

Influence of Female Leadership Styles and Organization Culture on Locus of Control and Job Satisfaction

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Abstract

This study is categorized in exploratory research and included in the descriptive analysis. The population of this research is all lecturers in UIN Alauddin Makassar, Indonesia. The sampling technique used in this research is purposive sampling which sample criterion used is civil servant lecturers who occupy structural positions. The sample size uses maximum likelihood (ML) with 105 numbers of samples. In this study, the techniques used include questionnaire; observation; interviews, and documentation. The method of analysis used in this research is structural equation modelling (SEM) analysis. Findings of this research are female leadership style influence on the locus of control and job satisfaction; organizational culture influences the locus of control and job satisfaction, meanwhile locus of control influence on job satisfaction.

Keywords: *Style of female leadership, Organizational culture, Locus of control and job satisfaction.*

1. Introduction

The issue of gender is not a new thing because since man was born in this world has been distinguished into two different sexes, namely men and female. At the same time, there has been a social-cultural construction about the role of each of these men and female. Gender issues are not just about issues related to men and female, but also closely related to population problems. The 1994 International Population and Development Conference in Cairo was an essential proof of the international community's commitment to gender, demographic and development issues with a new paradigm. The objective of the agreement is to improve the quality of life and welfare of humanity and to increase human resource development through the recognition of reciprocal relationships between the population and the policies and programs of development, especially the economic and social sectors.

At the end of 1998, in Indonesia, the discourse of female leadership has been sticking to the surface. Leaders of female have provoked polemics and debates between the pros and cons of female leaders within a country. In a society that is patrilineal, that is to glorify men in all aspects of life. Although history shows that there are many successful female leaders in leading a nation.

This is an undeniable phenomenon that female today appear to occupy essential positions in society (Awuy, 1999). The similarity between male and female leadership is not surprising.

Almost all studies that look at the issue using 'managerial positions' as the equation of leadership.' In this regard, the apparent gender differences in the population tend not to be evidence as this is a personal career choice and organizational selection. Individuals with leadership-related personality traits, such as intelligence, self-confidence, and social skills, are more likely to be accepted as leaders and encourage pursuing careers where they can exercise their leadership. Likewise, organizations tend to recruit and promote people into leadership positions that share the elements of leadership. Consequently, regardless of gender, people who attain formal leadership positions, both female and male, tend to show their similarity rather than differences.

Robbins (2006), about gender and leadership issues put forward two conclusions. First, equating men and female tends to ignore the difference between the two. Secondly, what is the difference between female and men is that female have a more democratic leadership style, whereas men feel more comfortable with a directive style (emphasizing commanders). Some other studies show that there are inherent differences between men and female regarding leadership style. Female tend to adopt more democratic leadership styles. They encourage participation, share power and information, and try to increase the 'benefit' for their followers. They tend to lead through engagement or empowerment and base on charisma, expertise, contact, and interpersonal skills in influencing others. Instead, men, tend to use more styles based on controls and commands. They are more grounded in formal authority positions as a basis for his influence. Sudarmo (2005)

The results of research from some parties tend to conclude that female have some advantages as an active leader compared to men. However, these results still need to be examined more deeply. This is important because if the excess is indeed attached to female, then these advantages are only a small part of the instrument to achieve a larger goal of organizational effectiveness. Meanwhile, other more significant tools need to be taken into accounts such as adaptability in a global environment, the ability to organize adaptive organizational structures in organizational processes, and the ability to create or choose technology that can improve service quality.

Another factor that affects employee morale is the factor personality (personality factor) which is indicated by the locus of control. According to Brotosumarto in Astuti (2007) locus of control is a person's attitude in interpreting the cause of an event, meaning locus of control should be taken into consideration in determining a manager's information needs to predict environmental uncertainty in management arrangements. Therefore, the locus of control perceived by the manager can be used as a mediator to strengthen or weaken the relationship between female leadership to employee job satisfaction. The purpose of this research is (1) to know and analyze the influence of female leadership style on locus of control and job satisfaction of UIN Alauddin Makassar lecturer; (2) to know and analyze the influence of organizational culture on locus of control and job satisfaction of UIN Alauddin Makassar lecturer; (3) To know and analyze the influence of locus of control on job satisfaction of UIN Alauddin Makassar lecturer.

