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The influence of organizational culture and work environment on employee job satisfaction through leadership style in the youth and sports department of the city of North Jakarta administration

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Article Info

Abstract

This study aims to examine and analyze the influence of organizational culture and work environment on employee job satisfaction through leadership style. This research was conducted at the Office of Youth and Sports Administration City of North Jakarta with a total population of 228 employees. Determination of the number of samples used in this study was determined using the Slovin formula with a sample size of 145 employees. In this study, the research design used was quantitative research by distributing questionnaires to employees of the North Jakarta Youth and Sports Office Sub-department. Data analysis methods used in this research are regression analysis, descriptive analysis, and path analysis.

Based on the results of the study, 1) shows that organizational culture and work environment have an impact on increasing leadership style in this case 2) organizational culture and work environment have an impact on increasing job satisfaction. 3) Organizational culture and work environment have an impact on increasing job satisfaction. 4) Organizational culture and work environment have an impact on increasing job satisfaction. Leadership style cannot mediate, namely organizational culture and work environment in influencing employee job satisfaction.

Introduction

The increasingly rapid environmental developments and increasingly fierce competition require every institution to be able to face global challenges, especially competition, and have competent human resources (HR) in their fields. Human resource competency is needed to improve the programs served by the institution. The success of an institution is demonstrated by its ability to achieve the goals of the institution. Implementing human resource strategies following the vision, mission, and strategy of the institution, one of which is through establishing an appropriate institutional culture, creating a comfortable work environment, and leaders who can make decisions wisely.

Job satisfaction is quite an interesting and important issue because it has been proven to have great benefits for the interests of individuals, industry, and society. The job satisfaction factor is an individual thing about a person's feelings towards their work. Each individual has a different level of satisfaction. Job satisfaction is effectiveness or emotional response to various aspects of work. Job satisfaction is a general attitude that results from several specific attitudes towards job factors, individual characteristics, and group relationships outside the job itself. So it can be concluded, that job satisfaction is an individual's feelings towards work, work situations, and cooperation between leaders and fellow leaders and fellow employees in an institution (Sustrisno, 2014).

Handoko (2002) states that job satisfaction is an emotional condition, both happy and unpleasant, that employees feel when assessing their work. This can be seen from good feedback from an employee regarding his work and all conditional conditions

in the work environment. Based on research results, Sulton (2010) explains that someone who gets the peak of job satisfaction will have a positive influence on the work itself and has the potential to improve performance. In some literature, the term corporate culture is often replaced with institutional culture or organizational culture. These two terms are considered to have the same meaning (Soedjono, 2005). Robbins and Judge (2007) define institutional culture as a system of shared meaning held by members of an institution that differentiates that institution from other institutions. This system of shared meaning is a set of key characteristics that institutions uphold.

Attitudes formed by institutional culture are closely related to job satisfaction, namely the individual's general attitude towards their work. A high level of job satisfaction indicates a positive attitude towards one's work. On the other hand, dissatisfaction with work shows a negative attitude. An institutional culture that follows individual orientation will make employees feel comfortable and easy to adapt, with this commitment employees will be satisfied with their work (Al-Sada, Al-Esmael, & Faisal, 2017).

Another factor that influences job satisfaction is the work environment. The work environment is the totality of tools and materials encountered, the surrounding environment where a person works, work methods, and work arrangements both as an individual and as a group. Working conditions are said to be good or appropriate if humans can carry out activities optimally, healthily, comfortably, and safely (Sedarmayanti, 2001). A poor work environment can demand more labor and time and does not support the creation of an efficient work system design (Sedarmayanti, 2001). There are two types of work environment, namely physical work environment and non-physical work environment.

Apart from that, there are leadership style factors that can influence job satisfaction. Effective leadership can help organizations survive in situations of uncertainty in the future. An effective leader must be responsive to change, and able to analyze the strengths and weaknesses of his human resources so that he can maximize institutional performance and solve problems appropriately. Effective leaders can influence their followers to have greater optimism, self-confidence, and commitment to the goals and mission of the institution. This has the consequence that every leader is obliged to pay serious attention to developing, mobilizing, and directing all the potential of employees in their environment so that can realize institutional stability and increase productivity that is oriented towards institutional goals.

