

Creating working quality through effective leadership, implementation of organizational culture, conducive working environment, communication skill, and technology support (Research on several companies/agencies in Jabodetabek)

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ABSTRACT

This study examined the creation of work quality through the influence of effective leadership, organizational culture implementation, a conducive work environment, communication skills, and technology support. This research was conducted in several companies and agencies within Jabodetabek, involving employees across job levels, including Administrators, Officers, Assistant Managers, Managers, Senior Managers, and Directors. Data were collected via questionnaires distributed through Google Forms to the 97 respondents. Employing a quantitative approach, the analysis included validity, reliability, and classical assumption tests such as multicollinearity, normality, heteroscedasticity, autocorrelation, and determination tests. The results confirmed that all the data were valid ($r > 0.312$) and reliable (Cronbach's $\alpha > 0.60$). Multicollinearity was absent, as all variance inflation factor (VIF) values were below 10 with a tolerance above 10%. The data were normally distributed, and no heteroscedasticity was observed. Both partial and simultaneous tests indicated that the five independent variables positively influenced creative work quality, as evidenced by the significant t-tests, F-tests, and determination coefficients. The coefficient of determination showed contributions of 0.7% from Effective Leadership, 36.1% from Organizational Culture Implementation, 21% from a conducive work environment, 34.1% from Communication Skills, and 31.1% from Technology Support, with a combined influence of 47.9%. A Durbin-Watson value of 2.291 (> 2) indicated no positive autocorrelation, but the results suggested a negative autocorrelation. Overall, the study concludes that effective leadership, strong organizational culture, supportive environments, communication skills, and technological integration significantly enhance creative work quality in the Jabodetabek corporate context.

Keywords: Creating working quality, effective leadership, organizational culture, cohesive working environment, technology support.

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1. INTRODUCTION

In the global and digital eras, business competition is getting together. Companies have made various efforts to maintain and/or improve their market leader. One effort to address this challenge is to create good work quality. Work quality is the result of employees' performance in carrying out their work duties and responsibilities. [Ceswirdani et al. in Gilang Bagus Fadlan and Agustinus Setiyawan \(2024\)](#) define work quality as a measure of the value of an employee's contribution in doing what the employee gives to the company. Furthermore, it is said that work quality can be influenced by work motivation, through work motivation it will from work quality. It is also said that another factor that plays a role in creating work quality is the physical environment. The physical environment is in the work room and is usually called work facilities/infrastructure. In this study, whether work quality is good is influenced by the variables of effective leadership, implementation of organizational culture, work environment, communication skills, and technology support.

Leaders in groups or organizations play an important role. Leaders can be directors of agreed goals. Through their power, leaders can influence all members of the group or the organization they lead. [William G. Scott in Kartrini Kartono \(2011;7\)](#) define an organization as a formal organization which is a system of coordinated activities of a group of people working together, toward a common goal under authority and leadership. In organizational activities, leadership is a concept and practice that cannot be abandoned. [Stoner opinion in the Suharsono \(2012;129\)](#) states that leadership is the process of directing and influencing the activities of a group of members whose tasks are interconnected. Therefore, leaders should convey their vision and mission to all members of the organization they lead. [Riston in M. Setiyawan Kusmulyono and Teguh Endaryono \(2018\)](#) said that vision is interpreted as a broad perspective toward the future. Vision conveys what is unique about the products offered by the company and limits the scope of the company's activities to achieving the expected goals. Meanwhile, a mission is defined as an activity to convey the main reason why the company was established and how it will complement that planned in a clear time structure. Vision and mission are part of the strategic formulation prepared by the Chief Executive Officer (CEO) for long-term business sustainability.

[Fred R. David \(2004;5\)](#) said that the strategic management is the science of formulating, implementing, and evaluating cross function decisions that enable an organization to achieve its goals. Furthermore, the strategic formulation in question includes activities to develop the organization's vision and mission, identify external opportunities and threats to the organization, determine the organization's internal strengths and weaknesses, set long-term goals for the organization, create alternative strategies for the organization, and choose certain strategies to use. An organization's vision, mission, and goals can be easily achieved if a leader communicates effectively. A leader must have high communication skills as the center of power and dynamics. [Kartini Kartono \(2011;133\)](#) said that the success of a leader's task implementation is largely determined by his or her skill in establishing proper communication with all parties, both vertically and horizontally. An organizational culture is created for interactions between employees or employees with leaders or vice versa, and the company's vision and mission to be embedded in the hearts of employees.

[Danang Sunyoto \(2012;226\)](#) defines organizational culture as habits, traditions, and general procedures in doing something, most of which come from the founders of the organization. [Schein at al. in Mudjiono Said \(2007;6\)](#) said that the organizational culture (corporate culture) include several characters: values, philosophy, norms, rules of the game, climate of work, and behavior. Values themselves in the organization are a source of energy and motivation for behaving toward what is important, valuable, and upheld by someone. [Nevison Chatab \(2007;5\)](#) said that the leader values system is the values that the leader in question believes are an important and valuable source of power that he upholds and adheres to strongly in taking attitudes, actions, and decisions. It is also said that corporate values are values that are believed by the organization to be an important and valuable source of strength that is upheld by every member of the organization and is bound to it and is strongly adhered to in talking about attitudes, actions, and decisions to run a business in achieving the organization's vision. Organizational culture refers to harmonious work relationships that make the work environment more conducive.