2. Literature Reviews

Review of Female's Leadership Style

Often we see leaders of companies or organizations that are gendered female, even middle management positions have been filled by female. A researcher from the United States has researched male and female leadership styles, the research was conducted to assess the success and achievement of men and female, and both the gender is worth to lead. It's almost

equal success, and achievement is visible but what distinguishes it is from the point of the way or process.

According to Schermerhorn (1999), female leaders are always more likely to behave democratically and take part where they are more respectful and concerned about their workers/subordinates and share 'power' and feelings with others. This style of leadership is known as an interactive leadership that emphasizes the overall aspect and relationship both through communication and perception.

In comparison, male leaders are more inclined toward "tendency" leadership. In this way, they are more directed to stay awake and behave in an "assertive" way. If this situation occurs, then they use more traditional authority with a tendency to give more direction and advice. The study conducted by Sharpe (2000) found that female always prioritize interpersonal relationships, communication, worker motivation, task-oriented, and more democratic attitude than men who are more concerned about strategic design and analysis. The study also found that female scored higher regarding job assessment than men. In general, the male and female leadership styles are the same, but the situation will likely be different. Research conducted in the United States found that male leaders were more impressive in military organizations, while female in educational and social organizations.

Review of Organizational Culture

Organizational culture is a crucial set of trustworthy values, as well as a sense of the characteristics that members give to an organization. Culture becomes the basis of orientation for employees to pay attention to the interests of all employees (Randolph, and Blackburn, 2009). Jennifer and Gareth state about the concept of an organizational culture is the formalization of the unit of values and norms as a means of control for the steps of employees and groups within the organization to interact aggressively, quickly and easily with others and with people outside the organization as customers suppliers (Jennifer and Gareth, 2006). Moorhead and Griffin state that the concept of organizational culture is a consideration of the use of values, symbols, and some factors in the culture of communicating to employees in achieving organizational goals (Moorhead and Griffin, 2009).

Review of Locus of Control

Locus of control can be interpreted as a person's perspective on an event whether he can or cannot control the events that happen to him. Locus of control according to Hjele and Ziegle Baron and Byren, in Astuti (2007) is defined as a person's perception of the causes of success or failure in carrying out his work. Locus of control is one of the personality variables, defined as the individual's belief in the ability to control his destiny (Rotter, 1966). Lefcourt (1982) states that Locus of control is distinguished into an internal locus of control which is indicated by the view that a good, bad event occurs due to one's actions. Therefore the occurrence of an event is in control. The external locus of control is indicated by the view that a good, bad event is not related to a person's behavior in a particular situation, so it is called out of control.

Review of Job Satisfaction

According to Muhaimin (2004), job satisfaction, in general, is an attitude toward work based on the evaluation of different aspects of workers. A person's attitude to the job describes pleasant or unpleasant experiences in work and expectations about future experiences. Blum (in Anoraga, 2005) states that job satisfaction is a common attitude that is the result of some unique properties of work factors, adjustments, and individual social relationships outside of work. It is a subjective condition of one's being about pleasure or displeasure as a result

of the impulse or need that is present in it and associated with perceived reality. Job satisfaction is closely related to what employees expect from their work by perceived needs.

Conceptual framework

This study stems from the concept of modern management theory where in this theory it is assumed that: (1) People have a desire for acceptance, status, and recognition. (2) People want the opportunity to develop all their abilities. (3) HR is considered to have the potential to create and develop. Then downgraded to the midrange theory about empowerment of human resources (employee empowerment) is a human resource management approach that aims to improve employee satisfaction (job satisfaction). This assumption brings about the relationship between theory of leadership style, organizational culture, the locus of control, and job satisfaction.

Regarding gender and leadership issues, Robbins (2006) put forward two conclusions. First, equating men and female tends to ignore the difference between the two. Secondly, what is the difference between female and men is that female have more democratic leadership styles, whereas men feel more comfortable with directive styles (emphasizing commando ways).

