can be carried out in various settings, various sources and various ways. In this study, researchers used data collection techniques namely Observation, Interviews, Questionnaires (Questions): Documentation Studies. The analysis technique in this study uses a method that is appropriate to the research, namely a descriptive method with a quantitative approach, namely: with Descriptive Analysis and Quantitative Analysis. In the Classical Assumption Test, a Normality Test, a Heteroscedasticity Test and a Multicollinearity Test were carried out. In Multiple Linear Regression Analysis and Hypothesis Testing, the F Test (Simultaneous) includes a t-Test (Partial) and a Coefficient of Determination (R^2).

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RESULTS AND DISCUSSION

Research result

Validity and Reliability Test Results

Validity Test Results

The validity test aims to determine the accuracy and precision of the research instrument in measuring the variables studied. Validity testing in this study was conducted using the SPSS (Statistical Product and Service Solutions) program. The validity test was conducted by distributing questionnaires to 30 respondents outside the research sample at a significance level of 0.05. This validity test was conducted at the Population and Civil Registration Office of Serdang Bedagai Regency.

Table 1 Validity Test Results

Variables	Statement	Pearson Correlation Value	Value Measurement Criteria	Value Category
Digital Leadership (X ₁)	X1.1	0.733	0.361	Valid
	X1.2	0.840	0.361	Valid
	X1.3	0.733	0.361	Valid
	X1.4	0.675	0.361	Valid
	X1.5	0.766	0.361	Valid
New Organizational Culture (X ₂)	X2.1	0.772	0.361	Valid
	X2.2	0.860	0.361	Valid
	X2.3	0.686	0.361	Valid
	X2.4	0.737	0.361	Valid
Teamwork (X ₃)	X3.1	0.765	0.361	Valid
	X3.2	0.671	0.361	Valid
	X3.3	0.819	0.361	Valid
	X3.4	0.679	0.361	Valid
	X3.5	0.757	0.361	Valid
Employee Job Satisfaction (Y)	Y.1	0.813	0.361	Valid
	Y.2	0.842	0.361	Valid
	Y.3	0.800	0.361	Valid
	Y.4	0.779	0.361	Valid
	Y.5	0.778	0.361	Valid

Source: Research Results, 2026

Based on Table 1, the validity test results show that all statement items have a calculated r value greater than the table r of 0.361. Therefore, all statement items in the variables of Digital Leadership , New Organizational Culture , Teamwork , and Employee Job Satisfaction are declared valid and suitable for use as research instruments. Reliability Test Reliability testing aims to assess the instrument's consistency in measuring research variables. (Sugiyono, 2023) states that an instrument is considered reliable if it is used repeatedly to measure the same object and produces relatively stable data. An instrument is considered reliable if the Cronbach's Alpha value is > 0.70.

Table 2 Reliability Test Results

Variables	Cronbach Alpha	Value Measurement Criteria	Information
Digital leadership (X ₁)	0.803	0.70	Reliable
New Organizational Culture (X ₂)	0.762	0.70	Reliable
Teamwork (X ₃)	0.793	0.70	Reliable
Employee Job Satisfaction (Y)	0.860	0.70	Reliable

Source: Research Results, 2026

Based on Table 2, the Cronbach's Alpha value for the Digital Leadership variable is 0.803, New Organizational Culture is 0.762, Teamwork is 0.793, and Employee Job Satisfaction is 0.860. All variables have a Cronbach's Alpha greater than 0.70, thus meeting the reliability criteria. Therefore, it can be concluded that all research instruments are reliable and suitable for use as measuring tools in this study.