A conducive work environment influences various positive aspects of an organization's activities. [Jon Effendi \(2020;3\)](#) said that the conducive work environment will provide a sense of security and allow employees to work optimally. The work environment in an organization includes relationships formed between fellow employees, between subordinates and superiors, and the physical environment in which employees work. Technological support is another factor that affects the quality of employee work and consistency with standard operating procedures (SOP) is technological support. The presence of technology in business terms has changed the way and process of work, especially in the current digital era. Technology has demonstrated its role in supporting the effectiveness and efficiency of business activities. Technology and digital technology are interrelated. [Ade Onny Siagian et al. \(2021;37\)](#) said that digitalization has a significant impact on all aspects of business organizations and work. Digitalization changes the characteristics of appropriate work, including tasks that are completed collaboratively, connections between parties involved, and high flexibility using automated and digital technology platforms (virtual work). The working relationship between superiors and subordinates is no longer localized but has changed to be more oriented towards cooperation (partnership) and teamwork, employee empowerment, and high involvement of workers in completing work.

2. LITERATURE REVIEW

2.1 Working Quality

Human Resources are the main production factors, whose existence is very important. Good human resources management can improve company performance and create superior quality human resources. The quality of human resources is influenced by employees' knowledge, skills, and behavior. With superior and high-quality human resources, the quality of work is high. [Dhe Septiana \(2021\)](#) said that the quality of work is a job carried out by human resources that produces something that can be measured by the effectiveness and efficiency of the result of the work that has been done in accordance with the achievement of the goals set by the company. Work quality is reliable in carrying out tasks so that high quality is carried out on time, carefully, and with procedures that are easy to understand by employees who have great responsibility for the task and obligations given both personally, socially, intellectually, morally, and spiritually.

2.2 Effective Leadership

Leadership in a company plays a role in moving every member of the organization to be active in the production process. [Teguh Sulistiyani \(2008;21\)](#) said that leadership can run smoothly and successfully in initiating a group that needs to be supported by the leader's ability. Ability is the main capital of a leader, including ability, capability, and personality as intrinsic factors, and acceptability as an extrinsic factor. Ability is the background possessed by the leader regarding the level of ability, which includes both formal and informal knowledge and skills. Knowledge includes knowledge obtained through reading, knowledge obtained through observation, and knowledge obtained from experience. Capability, based on [Ambar Teguh Sulistiyani \(2008;24\)](#), is defined as the psychological mental condition of a leader that reflects the steadfastness and full ability to bear all the consequences of position and leadership. Thus, leadership that is full of ability and consistency in carrying out leadership duties is better maintained. [Ambar Teguh Sulistiyani \(2008; 25\)](#) defines personality as the radiance of the leader's character, which concerns the nature of character inherent in him. Personality is formed by genetic traits and educational environment. At this level, a leader with a good character can be a role model for his subordinates, who tend to be respected and honored. Acceptability is defined by [Ambar Teguh Sulistiyani \(2008;26\)](#) as an attitude of being happy, willing, or sincere to welcome the presence and easy to provide assistance so that the leader feels comfortable in the environment of his subordinates.

2.3 Organizational Culture

The second variable in this study was organizational culture. [Danang Sunyoto \(2012, 226\)](#) defines organizational culture as habits, traditions, and general procedures in doing something, most of which come from the founders of the organization. Thus, members of the organization are expected to carry out their duties and interact with others. There are three types of organizational culture: Constructive Culture, in which employees are encouraged to interact with other individuals and work on their tasks and projects in a way that will help them satisfy their needs for growth and development. Its characteristics are normative beliefs related to achieving goals of self-actualization, appreciation, and unity. Passive – Defensive Culture is a culture characterized by beliefs that allow employees to interact with other employees in ways that do not threaten their job security. These characteristics encourage normative beliefs related to agreement, conventionality, dependency, and avoidance. Aggressive – Defensive Culture, a culture that encourages employees to work hard on their tasks to protect their job security and status. Its characteristics include normative beliefs that reflect opposition, power, competitiveness, and perfectionism. Corporate culture will provide a psychological atmosphere for all members, how they work, how they relate to superiors or co-workers, and how to solve problems that are cultural to each company. [Taufik Bahaudin \(2023; 8\)](#) describes the natural process scheme for the formation of corporate culture as follows in Figure 1:

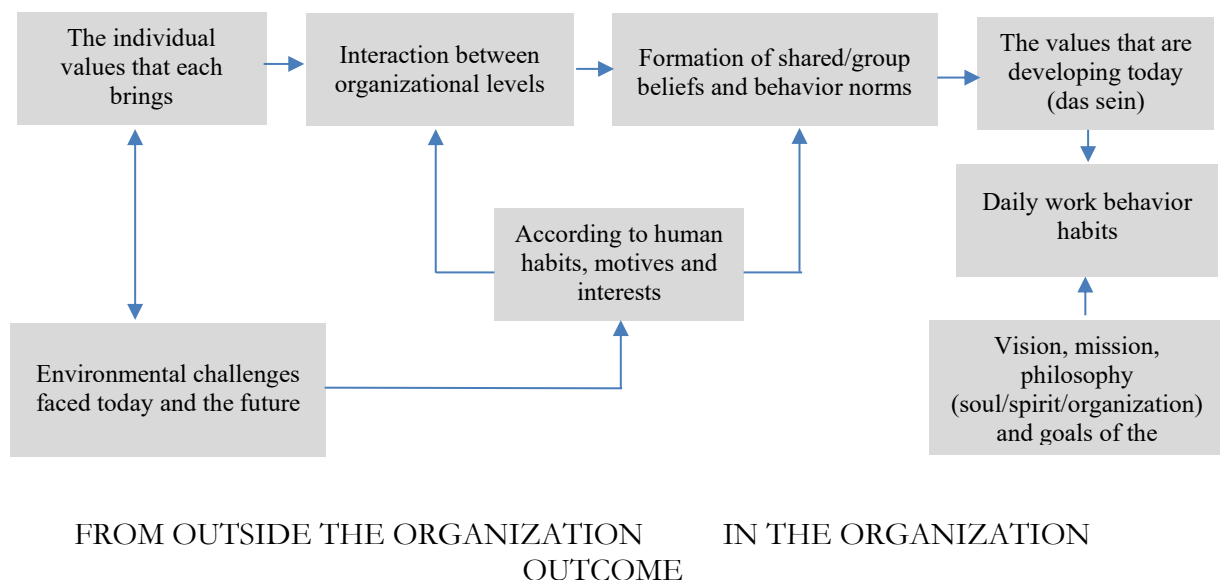


Figure 1. Corporate Culture

To protect businesses from practices that are not in accordance with ethics and propriety, many companies are currently running their businesses by cultivating good corporate governance, risk mitigation in every step of their business, and compliance with every regulation issued by regulators or made by themselves. Several points of good corporate governance, risk, and compliance (GRC) culture can be used as references for this research. Good Corporate Governance. [Tri Hendro Sigit P \(2012;140\)](#) is defined as an effort to improve the system, process, and set of regulations in the management of an organization that essentially regulates and clarifies the relationships, authorities, rights, and obligations of all stakeholders in a board sense and especially the General Meeting of Shareholders, Board of Commissioner, and Board of Directors in a narrow sense. The following are the principles of good corporate governance: transparency, namely, the company must provide material and relevant information in a way that is easily accessible and understood by stakeholders. Accountability, that is, the company must be able to account for its performance in a transparent and fair manner. Responsibility: the company must comply with laws and regulations and carry out responsibilities towards the community and the environment so that business continuity can be maintained in the long term and gain recognition as a good corporate citizen.

Independent, that is, the company must be managed independently so that each company organ does not dominate each other and cannot be intervened by other parties. Fairness, that is, the company must always pay attention to the interests of shareholders and other stakeholders, based on the principles of fairness and equality.

Risk culture is a tool used to provide management care while running a business. According to [Hairul \(2020;4\)](#) the purpose of a risk-aware culture is for every member of the organization to be aware of the risk and make certain decisions by considering the risk aspects. Managing risk in business is urgent, especially in an era of volatility, uncertainty, complexity, and ambiguity (VUCA). In the VUCA era, change occurs very quickly and is unpredictable; therefore, organizations are required not only to be reactive but also proactive in identifying potential risks, designing appropriate risk mitigation strategies, and continuing to innovate. [Hairul \(2020;36\)](#) divides the information technology risk management framework into four categories. Risk identification: By comparing the levels of risk with pre-terminated standards, desired, achievements, and other characteristics. Identification is carried out from the risks that already exist and those that have the potential to occur. Risk analysis measures risk from the aspect of potential losses and the probability of risk occurring. There are two approaches to risk analysis: qualitative analysis, which covers brainstorming and multidisciplinary group evaluation) and quantitative analysis, which includes network analysis, probability analysis, computer simulation numerical analysis, customer satisfaction surveys, and market surveys. Risk response, which follows up on risk handling with a specific response in handling the risk. Risk evaluation is the process of observing the achievement of the risk management approach with the suitability of the plan. This evaluation is followed up to reassess the existence of identified risks and risks that have not been identified.

Compliance is the willingness to follow established limitations, both mandatory and self-regulatory, by following a standard, law, and/or specification that is clearly regulated by an authorized institution or organization in a particular field. Compliance culture is an activity of getting used to working and always adhering to applicable regulations. [Rihu and Marhini \(2022\)](#) define a compliance culture as value, behaviors, and actions that support the creation of compliance with applicable laws and regulations, including principles and norms. In conclusion, compliance is the fulfilment of obligations that must be adhered to by an organization and requirements that are chosen to be adhered to voluntarily.

