
THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE, WORK ENVIRONMENT AND ORGANIZATIONAL CULTURE ON EMPLOYEE JOB SATISFACTION AT PT BHINNEKA TEKNO SEJATI

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ABSTRACT

This study aims to determine how much influence Leadership Style, Organizational Culture and work environment have on employee job satisfaction at PT Bhinneka Tekno Sejati. This study was conducted at PT Bhinneka Tekno Sejati. This study uses a quantitative approach. The sampling technique, namely the saturated sample method in this study, is a technique for determining samples from the population that is carried out for the entire population without considering strata in the population. The data collection technique uses observation in the form of a questionnaire. The data processing techniques used in this study are validity testing, reliability testing, multiple linear regression testing, determination coefficients, and simultaneous tests. The variables of the transformational Leadership style (X1), work environment (X2), Organizational Behavior (X3), job satisfaction (Y), the results of the validity test have a CITC value greater than 0.30. The results of the study obtained a significant level of P-value (0.000) <0.05, which means that there is an influence between Transformational Leadership Style on Job Satisfaction, which is 72,3%. There is an influence between Work Environment on Job Satisfaction, which is 75,5%. There is an influence too between Organizational Behavior on Job Satisfaction which is 86,5%. And there are influence between Transformational Leadership Style, Work Environment and Organizational Behavior on Job Satisfaction which are 88%.

KEYWORDS

Transformational Leadership style, Work Environment, Organizational Culture, Job satisfaction



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INTRODUCTION

Employee satisfaction is an important thing related to employee performance. In an organization, human resources always have the most important position. Because of their role as planners, actors, and determinants of the realization of organizational goals, humans play an active and dominant role in every organizational activity. Human resources are inseparable from the role of Leadership.

The function of Leadership here is the organizational manager who determines the high and low quality of employee work that starts from employee performance. However, the ability of leaders to lead schools affects the implementation of good management. Leadership is an effort to influence others to guide and inspire them to achieve predetermined goals with enthusiasm and earnestness.

According to Hasibuan (2003), leadership is the way a leader influences the behavior of subordinates so that they are willing to work together and work effectively and efficiently to achieve organizational goals. A good leader is actually a leader who is willing to sacrifice and care for others and is of service. A leader is someone who reflects a figure who is a role model for his subordinates. Many leaders are present without reflecting the figure of a leader who should be, instead there are leaders who are far from the expectations of members of an organization, do not care about the fate of subordinates, and almost never think about serving subordinates.

Leaders who have a clear and inspiring vision about the future of the organization are Transformational leadership styles. This leadership style is able to communicate this vision clearly to all members of the organization and encourage them to commit to achieving it. According to Robbins (2007) Transformational Leadership is a leader who pays attention to the things and development needs of each of its members, Transformational leaders change the awareness of their members about problems by helping them see old problems in new ways, and motivate followers to make more efforts to achieve group goals. In addition to leadership, the environment is also a factor in employee job satisfaction because according to Ita Rahmawati et al. (2020: 7), the work environment includes everything around employees when they work, both physically and non-physically. One of the important things that employees must pay attention to when working is a good work environment. A healthy, safe, and comfortable work environment will allow employees to carry out their duties optimally and obtain optimal results.

The following is table 1 which shows the working environment conditions at PT Bhinneka Tekno Sejati:

Table 1: Working environment conditions at PT Bhinneka Tekno Sejati

| No | Work environment | Information |
|----|------------------|---|
| 1 | Physique | - Lack of cleanliness standards in the packing area - many employees are less concerned about safety attributes. - There is an attitude of envy between new and old employees |
| 2 | Non physical | |