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Classical Assumption Test

The classical assumption tests that must be met in a multiple regression model include the following:

Normality Test

The normality test aims to determine whether the research data used is normally distributed. In this study, the normality test was conducted using the Shapiro-Wilk method because the sample size was less than 50 respondents. The basis for making decisions in the normality test is that if the significance value is greater than 0.05, the data is considered normally distributed. The results of the normality test can be seen in the table below:

Table 3 Results of Data Normality Test

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistics	df	Sig.	Statistics	df	Sig.
Unstandardized Residual	.060	38	.200 [*]	.990	38	.981

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Source: Research Results, 2026

Based on the results of the normality test in Table 3, the significance value (Sig.) obtained in the Shapiro-Wilk test was 0.981. This value is greater than the significance level of 0.05 ($0.981 > 0.05$). Thus, it can be concluded that the residual data in this study is normally distributed. The following shows the results of the normality test using a histogram graph and Normal PP Plot.

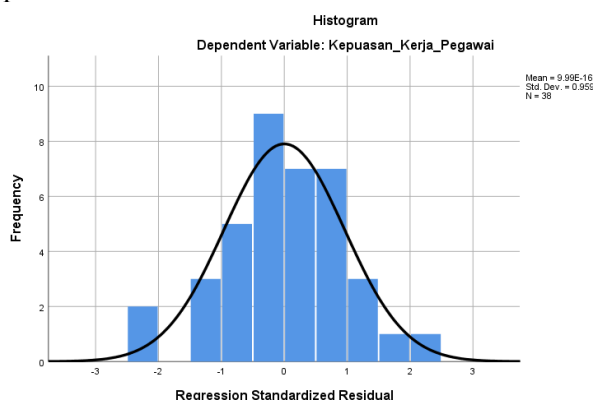


Figure 1 Histogram Normality Test Results

Source: Research Results, 2026

Based on Figure 1, the histogram pattern forms a bell-shaped curve, and the data is spread around the normal line. This indicates that the residual data is normally distributed. This is also supported by the Normal PP Plot graph shown in the following figure.

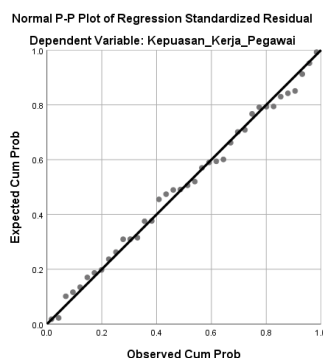


Figure 2 Results of PP Plot Normality Test

Source: Research Results, 2026

Based on Figure 2, it can be seen that the points on the Normal PP Plot Regression Standardized Residual graph are spread around the diagonal line and follow the direction of the diagonal line. Therefore, based on the

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normality test, the regression analysis is suitable for use even though there are deviations around the plot and the diagonal line.

Multicollinearity Test

The multicollinearity test aims to determine whether there is a strong relationship or correlation between the independent variables in a regression model. To identify the presence of multicollinearity, the Tolerance and Variance Inflation Factor (VIF) values can be used. If the Tolerance value is >0.10 and the VIF value is <10 , it can be concluded that the regression model does not have multicollinearity. The results of the multicollinearity test using SPSS version 25 are shown in the following table.

Table 4 Multicollinearity Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	4,756	1,141		4,168	.000		
Digital Leadership	.391	.113	.375	3,470	.001	.291	3,438
New Organizational Culture	.276	.083	.370	3,308	.002	.272	3,677
Teamwork	.281	.082	.287	3,412	.002	.481	2,081

a. Dependent Variable: Satisfaction Work Employee

Source: Research Results, 2026

Based on Table 4, it is known that the value of the Digital Leadership variable has a Tolerance value of $(0.291 > 0.10)$ and a VIF value of $(3.438 < 10)$, the New Organizational Culture variable has a Tolerance value of $(0.272 > 0.10)$ and a VIF of $(3.677 < 10)$, while the Teamwork variable has a Tolerance value of $(0.481 > 0.10)$ and a VIF of $(2.081 < 10)$. Therefore, it can be concluded that the regression model does not show symptoms of multicollinearity between independent variables.

Heteroscedasticity Test

The heteroscedasticity test is performed to determine whether there is inequality in residual variance from one observation to another in a regression model. A good regression model is one that does not exhibit heteroscedasticity symptoms. In this study, the heteroscedasticity test was conducted using a scatterplot graph. The results of the heteroscedasticity test can be seen in the following figure.

