Research Paper

The Influence of Transformational Leadership and Organizational Culture on Job Satisfaction Through Motivation at PT. Pertamina Hulu Indonesia Finance Department

Rudi Hendratno[1], Imam Wibowo[2], Guswandi[3]
Universitas Krisnadwipayana, Jakarta Indonesia
Email: rhendratno74@gmail.com

ABSTRACT

PT. Pertamina Hulu Indonesia continuously strives to improve company performance through job satisfaction. Theoretically, job satisfaction is an individual's affective orientation towards the work role he is currently occupying and everything related to the employee's feelings towards the job received in all its aspects or the extent to which an employee likes or dislikes a job. If employees have weak job satisfaction, it will give rise to a tendency for employees to resign or they will work at their own pace so that performance cannot be achieved optimally. Likewise, if employee job satisfaction is high, they will work optimally in line with what is desired by the organization or company. This research is a type of descriptive research. The approach used this research method uses a correlational approach, which is research to see the relationship between one or several variables or changes in one another. Based on the results of the research that has been conducted, it can be seen that transformational leadership and organizational culture have a significant direct effect on employee work motivation. This can be interpreted to mean that the greater or better the transformational leadership and organizational culture implemented, the greater the employee's or employees' work motivation. Meanwhile, based on the results of research conducted to test the fifth hypothesis, it can be concluded that motivation is unable to mediate the influence of organizational culture on employee job satisfaction. In conclusion, leadership style and organizational culture have a significant influence on job satisfaction directly, but indirectly motivation is unable to mediate the influence of leadership style and organizational culture on job satisfaction.

Keywords: *Transformational Leadership, Organizational Culture Job Satisfaction, and Work Motivation*

I. INTRODUCTION

PT. Pertamina Hulu Indonesia is one of the upstream sub-holding company entities of PT. Pertamina has a big role in the successful performance of Agriculture as one of the cornerstones of the country's economy which manages important production factors for people's welfare. Based on the 2021 report, it is known that PT Pertamina (Persero) posted a net profit of IDR 29.3 trillion in 2022. The majority of this profit was obtained from upstream sector revenues which increased sharply. So Pertamina upstream is an important key to Pertamina's success in achieving its goals.

PT. Pertamina Hulu Indonesia also continuously strives to improve company performance through job satisfaction. Theoretically, job satisfaction is an individual's affective orientation towards the work role he is currently occupying and everything related to the employee's feelings towards the job received in all its aspects or the extent to which an employee likes or dislikes a job (Kusumaryoko, 2021, 31). If employees have weak job satisfaction, it will give rise to a tendency for employees to resign or they will work at their own pace so that performance cannot be achieved optimally. Likewise, vice versa, if employee job satisfaction is high, then they will work optimally in line with what the organization or company wants (Rosmaini & Tanjung, 2019).

Job satisfaction is also influenced by various factors, both originating from internal employees and those originating from their work environment. One factors that originate from internal employees is work motivation. The second external aspect of employees that can influence job satisfaction is transformational leadership and organizational culture (Rahmat et al., 2020).

In connection with the description of the various factors determining job satisfaction above if drawn into the finance accounting & reporting department of PT. Pertamina Hulu Indonesia also has various interesting phenomena to study. Firstly, the aspect of transformational leadership in this department is very difficult to

---

implement because it is related to funding issues. In various companies, financing matters have become one of the company's secrets in the sense that not everyone can handle them. So this also happens in aspects of organizational culture that are different from other departments in the same company.

Second is organizational culture which is often called work culture. Culture can be described as typically related to the way people think, which leads to how they act. Peter and Waterman define organizational culture as a pattern of basic assumptions discovered, created, or developed by a particular group with the intention that the organization learns to overcome or overcome problems that arise as a result of external adaptation and internal integration that are already running well so that needs to be taught to new members as the correct way to understand, think and feel regarding these problems (Atmaja, 2018).

