

Toxic Leadership, Culture and Job Satisfaction in Indonesia

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ABSTRACT

The purpose of this research is to provide an overview of the quality of leaders, culture and job satisfaction in Indonesia that are not disclosed or deliberately covered up. Today's organization is not a place to grow and develop but a place for competition, politics and killing each other which adversely affects one's career. This study uses a qualitative descriptive method while data collection techniques are through interviews where informants voluntarily share forms of disappointment they have experienced while being part of an organization while literature studies are used to strengthen the basis of this research. The research results prove that many leaders fail to distribute justice, truth and transparency in managing the community as a form of responsibility and concern. This research also succeeded in revealing the negative side of the rules, policies and systems implemented by organizations as a result of someone's low respect for human values.

KEYWORDS: *Toxic Leadership, Culture, Job Satisfaction*

INTRODUCTION

Leaders in Indonesia are like wolves in sheep's clothing. Not a few who have a very bad attitude towards their subordinates, they act using their position or power to suppress and take advantage of employees in various ways. They always have good reasons to defend themselves, justify their actions by making promises that are never kept. Their existence is a threat to the younger generation or employees who have recently moved, pursuing a career for some people is everything but this is destroyed due to a leadership style that wears down the values of professionalism and job satisfaction, Rivai and Sagal in (Kawiana, 2020, p. 264).

Toxic leaders are easy to find in every organization, they can be in top or middle management with different leadership styles but the impact is the same, which is destructive. Organizations containing cunning leaders cause discrimination, dissatisfaction and of course subordinates who become victims, so many employees prefer to resign rather than be poisoned by an unfair or authoritarian attitude of their superiors (Suryaputri, et al., 2021). Organizations, of course, don't care even if their best employees leave, they believe there are still many who need

jobs even though their boss is mentally ill, they take advantage of the situation without the slightest regret.

A toxic work culture is practiced by several companies in Indonesia, from small to large scale, all of them think that employees must withstand pressure if they want to keep earning. They make the work atmosphere scary and tense so that only the strong can survive, if they fail then the person is considered incompetent, uncommitted or unable to work! According to (Rizani, Widyanti, Kurniaty, & Shaddiq, 2021) it is precisely toxic leaders that make a person's performance and productivity decrease, this is due to a person's loss of trust and motivation towards his superiors who have intimidated him so that the output produced is not optimal.

LITERATURE REVIEW

1. Toxic Leader

Leadership is the ability to optimize a group of people to achieve their goals effectively and not always leaders with certain positions can implement this (Robbins & Judge, 2019, p. 394), while poisons are substances that cause disturbances in an organism (Maramis, 2016). So simply toxic leadership is

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someone with a bad personality that causes destruction or damage.

2. Organizational Culture

According to (Badu & Djafri, 2017, p. 110) organizational culture refers to habits, ways or systems that are justified and implemented by a group of people in the organization. This shapes and influences a person's mindset and behavior in working, leading, making decisions so that it becomes an inherent characteristic of the organization (Mullins, 2016, p. 545).

3. Job satisfaction

Job satisfaction is a person's positive feelings towards his work (Robbins & Judge, 2019, p. 79), where according to the level of satisfaction each individual will differ from one another which is also influenced by leadership style, rules, work culture to the rewards received. According to (Badu & Djafri, 2017, p. 50) one of the factors that drives job satisfaction is the quality of the leader, the relationship or interaction that is created encourages the performance of an organization to be more efficient and effective.

METHODOLOGY

The research entitled Toxic Leadership, Culture and Job Satisfaction in Indonesia is a qualitative research. According to (Sekaran & Bougie, 2016, p. 332) the purpose of qualitative research is to obtain valid conclusions from a series of collected data. The data collection technique uses the direct interview method, in which the author directs questions about the topics discussed to individuals or groups (Harahap, 2020, p. 78). Literature study is used to refine this research regarding the attitudes and behavior of toxic leaders in Indonesia.

RESULT

Toxic Leadership:

Killing character and ideals

When we become new people at work with the hope that we will succeed in pursuing a career as a professional who has gone through quite a heavy and high level of education, the reality is far from our expectations where the world of work feels cruel, cold and exacerbated by the presence of destructive leaders. Our innocence is tainted by the words or attitudes of superiors who don't care and eventually we slowly forget our goals as professionals, in other words we have to choose between adjusting or resigning (Ramdani & Rusyandi, 2018) and starting everything from scratch.