2.4 Conducive Working Environment

The third variable in this study was the work environment. [Nitisemito in Mahmudah Enny W \(2019;56\)](#) said the work environment as everything that is around workers and that can influence them in carrying out the tasks assigned, such as cleanliness, lighting, music, sports facilities, places of worship, cafeterias, etc. Such an environment will make employees feel safe and conducive. A conducive work environment can be created using a Dynamic and Agile Organization. Good communication between superiors and subordinates, as well as between colleagues in the organization. Reciprocal relationships between management and employees. Leaders who direct, motivate, and serve as role models. Adequate work systems, facilities, and infrastructure.

2.5 Communication Skill

Business competition in the digital era is increasingly competitive; therefore, business actors are required to be able to face threats from competitors so that they can maintain the market share they already have and even increase their market share. The aim of maintaining and/or increasing intended market share is to improve communication skills. The ability to communicate well supports a person interacting and competing. Communication in an organization acts as a medium for exchanging information and options among members of the organization. Communication within a company is often referred to as formal communication. [Vincent Tebay in Ricky Marcelino Chandra \(2023\)](#) defines formal communication as a process in which communication occurs when the content of information can be sent and can be transferred with a hierarchy of authority in the organizational structure. Formal communication is in

the context of business communication. Business communication in Cahya Purnama Asri (2019;15) is defined as communication that is often used in business words, including verbal and nonverbal communication, to achieve certain goals. The main purpose of business communication is to provide information to clients, colleagues, subordinates, and suppliers; influence others; stimulate interest; reduce hostility; and move people to do a task or educate them.

For the main purpose of communication, communication should be conducted based on business communication functions. Cahya Purnama Asri (2019;19) conveys the function of business communication as a reference for increasing company performance: Informative function, namely the communication function that includes information about the condition of the company, market share, and competitors. Accurate and up-to-date information and data can then be used as the basis for making business decisions. Persuasive function motivates employees so that others do what they want. The persuasive function within the company plays a role in building commitment to the company, so that the company's vision and mission can run effectively. Externally, the company functions to convince capital owners to be willing to invest, convince creditors and suppliers to continue working together, and for consumers to remain loyal to using the company's products.

The control function is a corrective action against company activities that are currently running or have been running. The control function in the company's internal system aims to communicate what each employee should or should not do according to the standard operating procedures (SOP) that have been determined and ensure that the SOP is implemented optimally. The control function ensures the continuity of planning and forecast implementation, cultivates standard procedures, avoids absenteeism and deviation, fosters work discipline, and provides targeted motivation. Emotive Function: This function aims to increase message acceptance. Communication emotions have both positive and negative effects. The positive effect is that customers feel satisfied with the service and will reorder points and will recommend their relatives and friends to buy our company's products. Conversely, the negative effects of the emotions conveyed by customers will be disappointing, and customers will even move to competitors. The coordination Function, namely, the function to create harmony between work units to achieve the company's vision and mission. This function describes an organizational structure that is designed dynamically and agilely. Through this function, each work unit conveys relevant information and data for further business decisions based on a company's leadership.

2.6 Technology

The fourth variable in this study was technology. It is stated in the Republic of Indonesia Law No. 11 of 2019 concerning the National Science and Technology System. In Article 1, paragraph (3), technology is a method, method, or process of applying and utilizing various disciplines of science that are useful in fulfilling needs, continuity, and improving the quality of human life. Technology, in the context of business, is defined as the application of tools, systems, and processes based on science and technology to increase the efficiency, effectiveness, and productivity of business operations. Technology forces business actors to abandon their conventional business plans. The benefits of technology for business activities are significant in creating profits. A business process using technology makes it a low-cost business. In the digital era, mastery of technology by its people and business opportunities to use digital technology platforms has become urgent. A sustainable business is one that always innovates and is creative in all things. Innovation includes systems, products, media, networks, and technology, in this case, the use of digital technology. Timoty Agustian Berutu (2017) defined digital technology as a shift from operations that no longer use human power but rather tend to be fully automatic and sophisticated systems using computers. Digital technology converts images into digital data consisting of binary numbers of 1 (true) and 0 (false). Digital technology using a binary digit (bit) system was designed to store and process information. The use of digital platforms shows that a company's fundamentals are increasingly good and oriented towards modern businesses.

Modern business refers to continuous innovation and the efficient use of resources. Timoty Agustian Berutu (2017) stated that modern business refers to the type of business that has adapted to current

technological developments and trends. This business uses an innovative, agile approach, process automation, and focuses on efficiency by utilizing information technology, process automation, and the use of data and analytics in strategic decision-making. The characteristics of modern businesses are as follows:

- a. They rely on Digital Technology, namely businesses that use software, applications, and online platforms to manage business processes, use digital platforms to communicate with their customers, and automate routine tasks.
- b. Flexible in the sense of being agile in designing organizational structures and ways of working.
- c. Focusing on Customer Experience, businesses that in their activities provide the best customer experience through excellent service, responsiveness, and personalization.
- d. Relying on Data Analysis, namely business that always sees changes in market trends ahead of global competition with better and latest product quality through continuous innovation.
- e. Continues Innovation, namely business that always see changes in market trends to always be ahead of global competition with better and latest product quality through continues innovation.
- f. Adopting an Online Work model, namely, a remote work model where the company gives employees the opportunity to work from anywhere with the help of information technology.
- g. Partnership and collaboration, namely, a company's collaboration and partnerships with other companies to develop new products and/or new market expansion.
- h. Seeking Global Market Opportunities, the company has a global perspective and is always looking for international market opportunities so that its company continues to develop growth.