The Youth and Sports Service is a government agency engaged in the development and management of national sports. Civil Servants (PNS) are employees who work in the government environment and are government employees, in ministries and regional governments, both provincial and city districts. Civil Servants (PNS) are state servants who run the government.

The final problem finding obtained from the institutional culture at the North Jakarta City Administration's Youth and Sports Department is that employees who often work overtime or work extra hours feel tired, burnt out, and have negative feelings. If this condition persists, it will certainly disturb employees physically and mentally. This has the potential to be one possibility that workload influences job satisfaction. Apart from that, the pressure felt not only at

work but in life outside of work also has an influence. A burden begins to occur when the demand for work exceeds available resources. In this situation, institutions should prevent this by providing support and facilities to prevent the negative impact on job satisfaction (Holland, Leng, Sheehan, & Cooper, 2019)

Apart from that, the work environment at the Youth and Sports Department of North Jakarta City Administration is too quiet and there is very little office space, making it inefficient and making guests wait too long. Inadequate working environments such as room temperature that is not supportive for optimal work, limited space for movement in a room so that employee mobility is disrupted, and existing records management is not properly organized so that many files are scattered in each employee's workplace which can cause problems, disrupting work.

Literature Review
Job Satisfaction
Employee job satisfaction is influenced by many factors, one of which is the job satisfaction factor. Various studies have proven that organizations that have more satisfied employees tend to have higher employee productivity than organizations that have less satisfied employees. Employees who are satisfied with their work will increase their performance and will have a positive impact on improving the quality of work. Low job satisfaction causes job dissatisfaction. The negative impact of job dissatisfaction will be very detrimental to the company. Employees will do things that are inappropriate, such as work strikes, employee absenteeism, decreased employee performance, and so on. Apart from that, job dissatisfaction has an impact on employee loyalty, employee turnover will be high.

According to Sunyoto (2013), job satisfaction reflects a person's feelings towards their work. The personnel department or management must always monitor job satisfaction because this affects absenteeism, workforce turnover, job satisfaction, and other important issues. Handoko (2014) states "Job satisfaction is a pleasant or unpleasant emotional state with which employees view their work. Job satisfaction reflects a person's feelings towards his job.

Based on the definitions that have been put forward, it can be concluded that job satisfaction is an individual's feeling of satisfaction or enjoyment with the job which is the result of a subjective assessment of aspects of the job which include satisfaction with the job itself, salary received, opportunities for promotion and development, career, quality of supervisor and relationships with coworkers.

The job satisfaction indicators used by researchers are indicators developed by Robbins and Judge (2017) which include, among others:

1. Job satisfaction. This satisfaction is achieved when an employee's work is following the employee's interests and abilities.
2. Satisfaction with Rewards. Where employees feel that the salary or wages they receive are following their workload and in balance with other employees who work in the organization.
3. Satisfaction with Supervision/Superior. Employees feel they have a boss who can provide technical assistance and motivation.
4. Satisfaction with Colleagues. Employees feel satisfied with their co-workers who can provide technical

assistance and social encouragement.
5. Promotional Opportunities. Opportunity to increase position in the organizational structure.

Organizational Culture

Organizational culture is the values that are considered important and believed to be true by each member of the company to be used in solving external and internal problems that occur within the company itself. Organizational culture is a philosophy created by the founder of the company and then developed to serve as a guideline for the attitudes and actions of all employees. This is following the expert opinion: According to Wibowo (2013) "organizational culture is the shared values and norms that exist within an organization and are taught to incoming workers". This definition suggests that organizational culture involves shared beliefs and feelings, regularities in behavior, and historical processes for transmitting values and norms. According to Wibowo (2013), "Organizational culture is a cognitive framework consisting of attitudes, values, behavioral norms and expectations that are mutually accepted by members of the organization. At the root of every organizational culture is a set of core characteristics that are valued collectively by the organization's members."

Based on the definitions above, it can be concluded that organizational culture is a pattern/system in the form of attitudes, values, behavioral norms, language, beliefs, and rituals that are formed, developed, and passed on to members of an organization as the personality of the organization that differentiates it from other organizations and determines how the group operates. In feeling, thinking, and reacting to diverse environments and functioning to overcome internal and external adaptation problems. According to Krisnaldy *et al.*, (2019), organizational culture indicators are:

1. Innovation and risk-taking. Employee confidence in facing change and risk.
2. Attention to detail. The level of attention employees expect in terms of attention, judgment, and detail.
3. Results orientation. Most tutorials focus on success rather than the techniques and methods used.
4. People orientation. Management decisions consider their impact on people in the organization.
5. Team orientation. To what extent work can be organized around groups rather than individuals?
6. Aggressiveness. Behavior that employees have is like being active or in other words aggressive.
7. Stability. As long as organizational productivity emphasizes maintaining chaos with growth.