These two factors will ultimately shape what is meant by work motivation. Motivation is something that creates enthusiasm or encouragement for work so that it provides a driving force that then creates enthusiasm for an employee's work so that they want to work together, work effectively, and integrate with all their power and efforts to achieve satisfaction. Work motivation is a stimulus or stimulus for each employee to work in carrying out their duties. With good motivation, employees will feel happy and enthusiastic at work, resulting in significant development and growth in the organization (Mulyono et al., 2021).

A motivated employee will be more energetic and enthusiastic, and conversely, an employee with low motivation towards his work will more often display feelings of discomfort and dissatisfaction with his work and this will have an impact on poor performance (Hatuwe, 2022).

The three factors above will ultimately influence employee job satisfaction which ultimately has an impact on company performance. Job satisfaction is an individual's affective orientation towards the work role he is currently occupying and everything related to the employee's feelings towards the job received in all its aspects or the extent to which an employee likes or dislikes a job (Kusumaryoko, 2021).

Based on the description above, job satisfaction is one of the important keys for companies or organizations to improve their performance, starting from improving employee performance. So if employees have weak job satisfaction, it will give rise to a tendency for employees to resign or they will work at their own pace so that performance cannot be achieved optimally. Likewise, vice versa, if employee job satisfaction is high, then they will work optimally in line with what the organization or company wants (Rosmaini & Tanjung, 2019).

II. LITERATURE REVIEW

Job Satisfaction
One of the most dominant theories explaining job satisfaction is Lawler's (1973) theory which explains job satisfaction into four basic conditions (Pasinringi & Rivai, 2022):
1. The fulfillment theory explains the achievement of what is needed. According to this theory, the basic rule of happiness for employees is to fulfill their demands and satisfy their desires. Employees will feel satisfied if their demands are fully met, where the more employees earn, the more satisfied they are, and vice versa. Working at a fairly high level of interesting work can also satisfy employees.
2. The discrepancy theory, differences, contradictions, and conflict theory. This theory pays attention to what employees expect and what they get. Employees' expectations, evaluations, and expectations about their work are more important than what they have.
3. The equity theory about equality. According to this theory, employees reflect on what their qualifications are, the contribution they make to the job, and the job's contribution to them. This means creating an employee's attitude towards the work they do. If they are paid for their work, they will feel guilty but if they are paid less than what they earn, then their feelings of justice will increase.

This is a theory that states that job satisfaction is determined by two factors, namely hygiene, and motivation. This theory concludes that job satisfaction and job dissatisfaction depend on hygienic factors such as workplace conditions and motivational factors such as recognition of work well done. Hygiene factors such as working environment conditions and company policies can influence worker dissatisfaction, on the other hand, motivator factors such as opportunities for achievement and awards can increase job satisfaction.

Transformational Leadership
Kosasih & Rachmatullah (2020) explain that transformational leadership is a leadership model that is based on mutual trust between the leader and those he leads. Therefore, it is believed to have advantages in restoring, maintaining, and building employee trust in the company.

Transformational leadership is leadership that involves change within the organization and includes the development of closer relationships between leaders and employees, based on mutual trust and commitment to the benefit of the organization (Soelistya, 2021).

The following are the dimensions and indicators of transformational leadership (Armansyah, 2022):
1. In idealized influence, the leader must be a good example, that his employees can follow, so that it will generate respect and trust in the leader.

2. Inspirational motivation, leaders must be able to provide motivation and clear targets for their employees to achieve.
3. In intellectual simulation, leaders must be able to stimulate their employees to come up with new ideas and thoughts, leaders must also allow their employees to become problem solvers and provide innovations under their guidance.
4. Individualized consideration, leaders must pay attention, listen to complaints, and understand the needs of their employees.

Organizational Culture

Culture comes from the Sanskrit language, namely buddhayah, which is the plural form of buddhi or reason which is defined as things related to the human mind and reason. In English, culture is called culture which comes from the Latin word colere, namely processing or doing (Edward, 2022). Organizational culture is a system of shared meaning held by members that differentiates an organization from other organizations. This meaning system is a set of key characteristics that the organization always upholds (Aditama, 2020).