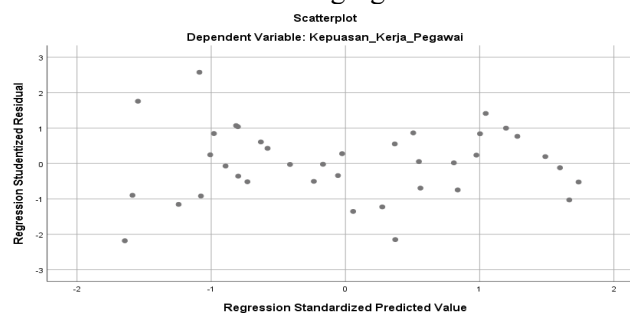


Figure 3 Scatterplot of Heteroscedasticity Test Results

Figure 3 shows that the points are randomly distributed above and below the number 0 around the Y-axis and do not form a specific pattern. This indicates that there are no symptoms of heteroscedasticity in the regression model.

Multiple Linear Regression Analysis

To test the research hypothesis, multiple linear regression analysis was used to determine the relationship between the independent variables and the dependent variable. This analysis was used to examine the influence of digital leadership, new organizational culture, and teamwork on employee job satisfaction at the Serdang Bedagai Regency Social Service Office. Based on the results of data processing using SPSS version 25, the following results were obtained:

Table 5 Multiple Linear Regression Test Results

		Coefficients^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients				
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	4,756	1,141		4,168	.000		
	Digital Leadership	.391	.113	.375	3,470	.001	.291	3,438
	New Organizational Culture	.276	.083	.370	3,308	.002	.272	3,677
	Teamwork	.281	.082	.287	3,412	.002	.481	2,081

a. Dependent Variable: Satisfaction Work Employee

Source: Research Results, 2026

Table 5 shows that the calculation results obtained a constant value (a) of 4.756, a regression coefficient value for Digital Leadership of 0.391, a regression coefficient value for New Organizational Culture of 0.276, and a regression coefficient value for Teamwork of 0.281. Thus, the multiple linear regression equation is obtained as follows:

$$Y = 4.756 + 0.391 X_1 + 0.276 X_2 + 0.281 X_3 + e$$

From the regression equation it can be concluded that:

1. The constant value (a) is 4.756, indicating that if Digital Leadership, New Organizational Culture and Teamwork have a value of 0, then Employee Job Satisfaction is 4.756.
2. The regression coefficient of Digital Leadership is 0.391, indicating that every 1 unit increase in Digital Leadership will increase Employee Job Satisfaction by 0.391.
3. The regression coefficient of New Organizational Culture is 0.276, indicating that every 1 unit increase in New Organizational Culture will increase Employee Job Satisfaction by 0.276.
4. Teamwork regression coefficient is 0.281, indicating that every 1 unit increase in Teamwork will increase Employee Job Satisfaction by 0.281.

t-test (Partial)

The t-test (Partial) is used to determine the partial effect of each independent variable on the dependent variable. Based on the results of data processing using SPSS, the t-test results are as follows:

Table 6 Results of t-Test (Partial)

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	4,756	1,141		4,168	.000
	Digital Leadership	.391	.113	.375	3,470	.001
	New Organizational Culture	.276	.083	.370	3,308	.002
	Teamwork	.281	.082	.287	3,412	.002

a. Dependent Variable: Satisfaction Work Employee

Source: Research Results, 2026

Based on Table 6, it is known that the results of the t-test above obtained a t-table value at $df = n - k = 38 - 4 = 34$ at a significance level of 5% (0.05) of 2.032. So, to find out the partial influence of each independent and dependent variable, it can be explained as follows:

1. The value obtained from the table above is the t-count value $>$ t-table ($3.470 > 2.032$) and the significant value of 0.001 is smaller than 0.05, which means that Digital Leadership has a positive and significant effect on the Job Satisfaction of Employees at the Serdang Bedagai Regency Social Service Office.
2. The value obtained from the table above is the t-count value $>$ t-table ($3.308 > 2.032$) and the significant value of 0.002 is smaller than 0.05, which means that New Organizational Culture has a positive and significant effect on Job Satisfaction of Employees at the Serdang Bedagai Regency Office.
3. The value obtained from the table above is the t-count value $>$ t-table ($3.412 > 2.032$) and the significance value is 0.002 which is smaller than 0.05, which means that Teamwork has a positive and significant effect on Job Satisfaction of Employees at the Serdang Bedagai Regency Social Service Office.