Work Environment

Work environment The work environment is a place where there are some groups where there are several supporting facilities to achieve company goals following the company's vision and mission (Sedarmayanti, 2013).

According to Mangkunegara (2013), the work environment is all physical aspects of work, work psychology, and work regulations that can influence job satisfaction and productivity achievements. Heizer and Render (2015) explain the work environment as the physical environment in which employees work that can influence their performance, safety, and quality of work life.

From the definitions above, it can be concluded that the work environment is everything around workers/employees that can influence employee job satisfaction in carrying out their

work so that maximum work results will be obtained, in the work environment there are work facilities that support employees in completing their tasks which is charged to employees to improve employee work in a company.

The work environment indicators proposed by Nitisemito in Aditya Nur (2016) are as follows

1. Work atmosphere. Work atmosphere is the conditions around employees who are doing work which can influence the implementation of the work itself. This work atmosphere will include the workplace, facilities, and work aids, cleanliness, lighting, and peace, including working relationships between the people in that place.
2. Relationships with colleagues. Relationships with co-workers are relationships with co-workers that are harmonious and without any mutual intrigue between co-workers. One factor that can influence employees to stay in one organization is the existence of harmonious relationships between co-workers.
3. Relationship between subordinates and leaders. The relationship between employees and leaders is a good and harmonious relationship between employees and workplace leaders. A good and harmonious relationship with workplace leadership is an important factor that can influence employee performance.
4. Availability of work facilities. This means that the equipment used to support smooth work is complete/up to date. The availability of complete work facilities, even though they are not new, is one of the things that supports the work process.

Leadership Style

A leader is someone who has subordinates or followers whose success is greatly influenced by the leadership they have. Meanwhile, leadership has been described by several experts as willing to work together to achieve certain goals. Several experts explain several definitions of leadership, as follows:

According to Yukl (2017), Leadership is the process of influencing other people to understand and agree with what needs to be done and how the task is carried out effectively, as well as the process of facilitating individual and collective efforts to achieve common goals.

According to Madura (2017), Leadership is a process of influencing the habits of other people to achieve common goals. This means that success or failure in achieving organizational goals is largely determined by a person's leadership style in managing existing resources and it is from this leadership style that the atmosphere of the work environment is determined.

From the definition above, it can be concluded that leadership is the effort of a person who is entrusted with the task of being a leader, to organize, unite, and move his subordinates together to achieve the goals that have been set. In essence, leadership comes from the leader's personality so that he can influence other people. By influencing his subordinates, a leader hopes that his subordinates can move in a certain bond, direct activity, be aware, and cooperate with full responsibility for their work.

According to Rivai (2018), a leader in implementing his leadership must be able to carry it out maturely towards his agency or organization. Leadership is divided into five dimensions, namely:

1. Good cooperation and relationship skills
2. Ability to be effective

3. Participative leadership
4. Ability to delegate time
5. Ability to delegate authority

Research Methods
Population and Sample
The population is all individuals or objects studied that have several similar characteristics (Latipun, 2011). Meanwhile, according to Azwar, a population is defined as a group of subjects who wish to generalize research results. This subject group must have shared traits or characteristics that differentiate it from other subject groups (Azwar, 2011). Meanwhile, the population in this study were employees of the Youth and Sports Department of North Jakarta City Administration, totaling 228 employees. With details of ASN as many as 20 employees, and PJLP SUDIN as many as 208 employees.

The selection of samples in this research uses incidental techniques, as stated by Sugiyono (2011), incidental sampling is the determination of samples based on chance, that is, anyone who coincidentally/incidentally meets the researcher can be used as a sample if it is seen as the person who is met by chance suitable as a data source. Determination of the number of samples used in this research was determined using the Slovin formula. Based on calculations, the number of samples determined was 145 people. The number of respondents is considered representative of obtaining writing data that reflects the population situation.