Adapting is possible for us to turn into a bad person, but if moving jobs also doesn't solve the problem because we can't choose or are even blind about our superior's background to become his subordinates.

Irony but that's what happened in Indonesia, many maniacs occupy certain positions and get rid of good people by finding fault with them, insulting their performance to spreading bad news that destroys character and causes trauma or heartache. We feel wasted because we don't get the rewards we deserve, every day we complete endless piles of work and become stressed because our self-esteem or goals are buried together with a busy routine.

Some people dare to become unemployed rather than feel the negative effects of a bad leader, they drain our energy and time so we don't have a life after work such as gathering with family, friends or just channeling hobbies. We are immersed in work, isolated and trapped in a toxic community is a loss for people with above average quality, leaving may not be a solution but better than being a hypocrite or being seen as a complement to the organization. They will not care about our sacrifice because we are paid for it.

The Hypocrites

Hypocrites are a term for hypocrites, two-faced or manipulative people who have a bad impact on others (Viani, 2019), they tend to speak or act without integrity like a toxic leader who pretends to care about his subordinates while taking advantage of them. Being good at taking advantage of situations and weaknesses causes people like this to be chosen over those who are honest and kind. The fact is that all organizational leaders in Indonesia often do this for personal gain, they make false promises or hopes, delegate heavy tasks and are good at dodging things.

Many organizational leaders in Indonesia have multiple roles, apart from being owners, directors or managers they are also known as reliable religious leaders. Giving lectures or leading worship according to their beliefs, they look holy and good when carrying out their role as social activists but it is different when leading an organization with an iron fist or arrogance. It's strange but it's common in Indonesia, where attitudes change depending on where they lead, so it's not wrong to be called a fake leader! Greedy in the organization to donate, loving the congregation but blaspheming their subordinates or being flattered during worship and hated when leading is a reflection of the many two-faced believers. Quoting Pope Francis, the leader of the world's Catholics said "it is better to be an atheist than to live a double life that causes a scandal", because the profession of a religious leader will not erase the sins you have committed as a businessman.

Some toxic leaders also fulfill their role as academics, they teach how to manage companies effectively but it doesn't really happen when they lead. Talking as a resource person about ethics or leadership to students where you are actually a dirty businessman who is rude, discriminatory, arrogant and authoritarian who lies for the sake of image is a phenomenon that indicates that toxic leaders are a threat to a community or organization, not their words and actions but more to the quality of the person.

Intimidating without a solution

Adapting to the world of work is indeed important and will become a burden when we are not accepted or recognized in an organization for whatever reason. This form of rejection sometimes feels very painful when it comes to our ability or performance which is too low, not because we cannot complete it but because the instructions are less specific. There are many bosses in Indonesia who demand that we master all jobs in a short time, exaggerate a problem, criticize, be inconsistent, act aggressively which threatens our profession. These forms of intimidation are considered part of our profession, wherever we work and whatever position there is always pressure that accompanies it, but is it worth the impact?

Forms of intimidation that are very detrimental are salary deductions, dismissals and rights that are not granted (Maulina, 2023), these actions are often carried out by our superiors without any strong or contrived reasons. Bullying not only inhibits but also destroys personality, causing anxiety, depression and despair! Organizations demand loyalty and totality to us without proper guidance or "just have to be able to" often happens on the basis of wanting to test how far our strength can last or how strong our mentality is. This treatment only causes prolonged conflict or revenge, the victim will remember every action that has been experienced and if it survives, it is likely that the victim will do the same thing to the next new person so that it becomes a culture in a community/organization.

Based on the experiences of several colleagues who have experienced it, many superiors in an organization do not hesitate to incite and conspire to dismiss or demote someone. This action is a reality and occurs in all organizations in Indonesia and of course it is considered legal because you are a supervisor, manager or director who is always right and wins in everything. They rob us of our rights by saying "we have a bad attitude or performance" after years of service and being thrown out like trash is a reflection of an

organization with a toxic culture and leaders that have not made our careers any better.

Culture

Recruitment and Target

Toxic leaders will produce a toxic culture too! Culture or rules come from policies and policies are made by the leadership, so that an effective or efficient organization is the fruit of a wise superior in deciding and vice versa. Directors or managers who care will simplify the system, have a vision that will change processes and those with integrity will create cycles that have a positive impact on the organization. They will strive for everything to run smoothly so that they get optimal results from every decision they make and not the other way around.