Source: PT Bhinneka Tekno Sejati, 2024

Organizational culture is also a determining factor in employee satisfaction or dissatisfaction. The transition from manual tradition to technology can be a culture that is still preserved in the company. Technological change is an indicator to determine an employee's ability to work. An unadaptive attitude towards technology shows that they do not support technological change and still adopt the old organizational culture, namely manually inputting data into books, not through computers, which is usually done by Baby Boomers Generation employees. Organizational culture according to Robbins (2003) is a system of shared meanings adopted by members that distinguishes an organization from other organizations. This system of shared meanings, when observed more closely, is a set of main characteristics that are valued by an organization. Organizational culture is a pattern of beliefs and organizational values that are understood, imbued and practiced by the organization so that the pattern provides its own meaning and becomes the basis for behavioral rules in the organization so that it has a volume and workload that must be realized in order to achieve organizational goals.

Creative people have high initiative in changing a condition for the better and benefiting the company. Creativity is defined as the ability to imagine and generate new ideas by combining, changing or applying existing ideas in ways that have not been thought of before. Creative ideas that are then processed through several stages to produce products or services or business models are called innovation (Zimmerer 2008:57 in Lengkey et al., 2021). Creativity is not just luck but is conscious hard work. Failure for creative people is just a nuisance variable for success. Creative people use the knowledge we all have and make leaps that make it possible, they see things in new ways. Creativity enables new discoveries in the fields of science and technology, as well as in all fields of human endeavor. Without Leadership Style, Work Environment and Organizational Culture, there will be no employee job satisfaction at PT Bhinneka Tekno Sejati. PT Bhinneka Tekno Sejati is a long-established freight forwarder company located in the Kelapa Gading area with reliable human resources whose competence is supported by the role of talent management to produce innovation and creativity to improve quality performance.

Theoretical Basis

Human Resource Management

The definition of Human Resource Management according to Bintoro and Daryanto (2017:15) states that human resource management is a science or way of managing the relationship and role of resources (workforce) owned by individuals efficiently and effectively and can be used optimally so that the common goals of the company, employees and the community are achieved optimally.

Transformational Leadership Style

According to Permatasari et al. (2017), transformational leadership is a leadership style that inspires followers to put aside personal interests for the good of the organization. They do this by using an idealized influence approach, inspirational motivation, intellectual stimulation, and an individual approach. From a personal perspective, a transformational leader can be described as someone who can protect and make his followers feel safe and secure, who can accept and control all their desires, and who supports his followers. According to Bass in Insan (2019), transformational leadership is a type of leadership that has a significant impact on its followers and inspires them to leave their personal interests for the good of the organization. Based on the definition above, it can be concluded that transformational leadership functions to change followers' awareness of problems by helping them see old problems in a new way. In addition, transformational leadership has the ability to encourage, arouse, and encourage followers to try harder to achieve organizational goals.

Elements of Transformational Leadership Style

Related to transformational leadership, Burd in Danim and Suparno (2009) stated that transformational leadership is an approach applied in order to maintain leaders and their organizations by combining three elements, namely: 1. Strategy Efforts to realize a vision into reality require strong and superior leadership capacity. 2. Leadership The ability of leaders to realize programs based on strategies in accordance with the functions and situations faced. 3. Culture Motivating subordinates to implement strategies, understanding the growing work culture, quickly accepting differences that are innovative.

Transformational Leadership Style Indicators

According to Bass in Insan (2019), transformational leadership Individualized Consideration has the following indicators: a. Paying attention to subordinates b. Reflecting, thinking, and identifying individual needs c. Identifying subordinates' abilities d. Coaching and providing feedback on self-development.

Work Environment

Sedarmayanti in Rusdiana & Yuliati (2021) stated that the work environment is all the tools and materials faced, the surrounding environment in which a person works, work methods, and work arrangements both as individuals and groups. According to Sedarmayanti, work environment indicators consist of: a. Lighting

The suitability of lighting at work can provide an individual with comfort and focus at work, therefore it is important that the lighting in a room or work environment can also be considered. b. Air temperature Air temperature is the condition of the air temperature in a room or work environment, where the temperature or air temperature should not be too hot or too cold because this can affect an individual's comfort at work. c. Noise, namely a condition where the level of sound can affect a person in their activities. d. Use of color The choice of colors in a work environment can also indirectly affect a person's mood or atmosphere at work.