Results and Discussion
a. The Influence of Organizational Culture and Work Environment on Leadership Style
To find out this, it is necessary to use the F test. The following is a test for each variable:

Table 1: F test results on the influence of organizational culture and work environment on Leadership Style

	Model	Sum of Squares	df	Mean Square	F	Sig.
ANOVAᵃ						
1	Regression	3653.740	2	1826.870	690.674	.000ᵇ
	Residual	375.598	142	2.645		
	Total	4029.338	144			
a. Dependent Variable: Leadership_Style_Z						
b. Predictors: (Constant), Work_Environment_X2, Organizational_Culture_X1						

From Table 1, it is found that the calculated F value for the organizational culture and work environment variables is 690,674, while the F table is 2.43. Thus fcount > ftable (690,674>2.43), H0 is rejected and H1 is accepted at this real level. This provides the conclusion that organizational culture and work environment influence leadership style. Thus the first hypothesis is tested and proven.

b. The Influence of Organizational Culture and Work Environment on Job Satisfaction
To find out this, it is necessary to use the F test. The following is a test for each variable:

Table 2: F test results on the influence of organizational culture and work environment T on Job Satisfaction

	Model	Sum of Squares	df	Mean Square	F	Sig.
ANOVAᵃ						
1	Regression	3840.364	2	1920.182	361.490	.000ᵇ
	Residual	754.284	142	5.312		
	Total	4594.648	144			
a. Dependent Variable: Job_Satisfaction_Y						
b. Predictors: (Constant), Work_Environment_X2, Organizational_Culture_X1						

From Table 2, it is found that the calculated F value for the organizational culture and work environment variables is 361,490, while the F table is 2.43. Thus f-count > f-table (361,490>2.43), H0 is rejected and H1 is accepted at this real level. This provides the conclusion that organizational culture and work environment influence job satisfaction. Thus the second hypothesis is tested and proven.

c. The Influence of Leadership Style on Job Satisfaction.

Table 3: Influence of Leadership Style on Job Satisfaction

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Coefficients						
		B	Std. Error	Beta		
1	(Constant)	3.672	1.968		4.342	.000
	Leadership_Style_Z	.600	.031	.736	6.911	.000
a. Dependent Variable: Job_Satisfaction_Y						

The results of the t-test for the leadership style variable obtained a calculated t value = 6.911 and a t table of 1.976. This means t-count > t-table (6.911 > 1.976), which means H0 is rejected and H1 is accepted. This gives the conclusion that leadership style influences employee job satisfaction.

Thus the third hypothesis is tested and proven.

d. The Influence of Organizational Culture and Work Environment on Job Satisfaction Through Leadership Style

$X1 \rightarrow X3 \rightarrow Y = (\rho zx1) \times (\rho yz) = 0{,}521 \times 0{,}736 = 0{,}384$

$X2 \rightarrow X3 \rightarrow Y = (\rho zx2) \times (\rho yz) = 0{,}459 \times 0{,}736 = 0{,}334$

For the organizational culture variable, the indirect influence value is obtained from the path coefficient value $\rho x1z$ multiplied by the path coefficient value ρyz. The multiplication results show that the indirect influence coefficient value is greater than the direct influence coefficient value.

In the work environment variable, the indirect influence value is obtained from the path coefficient value $\rho x2z$ multiplied by the path coefficient value ρyz. The multiplication results show that the indirect influence coefficient value is smaller than the direct influence coefficient value.

Discussion

1. The influence of organizational culture and work environment on leadership style

Based on the results of the analysis of the description of organizational culture variables, it shows that the majority of employees of the North Jakarta City Administration of Youth and Sports Department stated that they tend to agree that innovation and risk-taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, stability form organizational culture variables. The indicators that make the biggest contribution to the formation of organizational culture variables are innovation and risk-taking, that the leadership encourages increased creativity so that work can be completed quickly and safely, and is ready to take risks in carrying out work.

Based on the analysis of the description of work environment variables, it shows that the majority of employees of the North Jakarta City Administration of Youth and Sports Department agree that the work atmosphere, relationships with co-workers, relationships between subordinates and leaders, and the availability of work facilities formwork environment variables. The indicators that provide the greatest value to the formation of work environment variables are relationships with co-workers and relationships between subordinates and leaders, that co-workers of the North Jakarta City Administration of Youth and Sports have good communication with employees, participate in group activities, and build family relationships. which is very good, apart from that the relationship between subordinates and leaders also results in communication that runs well, leaders exchange information regarding task completion, and there is an attitude of mutual respect and appreciation between subordinates and leaders.