2.7 Conceptual Model

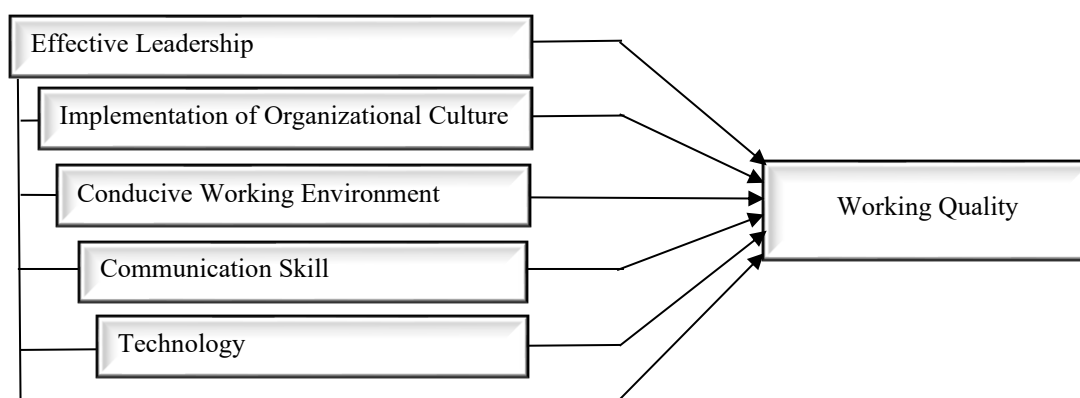


Figure 2. Conceptual Model

2.8 Hypothesis

The research hypothesis (see Figure 2) entitled Creating Working Quality Through Effective Leadership, Implementation of Organizational Culture, Conducive Working Environment, Communication Skills, and Technology Support:

- a. Effective Leadership affect Working Quality
- b. Implementation of Organizational Culture affect Working Quality
- c. Conducive Wokrking Environment affect Working Quality
- d. Communication Skill affect Working Quality
- e. Technology Support affect Working Quality
- f. Effective Leadership, implementation of organizational culture, a conducive working environment, communication skills, and technology support together affect Working Quality.

3. METHODOLOGY

This study used a quantitative method with a statistical package for the social sciences (SPSS) application. V. Wiratna Sujarweni (2016;32) stated that SPSS is software that can be used to helping process, calculate, and analyze data statistically. Through the SPSS application, the validity and reliability of the collected data were determined. In addition to knowing the validity, reliability, and validity, SPSS can also display the results of classical assumption tests, including multicollinearity, heteroscedasticity, normality, determination, autocorrelation, and F tests.

3.1. Data Collection

Data are a collection of raw data in the form of numbers, symbols, words, and images. V. Wiratna Sujarweni (2016;11) said that data in research is a collection of information obtained from this file and used for research materials. The data were divided into primary and secondary data. Primary data are data from categories for data content in the form of words; in other words, data are not numbers but are numbered. The primary data cannot be used for mathematical operations. These data are qualitative, namely, they are obtained by distributing questionnaire research. Qualitative data were divided into two categories: nominal and ordinal data. The nominal data are the lowest data in the data measurement. Ordinal data are qualitative with a high level of nominal data.

This study uses ordinal data with the following values: 4 = (SA) Strongly Agree, 3 = (A) agree, 2 = (D) disagree, 1 = (SD) strongly disagree. Secondary data are in the form of numbers in the real sense and ratio data. To obtain good research results, high-quality data are required. Good quality data are accurate, relevant, representative, and up-to-date. To obtain good-quality data, researchers used primary data with online questionnaire distribution techniques to select populations. The populations selected by researchers were individuals with jobs as State Owned Enterprises or private employees. Cooper in Sudaryono (2018, p.165) states that populations are related to the entire group of people, events, or objects that are the focus of research to be studied. In this study, researchers used primary data, whose sampling was carried out by providing statements to respondents through online media.

The number of respondents representing the study population was obtained by drawing samples. Sudaryono (2018;167) stated that sampling is a process of selecting a number of elements from the population so that, by studying the sample, an understanding of the characteristics of the sample subjects can be obtained, making it possible to generalize the characteristics of the population elements. The sampling technique used by the researcher is random sampling, which provides an equal opportunity for each individual as a respondent to become a research subject. The number of samples was determined using the Lameshow formula because the population was unknown or infinite. The following is the Lamshow formula, namely: $n = z^2 p (1 - p) / d^2$ where n = number of samples, z = standard value = 1.96 p = maximum estimate = 50%, d = alpha / sampling error = 10%