Examining job advertisements in Indonesia which are very demanding with minimal compensation offered is an exploitation (Prayoga & Handoyo, 2014). The requirements listed require us to appear to be perfect people, apart from skills or education we must also have flawless personalities so that we are selected! Some vacancies even only prioritize graduates from big name universities because they are considered smarter, skilled or pressure-resistant than graduates from no-name universities. Is this assumption still relevant? To what extent is it proven? How can you judge the quality of a piece of paper and aren't all new hires on probation? This is the right time to assess whether a person is suitable or not, this is where a leader plays a role in changing and breaking down a narrow paradigm so that no discrimination occurs when recruiting employees.

The sales target that continues to be raised in the increasingly fierce competition is a theft! Sales or marketing think that the organization is not serious about giving commissions because the target continues to rise without directing new strategies and methods to achieve it. Managers or directors get together in meetings, make rules or policies that in fact do not provide a solution other than a new burden. The main factor in setting rules or policies is the impact, whether effective or even contradictory is a reflection of the ability of the leader himself. If this condition continues, it will lead to management uncertainty, the intervention of several people will damage the overall work culture and management which looks solid but is actually toxic.

Work Agreement, Service Association

Organizations with big names don't always guarantee prosperity, especially in Indonesia, many people actually regret their decisions even though the salary

is big, having a high position with all the facilities doesn't necessarily make someone satisfied. Based on research (Azhari & Kasmir, 2018) it proves that the non-physical work environment such as the quality of relationships, interactions and communication is considered more important than compensation or power, in other words organizations with large and magnificent buildings are not always healthy in habits or culture.

The organizational habit of withholding diplomas as part of work requirements is of course very misleading, we are required to complete work contracts within a certain period and if we fail, we are required to pay compensation to redeem our diplomas. Shameful and outrageous, for whatever reason these actions cannot be justified! Hiring someone doesn't mean you can own that person, retaining your employees doesn't have to lock them up but as a leader you should design a healthy work culture so that it seems comfortable and worth fighting for. An evaluation must be carried out if an organization still applies these rules, meaning that the quality of the organization can be ascertained to be so bad that someone is reluctant to stay or complete their contract.

Constructive culture, systems and policies do not guarantee that someone can survive but at least you will be remembered as an ideal leader who is responsible, honest and consistent with the organization (Sahadi, Taufiq, & Wardani, 2020). Leading can be inherited, trusted or achieved with your capacity, so don't make things difficult for your members by abusing authority and power which actually only embarrasses yourself. Wealth does not create leaders while positions do not promise power so be wise in using them.

Cumulative Advantage and Succession Failure.

Someone will get more than the advantages they have, meaning that the rich get richer and the poor get poorer, that is the Saint Mathew Effect (Merton, 1968). Anyone with financial strength will easily expand their business, multiply profits, get the best education or fill the top position in the organization is a natural thing, but how you manage excellence is another matter that depends on your understanding of right or wrong! It happens a lot in Indonesia, especially in family businesses where they pass down their business empire to their children and automatically make them leaders whose existence may not necessarily suit the needs of the organization even if you are a graduate from abroad or have a high grade point index.

Simply put, succession is a transition of leadership (Irfan, 2020). Family businesses must have successors

who are favored or expected to take on roles in the organization, the goal is clear to maintain the business empire built by previous generations but some organizations have not developed even though they have not declined either. The fact is that there is no need for a special method or in-depth analysis to appoint a successor, if that person comes from a family then of course it is very embarrassing if as a parent you cannot judge your children. In other words, the failure of a successor can be caused by wrong upbringing, providing education or number one facilities does not always form a leader, but rather how the person socializes, interacts, solves problems, expresses ideas so that his persistence in pursuing goals independently is a factor. important thing that makes it worth choosing.

Being a leader sounds very tough, so of course you need someone who is ready to help and support you in the organization not only as a subordinate but also as a partner. Cooperation and collaboration are certainly more valuable than just achievements achieved by tricking or extorting someone so that the quality of a job satisfaction is lost. The deforestation threat also happens in the tourism sector in Indonesia. Based on the research that was done by (Limpong & Soetomo, 2014) the high number of tourist visitations trigger deforestation with the developments of various accommodations at the forest lands so that you can have a vacation, play, relax, while the nature is destroyed. The great flood because of the down pour in Batu East Java clearly shows that there is ecosystem disturbance because of human pressure like the developments of tourism objects, cafes, restaurants and others. There is no need to make any reason that the developments of all tourism objects are to increase the economy of the local people, in fact, when a disaster happens, all of you can only regret it and give donations as a form of sympathy! That does not solve the problem, the ecosystem cannot be repaired instantly although you are very rich.

