



THE INFLUENCE OF ORGANIZATIONAL CULTURE AND LEADERSHIP ON JOB SATISFACTION WITH WORK MOTIVATION AS A MEDIATOR: A CONCEPTUAL MODEL

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ABSTRACT

The job satisfaction index of PT Pertamina Trans Kontinental depicts a downward trend from 2021 to 2023. It reached 86.2 in 2021 and fell to 83.5 and 81.6 in 2022 and 2023, respectively, indicating a shift in perception or conditions in the work environment. A balanced integration of a good leadership style, high work motivation, and a positive organizational culture can create a supportive work environment for employee job satisfaction. This quantitative study aims to examine the influence of organizational culture and leadership on job satisfaction with work motivation as a mediator.

Keywords

Organizational Culture, Leadership, Job Satisfaction, Work Motivation, Conceptual Model.

INTRODUCTION

Mulyono and Ekawati (2023) highlight the influence of several factors on employee job satisfaction, namely leadership style, work motivation, and organizational culture. Effective leadership style can create a conducive work environment and motivate employees to contribute their best. High work motivation is also a key factor in achieving job satisfaction because motivated employees tend to be more dedicated and satisfied with their work. Additionally, supportive organizational culture, such as open communication, clear company values, and a positive work atmosphere, also play a significant role in shaping employee job satisfaction. Overall, a balanced integration of good leadership style, high work motivation, and positive organizational culture can create a supportive work environment for employee job satisfaction.

A balanced integration of good leadership style, high work motivation, and positive organizational culture can create a supportive work environment for employee job satisfaction. A deep understanding of the relationship between these factors is crucial for organizations aiming to enhance employee performance and well-being. Therefore, strategies involving the development of effective leadership, increasing work motivation, and instilling a positive organizational culture can serve as a foundation for achieving optimal levels of job satisfaction within an organization.

The job satisfaction index of PT Pertamina Trans Kontinental depicts a downward trend from 2021 to 2023. In 2021, the job satisfaction index reached 86.2, reflecting a relatively high level of satisfaction. However, in 2022, there was a significant decline to 83.6, indicating a shift in perception or conditions in the work environment. This downward trend continued in 2023, where the job satisfaction index reached 81.6. This trend warrants serious attention from the management of PT Pertamina Trans Kontinental to identify the causes of the decline and take necessary improvement measures. Therefore, this research is

conducted to analyze the influence of organizational culture and leadership on job satisfaction with work motivation as a mediator.

LITERATURE REVIEW

A. Organizational Culture

The concept of organizational culture, as defined by various management experts, encapsulates the deep and complex foundation that shapes the identity and behavior of an organization. Moerhiono (2014) describes organizational culture as a system of shared fundamental values aimed at creating distinctiveness among organizations, fostering a sense of identity for members, and facilitating the emergence of collective commitment. Additionally, Wibowo (2018) emphasizes that organizational culture encompasses not only organizational policies but also serves as a philosophical foundation guiding interactions within it, reflecting the values and norms embraced by the organization as behavioral guidelines.

Factors influencing organizational culture, as highlighted by Pabundu (2008), include basic assumptions, shared beliefs, and the role of leaders or cultural creators and developers. Basic assumptions serve as guiding principles for members or groups within the organization, shaping their behavior patterns. Shared beliefs comprise values upheld by organizational members, such as slogans, mottoes, or common goals, forming an organizational identity characterized by cherished values. Effective leaders play a crucial role in shaping and managing organizational culture, as their initiatives establish a cultural foundation guiding organizational behavior and decision-making.

Robbins et al. (2016) identified seven primary characteristics of organizational culture, including innovation and decision-making, attention to detail, results orientation, people and team orientation, aggressiveness, and stability. These characteristics reflect the essence of organizational culture, with innovation and decision-making fostering adaptability to environmental changes, attention to detail promoting structured work environments, and a results-oriented approach emphasizing goal achievement. Furthermore, people and team orientation prioritize relationships and collaboration, while aggressiveness signifies proactive ambition, and stability emphasizes security and predictability. Overall, these characteristics offer a comprehensive view of organizational culture, guiding its integration and internalization among members and serving as a foundation for organizational sustainability and success.

In a study by Giantari and Riana (2017), it was found that organizational culture has a significant impact on employee motivation. Another study conducted by Hendra Djatmiko, Harsono, and Natsir (2023) indicates that organizational culture that focuses on employee development and empowerment can enhance their work motivation. In research by Sulaimiah and Haerani (2023), it was found that organizational culture positively influences employee job satisfaction. Another study by Wahyuddin et al. (2021) shows that a positive organizational culture, particularly one emphasizing collaboration, learning, and participation, can enhance employee job satisfaction.

B. Leadership

Leadership, a complex and vital concept in the realm of management, is defined diversely by various scholars, offering deep insights into the role and function of a leader. Afandi (2018) characterizes leadership as the effectiveness to influence and direct individuals towards achieving organizational objectives or guiding them toward a common purpose. Zakub (2013) adds an emotional dimension to leadership, stressing the stimulation, mobilization, direction, and coordination of individuals' motivations and loyalties in collective endeavors, underlining the importance of emotional and motivational aspects in forming and sustaining effective leadership.

The factors influencing leadership, as viewed by Ngalim Purwanto (2004), encompass knowledge and expertise, institution or job type, as well as the leader's personality traits and followers' attitudes. The leader's knowledge and expertise serve as the primary foundation, reflecting educational backgrounds and decision-making based on acquired experience and learning. Additionally, the type of institution or job where the leader operates plays a significant role, with each having distinct goals, demanding the leader's ability to align efforts toward achieving these goals within their respective environments. Moreover, the leader's personality traits are critical in leadership success, as their ability to manage and direct their personality traits greatly influences organizational objectives. The followers' personality attitudes also influence leadership, with positive attitudes, particularly cooperation, being key to group success, necessitating leaders' skills in motivating and guiding followers towards collaborative goals.

Dimensional indicators of leadership, as elucidated by Afandi (2018), provide an in-depth view of characteristics shaping effective leadership. These dimensions include strong motivation to lead, responsibility, discipline, extensive relationships, and the ability to make quick decisions. A leader with strong motivation not only exhibits personal drive but also inspires and motivates others around them, fostering an enthusiastic and productive work environment. Additionally, responsibility encompasses the ability to be accountable for decisions and actions taken, creating trust among team members, knowing their leader is ready to bear the responsibilities inherent in leadership positions. Discipline reflects effective leadership character, extending beyond adherence to rules to consistency in motivation, attitude, and performance, setting a positive example and motivating team members to achieve high standards in their work. Lastly, the ability to make quick decisions characterizes effective leadership, necessitating good analytical skills and the ability to respond promptly to changing situations, enabling organizations or teams to address issues efficiently and prevent larger problems in the future.

In a study by Tueno (2020), it was found that the type of leadership applied by superiors significantly influences employee work motivation. Meanwhile, research by Marthanti (2020) indicates that leadership also has a positive impact on employee motivation. A study by Tanjung and Frinaldi (2023) shows that leadership plays a crucial role in shaping job satisfaction. On the other hand, research by Pratama et al. (2022) suggests that effective leadership, characterized by good communication, clear task allocation, and support for individual development, can have a positive impact on employee job satisfaction.

C. Work Motivation

The concept of motivation, as described by various experts, encompasses a deep and complex understanding from different perspectives. Hasibuan (2016) defines motivation as the driving force that provides energy to employees to perform their tasks effectively, fostering cooperation and integrity in their efforts to achieve satisfaction. McClelland (2020) views motivation as a set of internal and external forces that initiate work behavior according to specific formats, directions, intensities, and durations. Uno (2008) emphasizes motivation as an internal state where a strong impulse arises within an individual to pursue specific goals, reflecting the internal dynamics that drive individuals to act and succeed.

Furthermore, Slavin (2011) expands the concept by stating that motivation is not only the initial impetus to take action but also the force that sustains it and determines its direction. Sardiman (2007) defines motivation as an energy change within individuals, marked by certain feelings or emotions, preceding their response to the goals they aim to achieve. Purwanto (2014) adds that motivation involves conscious effort, where individuals direct their energy and attention to influence behavior, aiming to achieve specific results or goals. Collectively, these perspectives shed light on motivation as an internal force involving drive, energy, emotions, and awareness, not only initiating action but also sustaining the spirit in the journey towards goals.

Understanding the factors influencing motivation provides deep insights into individual dynamics within the workplace. Hasibuan (2016) identifies several aspects influencing motivation, including physiological needs, the need for security, social or affiliation needs, self-esteem needs, and self-actualization needs. These needs serve as the foundation driving individuals to perform their tasks and contribute to organizational goals. Afandi (2018) further discusses the dimensions of tranquility and the drive to work to the maximum extent. The tranquility dimension encompasses factors such as rewards, working conditions, and facilities, while the drive dimension emphasizes intrinsic motivation, including job achievement, recognition, and the nature of the job itself. Overall, a comprehensive understanding of these motivation factors enables organizations to optimize employee potential, foster a positive work culture, and enhance overall productivity and goal achievement.

Research by Yuriatun and Nugroho (2023) shows that work motivation has a significant influence on employee job satisfaction. Meanwhile, a study by Ariansyah and Mardalena (2019) indicates similar findings, namely that high work motivation among employees correlates positively with their level of job satisfaction. The study by Hendra Djatmiko et al. (2023) suggests that a positive organizational culture can enhance work motivation to achieve better performance. On the other hand, research by Yuriatun and Nugroho (2023) indicates that work motivation plays a significant role as a mediator between factors such as communication, job stress, and the work environment with job satisfaction. Tueno (2020) found that leadership has a significant influence on employee work motivation, which then translates the positive impact of leadership to the level of job satisfaction. The research by Ariansyah and Mardalena (2019) emphasizes that work motivation acts as a mediator between leadership and employee job satisfaction.

D. Job Satisfaction

The psychological dimension of job satisfaction plays a crucial role in workplace dynamics, as highlighted by various scholars. Hasibuan (2016) emphasizes the individual nature of job satisfaction, stating that it varies among individuals based on the alignment of job aspects with their personal values. Rivai (2014) defines job satisfaction as an individual's evaluation of their work, encompassing subjective assessments reflecting their feelings towards workload, interpersonal relationships, and the overall work environment. Tangkilisan (2005) underscores the emotional dimension of job satisfaction, viewing it as a subjective emotional state where employees experience well-being or discomfort related to their work.

Factors influencing job satisfaction are multifaceted and include variables related to employees, employers, organizations, and the nature of the job itself, as elucidated by Akhyadi (2015). Employee-related factors such as age, gender, tenure, personality, dependency, ambition, and mental ability significantly impact job satisfaction. Employer-related factors like salary, promotion opportunities, security, and supervisor relationships also play crucial roles. Moreover, job-related factors such as work conditions, skill requirements, relationships with coworkers, workplace location, and job variety contribute to job satisfaction. Understanding these complexities allows organizations to design better human resource management strategies to enhance employee satisfaction and overall organizational sustainability.

Afandi (2018) presents indicators of job satisfaction that shed light on crucial elements influencing employee satisfaction levels. These indicators include the nature of the job, salary, promotion opportunities, supervisor relationships, and interactions with coworkers. Job content, pay equity, promotion prospects, supportive supervision, and positive coworker relationships are pivotal in shaping employee experiences. Organizations capable of understanding and meeting employees' needs and expectations tend to create more productive and sustainable work environments, fostering higher levels of job satisfaction among employees.

CONCEPTUAL MODEL

Based on the literature review above, the conceptual model is formulated as follows:

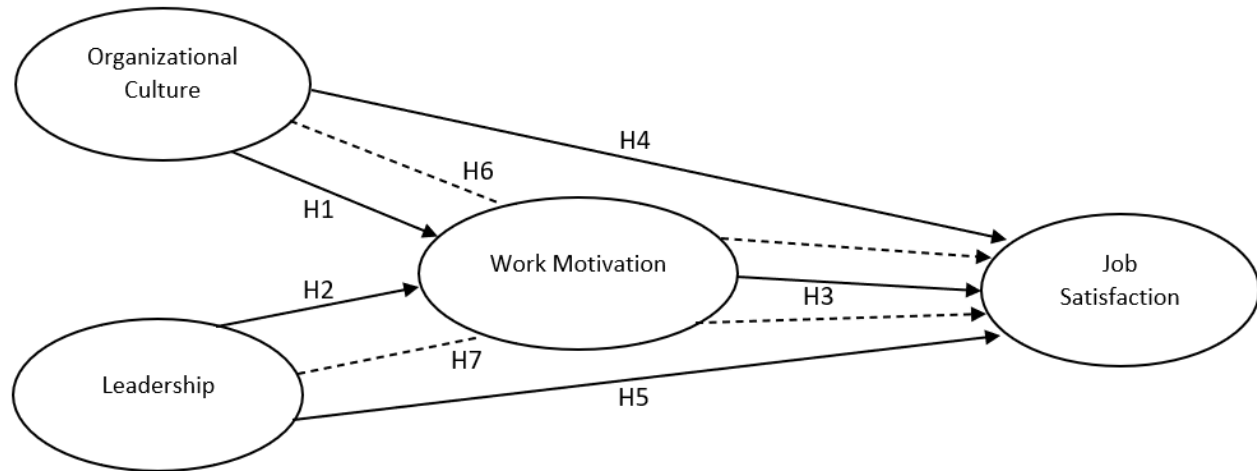


Figure 1. Conceptual Model

HYPOTHESES

Based on the conceptual model and literature review, the hypotheses can be formulated as follows:

- H₁: Organizational culture directly influences positively and significantly work motivation.
- H₂: Leadership directly influences positively and significantly work motivation.
- H₃: Work motivation directly influences positively and significantly job satisfaction.
- H₄: Organizational culture directly influences positively and significantly job satisfaction.
- H₅: Leadership directly influences positively and significantly job satisfaction.
- H₆: Work motivation mediates the relationship between organizational culture and job satisfaction.
- H₇: Work motivation mediates the relationship between leadership and job satisfaction.

METHODOLOGY

This research is a quantitative study utilizing primary data in the form of a questionnaire. The population for this study comprises all employees in a specific department at PT Pertamina Trans Kontinental, totaling 43 individuals. In this research, a saturated sampling strategy is adopted to ensure the involvement of every individual, particularly those in the specific department at PT Pertamina Trans Kontinental. This study employs the path analysis data analysis technique, utilizing path diagrams to identify the direct and indirect influences of exogenous variables on endogenous variables.

CONCLUSION

The objective of this research is to create a conceptual framework exploring how organizational culture and leadership affect job satisfaction through the mediation of work motivation. It encompasses an investigation into the research background, a review of existing literature, formulation of hypotheses, and the methodology employed in the research process. By utilizing the conceptual model proposed in this study, we can understand the influence of organizational culture and leadership on job satisfaction, mediated by work motivation.

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