The organization is a collection of people who work together to achieve a common goal, both individual goals and organizational goals. Organizations have a major influence on the behaviour of members of the organization. Employees in an organizational environment certainly confronted with an organizational culture that is believed to greatly affect job satisfaction and employee performance (Ting & Yuan, 1997). Organizational culture is a value system that is acquired and developed by the organization and the basic habits and philosophy of its founder, formed into a rule that is used as a guide in thinking and acting in achieving organizational goals. Rivai (2004) states that: organizational culture is a framework that guides everyday behaviour, how to work in an organizational environment and direct their actions to achieve organizational goals. The virtue of organizational culture is the control and direction in shaping the attitudes and behaviours of people who engage themselves in an organization's activities.

Rotter (1986) defines Locus of control as follows: Internal control versus external control refers to the degree to which a person believes that the reinforcement or outcome of their behavior depends on their behavior or personal characteristics versus the degree to which a person thinks that support or result is a function of opportunity, luck, or fate, are under the control of another power, or merely unpredictable.

Based on the description above, it can be made a conceptual framework that the female leadership style and organizational culture directly or indirectly give influence to the job satisfaction of UIN Alauddin Makassar lecturer with locus of control as the intervening variable. The conceptual framework of research can be seen in the following figure:

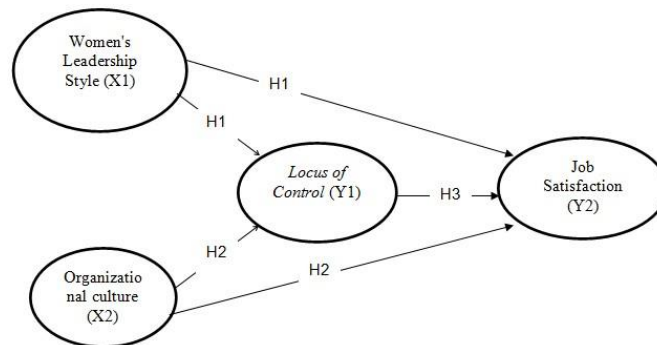


Figure 1. Conceptual Framework

Hypothesis

Based on the theoretical framework above, the hypothesis in this research is as follows:

- H1: The female leadership style influences the locus of control and job satisfaction of UIN Alauddin Makassar lecturer.
- H2: Organizational culture affects the locus of control and job satisfaction of UIN Alauddin Makassar lecturer.
- H3: Locus of control affects the work satisfaction of UIN Alauddin Makassar lecturer.

3. Research Methods

Research Design

This study categorized in exploratory research which only tested hypotheses developed from theoretical studies. Further data collected and analyzed in this research used survey method approach. Based on the type of research, this research is a research that explains the causal relationship between the variables, or the so-called explanatory research (explanatory research) is research to determine and define the influence between variables that exist and followed by testing the hypothesis. Also, this research is included in the descriptive research, because it provides a clear explanation of the variables to be studied.

Population and Sample Research

The population of this research is all lecturers at UIN Alauddin Makassar. The sampling technique used in this research is purposive sampling that is sampling based on certain consideration or criterion according to research purpose (Cooper and Emory, 1997). The sample criterion used is a civil servant lecturer at UIN Alauddin Makassar who occupies structural positions. The sample size plays an important role in estimating and interpreting the results of Structural Modeling (SEM) analysis, as it provides a basis for estimating error sampling errors (Ferdinand, 2002 and Ghozali, 2004). According to Ferdinand (2002), Ghozali (2004), Ghozali (2008), Solimun and Rinaldo (2009), sample sizes between 100-200 samples can be recommended for maximum liking (ML) estimates.