Organizational Culture

According to Sutrisno in Indrasari (2017), organizational culture is a system of beliefs, values, assumptions, and norms that have been agreed upon and followed by members of the organization to direct behavior and solve problems within the organization. According to Phiti Sithi Ammuai in Syahyuni (2018), organizational culture is a set of basic assumptions and beliefs that are inherited to overcome adaptation problems. Indicators of Organizational Culture According to Edison, et al. in Sumaila (2022), the indicators of organizational culture are as follows: 1. Self-awareness Members of the organization consciously work to get satisfaction from their work, develop themselves, obey the rules, and offer quality products and high services. 2. Aggressiveness Members of the organization set challenging but realistic goals. They set work plans and strategies to achieve these goals and pursue them enthusiastically. 3. Personality Members are respectful, friendly, open, and sensitive to group satisfaction and pay close attention to aspects of customer satisfaction, both internal and external customers. 4. Performance of Organizational Members has creativity value, fulfills quantity, quality, and efficiency. 5. Team orientation Organizational members cooperate well and communicate and coordinate effectively with the active involvement of members, which in turn results in high satisfaction and shared commitment.

Job Satisfaction

Job satisfaction according to Handoko in Yunita et al., (2024) job satisfaction is a pleasant or unpleasant emotional state for employees to view their work. Indicators of job satisfaction according to Handoko consist of: a. Work About how much work a person does is able to make him learn and develop and feel happy, where the work done is in accordance with his educational background and abilities. b. Wages Wages are a nominal amount that is used as a reward for someone as a sign of remuneration for work that has been done which is considered fair. c. Promotion Promotion is in the form of giving a promotion that can make someone possible to develop more in work, this is related to whether or not there is a career opportunity given. d. Supervisor About how a superior gives direction in working to his employees whether it is clear or not, and how he controls his employees. e. Coworkers About how the relationship is between an employee and his fellow coworkers

Hypothesis Development

Leadership Style and Employee Job Satisfaction

According to Meliala (2023), leaders are expected to be able to implement transformational leadership because it has been proven to increase employee job satisfaction. With employees feeling satisfied with their leaders, the work results will also be better than before. This opinion is supported by Risambessy et.al (2012) who said that the implementation of a transformational leadership style will be able to influence job satisfaction. The more effective the transformational leadership style is applied, the higher the level of employee job satisfaction.

H1: Transformational Leadership Style has a significant influence on employee job satisfaction

Work Environment and Employee Job Satisfaction

According to Sedarmayanti (2021), the work environment is defined as all the tools and materials faced, the environment around where someone works, work methods, and work arrangements both individually and in groups. A comfortable work environment for employees will create job satisfaction for employees so that company goals can be achieved properly. Therefore, researchers can formulate the following hypothesis:

H2: Work Environment has a significant influence on Job Satisfaction.

Organizational Culture and Employee Job Satisfaction

Vebrianis, et al (2021) Organizational Culture that is implemented positively by the organization can have a positive effect on the Job Satisfaction of its employees. Likewise, if the organizational culture that is implemented is not good, it can have a negative effect on the job satisfaction of its employees. In line with the results of a study by Koesmono (2015) which found that organizational culture has a positive effect on motivation and job satisfaction.

H3: Organizational Culture has a significant influence on Job Satisfaction

Leadership Style, Work Environment, Organizational Culture and Employee Job Satisfaction

According to Kristian, et al (2022) Transformational Leadership Style, Work Environment and Organizational Culture increase Employee Job Satisfaction because one of the goals to be achieved is that employees are satisfied with their jobs. Employees are said to be satisfied with their jobs if they have a positive assessment of their jobs. Workers in the company are competent employees such as employees who provide their energy, have talent, creativity and high enthusiasm.