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F Test (Simultaneous)

The F (Simultaneous) test is used to determine whether the independent variables simultaneously influence the dependent variable. Based on the results of data processing using SPSS version 25, the results of the F (simultaneous) test are as follows:

Table 7 F-Test Results (Simultaneous)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	604,841	3	201,614	86,798	.000 ^b
	Residual	78,975	34	2,323		
	Total	683,816	37			

a. Dependent Variable: Satisfaction Work Employee

b. Predictors: (Constant), Teamwork, Digital Leadership, New Organizational Culture

Source: Research Results, 2026

Based on Table 7, the F-count value is 86.798. With $\alpha = 5\%$, dk numerator = 3 and dk denominator = $38 - 3 - 1 = 34$, the F-table value is 2.88. These results indicate that F-count > F-table ($86.798 > 2.88$) and the significant value is smaller than 0.05 ($0.000 < 0.05$). Thus, it can be concluded that Digital Leadership, New Organizational Culture and Teamwork simultaneously have a significant effect on Job Satisfaction of Employees at the Social Service Office of Serdang Bedagai Regency.

Coefficient of Determination Test (R^2)

The coefficient of determination (R^2) is used to measure the ability of the independent variable to explain the dependent variable. In this study, the coefficient of determination value used is Adjusted R Square, the greater the Adjusted R Square value, the better the correlation coefficient. The higher the R Square, the greater the ability of the independent variable to explain the dependent variable. The results of the analysis in this study can be seen in the following table:

Table 8 Results of the Determination Coefficient Test (R^2)

Model Summary ^b

Model	R	R Square	Adjusted Square	Standard Error of the Estimate
1	.940 ^a	.885	.874	1,524

a. Predictors: (Constant), Teamwork, Digital Leadership, New Organizational Culture

b. Dependent Variable: Satisfaction Work Employee

Source: Research Results, 2026

Based on Table 8, the Adjusted R Square value is 0.874, or 87.4%. This indicates that the variables Digital Leadership, New Organizational Culture, and Teamwork are able to explain 87.4% of Employee Job Satisfaction, while the remaining 12.6% is explained by other variables outside this study.

WETTING

Equations Between Variables

The Influence of Digital Leadership on Employee Job Satisfaction

According to (Zhu et al., 2022) Digital leadership is leadership that is not only related to the ability to operate technology, but also encompasses the capacity to utilize technology to formulate a vision, direct the transformation process, and empower human resources in the digital ecosystem. According to (Zeike et al., 2019), indicators of digital leadership include digital vision, innovation and creativity, technological adaptability, digital empowerment, and digital collaboration.

The results of this study obtained a t-count value > t-table ($3.470 > 2.032$) and a significant value of 0.001, which is smaller than 0.05. This indicates that Digital Leadership has a positive and significant effect on Job Satisfaction of Employees at the Serdang Bedagai Regency Social Service Office. The results of this study align with previous research conducted by (Faizal, 2025), (Saputra et al., 2022), and (Kamaruddin et al., 2024), which found that digital leadership has a positive and significant impact on employee job satisfaction. Leadership that

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adapts to technological developments and supports employees in navigating digital change can improve employee job satisfaction. Digital leadership has a significant impact on employee job satisfaction because leaders who are able to utilize digital technology can create an effective, efficient, and adaptive work environment. Leaders who provide a clear digital vision, use digital systems in work processes, and support employee competency development will make it easier for employees to complete their work. Furthermore, the implementation of digital leadership can also encourage innovation and creativity, increase the ability to adapt to technological developments, and strengthen digital collaboration in the workplace. Employees who receive support in developing digital competencies and utilizing technology in their work will feel valued, confident in their work, and better able to adapt to job demands, thereby increasing employee job satisfaction. Conversely, if digital leadership is not implemented effectively, employees will struggle to adapt to digital technology developments and receive less support in improving their digital competencies. This can lead to less than optimal use of digital technology in their work, leading to decreased employee job satisfaction. Therefore, effective digital leadership is essential to support increased employee job satisfaction at the Serdang Bedagai Regency Social Services Office.