The dimensions of organizational culture also have many variations. One of the organizational dimensions proposed by Hofstede (Darsana & Koerniawaty, 2021) includes five dimensions 1. Affective or the need for appreciation versus affective neutrality or survival 2. Self-orientation vs collective orientation 3. Universalism is a general standard versus achievement (judging people others according to what is done and 4. Specificity (limiting relationships with other people in a special atmosphere) versus divisiveness (not prioritizing restrictions in natural relationships).

Work Motivation

Linguistically, motivation comes from the Latin movere which means encouragement or can also be interpreted as a driving force. When referred to in Indonesian, motivation can also be referred to as a motive that mobilizes the power and all the potential possessed by workers so that they want to cooperate and work together, well so that it can achieve organizational goals (Ajabar, 2020).
Work motivation is a drive from within oneself and from outside a person to do something which can be seen from the internal and external dimensions in other words, work motivation has two dimensions, namely the internal drive dimension and the external drive dimension (Diwyarthi et al., 2022).
According to Hamzah (2019), things that are indicators of motivation variables include:
1. Responsibility. This means that employees have high personal responsibility for their work.
2. Work Performance. Namely that an employee does something or works.
3. Self-development. That an employee has the desire to develop that employee.
4. Independence in action. Namely, employees can work independently and can be responsible.

III.   RESEARCH METHODS

Research Design

This research is a type of descriptive research. The approach used is a correlational approach which is research to see the relationship between one or several variables or changes in one another. This research is also called 'association research' where the relationship or connection between two or more variables is studied without influencing these variables (Yusuf, 2018).

The paradigm used in this research is the positivism paradigm because what is researched is an objective reality and the research is separate or independent from what is being researched (Kriyantono, 2018). In line with the approach taken, this research aims to determine the influence of transformational leadership variables, and organizational culture on job satisfaction with motivation variables as intervening variables.

Population and Sample

Population is the set of all objects you want to study. The sample is a subset of the population that has the same characteristics as the population characteristics (Suliyanto, 2018). Based on this definition, the population in this study is 132 employees at the Finance Department of Pertamina Hulu Indonesia. Determining the sample in this research uses the total sampling method, namely a type of sampling that includes all members of the population as the research sample. The sample in this research is all employees at the Finance Dept. PT. Pertamina Hulu Indonesia numbers 132 people.

Method of Collecting Data

Data collection techniques can use primary sources and secondary sources, data which can be explained as follows:
Primary sources are collected through questionnaires, namely a data collection technique carried out by giving a set of questions or written statements to respondents for them to answer. Secondary sources are data obtained

from organizational records and literature as well as observations that are related to this research topic. The measurement used in this research is a Likert scale type, namely the variables to be measured are broken down into sub-variables and become measurable components.

Data Analysis Method

This research uses a quantitative approach, with survey methods and path analysis techniques. Variables in the path analysis technique consist of two types, namely endogenous variables and exogenous variables. In this research, the variables studied are leadership, organizational culture, and job satisfaction. The final endogenous variable in this research is transformational leadership and the intermediate endogenous variable in this research is organizational culture, while the exogenous variable is job satisfaction. The research framework can be described as follows:
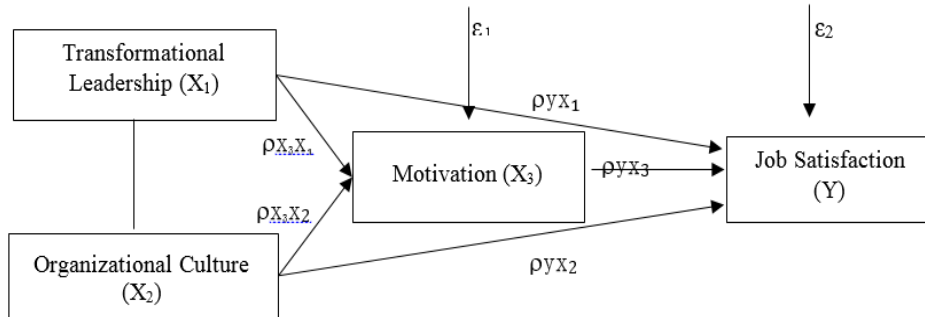
IV.   RESEARCH RESULT