H4: Leadership Style, Work Environment and Organizational Culture affect Employee Job Satisfaction

Based on the hypothesis that has been formulated above, the research model can be described in the following figure 1:

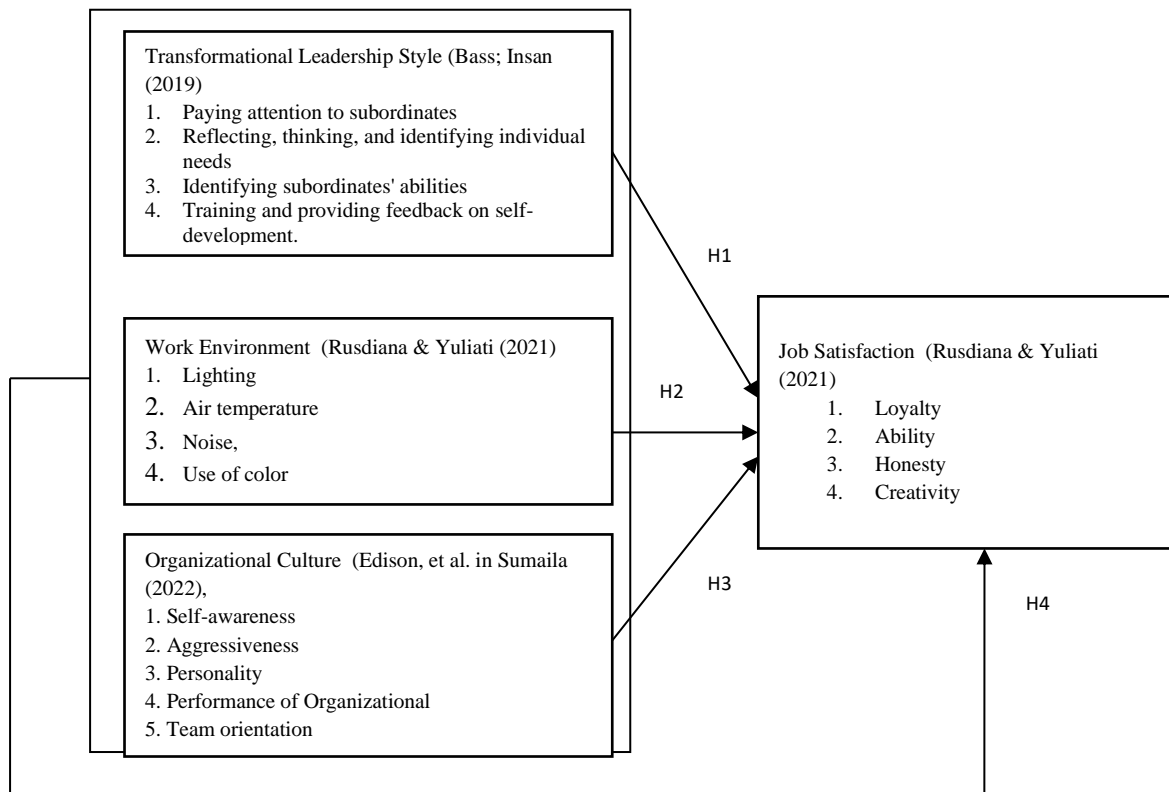


Figure 1. Theoretical Model
Source: Researcher, 2024

RESEARCH METHOD

According to Muhammad Ramadhan (2021) The research method is basically a scientific way to obtain data with certain purposes and uses. The research in this thesis uses a quantitative method, namely comparing theoretical knowledge related to the research object and the research results obtained from filling out the questionnaire by the sample, namely employees of the PT Bhinneka Tekno Sejati.

According to Sugiyono in Eddy Roflin et al. (2021) Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then conclusions drawn. The population of this study was all employees of the PT Bhinneka Tekno Sejati.