3.2. Number of Respondent

This research was conducted by distributing questionnaires to several state civil apparatuses, state-owned enterprises, and private employees in Jabodetabek, so the population size is unknown. Muhammad Haiqal Setiawan, Rachman Komarudin, and Desiana Nur Kholifah (2022) conveyed the formula $n = z^2 p (1 - p) / d^2$ with an error rate of 10%. Using this formula, the results obtained are as follows:

$$\begin{aligned} n &= z^2 p (1 - p) / d^2 \\ n &= 1.962 \times 0.5 (1 - 0.5) / (0.1)^2 \\ n &= 3.8416 \times 0.25 / 0.001 \\ n &= 0.9604 / 0.01 \\ n &= 96.04, \text{ rounded to } 97 \text{ people.} \end{aligned}$$

3.3. Validity Tests and Reliability Tests

According to V. Wiratna Sujarweni (2016;239) said that validity test is used for the feasibility of items in a questionnaire in defining a variable. A validity test was carried out on each question item, whose validity was tested by comparing r count with r table where $df = n - 2$ with Sig. 5% if r table $< r$ count, then the question was considered valid. Using the number of respondents, 30 people were selected. Then $df = n - 2 = 30 - 2 = 28$ or r table = 0.312. The reliability test is a number of the stability and consistency of respondents in answering matters related to the constructs of respondents in answering matters related to the constructs, which are dimensions of a variable and are arranged in questionnaire form. A reliability test was performed for all questions, and their validity was tested. Danang Sunyoto (2008;68) said that a construct is declared reliable if its Cronbach alpha value is > 0.60 .

3.4. Classical Assumption Test

In the classical assumption test of the multiple regression model, there are several tests of research constructs. V. Wiratna Sujarweni (2016;230) said that the classical assumption test of the multiple regression model is a good model if the model meets the assumption of the data normality and is free from the classical assumptions of statistics, both multicollinearity test, autocorrelation test, and heteroscedasticity test.

a. Multicollinearity Test

This test is needed to determine whether there are independent variables that have similarities between the independent variables in a model. The similarity between the independent variables showed a strong correlation. Additionally, it is necessary to avoid habits in the decision-making process by considering the influence of each variable. If the results of the multicollinearity test show a variance inflation factor (VIF) between 1 and 10, the construct does not have multicollinearity.

b. Autocorrelation Test

This test aims to determine whether there is a correlation between the interfering variables in a certain period and the previous variables. To detect autocorrelation, the Durbin-Watson value was compared to the Durbin-Watson table. If the Durbin-Watson table $<$ Durbin-Watson count $< 4 -$ Durbin-Watson value, then the construct does not experience autocorrelation.

c. Heteroscedasticity Test

This test examines the difference in the residual variance from one observation period to another. To determine whether heteroscedasticity occurs in the construct, it can be seen from the scatterplot image pattern. A regression that does not experience heteroscedasticity can be identified if data points are spread above, below, or around 0. The data points were not gathered only above or below. The distribution of data points should not be from a wavy pole that widens, narrows, or widens again. The distribution of data points was not patterned.

3.5. Regression Test

According to V. Wiratna Sujarweni (2016;102) regression test aims to test the influence between one variable and another variable. The regression test is divided into two parts: a simple linear test, which is a regression that has one dependent variable and one independent variable with the equation model: $Y = a + bX + e$. The magnitude of the correlation was determined by examining the results of data processing in the unstandardized coefficient B column. The R square (R^2) is obtained by squaring the results using data on the standardized coefficient beta. To determine the magnitude of the influence of each independent variable, a t-test was used in the SPSS application. Multiple linear test, which is a regression with one dependent variable and more than one independent variable, with the equation model $Y = a + b_1X_1 + b_2X_2 + \dots + e$. To determine the magnitude of the influence of the independent variables, the f test was used in the SPSS application.

4. RESULT AND DISCUSSION

4.1. Validity Test

The validity of a construct was taken from the opinions of 30 respondents, with the result of all statements of the samples being declared valid. The following are the results of data processing using SPSS (see Table 1):

Table 1. Validity Test

Variable	Statement	r Account	r Table	Remarks
Effective Leadership	1	0.859	0.312	Valid
	2	0.864	0.312	Valid
	3	0.819	0.312	Valid
	4	0.884	0.312	Valid
	5	0.723	0.312	Valid
Organizational Culture Implementation	1	0.587	0.312	Valid
	2	0.821	0.312	Valid
	3	0.755	0.312	Valid
	4	0.724	0.312	Valid
	5	0.805	0.312	Valid
	6	0.551	0.312	Valid
	7	0.705	0.312	Valid
Conducive Working Environment	1	0.718	0.312	Valid
	2	0.774	0.312	Valid
	3	0.791	0.312	Valid
	4	0.816	0.312	Valid
	5	0.687	0.312	Valid
Communication Skill	1	0.706	0.312	Valid
	2	0.763	0.312	Valid
	3	0.700	0.312	Valid
	4	0.743	0.312	Valid
	5	0.819	0.312	Valid
Technology Support	1	0.820	0.312	Valid
	2	0.639	0.312	Valid
	3	0.784	0.312	Valid
	4	0.838	0.312	Valid
	5	0.733	0.312	Valid
Work Quality	1	0.621	0.312	Valid
	2	0.833	0.312	Valid
	3	0.832	0.312	Valid
	4	0.885	0.312	Valid
	5	0.673	0.312	Valid