With estimation models using maximum likelihood (ML), data required a minimum of 100 samples (Ferdinand, 2002; Ghozali, 2004; Ghozali, 2008; Solimun and Rinaldo, 2009). According to Ferdinand (2002) and Ferdinand (2006), SEM analysis requires samples of at least 5 times the number of indicator variables or estimated parameters used by Ferdinand (2002) and Solimun and Rinaldo (2009) provides guidance on determining sample size equal to 5 - 10 times the manifest variable of all latent variables. In this study using 30 latent variables were for female leadership style variables (X_1) consists of 4 indicators. The organizational culture variable (X_2) consists of 4 indicators. The locus of control variable (Y_1) consists of 4 indicators. Job satisfaction variable (Y_2) consists of 5 indicators. So the total latent variable is 22. So the number of samples in this study is $5 \times 21 = 105$ respondents

Types and Data Sources

1. Data Type. In this research, the type of data used is qualitative and quantitative, i.e., Data obtained in the form of interviews and the numbers (numeric) of the questionnaire results.
2. Data Source. Sources of data used in this study are primary data, i.e., data obtained directly from the respondents also in the form of secondary in the form of written form of UIN Alauddin Makassar documents and other written information that has a direct link to the problems studied.

Data collection techniques

In this study the techniques used include:

1. Questionnaire. Questionnaires arranged in the form of questions of written questions given to respondents.
2. Observation. The observation was done by doing the direct observation to the research location by looking at various activities undertaken by the respondent.
3. Interview. Interviews used are in-depth interviews or unstructured interviews.
4. Documentation. The required documentation is written or unwritten documents that show or describe important data and information related to the research.

Analysis Method

The analysis method used in this research is structural equation modeling (SEM) analysis to know the causal relationship between latent variables contained in the structural equation. The steps that must be taken in making a complete modeling by Hair et al. (2006) are the development of models based on the theory, the development of path diagrams, changing the path diagram into equations, selecting input matrices, choosing identification problems, choosing goodness of fit and interpretation and modification of the model.

To determine the suitability of the measurement model that is formed, it is necessary to test the suitability of the model. There are several indexes of suitability model that can be used to measure fit or not a model that is:

1. Chi-Square Statistic (CSS)

The Chi-Square values showed the existence of deviations between the covariance matrix and fitted covariance matrix samples. The Chi-Square value will only be valid if the assumption of data normality is met and the large sample size (Ghozali, 2008). The value of Chi-Square for zero indicates that the model has a perfect fit (perfect fit). The model being tested will be considered good if the value of Chi-Square is low or its p-value > 0.05. A low Chi-Square score will result in a significant level greater than 0.05 indicating no significant difference between the covariance matrix of the data and the estimated covariance matrix.

2. The Root Mean Square Error of Approximation (RMSEA)

RMSEA is the most informative indicator (Ghozali, 2009). RMSEA measures the storage of parameter values in a model with its population covariance matrix (Ghozali, 2008). The RMSEA value < 0.05 identifies the fit model. Values ranging from 0.05 to 0.08 suggest that the model has a reasonable error estimate, whereas RMSEA ranging from 0.08 to 0.10 suggests that the model has adequate fit (mediocre) (Ghozali, 2008).

3. The goodness of Fit Indices (GFI)

GFI is a measure of the determination of models in analyzing observed covariance matrices. This GFI value should range between 0 and 1 GFI values greater than 0.9 indicating fit for a good model (Ghozali, 2009).

4. Adjusted Goodness of Fit Indices (AGFI)

AGFI is the same as GFI but has adjusted the influence of degrees of freedom on a model. Just like GFI, an AGFI score of one means having a perfect fit. AGFI value of 1 means the model has a perfect fit. While the model is fit, that has an AGFI value greater than 0.90 (Ghozali, 2008).

5. Comparative Fit Indices (CFI)

CFI is an index whose magnitude is not influenced by the sample size because it is excellent for measuring the acceptability of a model. This index falls within the range and 1 and is derived from the comparison between the hypothesized model and the independence model. According to Bentler (in Ghozali, 2008) stated that a model is said to be fit if it has a CFI value greater than 0.90.

The analytical tool used is with the help of reduced form and application program statistics AMOS ver. 18.0 and SPSS version 19.0.

Operational Definition of Variables

The operational definition of each variable is as follows:

1. Female's leadership style (X_1) is an interactive style of leadership that tends to behave democratically and take part where they are more respectful of their workers. The indicators used are (1) leadership communication with subordinates; (2) encouraging subordinates in issuing ideas and suggestions; (3) giving freedom to do the task; and (4) the leader's attention to the performance of his subordinates.
2. Organizational culture (X_2) is an agreement of lecturers' behavior within the organization by always striving to create efficiency, error-free, focused attention on outcomes and employee interests, creative and accurate performing tasks. The indicators used are (1) organizational values; (2) management support; (3) orientation on benefits; (4) orientation on the team.
3. Locus of control (Y_1) is the belief of each employee about his ability to be able to affect all events related to himself and his work. The indicators used are (1) thinking process; (2) problem-solving abilities; (3) the ability to remember; and (4) attention;
4. Job Satisfaction (Y_2) is a positive attitude of the lecturer includes feelings and behavior towards his work through the assessment of one job as a sense of appreciation in achieving one of the important values of work.

The indicators used are (1) occupation; (2) salary; (3) work supervision; (4) promotion opportunities; (5) co-workers.

4. Results

Frequency Distribution

Based on the results of calculations respondents each variable can be interpreted as follows: 1) The average respondent's answer to the female leadership style is at the score of 3,748 so that it is in either category; 2) The average respondent's answer to organizational culture is at the score of 3,650 so that the organizational culture of the graduates is in the excellent category; 3) The average respondent's answer to the locus of control is at score 3.893, so locus of control is in a good category; 4) The average respondent's answer to job satisfaction is on score 3,452, so job satisfaction is in a good category.

Overall Model Testing

Structural model testing of all the latent variables (construct) consisting of female's leadership style and organizational culture as the independent variable and subsequently locus of control and job satisfaction as the dependent variable is connected by using the goodness of fit test. Based on the overall model, further evaluation will be conducted as shown in Table 1 below:

Table 1. Computational Results Criteria Goodness of Fit Indices Complete Model Testing

Criteria	Cut-off value	Computation result	Information
Chi-Square	Diharapkan kecil	164.389	Fit
Rel.Chi-Square	$\leq 2,00$	1.551	Fit
Sig. Probability	$\geq 0,05$	0,000	Fit
RMSEA	$\leq 0,08$	0.050	Fit
CFI	$\geq 0,90$	0.922	Fit
TLI	$\geq 0,90$	0.900	Fit
NFI	$\geq 0,90$	0.814	Less Fit
IFI	$\geq 0,90$	0.925	Fit

Source: Amos output, processed 2017

Based on the test results as shown in the above table, it appears that the value of Goodness of Fit Indices for all criteria in general in the category fit except NFI. Thus the model is said to be overall quite good. According to Wijanto (2007), there are several measures of the fit model in SEM, and the appraisal of model conformity is assessed based on how many model sizes can be satisfied by the research model. The more match target values of the Goodness of Fit measure met by the model, the better the research model.

Analysis and Testing Structural Model Influence Style Female Leadership and Organizational Culture on Locus of Control and Job Satisfaction

To facilitate in analyzing the functional relationship between variables then the coefficient value is arranged in Table form as shown in Table 2 below:

Table 2 Inter-variable Functional Relationships

Influencing Variables	Variable Affected	Direction	Estimation	S.E	T-Value	Prob	Information
Female leadership style (X ₁)	Locus of control (Y ₁)	X ₁ - Y ₁	0.105	0.044	2.382	0.017	Significant
	Job satisfaction (Y ₂)	X ₁ - Y ₂	0.500	0.161	3.101	0.002	Significant
Organizational culture (X ₂)	Locus of control (Y ₁)	X ₂ - Y ₁	0.073	0.029	2.547	0.011	Significant
	Job satisfaction (Y ₂)	X ₂ - Y ₂	0.604	0.132	4.591	0.000	Significant
Locus of control (Y ₁)	Job satisfaction (Y ₂)	Y ₁ - Y ₂	1.493	0.536	2.787	0.005	Significant

Source: Amos output, processed 2017

1. The influence of Female's Leadership Style (X₁) on Locus of Control (Y₁)

The coefficient of the influence of female leadership style variable (X₁) to the locus of control (Y₁) is 0.105 with t value equal to 2.382 with the standard of Error (SE) equal to 0.044 at significance level 0.017 or below 0.05. The coefficient shows that female leadership style variable has a positive and significant influence on the locus of control. This means that an improvement in the female leadership style will be followed by an increase in the locus of control with the assumption that other factors affecting the size of the locus of control are considered constant.

2. The influence of Female's Leadership Style (X₁) on Job Satisfaction (Y₂)

The coefficient of the influence of female leadership style variable (X₁) to job satisfaction (Y₂) is 0.500 with t value equal to 3.101 with standard error (SE) equal to 0.161 at

significance level 0.002 or below 0.05. The coefficient shows that female leadership style variables have a positive and significant effect on job satisfaction. This means that an increase in female's leadership style will be followed by increased job satisfaction with the assumption of other factors that affect the size of job satisfaction is considered constant.

3. The influence of Organizational Culture (X_2) on Locus of Control (Y_1)

The coefficient of the influence of organizational culture variable (X_2) to the locus of control (Y_1) is 0.073 with t value equal to 2,547 with a standard error of 0.029 at significance level 0.011 or below 0.05. The coefficient shows that the organizational culture variable has a positive and significant influence on the locus of control. This means that the improvement of organizational culture will be followed by an increase in the locus of control with the assumption that other factors affecting the magnitude of the locus of control are considered constant.

4. The influence of Organizational Culture (X_2) on Job Satisfaction (Y_2)

The coefficient of the influence of organizational culture variable (X_2) on job satisfaction (Y_2) is 0.604 with t value equal to 4.591 with the standard of error 0.132 at significance level 0.000 or under 0.05. The coefficient shows that organizational culture variable has a positive and significant effect on job satisfaction. This means that the improvement of organizational culture will be followed by increased job satisfaction with the assumption of other factors that affect the size of job satisfaction is considered constant.

5. The influence of Locus of Control (Y_1) on Job Satisfaction (Y_2)

The coefficient of the influence of locus of control variable (Y_1) to job satisfaction (Y_2) is 1.493 with t value equal to 2,787, and standard error (SE) is 0.536 at significance level 0.005 below 0.05. The coefficient shows that the locus of control variable has a positive effect on job satisfaction. This means that an increase in the locus of control will be accompanied by an increase in job satisfaction with the assumption that other factors affecting the size of job satisfaction are considered constant.

The Indirect Influence of Female's Leadership Style and Organizational Culture on Job Satisfaction through Locus of Control

Based on the results, indirect effects, i.e., the female leadership style and organizational culture on job satisfaction through the locus of control as can be seen in Table 3 below:

Table 3. The Indirect Influence of Female's Leadership Style and Organization Culture on Job Satisfaction through Locus of Control

Information	Value
The indirect influence of female leadership style (X_1) on job satisfaction (Y_2) through locus of control (Y_1)	0.157
The indirect influence of organizational culture (X_2) on job satisfaction (Y_2) through locus of control (Y_1)	0.109

Source: Amos output, processed 2017

Based on Table 3 above, it can interpret as follows:

1. The indirect influence of female leadership style (X_1) on job satisfaction (Y_2) through stakeholder satisfaction (Y_1) is 0.157. This indicates that as female's leadership style improves, job satisfaction will increase the locus of control by 0.157.

2. The indirect effect of organizational culture (X_2) on job satisfaction (Y_2) through stakeholder satisfaction (Y_1) is 0.157. This indicates that as the organizational culture improves will increase job satisfaction so that it will raise the locus of control of 0109.

Total Influence of Female's Leadership Style and Organization Culture on Locus of Control and Job Satisfaction

Based on the results of the scheme as presented in Figure 2, the total effect, the female leadership style and organizational culture on the locus of control and job satisfaction as can be seen in Table 4 below:

Table 4. Total Influence of Female's Leadership Style and Organization Culture on Locus of Control and Job Satisfaction

Information	Value
The total influence of female leadership style on job satisfaction	0.657
The total influence of organizational culture on job satisfaction	0.713

Source: Amos output, processed 2017

Based on Table 4 above, it can interpret as follows:

1. The influence of total leadership style (X_1) on job satisfaction (Y_2) is 0.657
2. The total influence of organizational culture (X_2) on job satisfaction (Y_2) is 0.713

Discussion

Based on the results of research that has found in the previous section, the following will be discussed research results as follows:

1. The influence of Female's Leadership Style on Locus of Control and Job Satisfaction

The test results show the female leadership style affect the locus of control and job satisfaction UIN Alauddin Makassar lecturer. Thus the female leadership style can influence locus of control and job satisfaction of UIN Alauddin Makassar lecturer. Regarding gender and leadership issues, Robbins (2006) put forward two conclusions. First, equating men and female tends to ignore the difference between the two. Secondly, what is the difference between female and men is that female have more democratic leadership styles, whereas men feel more comfortable with directive styles (emphasizing commando ways). The organization is a collection of people who work together to achieve a common goal, both individual goals, and organizational goals. Organizations have a major influence on the behaviour of members of the organization. Employees in an organizational environment certainly confronted with the organizational culture that is believed to greatly affect job satisfaction and employee performance (Ting & Yuan, 1997). Based on these results so that hypothesis 1 which expresses female leadership style influence on the locus of control and job satisfaction of UIN Alauddin Makassar lecturer, accepted.

2. The influence of Organizational Culture on Locus of Control and Job Satisfaction

Test results show that organizational culture affects the locus of control and job satisfaction UIN Alauddin Makassar lecturer. Thus UIN campus organizational culture has been able to influence locus of control and job satisfaction of UIN Alauddin Makassar lecturer. Organizational culture is a value system that is acquired and developed by the organization and the basic habits and philosophy of its founder, formed into a rule that is used as a guide in thinking and acting in achieving organizational goals. Rivai (2004) states that: organizational

culture is a framework that guides everyday behaviour, how to work in an organizational environment and direct their actions to achieve organizational goals. The virtue of organizational culture is the control and direction in shaping the attitudes and behaviours of people who engage themselves in an organization's activities. Based on these results so that hypothesis 2 which expresses organizational culture affect the locus of control and job satisfaction of UIN Alauddin Makassar lecturer, accepted.

3. Effect of Locus of Control on Job Satisfaction

The test results show locus of control affects the job satisfaction of UIN lecturer Alauddin Makassar. Thus the locus of control is one of the variables capable of affecting the work satisfaction of UIN Alauddin Makassar lecturer. Rotter (1986) defines Locus of control as follows: Internal control versus external control refers to the degree to which a person believes that the reinforcement or outcome of their behavior depends on their behavior or personal characteristics versus the degree to which a person believes that reinforcement or outcome is a function of opportunity, luck, or fate, are under the control of another power, or simply unpredictable. Based on these results so that hypothesis 3 which states locus of control affect the job satisfaction of UIN Alauddin Makassar lecturer, accepted.

5. Conclusion and Suggestion

Conclusion

Based on the discussion that has described in the previous chapter, it can conclude as follows:

1. Female leadership style influence on the locus of control and job satisfaction of UIN Alauddin Makassar lecturer. This indicates that the female leadership style has been able to influence locus of control and job satisfaction of UIN Alauddin Makassar lecturer.
2. Organizational culture influence the locus of control and job satisfaction of UIN Alauddin Makassar lecturer. This indicates that the improvement of locus of control and job satisfaction of UIN Alauddin Makassar lecturer is the result of the increase of organizational culture in UIN Alauddin Makassar campus.
3. Locus of control influences the work satisfaction of UIN Alauddin Makassar lecturer. This indicates that the improvement of lecturer work satisfaction of UIN Alauddin Makassar is the result of increasing locus of control.

Suggestions

The suggestions of this research are explained as follows: UIN Alauddin Makassar needs to increase the factor of female leadership style and organizational culture which become one of the important factors that influence the locus of control and job satisfaction. Therefore, improving female's leadership style and organizational culture to the locus of control and job satisfaction UIN Alauddin Makassar.

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