According to Sugiyono (2020) states that a sample is part of the number and characteristics possessed by the population. If the population is large, and the researcher cannot study everything in the population, then the researcher will take a sample from that population. What is learned from the sample, the conclusion will be applied to the population. The sample in this study was 36 employees of PT Bhinneka Tekno Sejati

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Data collection techniques, there are two things that must be considered, namely the method and with the explanation above, this study uses the following data collection techniques:

a. Observation

Data collection techniques carried out by direct observation of the subject or object of research. This technique is carried out objectively. In conducting observations, the author carefully observes the situation of the research object and notes and records all things in the research object related to the information to be obtained from the research object.

b. Unstructured interviews

According to Sugiyono (2020: 140) Unstructured interviews are free interviews where researchers do not use interview guidelines that have been systematically and completely arranged for data collection.

c. Questionnaires

According to Sugiyono (2020: 142) Questionnaires are data collection techniques carried out by giving a set of written questions or statements to respondents to answer. Some principles of questionnaire research as data collection techniques are the principles of measurement research and physical appearance. In filling out the questionnaire, the way to answer is simply by putting a checklist in the column provided. From the questionnaire answers, the author will get the research results. The distribution of this questionnaire is designated according to the population (Employees of PT Bhinneka Tekno Sejati).

After data collection by distributing questionnaires to respondents to measure attitudes, the data processing technique that will be used is the Likert scale. According to Sugiyono (2020:93) the Likert scale is used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena. With a Likert scale, the variables to be measured are described into variable indicators. Then the indicators are used as measuring points to calculate instrument items which can be in the form of statements or questions.

Table 1. Likert Scale Model

| Indicator | Value |
|---------------|-------|
| Very Agree | 5 |
| Agree | 4 |
| Neutral | 3 |
| Disagree | 2 |
| Very disagree | 1 |

Source: Sugiyono (2020)

If the collected data has been processed using a Likert scale, it will then be tested and analyzed using descriptive statistics, data quality tests, classical assumption tests and hypothesis tests on the data processing instruments used.

Validity test

According to Sugiyono (2020) A valid instrument means that the measuring instrument used to obtain data (measure) is valid. Validity test. The instrument used is content validity with item analysis, which is done by calculating the correlation between the instrument item score and the total score. If the correlation value is above 0.30, the item is said to be valid, conversely, if the correlation value is below 0.30, the item is said to be invalid. A questionnaire can be said to be valid if all indicators in the study have a value above 0.30 compared to the values in the corrected item - total correlation (CITC) column with the following provisions:

CITC > 0,30 valid

CITC < 0,30 Invalid

Reliability test

According to Sugiyono in Evi Noviani, Indri Guslina & Retno Pratiwi (2024) reliability test to determine whether the data collection tool can show the level of accuracy, level of accuracy, stability or consistency in revealing certain symptoms. A reliable instrument is an instrument that when used several times to measure the same object, will produce the same number. Reliability testing in this study was measured using the cornbach alpha coefficient of each question item in a variable. An instrument is said to be reliable if the cornbach alpha value is greater than 0.60 so it is said to be reliable.

Regression

Simple linear regression

According to Dewi Sri Susanti et al. (2019:8). Simple Linear Regression is a statistical method used to explain the relationship between one independent variable and one response variable (dependent), where the relationship between the independent variable and the response variable is considered "linear". The simple linear regression equation is as follows:

$$Y = a + bx$$

Y = Subjects in the predicted dependent variable

a = Constant

b = Coefficient of variable Independent

x = Variable independent

Multiple linear regression

This analysis is used to determine the direction of the relationship between the independent variable and the dependent variable, whether each independent variable is positively or negatively related and to predict the value of the dependent variable if the value of the dependent variable increases or decreases (Zulaika Matondang et al. 2021:17). The form of the multiple linear regression model equation in this study is as follows:

$$Y = a + b X_1 + b X_2 + e$$

Y = Dependent variable employee job satisfaction

X₁ = Independent variable of Transformational Leadership Style

X₂ = Independent variable Work Environment

X₃ = Independent variable Organizational Behavior

a = Multiple linear regression constant

b = Regression coefficient on each independent variable

e = Error level

Correlation

The correlation test is used to determine the strength or weakness of the relationship between the independent variable and the dependent variable which can be calculated using the correlation coefficient. The PPM (Person Product Moment) correlation is symbolized (r) with the provision that the r value is not more than the price (-1 ≤ r ≤ +1). If the r value = -1 means a perfect negative correlation, the r value = 0 means there is no correlation and the r value = 1 means a very strong correlation. The meaning of the r price will be consulted with the following value interpretation table:

Table 2. Interpretation of correlation coefficients

| No | Interval Coefficient | Level |
|----|----------------------|---------------|
| 1 | 0,00 – 0,199 | Very Low |
| 2 | 0,20 – 0,399 | Low |
| 3 | 0,40 – 0,599 | Medium |
| 4 | 0,60 – 0,799 | Strength |
| 5 | 0,80 – 1,000 | Very Strength |

Source : Sugiyono (2020)

T test

The t-test is conducted with the aim of partially testing whether the dependent variable (X) has an influence on the independent variable (Y). The tester uses a significance value of 0.05 (5%). Kriteria pengujian ditentukan sebagai berikut:

- a. If the sig value < 0.05 then it can be said to be significant, where H_0 is rejected and H_1 is accepted, meaning that the independent variable has a significant effect on the dependent variable.
- b. If the sig value > 0.05 then it can be said to be insignificant, where H_0 is accepted and H_1 is rejected. So there is no influence of the independent variable on the dependent variable. (Ghozali in Syarif Hidayatulloh, et al. 2023:103).

F test

The F statistical test shows whether all independent or free variables entered into the model have a joint influence on the dependent or bound variable. The F statistical test is used to determine all independent variables entered into the regression model together on the dependent variable tested at a significance level of 0.05. (Ghozali in Syarif Hidayatulloh, et al. 2023:103). Based on the significance value (Sig) of the ANOVA output.

- a. Sig value < 0.05 , then the hypothesis is accepted. This means that the Work Environment (X1) and Job Stress (X2) simultaneously influence Job Satisfaction (Y).
- b. Sig value > 0.05 , then the hypothesis is rejected. This means that the Work Environment (X1) and Job Stress (X2) simultaneously do not affect Job Satisfaction (Y).

Coefficient determination test

If the correlation coefficient is squared, it will become the determining coefficient (Kp) or determination coefficient (Kd). This means that the cause of changes in variable Y comes from variable X as much as the square of its correlation coefficient. The determination coefficient is used to find out how much influence variable X (Transformational Leadership Style, Work Environment, Organizational Behaviour) has on variable Y (Employee Job Satisfaction). To see how much influence variable X1, X2, X3 (Independent Variable) has on variable Y (Dependent Variable), it is usually expressed in the form of a percentage (%).

The formula for the coefficient of determination is as follows:

$$Kp = r^2 \times 100\%$$

Kp = determining coefficient

R² = Multiple correlation coefficient

RESULT AND DISCUSSION

Result

Table 3 Hypothesis Testing

| Hypothesis | Estimate | p-value | Decision |
|--------------|----------|---------|----------|
| Hypothesis 1 | < 0,005 | 0.000 | Accepted |
| Hypothesis 2 | < 0,005 | 0.000 | Accepted |
| Hypothesis 3 | < 0,005 | 0.000 | Accepted |
| Hypothesis 3 | < 0,005 | 0.000 | Accepted |

Source: Data processed (2024)

From table 3, it can be seen that All Hypothesis result the p-value (Sig) = $0.000 < 0.05$, so from these results it can be said that Hypothesis null is rejected and All Hypothesis are accepted so that there is are influence between the Transformational Leadership Style (X_1), Work Environmentwork (X_2), Organizational Behavior (X_3) on job satisfaction (Y).