Based on the results of the path analysis, it shows that organizational culture and work environment have an impact on improving leadership style. These results are in line with research conducted by Evi Dwi Wastuti, Erni Widiastuti (2021), Reni Devita (2018), and Nova Arestia (2021).

2. The Influence of Organizational Culture and Work Environment on Job Satisfaction

Based on the results of the analysis of the description of organizational culture variables, it shows that the majority of employees of the North Jakarta City Administration of Youth and Sports Department stated that they tend to agree that innovation and risk-taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, stability form organizational culture variables. The indicators that make the biggest contribution to the formation of organizational culture variables are innovation and risk-taking, which the leadership encourages to increase creativity so that work can be completed quickly and safely, and is ready to take risks in carrying out work. Based on the analysis of the description of work environment variables, it shows that the majority of employees of the North Jakarta City Administration of Youth and Sports Department agree that the work atmosphere, relationships with co-workers, relationships between subordinates and leaders, and the availability of work facilities formwork environment variables. The indicators that provide the greatest value to the formation of work environment variables are relationships with co-workers and relationships between subordinates and leaders, that co-workers of the North Jakarta City Administration of Youth and Sports have good communication with employees, participate in group activities, and build family relationships. which is very good, apart from that the relationship between subordinates and leaders also results in communication that runs well, leaders exchange information regarding task completion, and there is an attitude of mutual respect and appreciation between subordinates and leaders.

Based on the results of the path analysis, it shows that organizational culture and work environment have an impact on increasing job satisfaction. These results are in line with research conducted by Dewi Rahmawati, Kasnowo (2018), Evi Dwi Wastuti, Erni Widiastuti (2021), Reni Devita (2018), Nova Arestia (2021).

3. The Influence of Leadership Style on Job Satisfaction

Based on the analysis of the description of the leadership style variable, it shows that the majority of employees of the North Jakarta City Administration Department of Youth and Sports stated that they tend to agree that the ability to collaborate and have good relationships, the ability to be effective, participative leadership, the ability to delegate tasks or time, the ability to delegate authority, form Leadership style variables. The indicators that make the biggest contribution to the formation of leadership style variables are the ability to collaborate and have good relationships, that mutual support between leaders and employees is well established, where leaders in carrying out their duties encourage employees to carry out work following the company's vision and mission, and leaders establish relationships good with employees.

Based on the analysis of the description of the job satisfaction variable, it shows that they tend to agree that satisfaction with work, satisfaction with rewards, satisfaction with supervision, satisfaction with colleagues, and promotion opportunities form the job satisfaction variable. The indicator that makes the biggest contribution to the formation of the job satisfaction variable is satisfaction with supervisors/superiors, that employees are very happy with leaders who have a supportive attitude towards employees, leaders who are willing to listen to suggestions, and leaders who provide solutions if employees experience errors.

Based on the results of the path analysis, it shows that organizational culture and work environment have an impact on increasing job satisfaction. These results are in line with research conducted by Dewi Rahmawati, Kasnowo (2018), Evi Dwi Wastuti, Erni Widiastuti (2021), Reni Devita (2018), Nova Arestia (2021).

4. The influence of organizational culture and work environment on job satisfaction through leadership style

Based on the results of the analysis of the description of organizational culture variables, it shows that the majority of employees of the North Jakarta City Administration of Youth and Sports Department stated that they tend to agree that innovation and risk-taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, stability form organizational culture variables. The indicators that make the biggest contribution to the formation of organizational culture variables are innovation and risk-taking, which the leadership encourages to increase creativity so that work can be completed quickly and safely, and is ready to take risks in carrying out work.

Based on the analysis of the description of work environment variables, it shows that the majority of employees of the North Jakarta City Administration of Youth and Sports Department agree that the work atmosphere, relationships with co-workers, relationships between subordinates and leaders, and the availability of work facilities formwork environment variables. The indicators that provide the greatest value to the formation of work environment variables are relationships with co-workers and relationships between subordinates and leaders, that co-workers of the North Jakarta City Administration of Youth and Sports have good communication with employees, participate in group activities, and build family relationships. which is very good, apart from that the relationship between subordinates and leaders also results in communication that runs well, leaders exchange information regarding task completion, and there is an attitude of mutual respect and appreciation between subordinates and leaders.