The Influence of New Organizational Culture on Employee Job Satisfaction

According to (Sendika & Frinaldi, 2025) New organizational culture is the process of changing the values, attitudes, and behaviors of individuals within an organization, creating a work environment that is more open to change, collaboration, and innovation. New organizational culture must be a primary strategy for driving sustainable change. According to Sendika & Frinaldi (2025), the indicators of new organizational culture are adaptability, involvement, accountability, and innovation. The results of this study obtained a t-count value $> t\text{-table}$ ($3.308 > 2.032$) and a significant value of 0.002, which is smaller than 0.05. This indicates that New Organizational Culture has a positive and significant effect on Job Satisfaction of Employees at the Social Services Office of Serdang Bedagai Regency. The results of this study align with previous research by Fransisca & Rahayu (2025) and Kamaruddin *et al.* (2024), which found that new organizational culture has a positive and significant impact on employee job satisfaction. If organizations are able to implement an adaptive work culture, provide opportunities for employee involvement, instill a sense of responsibility, and encourage innovation, employee comfort and satisfaction at work can be enhanced.

New Organizational Culture significantly impacts employee job satisfaction because a positive new organizational culture helps employees adapt to changes in the work environment. A culture that adapts to change helps employees adjust to evolving job demands, while employee involvement in various organizational activities can increase their sense of belonging to the organization and the work they do. Furthermore, an organizational culture that instills responsibility and encourages innovation will help employees work more effectively in achieving organizational goals. Employees who feel trusted, involved, and given the opportunity to develop their ideas will have higher work motivation, thereby increasing employee job satisfaction.

Conversely, if the new organizational culture is not implemented effectively, employees will struggle to adapt to change, become less involved in organizational activities, and lack the motivation to innovate in their work. These conditions can reduce job satisfaction and lead to low employee job satisfaction. Therefore, organizations need to build an adaptive, participatory, accountable, and innovative work culture to increase employee job satisfaction.

The Influence of Teamwork on Employee Job Satisfaction

According to Robbins & Judge (2017), teamwork is the extent to which members work together to complete tasks, combining their individual abilities, and fostering mutual trust to achieve organizational success. The indicators, according to them, are communication, coordination, trust, responsibility, and support among members. The results of this study obtained a t-count value $> t\text{-table}$ ($3.412 > 2.032$) and a significant value of 0.002, which is smaller than 0.05. This indicates that teamwork has a positive and significant effect on employee job satisfaction at the Serdang Bedagai Regency Social Service Office. The results of this study align with previous research conducted by (Hutabarat *et al.*, 2024), (Istiqamah *et al.*, 2025), and (IP Sari *et al.*, 2025), which found that teamwork has a positive and significant effect on employee job satisfaction. The better the collaboration between employees, the higher the perceived level of job satisfaction.

Teamwork significantly impacts employee job satisfaction because it fosters positive and supportive working relationships among employees. Through smooth communication and effective coordination, team members can collaborate better to complete tasks and reduce errors. Furthermore, trust, responsibility, and support among team members are crucial factors in creating a comfortable and supportive work environment. Employees who feel

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trusted, supported, and shared responsibility for achieving organizational goals will be more motivated to work, thereby increasing employee job satisfaction. Conversely, if teamwork doesn't run smoothly, communication and coordination between employees can be disrupted, trust among team members can decrease, and support and accountability in completing work can be less than optimal. This situation can hinder the achievement of organizational goals and impact employee job satisfaction. Therefore, organizations need to continuously strengthen teamwork by improving communication, coordination, trust, responsibility, and support among team members to increase employee job satisfaction.