Job Satisfaction: Leadership, Culture and Compensation

I interpret job satisfaction as the extent to which we are committed to work stimulated by the quality of leaders, the environment and compensation, meaning that there must be an exchange between organizational demands and the needs of different people. Job satisfaction does not guarantee that a person will survive but influences Organizational Citizenship Behavior (Triwibowo & Arsanti, 2016) where a person will work beyond his responsibilities voluntarily (Thiruvankadam & Durairaj, 2017). There are three dominant factors that play a role in job satisfaction, namely leader, culture and compensation

factors, although there are still many influencing factors, the fact is that these three factors are the most frequently mentioned when someone quits or moves from his job.

As quoted from www.jobstreet.com, as many as 73% of workers in Indonesia feel dissatisfied where 85% of respondents admit that their quality of life has decreased because work takes up most of their time and as many as 62% experience sleep disturbances because they think about their work. The survey illustrates how the work culture in Indonesia is far from being efficient and effective, complicated and lengthy work procedures are recognized as a characteristic of an organization which sounds ridiculous to know that this is the identity of a large organization with the best graduates! Meanwhile, small organizations with their limitations are sometimes better and develop because of the simplicity of a culture that makes coordination feel more efficient and effective so that a worker gets satisfaction or in other words organizational culture influences job satisfaction (Christian & Ekawati, 2022).

Compensation is an organizational obligation in the form of financial or non-financial that is given according to an agreement (Mujanah, 2019, p. 1), based on research (Herispon & Firdaus, 2022) proving that giving appropriate compensation increases job satisfaction. Salary, compensation, benefits or facilities are supporting the eligibility of life, everyone wants to be prosperous or sufficient for their family so that you can imagine if they don't get appropriate (not big) compensation. Organizational fraud not only destroys a person's dreams but also the hopes of his family to get a good education, access to proper health or just meet their daily needs so that many workers remain poor even though they have worked hard or for a very long time in an organization.

Leadership is the estuary of an organization! it is they who conceptualize the amount of salary, working hours, duties and authority, rules and status whose results reflect job satisfaction itself. The good or bad of the organization depends on the commitment of the leaders in analyzing, creating and implementing the right work culture so that a reliable system is formed and makes it easier for everyone involved in it to develop. Leadership is how you impact the community and take a role in a radical change in the system, culture and old habits that are wrong, so it is appropriate if leadership is part of job satisfaction (Widadi & Savitri, 2019)

CONCLUSION

1. Toxic leaders are born from capitalism. Someone with high power and social status is a threat to

others because they will look down on and try to control anyone for personal gain. There are no leaders who really try to design an organization efficiently and effectively, most of them just continue what is already there even though it is no longer relevant.

2. Bad people are easier to succeed than good people. Toxic leaders we often meet in every organization and they are always luckier than someone who is honest, hardworking, caring and competent, even though their performance is very bad but the fact is that they can survive and be trusted long enough in an organization so that it sounds very unfair or hurtful to everyone who have experienced it.
3. Closed organizational culture in Indonesia. It must be admitted that open differences, suggestions or criticisms do not apply to some organizations in Indonesia, they regard this as a dangerous provocation so that not a few people who are too dominant will be disposed of through rotten and cheap scenarios. This phenomenon often occurs for new members or low-level members in the organization.
4. Working in Indonesia is difficult for prosperity. There is an unwritten culture that says if the salary is big then the workload is high while the salary is small then the workload is light, there is no light burden with a big salary! This may be true and at the same time indicates that there is no organization that will really make us prosperous, whatever our choice there are always sacrifices that must be accepted.
5. The level of job satisfaction in Indonesia is very low. Some people say that work is the same anywhere, this statement proves that the organizational climate in Indonesia is deliberately made unhealthy because profit and organizational sustainability are more important than just job satisfaction. No matter how long or how long we dedicate ourselves we are still considered less than even though we have sacrificed everything for an organization.
6. Dynamic job satisfaction. The prohibition to compare one organization with another actually proves that satisfaction cannot be measured and continues to grow according to one's needs. Comparing is natural because of uncertainty or changes in the organizational climate, comparing is a reflection of someone who has motivation. Even though moving is not a solution but still better than waiting in despair.

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