Table 4 Coefficient determination test

| Hypothesis | Estimate | Coefficient Determination test | Decision |
|--------------|-------------------|-----------------------------------|----------------------|
| Hypothesis 1 | 0.500 Significant | .723 | Positive Significant |
| Hypothesis 2 | 0.500 Significant | .755 | Positive Significant |
| Hypothesis 3 | 0.500 Significant | .865 | Positive Significant |
| Hypothesis 4 | 0.500 Significant | .880 | Positive Significant |

Source: Data processed (2024)

From table 4, Hypothesis 1 result Coefficient determination 0,723, so from these results it can be said that Hypothesis is Positive Significant, Hypothesis 2 result Coefficient determination 0,755, so from these results it can be said that Hypothesis is Positive insignificant. Hypothesis 3 result Coefficient determination 0,865, and also Hypothesis 4 result coefficient determination 0,880 so from these results it can be said that Hypothesis is Positive Significant.

Discussion

The purpose of this study is to explore Transformational Leadership Style (X_1), Work Environment (X_2) and Organizational Behavior (X_3) on Job Satisfaction (Y). In the Transformational Leadership Style (X_1), the validity test results have a CITC value greater than 0.03 and cronbach alpha value $0,937 > 0.60$ is obtained, the Work Environment (X_2) the validity test results have a CITC value greater than 0.003 and of are valid and cronbach alpha value $0.933 > 0.60$ is obtained, the Organizational Behavior (X_3), the validity test result have a CITC value greater than

0.03 and cronbach 0.987 > 0.060 is obtained, the Job Satisfaction (Y) the validity test results have a CITC value greater than 0.003 and of are valid and cronbach alpha value 0.969 > 0.60 is obtained, therefore it can be concluded that all statement items for the independent variable. Therefore it can be concluded that all statement items for the independent variable and Dependent Variable are valid and reliable.

Thus it can be concluded that there is an influence of Transformational Leadership Style on Job Satisfaction are 72,3% according to the calculation of determination R Square (R^2) and the remaining 27,7% is influenced by other factors. That in testing the Work Environment on Job Satisfaction are 75,5% according to the calculation of determination R Square (R^2) and the remaining 24,5% is influenced by other factors. That in testing the Organizational Behavior on Job Satisfaction are 86,5% according to the calculation of determination R Square (R^2) and the remaining 13,5% is influenced by other factors. That in testing Transformational Leadership Style, Work Environment and Organizational Behavior on Job Satisfaction are 88% according to the calculation of determination R Square (R^2) and the remaining 12% are influenced by others factors.

CONCLUSION

This study suggests that all hypotheses tested in this study have been successfully proven. There is an influence of Transformational Leadership Style, Work Environment, Organizational Behavior and work satisfaction among PT Bhinneka Tekno Sejati.

The management of the company must pay more attention to issues related to the physical and non-physical work environment, such as repairs to damaged facilities, procurement of work facilities that have not been met, maintaining and preserving good relations between employees, immediately resolving if there are indications of problems in work relations, so as to create a comfortable atmosphere and provide satisfaction to employees.

The management of the foundation must pay more attention to issues related to employee job satisfaction, such as proper placement and in accordance with expertise, work atmosphere and environment, equipment that supports the implementation of work, leadership attitudes in leading and fair and appropriate work environment, maintaining job satisfaction in employees will improve employee performance, so that operational activities can run well and the goals of the foundation can be achieved.

This research can be used as a reference for further research for variables that are not studied in this research, because from the results of the research that has been conducted, there is still a percentage of the influence of other variables outside the variables of this research, perhaps such as organizational culture variables, leadership style and others.

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