The Influence of Digital Leadership, New Organizational Culture and Teamwork on Employee Job Satisfaction

According to (Indrasari, 2017), job satisfaction is a person's assessment of their work as a means to fulfill important work values and basic needs. Therefore, satisfied employees will show feelings of happiness with their work. According to him, the indicators are the work itself, compensation, promotion, supervision, and coworkers. The results of this study show that $F_{\text{count}} (86.798) > F_{\text{table}} (2.88)$ and a significant value of $0.000 < 0.05$, so it can be concluded that Digital Leadership, New Organizational Culture and Teamwork have a simultaneous effect on Job Satisfaction of Employees at the Serdang Bedagai Regency Social Service Office.

The coefficient of determination (Adjusted R Square) value of 0.874 shows that Digital Leadership, New Organizational Culture and Teamwork are able to explain Employee Job Satisfaction by (87.4%), while the remaining (12.6%) is explained by other variables outside this study. The results of this study are in accordance with the results of previous studies conducted by (Faizal, 2025), (Saputra *et al.*, 2022), (Kamaruddin *et al.*, 2024), (Fransisca & Rahayu, 2025), (Hutabarat *et al.*, 2024), (IP Sari *et al.*, 2025) and (Istiqamah *et al.*, 2025) which stated that Digital Leadership, New Organizational Culture and Teamwork together have a positive and significant effect on Employee Job Satisfaction.

Employee job satisfaction is significantly influenced by Digital Leadership, New Organizational Culture, and Teamwork, because these three variables are interrelated in supporting the implementation of work within the organization. When Digital Leadership, New Organizational Culture, and Teamwork are implemented well, employees will experience a more conducive, adaptive work environment and support for self-development, thereby increasing Employee Job Satisfaction. Conversely, if one or more of these three factors are not running optimally, it can hinder the implementation of work and have an impact on decreasing Employee Job Satisfaction. Therefore, organizations need to continue to improve the quality of Digital Leadership, build a positive New Organizational Culture, and strengthen Teamwork so that Employee Job Satisfaction can continue to increase.

CONCLUSION

Based on the results of the analysis and discussion regarding the Influence of Digital Leadership, New Organizational Culture and Teamwork on Employee Job Satisfaction at the Social Service Office of Serdang Bedagai Regency, it can be concluded that Digital Leadership partially has a positive and significant effect on Employee Job Satisfaction at the Social Service Office of Serdang Bedagai Regency with a calculated $t\text{-value} > t\text{-table}$ ($3.470 > 2.032$) and a significant value of $0.001 < 0.05$. This shows that the implementation of good digital leadership can help employees adapt to the development of digital technology, increase innovation, and empower employees to support the implementation of work more effectively. New Organizational Culture partially has a positive and significant effect on Employee Job Satisfaction at the Social Service Office of Serdang Bedagai Regency with a calculated $t\text{-value} > t\text{-table}$ ($3.308 > 2.032$) and a significant value of $0.002 < 0.05$. This shows that an adaptive organizational culture, involving employees, upholding accountability and encouraging innovation can create a more conducive work environment. Teamwork partially has a positive and significant effect on Employee Job Satisfaction at the Social Service Office of Serdang Bedagai Regency with a calculated $t\text{-value} > t\text{-table}$ ($3.412 > 2.032$) and a significant value of $0.002 < 0.05$. This shows that good communication, coordination, trust, responsibility and support between team members can create effective cooperation. Digital Leadership, New Organizational Culture and Teamwork simultaneously have a positive and significant effect on Employee Job Satisfaction at the Social Service Office of Serdang Bedagai Regency with a calculated $F\text{-value} > F\text{-table}$ ($86.798 > 2.88$) and a significant value of $0.000 < 0.05$. This shows that the better the implementation of Digital Leadership, New Organizational Culture and Teamwork together, the higher the resulting Employee Job Satisfaction.

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