4.2. Reliability Test

The reliability of a construct was taken from the opinions of 30 respondents, and the results of all statements of the samples studied were declared reliable. In detail, following is the result of data processing using the SPSS application (see Table 2):

Table 2. Reliability Test

Variable	Data Processing Result	Cronbach's Alpha	Remark
Effective Leadership	0.813	0.60	Reliable
Organizational Culture Implementation	0.772	0.60	Reliable
Conducive Working Environment	0.795	0.60	Reliable
Communication Skill	0.792	0.60	Reliable
Technology	0.800	0.60	Reliable
Work Quality	0.795	0.60	Reliable

4.3. Classic Assumption Test:

In the classical assumption test of the multiple regression model, there are several tests of research constructs. The classical assumption test includes the normality, multicollinearity, autocorrelation, and heteroscedasticity tests.

4.3.1. Normality Test

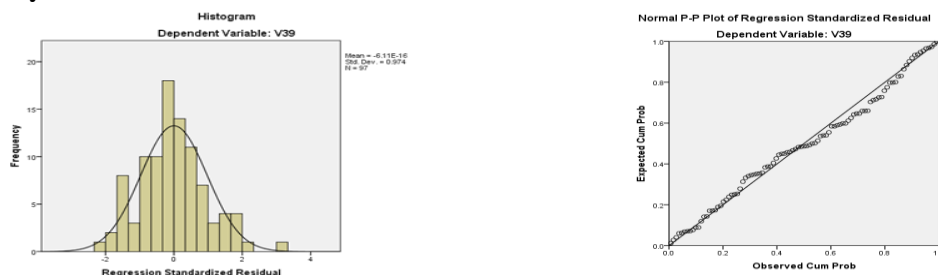


Figure 3. Histogram and P-Plot

From the result of the histogram graph, a normal curve line is obtained, indicating that the data studied above are normally distributed. The same thing is shown in the probability plots, which show that the data are normally distributed because the line follows the diagonal line (see Figure 3).

4.3.2. Multicollinearity Test

Table 3. VIF

Variable	Tolerance	VIF
Effective Leadership	0.971	1.030
Organizational Culture Implementation	0.504	1.985
Conducive Working Environment	0.439	2.280
Communication Skill	0.382	2.621
Technology	0.506	1.978

Note: Predictor: (constant), effective leadership, organizational culture implementation, cohesive working environment, communication skill, technology. Dependent Variable: Quality Work

From the results of processing I in Table 3, it can be explained that the construct does not experience multicollinearity, as indicated by the variance inflation factor (VIF) result for all variables studied $< VIF = 10$, and the tolerance for all independent variables was above 10%.

4.3.3. Autocorrelation Test

The results of the autocorrelation test, as indicated by the Durbin-Watson (DW) statistic of 2.291, show that the data exhibit a tendency toward negative autocorrelation, as the DW value is greater than 2. Negative autocorrelation occurs when residuals from one observation are likely to be followed by residuals of the opposite sign in the subsequent observation, meaning that positive errors tend to be followed by negative errors and vice versa. This pattern suggests an alternating behavior in the prediction errors, rather than a continuation in the same direction. While negative autocorrelation is less common than positive autocorrelation and generally poses a smaller threat to the validity of Ordinary Least Squares (OLS) regression assumptions, it still indicates a systematic pattern in the residuals that should be acknowledged. In the context of this study, mild negative autocorrelation may reflect corrective or balancing mechanisms within the organizational environment being analyzed, where deviations from expected outcomes are quickly countered by opposite adjustments in subsequent conditions.

4.3.4. Heteroscedasticity Test

Charts

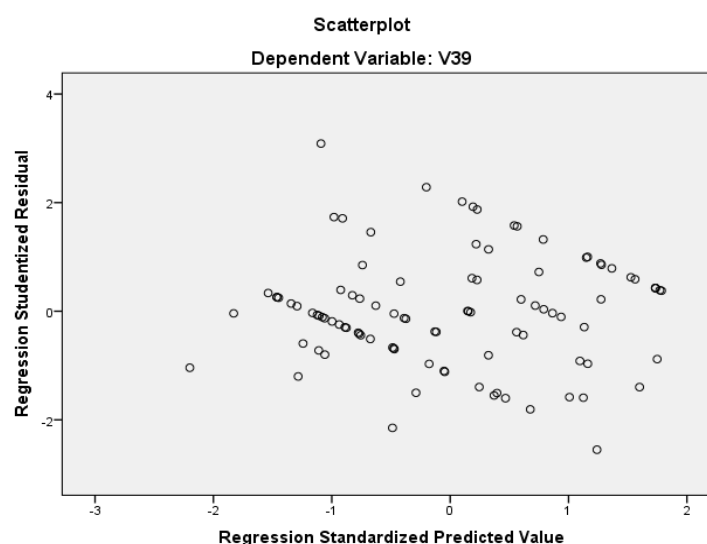


Figure 4. Scatterplot

The result of the data processing in Figure 4, show points that are spread without a regular pattern either above or below the Y axis, so the conclusion is that the independent variables above do not experience heteroscedasticity or in other words the independent variables are homoscedastic.