Based on the analysis of the description of the leadership style variable, it shows that the majority of employees of the North Jakarta City Administration Department of Youth and Sports stated that they tend to agree that the ability to collaborate and have good relationships, the ability to be effective, participative leadership, the ability to delegate tasks or time, the ability to delegate authority, form Leadership style variables. The indicators that make the biggest contribution to the formation of leadership style variables are the ability to collaborate and have good relationships, that mutual support between leaders and employees is well established, where leaders in carrying out their duties encourage employees to carry out work following the company's vision and mission, and leaders establish relationships. good with employees. Based on the analysis of the description of the job satisfaction variable, it shows that they tend to agree that satisfaction with work, satisfaction with rewards, satisfaction with supervision, satisfaction with colleagues, and promotion opportunities form the job satisfaction variable. The indicator that makes the biggest contribution to the formation of the job satisfaction variable is satisfaction with supervisors/superiors, that employees are very happy with leaders who have a supportive attitude towards employees, leaders who are willing to listen to suggestions, and leaders who provide solutions if employees experience errors.

Based on the results of the path analysis, it shows that organizational culture and work environment have an impact on increasing job satisfaction. These results are in line with research conducted by Dewi Rahmawati, Kasnowo (2018), Evi Dwi Wastuti, Erni Widiastuti (2021), Reni Devita (2018), Nova Arestia (2021).

Conclusions and Recommendations
Conclusion
Based on the research results and hypothesis testing from the proposed problem formulation, it can be concluded as follows:

1. Organizational culture (x1) influences the leadership style (z) of employees of the North Jakarta Administrative City Youth and Sports Department
2. The work environment (x2) influences the leadership style (z) of employees of the North Jakarta Administrative City Youth and Sports Department
3. Organizational culture (x1) influences job satisfaction (y) of employees of the North Jakarta Administrative City Youth and Sports Department
4. The work environment (x2) influences job satisfaction (y) of employees of the Youth and Sports Department of North Jakarta City Administration.?
5. Leadership style (z) influences job satisfaction (y) of employees of the North Jakarta Administrative City Youth and Sports Department
6. Organizational culture (x1) influences job satisfaction (y) through leadership style (z) of employees of the North Jakarta Administrative City Youth and Sports Department
7. The work environment (x2) influences job satisfaction (y) through the leadership style (z) of employees of the North Jakarta Administrative City Youth and Sports Department

Suggestion
Based on the research results and discussion of testing as above, the following suggestions are recommended:

1. From the research results, leadership influences performance, this needs to be a special concern for agile leaders so that their employees have full responsibility for the tasks they carry out.
2. The existing organizational culture is working well but needs to be further improved. A good culture such as encourages employees with positive statements about their ability to carry out shared values so that employee performance increases.
3. In terms of the work environment, it is necessary to pay attention to the existing facilities and infrastructure.
4. This research only focuses on leadership, organizational culture, job satisfaction, and work environment. There are still other factors that can be used as opportunities to conduct new research. Because the Rsquare value in this research shows the analysis of the influence of organizational culture (X1) and work environment (X2) on leadership style (Z)
5. shows an R2 (R Square) value of 0.907. This R2 value is used in calculating the e1 coefficient value. Meanwhile, analysis of the influence of organizational culture (X1) and work environment (X2) on job satisfaction (Z) shows an R2 (R Square) value of 0.836. This R2 value is used in calculating the e1 coefficient value.
6. Generation Y is also known as highly educated and innovative millennials, but they have low commitment and loyalty to companies and for millennials, work is not the most important thing in their lives. They always want to look for new opportunities. Considering that millennials will be the largest population in organizations, the gap that exists between generations

makes traditional leadership styles ineffective. There is a need to change from a "Boomer-centric" to a "Millennial-centric" work environment. The type of work environment that exists today is inseparable from volatility, uncertainty, complexity, and ambiguity. This leadership style (agile) will help speed up collaboration and eliminate communication bias for millennials and previous generations. This more collaborative leadership style will lead organizations to be more innovative, and flexible and enable them to make decisions quickly in situations of uncertainty.

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