To test the influence of mediating variables, the path analysis method is used. Path analysis is an extension of multiple linear regression analysis, or path analysis is the use of regression analysis to estimate causal relationships between variables that have been previously determined based on theory (Ghozali, 2006). The path analysis in this research can be described as follows:

1.   Analysis of the Influence of Transformational Leadership and Organizational Culture on Motivation

According to Ghozali (2006), the path coefficient uses standardized regression coefficients. The results of the regression analysis of the influence of transformational leadership and organizational culture on motivation can be seen in the table below:

Table 1. Simultaneous Test Results of Transformational Leadership and Organizational Culture on Motivation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.902[a]	.814	.811	1.721

a. Predictors: (Constant), Organizational Culture (X2), Transformational Leadership (X1)

Table 1 shows the R2 (R Square) value of 0.814. This R2 value is used in calculating the e1 coefficient value. The e1 coefficient is a motivation variant that is not explained by transformational leadership and organizational culture.

Magnitude: Coefficient $e1 = \sqrt{(1 - R^2)} = \sqrt{(1 - 0{,}814)} = \sqrt{0{,}186} = 0{,}431$

Table 2. Results of Motivational Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.806	1.679		2.268	.025
	Transformational Leadership	.497	.062	.553	8.031	.000
	Organizational Culture	.413	.074	.387	5.617	.000

a. Dependent Variable: Motivation

Based on Table 2, the regression equation can be seen as follows:

$X_3 = b_1X_1 + b_2X_2 + e_1$

$X_3 = 0,553X_1 + 0,387X_2 + 0,431e_1.........(1)$

The equation shows that:
a. Every time there is an increase of 1 in transformational leadership, it will be followed by an increase in motivation of 0.553.
b. Every time there is an increase of 1 unit in organizational culture, it will be followed by an increase in motivation of 0.387.

So from equation (1) it can be seen that if transformational leadership increases then motivation will increase. Likewise, as organizational culture improves, motivation will increase.

2 Analysis of the Influence of Transformational Leadership, Organizational Culture, and Motivation on Job Satisfaction

The results of the regression analysis of the influence of transformational leadership, organizational culture, and motivation on job satisfaction can be seen in Table 3, below:

Table 3. Simultaneous transformational leadership test. Organizational Culture, Motivation Towards Job Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.911ᵃ	.831	.827	1.666

a. Predictors: (Constant), Motivation, Organizational Culture, Transformational Leadership

Table 3 shows the R2 (R Square) value of 0.831. This R2 value is used in calculating the e2 coefficient value. Coefficient e2 is a variant of Job Satisfaction that is not explained by transformational leadership, organizational culture and motivation.

Coefficient $e_2 = \sqrt{(1 - 831^2)} = \sqrt{1 - 0,831} = \sqrt{0,224} = 0,411$

Table 4. Results of Job Satisfaction Regression Analysis

Coefficientsᵃ

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.340	1.657		2.015	.046
Transformational Leadership	.403	.073	.444	5.490	.000
Organizational Culture	.106	.079	.098	1.332	.185
Motivation	.413	.085	.408	4.841	.000

a. Dependent Variable: Job Satisfaction

Based on Table 4, the regression equation can be seen as follows:
$Y = b_1X_1 + b_2X_2 + b_3X_3 + e_2$
$Y = 0,444X_1 + 0,098X_2 + 0,408X_3 + 0,411e_2............(2)$
This equation shows that:
a. Every time there is an increase of 1 unit in transformational leadership, it will be followed by an increase in job satisfaction of 0.444.
b. Every time there is an increase of 1 unit in organizational culture, there will be an increase in job satisfaction of 0.098.
c. Every 1 unit increase in motivation will be followed by an increase in job satisfaction of 0.408.