4.4. Regression Analysis

Regression analysis was performed to determine the extent to which each independent variable—effective leadership, organizational culture implementation, conducive working environment, communication skills, and technology—individually and jointly influenced the dependent variable, Working Quality. The analysis was divided into two stages: simple linear regression to assess the effect of each independent variable separately and multiple linear regression to evaluate the combined effect of all independent variables. In the simple regression tests, the coefficient of determination (R^2) was used to

measure the percentage contribution of each independent variable to the variation in working quality, whereas the t-test assessed the significance of each relationship. A significance value (p-value) of less than 0.05 indicates that the null hypothesis (H_0) is rejected, meaning that the variable has a significant effect on working quality. In the multiple regression analysis, the overall model fit was evaluated using R^2 , adjusted R^2 , and F-test, which tests the joint significance of all independent variables. The β coefficients and their significance levels were examined to identify the most influential predictors in the combined model. The results of both the simple and multiple regression analyses are presented in Table 4, which provides a comparative view of the individual and joint contributions of the independent variables to working quality.

Table 4. Summary of Simple and Multiple Regression Test Results

Independent Variable	R	R Square	Adjusted R Square	Std. Error of Estimate	B	Beta	t	Sig.	Interpretation	% Contribution ($R^2 \times 100$)
Effective Leadership	0.083	0.007	-0.004	2.147	-0.006	-0.083	-0.809	0.421	Not Significant	0.7%
Organizational Culture Implementation	0.600	0.360	0.354	1.723	0.458	0.600	7.317	0.000	Significant	36.0%
Conductive Working Environment	0.458	0.210	0.201	1.916	0.441	0.458	5.018	0.000	Significant	21.0%
Communication Skill	0.584	0.341	0.334	1.749	0.652	0.584	7.015	0.000	Significant	34.1%
Technology	0.557	0.311	0.303	1.789	0.531	0.557	6.543	0.000	Significant	31.1%
All Variables (Multiple Regression)	0.692	0.479	0.450	1.590	—	—	F = 16.708	0.000	Significant (Joint Effect)	47.9%

Regression analysis was conducted to examine both the individual (simple regression) and combined (multiple regression) effects of effective leadership, organizational culture implementation, conducive working environment, communication skills, and technology on working quality. The simple regression results show that all variables, except effective leadership, have a positive and significant effect on working quality, as indicated by Sig. < 0.05, and relatively high R^2 values, with organizational culture implementation contributing the highest individual effect (36%), followed by communication skills (34.1%), technology (31.1%), and a conducive working environment (21%). Effective leadership, although showing a small positive coefficient, was not statistically significant ($p = 0.421$), contributing only 0.7%. The multiple regression results reveal that when considered together, the five independent variables have a strong positive influence on working quality ($R = 0.692$; $R^2 = 0.479$), explaining 47.9% of the variance. The F-test value of 16.708 ($p < 0.05$) confirmed the overall significance of the model. Among the predictors in the combined model, organizational culture implementation ($\beta = 0.416$, $p = 0.000$) and technology ($\beta = 0.251$, $p = 0.021$) remained significant, whereas communication skills approached significance ($p = 0.054$). These findings highlight that fostering a strong organizational culture and providing adequate technological support are key drivers for enhancing work quality in the surveyed organizations.

5. CONCLUSION

Based on the results of the data processing, it can be concluded that all five independent variables—Effective Leadership, Organizational Culture Implementation, Conductive Working Environment, Communication Skill, and Technology—have a positive and significant influence on Working Quality.

when tested individually. This indicates that improvements in each of these factors can directly enhance the quality of work within an organization. Effective Leadership contributes to providing clear direction, motivation, and strategic guidance to employees. Organizational Culture Implementation plays a critical role in shaping shared values, norms, and behaviors that support productivity and collaboration. A conducive working environment fosters employee comfort and engagement, enabling them to perform tasks more efficiently. Communication skills enhance understanding, coordination, and problem solving among team members, while technology serves as an enabler for operational efficiency and innovation. Furthermore, the results of multiple regression analysis reveal that these variables, when considered together, exert a strong and significant joint influence on Working Quality, underscoring the importance of integrating leadership, culture, environment, communication, and technology initiatives to achieve optimal organizational performance

Ethical Approval

This study was conducted in accordance with the ethical principles outlined in the Declaration of Helsinki. Formal ethical approval was not required, as the research involved minimal risk to participants and did not collect sensitive personal data.

Informed Consent Statement

All participants were informed about the purpose, procedures, and voluntary nature of the study. Written informed consent was obtained from each participant prior to data collection, ensuring that they understood their rights, including the right to withdraw at any time without penalty. Data confidentiality and anonymity were maintained throughout the research process

Authors' contributions

Not Applicable.

Disclosure statement

No potential conflict of interest was reported by the author(s).

Data availability statement

The data presented in this study are available on request from the corresponding author due to privacy reasons.

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Notes on Contributors

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Muchtamim is a faculty member in the Management Department at Kusuma Negara Business School, East Jakarta, Indonesia. His academic interests include organizational behavior, leadership, and human resource management. He is actively engaged in research and teaching, focusing on strategies to improve organizational performance and employee development.

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