

INFLUENCE OF MOTIVATION, LEADERSHIP AND ORGANIZATIONAL CULTURE ON EMPLOYEE JOB SATISFACTION OF PT. X

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Abstract: This study aims to examine the influence of motivation, leadership, and organizational culture on job satisfaction of Viscose department employees at PT. X. This research was conducted at PT. X. The research method used in this research is descriptive research and causal research. The sample of this study amounted to 147 employees, using non-probability sampling techniques. Data collection through distributing questionnaires. The data analysis technique used is multiple regression analysis. Based on this research conducted, the result showed that motivation, leadership, and organizational culture affect job satisfaction.

Keyword: Job Satisfaction, Leadership, Motivation, Organizational Culture.

INTRODUCTION

The Covid-19 pandemic is a global challenge and a very crucial issue for all aspects of life in various regions of the world, including Indonesia. Over the past few years after the Covid-19 pandemic, Indonesia has proven its potential ability to face and survive these global challenges. Even the recovery in the Indonesian Economic sector continues to increase until now.

The occurrence of recovery in the Indonesian economic sector which continues to increase causes changes, such as market dynamics that move quickly and go hand in hand with increasingly crowded business competition, so that companies are required to increase their superiority in competing with other companies to achieve the goals owned by the company. Excellence in competing with other companies

can be achieved by fulfilling employee job satisfaction in the company.

In the company, human resources are needed and become one of the most important components to realize the vision, mission and goals of the company. This is in line with the view of human resources according to Ajabar (2020: 4) in ([Hia and Ndraha 2023](#)) human resources are the main key in a company or organization in carrying out its goals.

Job satisfaction according to Mangkunegara (2010) in ([Fatimah et al. 2021](#)) is an employee's feeling towards his job whether the employee feels happy or unhappy. According to Greenberg and Baron (2003) in ([Mappamiring 2020](#)) describe job satisfaction as a positive or negative attitude that individuals have towards their jobs.

Not fulfilling employee job satisfaction in a company can be a problem for a company or organization because it will interfere with company productivity. According to (Shobe 2018) employee job satisfaction is important in encouraging growth and increasing productivity. According to Duari and Sia (2013) in (Shobe 2018) Job satisfaction and productivity are important for employers and it is important for them to understand the meaning and benefits of job satisfaction.

Table 1 shows the sales details of PT X in the last 3 years. Based on the data above, in 2021 PT X has a production target of 500 tons and a realization of 497.8 tons with a percentage of 0.99%. PT X experienced an increase in 2022, namely to 1.1% with a production target of 500 tons and a realization of 550.2 tons. Furthermore, PT X experienced a decrease in 2023, namely with a percentage of 0.75% with a target of 555 tons and a realization of 417.3 tons.

Job satisfaction reflects feelings that appear in employees' positive attitudes towards

their work (Kenny and Satrianto 2019). The achievement of employee job satisfaction can be seen from the level of work productivity, this is in line with the opinion of (Shobe 2018) which states that productivity is the result of how satisfied employees are with their jobs.

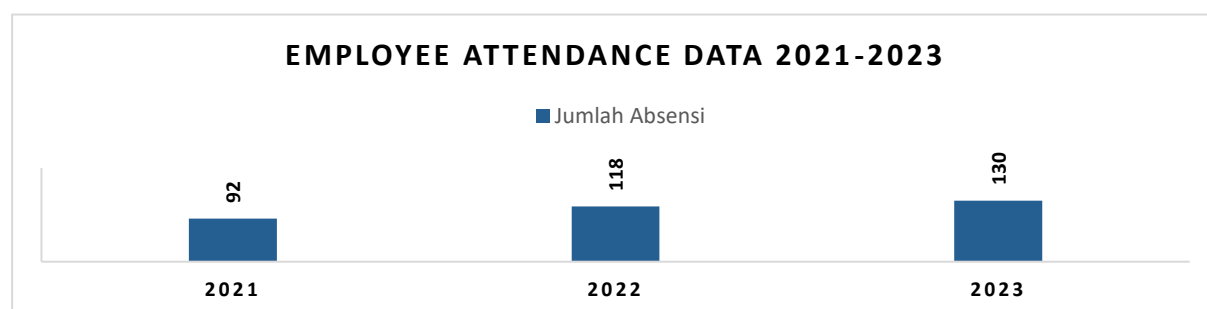
The first factor that can affect job satisfaction is motivation. Motivation is the process of intensity, direction and perseverance of a person in achieving a goal (Robbins and Judge 2019, 736). Motivation according to (Daft 2018, 228) refers to a person's ability either external or internal that gives rise to enthusiasm and perseverance to take certain actions.

Based on the graph in Figure 1 related to the recap of PT X employee attendance in the Viscose department in 2021-2023, it shows that the number of absences is increasing. Where in 2021 with a total absenteeism of 92 then in 2022 there was an increase with a total absenteeism of 118. Furthermore, in 2023 there was another increase with the number of absences, namely 130.

Table 1. Productivity of PT X (in Tons)

Year	Production Targets	Production Realization	Percentage (%)
2021	500	497,8	0,99
2022	500	550,2	1,1
2023	555	417,3	0,75

Source: PT. X



Source: PT. X

Figure 1. Employee Attendance Graph 2021-2023

According to Rozzaid (2015) in [Anintiyas and Tjahyanti \(2023\)](#) states that motivation is the provision of encouragement that creates a person's work desire so that they want to work together, work effectively and integrate with maximum and efforts to achieve satisfaction. Employees with high levels of job satisfaction generally have good attendance records and few absence records ([Hidayati 2023](#)). In line with research conducted by [Lopang, Sendow, and Uhing \(2023\)](#) explained that if a company with a high absenteeism rate has the possibility of low employee job satisfaction, so that with a high absenteeism rate, many activities in the company are hampered or decreased and affect overall employee satisfaction.

The second factor that can affect employee job satisfaction is leadership. According to [Daft \(2018, 5\)](#) leadership is a mutually influential relationship that occurs between leaders and followers who want change and results that reflect common goals.

The third factor that can affect employee job satisfaction is organizational culture. Organizational culture is a set of fundamental assumptions and beliefs held by organizational elements, then developed and inherited to overcome adaptation problems both external and internal (Limaj & Bernroider, 2019) in [Paais and Pattiruhu \(2020\)](#).

Job Satisfaction

According to Hasibuan (2017, 202) in [\(Sutanti and Nurti, 2022\)](#) Job satisfaction is an emotional attitude that is pleasant and loves his job. In line with that, according to Sedarmayanti (2017) in [\(Anintiyas and Tjahyanti, 2023\)](#) job satisfaction is the level of pleasure in an employee for his job and also his role in an organization or company. Meanwhile, according to Rivai (2015, 73) in [\(Sutanti and Nurti, 2022\)](#) job satisfaction is an evaluation that describes a person's feelings of attitude, whether happy or unhappy, satisfied or dissatisfied at work.

Motivation

Marinak and Gambrell (2008) in (Paais and Pattiruhu, 2020) state that motivation is a psychological process that provides purpose and direction for employee behavior or can be said to be an internal drive to meet employee satisfaction as well as internal processes and external forces related to the behavior of the organization. In line with this opinion, motivation is a process that causes intensity, direction, and continuous effort of individuals towards achieving a goal (Widodo, 2016: 332) in [\(Sutanti and Nurti, 2022\)](#). According to Busro (2018, 51) in [Azzizah and Gulo \(2023\)](#) motivation is a set of activities that provide encouragement, not only to others but also to oneself which is expected to move in the desired direction.

H₁: There is an influence of motivation on job satisfaction

Leadership

According to Certo (2016, 323) in [\(Mubarok and Zein, 2019\)](#) states that Leadership is the process of directing the behavior of others towards the accomplishment of an objective, which can be interpreted as leadership is the process of directing one's behavior towards meeting a goal. According to Tead in Kartono (2014, 57) leadership is the activity of influencing people who have the desire to work together to achieve the desired goals ([Astuti and Iverizkinawati, 2018](#)). According to McShane and Von Glinow (2010, 360) in [\(Astuti and Iverizkinawati 2018\)](#) state that leadership is about influencing, motivating, and enabling others to contribute to the goals of organizational effectiveness and success where they are members of an organization or company.

H₂: There is an influence of leadership on job satisfaction

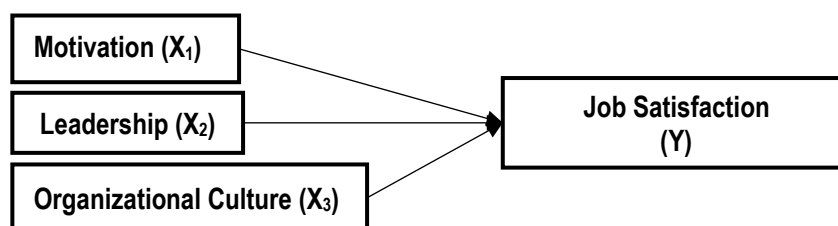


Figure 1. Research Model

Organizational Culture

Organizational culture can be defined as the accumulated shared learning of an organization or group when the organization or group solves external and internal problems that are considered valid, so it is taught to new members as the correct way to understand, think, feel and behave (Schein 2016, 6). Organizational culture according to Robbins and Judge (2019, 1648) refers to a shared meaning system held by members that distinguishes the organization from other organizations. The shared meaning system includes values, beliefs, and assumptions that characterize the organization. According to Wibowo (2016, 16) in Azzizah and Gulo (2023) organizational culture

is the basic philosophy of the organization which includes beliefs, and shared values that become the underlying characteristics of how to do things in an organization.

H₃: There is an influence of organizational culture on job satisfaction

Research Method

This research uses descriptive and causality methods. The object used is viscose department employees at PT X, totaling 147 employees using non-probability sampling method with purposive-sampling technique. The question instrument is measured using a Likert scale by giving respondents an answer choice of 1 to 5.

Research Result

Table 2. Respondents Characteristics

Characteristics	Scale	Amount
Gender	Male	146
	Female	1
Age	20 years – 27 years	10
	28 years – 35 years	49
	36 years – 43 years	54
	44 years – 51 years	28
	> 52 years	6
Latest Education	SMA/SMK	-
	Diploma	-
	S1	102
	S2	45
Length of time working	1 – 5 years	27
	6 – 10 years	18
	> 10 years	102

Source: Statistical Data Processing Result

Validity Test Result

Table 3. Motivation Validity Test Result (X_1)

Variable	Statement Items	r_{count}	r_{table}	Description
Motivation	MK1	0,694	0,1620	Valid
	MK2	0,721	0,1620	Valid
	MK3	0,590	0,1620	Valid
	MK4	0,592	0,1620	Valid
	MK5	0,497	0,1620	Valid
	MK6	0,675	0,1620	Valid

Source: Statistical Data Processing Result

Table 4. Leadership Validity Test Result (X_2)

Variable	Statement Items	r_{count}	r_{table}	Description
Leadership	K1	0,802	0,1620	Valid
	K2	0,724	0,1620	Valid
	K3	0,808	0,1620	Valid
	K4	0,737	0,1620	Valid
	K5	0,419	0,1620	Valid
	K6	0,601	0,1620	Valid

Source: Statistical Data Processing Result

Table 5. Organizational Culture Validity Test Result (X_3)

Variable	Statement Items	r_{count}	r_{table}	Description
Organizational Culture	BO1	0,711	0,1620	Valid
	BO2	0,777	0,1620	Valid
	BO3	0,704	0,1620	Valid
	BO4	0,557	0,1620	Valid

Source: Statistical Data Processing Result

Table 6. Job Satisfaction Validity Test Result (Y)

Variable	Statement Items	r_{count}	r_{table}	Description
Job Satisfaction	KK1	0,691	0,1620	Valid
	KK2	0,534	0,1620	Valid
	KK3	0,501	0,1620	Valid
	KK4	0,715	0,1620	Valid
	KK5	0,685	0,1620	Valid
	KK6	0,692	0,1620	Valid
	KK7	0,694	0,1620	Valid

Source: Statistical Data Processing Result

Reliability Test Result**Table 7. Reliability Test Result**

Variable	Number of Statements	Cronbach Alpha	Limit = 0,60	Description
Motivation (X ₁)	6	0.691	0.60	Reliable
Leadership (X ₂)	6	0.763	0.60	Reliable
Organizational Culture (X ₃)	4	0.633	0.60	Reliable
Job Satisfaction (Y)	7	0.766	0.60	Reliable

Source: Statistical Data Processing Result

Normality Test Result**Table 8. Kolmogorov-Smirnov Test Result**

<i>Asymp. Sig. (2-tailed)</i>	Alpha	Description
0,200	0,05	Normally Distributed

Source: Statistical Data Processing Result

Multicollinearity Test Result**Table 9. Multicollinearity Test Result**

Model	<i>Collinearity Statistic</i>		Description
	<i>Tolerance</i>	<i>VIF</i>	
1 Motivation	0,694	1,442	No Multicollinearity Occurs
Leadership	0,599	1,670	No Multicollinearity Occurs
Organizational Culture	0,662	1,511	No Multicollinearity Occurs

Source: Statistical Data Processing Result

Heteroscedasticity Test Result**Table 10. Glesjer Test Result**

Model	<i>Sig.</i>	Description
1 Motivation	0.315	No Heterscedasticity Occurs
Leadership	0.000	Heteroscedasticity Occurs
Organizational Culture	0.476	No Heterscedasticity Occurs

Source: Statistical Data Processing Result

Autocorrelation Test Result**Table 11. Autocorrelation Test Result**

Model	Durbin-Watson
1	1.991

Source: Statistical Data Processing Result

Model Feasibility Test**Table 12. Correlation Coefficient (R) and Coefficient of Determination (R²) Test Result**

Model	R	R Square	Adjusted R Square
1	0.645	0.416	0.404

Source: Statistical Data Processing Result

Multiple Linear Regression Test Results**Table 13. Multiple Linear Regression Test Results**

Model		Unstandardized Coefficient		Standardized Coefficient Beta	t	Sig.
		B	Std. Error			
1	(constant)	12.196	2.133		5.718	0.000
	Motivation	0.184	0.081	0.174	2.265	
	Leadership	0.381	0.077	0.407	4.931	
	Organizational Culture	0.275	0.117	0.185	2.353	

Source: Statistical Data Processing Result

Goodness of Fit Model (F test) Test Result**Table 14. Goodness of Fit Model (F test) Test Result**

Model		Sum of Square	Df	Mean Square	F	Sig.
1	Regression	358.195	3	119.398	33.937	0.000
	Residual	503.111	143	3.518		
	Total	861.306	146			

Source: Statistical Data Processing Result

Hypothesis Test Result (Uji t)**Table 15. Hypothesis Test Result (Uji t)**

Model		T	Sig.
1	(Constant)	5.718	0.000
	Motivation	2.265	0.025
	Leadership	4.931	0.000
	Organizational Culture	2.353	0.020

Source: Statistical Data Processing Result

Based on table 7, it can be concluded that all variables are used by researchers in this study, namely motivation, leadership,

organizational culture, and job satisfaction have a Cronbach Alpha value > 0.60. So that all

statements in the questionnaire are reliable and can produce stable answers over time.

Hypothesis one test obtained a significance value of $0.025 < 0.05$, reinforced by the Critical Value value, namely $t_{count} 2.265 > t_{table} 1.976$. So it can be concluded that there is an influence of Motivation (X1) on Job Satisfaction (Y).

The second hypothesis test obtained a significance value of $0.000 < 0.05$, reinforced by the Critical Value value, namely $t_{count} 4.931 > t_{table} 1.976$. So it can be concluded that there is an influence of Leadership (X2) on Job Satisfaction (Y).

The third hypothesis test obtained a significance value of $0.020 < 0.05$, reinforced by the Critical Value value, namely $t_{count} 2.353 > t_{table} 1.976$. So it can be concluded that there is an influence of Organizational Culture (X3) on Job Satisfaction (Y).

Based on the analysis that has been carried out in this study, it can be concluded that the variables of motivation, leadership and organizational culture have an influence on employee job satisfaction at PT. X.

The limitations in this study are heteroscedasticity in the regression model, the variables used in this study only use three variables, namely motivation, leadership and

organizational culture. The location of the research object is far away, resulting in limited time, energy and costs in completing this research.

The recommendations for further researchers are 1) Adding independent variables that are considered to have an influence on job satisfaction, 2) Increase the number of research samples, 3) Use research objects with different scopes or fields.

The recommendations for the company are 1) The company is expected that the company can increase motivation for employees through providing appropriate compensation for each employee with the aim of continuing to support employee satisfaction so that it can affect growth and success for the company, 2) Companies are expected to be able to continuously pay attention to leadership factors that can affect job satisfaction and pay attention to every responsibility held by leaders, fairness in the work environment and increase trust between leaders and employees, 3) Companies are expected to be able to continuously pay attention to organizational culture factors that can affect employee job satisfaction by having the right vision and mission and creating a comfortable and conducive work environment.

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