So from equation (2) it can be seen that if transformational leadership increases, job satisfaction will increase. If organizational culture improves, job satisfaction will also increase. Based on equations (1) and (2), a path analysis model is obtained as follows:
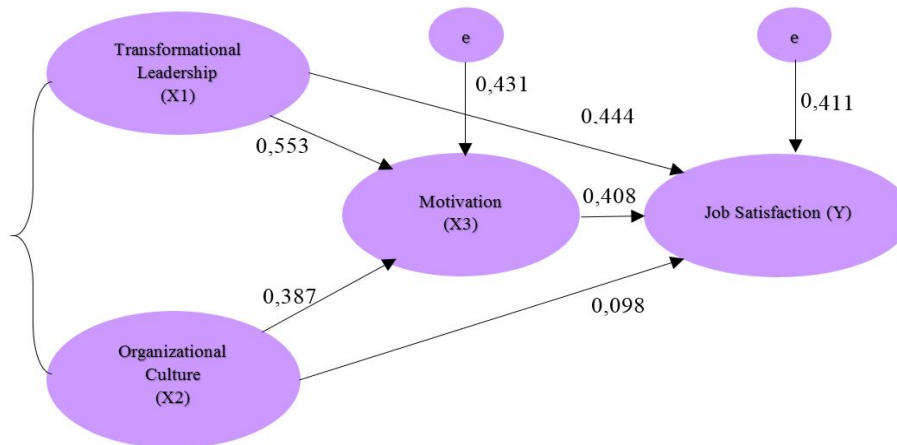
V. CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Following the research problem formulation that has been previously determined, based on the results of the research carried out the following conclusions are produced:

1. Based on the results of the research that has been conducted, it can be seen that transformational leadership and organizational culture have a significant effect on work motivation. This can be interpreted to mean that the greater or better the transformational leadership and organizational culture implemented, the greater the work motivation.

2. Based on the results of research to test the second hypothesis that has been carried out, it can be seen that transformational leadership and organizational culture have a significant effect on job satisfaction. This can be interpreted to mean that the greater or better the transformational leadership and organizational culture implemented, the more job satisfaction will be.

3. Based on the results of research conducted to test the third hypothesis, it can be concluded that motivation influences employee job satisfaction on a positive scale, which means that the greater the motivation, the greater the job satisfaction.

4. Based on the results of research conducted to test the fourth hypothesis, it can be concluded that motivation is unable to mediate the influence of transformational leadership on job satisfaction.

5. Based on the results of research conducted to test the fifth hypothesis, it can be concluded that motivation is unable to mediate the influence of organizational culture on job satisfaction.

Suggestion

Based on the conclusions above, this research produces the following suggestions:

1. To PT. Pertamina Hulu Indonesia, especially the Financing Department, is expected to continue to improve the quality of transformational leadership and organizational culture in each section so that there is harmony between transformational leadership and the desired organizational culture. Leaders are expected to be able to establish good communication with their subordinates by asking about their hopes and all forms of expectations both in terms of job satisfaction and in terms of leadership and organizational culture.

2. Employees are also expected to be able to understand transformational leadership in their workplace so that they can convey their ideas and hopes to the leadership for future improvements.

REFERENCES

[1]. Aditama, R. A. (2020). Pengantar Manajemen. Ae Publishing.
[2]. Ajabar. (2020). Manajemen Transformasional Kepemimpinan Transformasional. Deepublish.
[3]. Atmaja, H. E. (2018). Suksesi Kepemimpinan Perusahaan Di Indonesia. Jurnal Rekomen (Riset Ekonomi Manajemen), 1(2).
[4]. Darsana, I. M., & Koerniawaty, F. T. (2021). Organizational Citizenship Behavior, Personality, Budaya Organisasi Dan Kinerja Karyawan, Aplikasi Pada Manajemen Transformasional Kepemimpinan Transformasional Ke-pariwisataan. Nilacakra.
[5]. Diwyarthi, N. D. M. S., Husaini, Lasmiatun, Setiawati, P. C., Suandika, M., Guntarayana, I., Tanjung, R., & Fardiansyah, H. (2022). Teori Psikologi Industri dan Manajemen Transformasional Kepemimpinan Transformasional. Penerbit NEM.
[6]. Elvera, & Yesita Astarina. (2021). Metodologi Penelitian. Penerbit Andi.
[7]. Firanti, D. A., Sulistiani, I., & Sary, M. P. (2021). Pengaruh Budaya Organisasi Terhadap Motivasi Kerja Anggota Club K Universitas Negeri Jakarta. Jurnal Niara, 14(2), 15–25.
[8]. Ghozali, I. (2018). Metode Penelitian Kuantitatif, Kualitatif dan R & D. Bandung, Alfabeta.
[9]. Hadi, C., & Hanurawan, F. (2018). Psikologi Industri dan Organisasi. Zifatama Jawara.
[10]. Hatuwe, R. S. M. (2022). Variabel Intervening Mengelola Kompensasi Dan Motivasi Terhadap Kinerja Pegawai Tidak Tetap (PTT). Rena Cipta Mandiri.
[11]. Hamzah, B. U. (2019). Teori Motivasi dan Pengukurannya. Jakarta: Bumi Aksara.

[12]. Irawati, S. (2022). Kepempinan Transformaional, Budaya Organisasi, Kepuasan Kerja dan Kinerja Karyawan: Sebuah Studi pada Industri Perhotelan di Kota Malang pada Masa Pandemi Covid 19. Pustaka Peradaban.

[13]. Irmayani, N. W. D. (2021). Manajemen Transformasional Kepemimpinan Transformasional. Deepublish.

[14]. Jameel, A. S., & Ahmad, A. R. (2019). The Effect Of Transformational Leadership On Job Satisfaction Among Academic Staff. The 34th International Business Information Management Association (IBIMA) Conference, 13–14.

[15]. Kaswan. (2019). Perubahan dan Pengembangan Organisasi. Yrama Widya. https://books.google.co.id/books?id=iQ2WEAAAQBAJ

[16]. Kosasih, A., & Rachmatullah, A. (2020). Kepemimpinan Transformasional: Membangun Kepuasan Kerja dan Kinerja Individu. Indigo Media. https://books.google.co.id/books?id=Zx9kEAAAQBAJ

[17]. Kusumaryoko, P. (2021). manajemen Transformasional Kepemimpinan Transformasional di Era Revolusi Industri 4.0. Deepublish.

[18]. Mukhtar, Yamin, M., & Firman. (2023). Kepuasan Kerja Guru: Proses Manajemen Suatu Organisasi. PT Salim Media Indonesia.

[19]. Mukson, Hamidah, & Prabuwono, A. S. (2021). Lingkungan Kerja Dan Orientasi Kewirausahaan Kinerja Umkm Melalui Komitmen Organisasi. Penerbit Lakeisha.

[20]. Mulia, R. A. (2021). Manajemen Transformasional Kepemimpinan Transformasional: Teori dan Aplikasi Dalam Peningkatan Kinerja. CV. Eureka Media Aksara.

[21]. Mulyono, Virginia, A., Septiano, Bryant, Aprilia, & Adriana. (2021). Pengaruh Dining Experience Terhadap Kepuasan Konsumen Dan Revisit Intention di Restoran Korea di Surabaya Pada Era New Normal. Jurnal Manajemen Perhotelan, 7(1), 20–31.

[22]. Pasinringi, S., & Rivai, F. (2022). Budaya Keselamatan Pasien dan Kepuasan Kerja. Nas Media Pustaka.

[23]. Putri, Supriatna, Djaha, Z., Dudija, N., Bakar, R. M., Sary, Wulansari, P., Kusumadewi, Wangka, & Tamam, B. (2022). Perilaku Organisasi (Tinjauan Teoritis). Media Sains Indonesia. https://books.google.co.id/ books?id=_9KUEAAAQBAJ

[24]. Rahmat, I., Sa'adah, L., & Aprillia, D. (2020). Faktor Kompensasi, Motivasi dan Disiplin Kerja serta Pengaruhnya terhadap Kepuasan Kerja Karyawan (Studi pada Dinas Kesehatan Kabupaten Jombang). LPPM Universitas KH. A. Wahab Hasbullah.

[25]. Rahmawati, I., Sa'adah, L., & