ARE TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL CULTURE ABLE TO INCREASE JOB SATISFACTION?

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Abstract: *This research is motivated by low job satisfaction. This study aims to determine and analyze whether transformational leadership and organizational culture can increase job satisfaction. The research method used in this research is descriptive method with a quantitative approach. The sample in this study was 100 employees using random sampling techniques. Data collection uses a questionnaire distributed to employees. The instruments used have been tested for validity and reliability. The collected data was analyzed using the classic assumption test and multiple linear regression using Excel and SPSS. The results of this study indicate that 1) Transformational leadership has a positive and significant effect on job satisfaction, 2) Organizational culture has a positive and significant effect on job satisfaction, and 3) Transformational leadership and organizational culture have a positive and significant effect on job satisfaction. The findings of this study indicate that if companies want to increase job satisfaction, companies must improve transformational leadership and organizational culture.*

Keywords: *Transformasional Leadership, Organizational Culture, Job Statisfaction*

1. Introduction

In a business environment that continues to develop and is competitive, employee job satisfaction has become the main focus for organizations that want to achieve long-term success (Badrianto & Ekhsan, 2020). Job satisfaction not only affects employees' personal well-being, but also has a direct impact on productivity, retention and the quality of service provided by the organization. In this context, the factors that influence job satisfaction are very important to understand and utilize (Zhang et al, 2020).

Two major factors that are gaining increasing attention in relation to job satisfaction are transformational leadership and organizational culture. Transformational leadership is a leadership approach that focuses on individual development, inspiring enthusiasm, and inspiring to achieve common goals (Tarí, Portela Maquieira, & Molina-Azorín, 2023). On the other hand, organizational culture includes the norms, values, practices, and behaviors that shape the environment within the organization (Arena, Hines, & Golden III, 2023).

Decades of research has provided strong evidence that transformational leadership has a positive impact on employee job satisfaction. Leaders who adopt this approach are able to create strong interpersonal relationships, give meaning to work, and empower employees to reach their full potential. Transformational leadership can also stimulate creativity and innovation, which contribute to higher levels of job satisfaction (Bagga, Gera, & Haque,

2023). Meanwhile, a positive organizational culture also plays an important role in shaping employee job satisfaction. A culture that encourages cooperation, rewards for achievement, supports personal development, and equality provides the basis for employees to feel valued and recognized in the work environment. When employees feel congruent with cultural values and feel support for their growth, they tend to have higher levels of satisfaction (Fok, Morgan, Zee, & Mock, 2023).

However, there is still little understanding of how the interaction between transformational leadership and organizational culture impacts job satisfaction simultaneously. Although research has identified the positive effects of each of these factors, research that focuses more on the ways in which these two factors influence each other and amplify their impact on job satisfaction is becoming increasingly important (Ndolu, Niha, & Manafe, 2022).

The aim of this research is to analyze the influence of transformational leadership and organizational culture on employee job satisfaction in an organizational context. This research aims to identify whether there is a relationship between transformational leadership practices implemented by organizational leaders and the existing organizational culture with the level of employee job satisfaction.

This research is expected to provide a valuable contribution to human resource management (HR) practices and organizational leadership. The research findings can help organizations design more effective leadership strategies and build an organizational culture that supports high levels of job satisfaction. In addition, this research can also form the basis for further research in this area.

2. Research Method

The research method used in this research is descriptive method with a quantitative approach. The sample in this study was 100 employees using random sampling techniques. Data collection uses a questionnaire that is distributed directly to employees. The measurement of job satisfaction variables uses five indicators from Afandi (2018), namely: 1) Work, 2) Wages, 3) Promotions, 4) Supervisors, and 5) Colleagues. Measurement of transformational leadership variables uses four indicators of Kinicki and Kreitner (2008), namely 1) Having exemplary abilities, 2) Being able to provide motivation and inspiration, 3) Being able to provide intellectual stimulus and 4) Having individual sensitivity and measuring organizational culture variables using seven indicators from Robbins (2015), namely 1) Innovation and risk return, 2) Paying attention to details, 3) Result orientation, 4) People orientation, 5) Team orientation, 6) Aggressiveness, and 7) stability. Previous research instruments have been tested for validity and reliability. The data analysis technique used in this research is classical assumption testing and then multiple linear regression with the help of Excel and SPSS applications.

3. Results and Disscussion
3.1. Results
General Description of Research Respondents

The number of samples in this study were 100 employees. Descriptively the results of data collection and processing are presented in the following description:

a) Respondents Based on Gender

Based on gender, the distribution of respondents can be seen in Table 1 below:

Table 1.
Distribution of Respondents Based on Gender

Gender	Frequency	%
Male	45	45
Female	55	55
Total	**100**	**100**

Source: Data Processing, 2023

Based on Table 1 above, it is known that the respondents in this study were mostly male, namely 45%, while only 55% were female.

b) Respondents Based on Age
Based on age, the distribution of respondents can be seen in Table 2 below:

Tabel 2.
Distribution of Respondents Based on Age

Age	Frequency	%
< 25 Year	40	40
25 – 40 Year	40	40
> 40 Year	20	20
Total	**100**	**100**

Source: Data Processing, 2023

Based on Table 2 above, it is known that the majority of respondents in this study were < 25 years old and 25 - 40 years old, namely 40%, while the least respondents were > 40 years old, namely 20%.

Classic Assumption Test
a) Normality Test

Table 3.
One Sample Kolmogorov-Smirnov Normality Test Results

Significance	Description
.260[c,d]	Normally Distributed

Source: Data Processing, 2023

A model is said to have a normal distribution if the difference value and significance value (Sig). >0.05. Based on the table above, it can be seen that this model is normally distributed, this is evidenced by a significance value > 0.05, which is 0.255.

b) Heteroscedasticity Test
To see whether there is heteroscedasticity or not, you need to look at the scatter plot graph, namely by looking at the points in the graph.
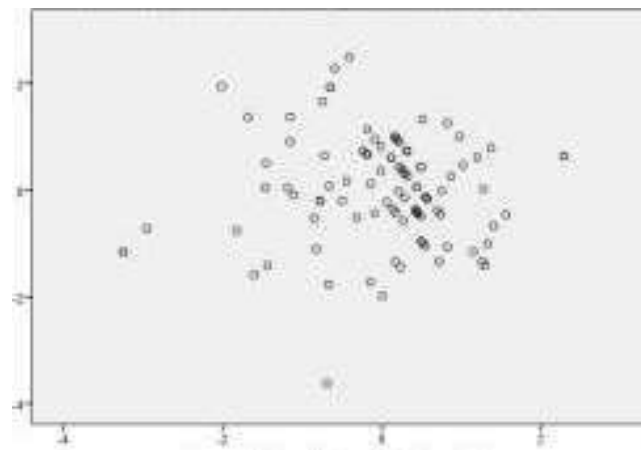
Figure 1.
Heteroscedasticity Test Results
Source: Data Processing Results, 2023

Figure 1 shows that small circles are seen randomly distributed throughout the area both above and below the number 0. This means that heteroscedasticity in the regression model of this study does not occur.

c) Multikolonierality Test

Table 4.
Multikolonierality Test Results

Variable	Collinearity Statistics		Description
	Tolerance	**VIF**	
Transformational Leadership (X1)	0.350	3.600	Multicollinearity Free
Organizational Culture (X2)	0.355	4.300	Multicollinearity Free
Job Satisfaction (Y)	0.365	3.300	Multicollinearity Free

Source: Data Processing Results, 2023

If the tolerance value is > 0.10 or < 1 and VIF < 10, then multicollinearity does not occur. Based on the table above it can be concluded that all are free of multicollinearity, this is evidenced by a tolerance value of > 0.10 or < 1 and VIF < 10.

Multiple Linear Regression Analysis

Table 5.
Multiple Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	**Std. Error**	**Beta**		
Constant	6.410	6.400		.850	.300
Transformational Leadership	.306	.080	.240	3.420	.000
Organizational Culture	.620	.060	.530	4.100	.000

Source: Data Processing, 2023

F Test

Table 6.
F Test Results

Model	Sum of Squares	Df	Mean Square	F	Sig
Regression	1652.500	2	870.200	35.060	.000b
Residual	2222.200	98	21.250		
Total	3950.800	98			

Source: Data Processing, 2023

The F statistical test basically shows whether all the independent variables included in the regression model have a joint influence on the dependent variable. Table 6 above indicates that the calculated F value is 35,060 with a significance level of 0.000.

Uji Koefisien Determinasi (R2)

Table 7.
Determination Test Results (R2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.645a	.480	.520	4.520

Source: Data Processing, 2023

Table 7 above shows that the Adjusted R2 value obtained is 0.520, meaning that job satisfaction can be explained by the independent variables, namely transformational leadership and organizational culture, at 52.00%. The remaining 48.00% is explained by other variables not included in this study.

Hypothesis Testing (t Test)

Table 12.
t Test Results

Model	t	Sig.
Transformational Leadership	3.420	.000
Organizational Culture	4.100	.000

Source: Data Processing, 2023

3.2. Discussion
The Influence of Transformational Leadership on Job Satisfaction

The influence of transformational leadership on job satisfaction is very significant. This leadership style creates a work environment that motivates, inspires, and supports individual development (Anggraeni, & Santosa, 2013). High job satisfaction not only benefits individuals personally, but also has a positive impact on overall organizational performance (Triyanto, 2009). Therefore, organizations that wish to increase the job satisfaction and productivity of their employees can consider adopting a transformational leadership approach in their management practices (Sunarta, 2019).

Transformational leadership is a leadership approach that focuses on motivating and inspiring team or organization members to achieve their best potential. This leadership model emphasizes developing a shared vision, empowering team members, and creating an environment that supports growth and innovation. The influence of transformational leadership on job satisfaction is an interesting subject in the field of industrial and

organizational psychology, because it is considered to have a significant impact on organizational performance and individual welfare (Safrizal, 2022).

Transformational leadership tends to encourage intrinsic motivation in team members. Transformational leaders are able to communicate a strong vision and motivate team members to work towards a common goal (Monje-Amor, A., Vázquez, J. P. A., & Faíña, 2020). By linking daily tasks to a larger purpose, this leadership stimulates a sense of involvement and responsibility for the work. Transformational leaders generally show care and concern for the needs and development of team members. With positive interpersonal relationships, employees feel valued and supported in their career development. This can greatly contribute to job satisfaction, as positive relationships in the workplace are often an important factor in the employee experience (Farahnak, L. R., Ehrhart, M. G., Torres, E. M., & Aarons, 2020).

Transformational leadership encourages the achievement of shared goals by formulating a vision that inspires and mobilizes team members. When employees feel that their efforts are contributing to the achievement of a larger goal, they feel a sense of meaning in their work. This can increase job satisfaction by bringing a sense of accomplishment and recognition. Job satisfaction is also closely related to employee psychological well-being (Sulistyawati, N., Setyadi, I. K., & Nawir, 2022). Transformational leadership can create an environment that supports personal and professional development. Employees who feel supported in career development and have opportunities to learn and grow tend to have higher levels of psychological well-being (Prayekti, P., & Pangestu, 2022).

The Influence of Organizational Culture on Job Satisfaction

Organizational culture has a very important role in shaping employee job satisfaction. Cultures that support positive values, cooperation, inclusivity, recognition, flexibility, learning, and open communication tend to create a satisfying work environment (Xaverius, 2016). Organizations that invest in developing a positive culture will often experience increases in employee job satisfaction, which in turn can contribute to overall organizational performance and success. Organizational culture refers to the set of norms, values, beliefs, behaviors, and practices shared within an organization. Organizational culture plays an important role in shaping the work environment, interactions between team members, and views about work. The influence of organizational culture on job satisfaction has a significant impact on individual and group performance within the organization (Herawan, 2015).

Strong organizational cultures tend to have clear shared values and goals. When team members feel connected to these values and feel that their work is in line with organizational goals, they are more likely to feel satisfied with their contribution to a common goal (Janićijevic, N., Nikčević, G., & Vasić, 2018). Organizational culture can influence leadership behavior and role models within it. Supportive, transparent, and fair leadership often increases job satisfaction. If the culture encourages cooperation and mutual support between team members and leaders, this can have a positive impact on employees' perceptions of their work environment (MacIntosh, E. W., & Doherty, 2010).

An organizational culture that supports inclusivity and diversity drives job satisfaction. When every team member feels valued and supported regardless of background, gender, or other uniqueness, this creates a positive and satisfying work environment (Paramita, A. P. D., & Kartika, 2020). An organizational culture that encourages recognition and appreciation for employee achievements tends to increase job satisfaction. When hard work and contributions are recognized, employees feel appreciated and motivated to continue performing well. An organizational culture that supports flexibility and work-life balance creates better conditions

for job satisfaction. Employees who are given the opportunity to adjust their work schedule according to personal needs tend to feel more satisfied with their jobs (Sari, A. R., & Muhtadi, 2023).

The Influence of Transformational Leadership and Organizational Culture on Job Satisfaction

Transformational leadership and organizational culture have a strong impact on employee job satisfaction. Leaders who are able to inspire and create a work environment that supports positive values, along with an organizational culture that encourages appreciation, empowerment, and teamwork, tend to produce employees who are more satisfied and engaged in their work (Wahyuniardi, R., & Nababan, 2018). A good combination of transformational leadership and a positive organizational culture can create a work environment that promotes growth, creativity, and productivity, as well as increases employee satisfaction and welfare (Ritawati, 2013).

Job satisfaction is an individual's evaluation of their experience and perception of the work they do. Factors that influence job satisfaction can come from various aspects of the work environment, including the leadership style adopted and the existing organizational culture. In this context, transformational leadership and organizational culture play an important role in shaping the level of employee job satisfaction (Asriani, A., Mintarti, S., & ZA, 2020). Transformational leadership involves the leader's ability to inspire, motivate, and direct team members towards the attainment of larger organizational goals. In the context of influence on job satisfaction, transformational leadership has several positive impacts such as motivation and commitment, employee empowerment and personal and employee development (Lestari, A. N., & Suryani, 2018).

Transformational leadership and organizational culture can strengthen each other. Transformational leaders who promote values that fit the organization's culture can strengthen that culture. On the other hand, an organizational culture that supports employee empowerment and engagement can provide an environment that supports transformational leadership practices (Zeindra, F. A., & Lukito, 2020; Prasetyaningtyas, W. S., Raharjo, K., & Afrianty, 2020).

4. Conclusion

Based on the results of research and data processing on Are Transformational Leadership And Organizational Culture Able To Increase Job Satisfaction?, the authors can draw conclusions: 1) Transformational leadership has a positive and significant effect on job satisfaction, 2) Organizational culture has a positive and significant effect on job satisfaction, and 3) Transformational leadership and organizational culture have a positive and significant effect on job satisfaction.

Based on the results, discussion and conclusions that have been presented by the authors above, the authors' recommendations are 1) For companies, it is better to carry out Open and Transparent Communication, Giving Awards and Recognition, Creating a Positive Work Environment, Career Development and Educational Opportunities, Organizational Culture positive by considering the needs, values, and characteristics of employees in the company, 2) For employees, it is better if they are active in taking a role in the work environment and looking for ways to stay motivated and satisfied with the work being done 3) For future researchers, it is better to conduct research with adding other variables which are thought to also have an influence on increasing employee satisfaction.

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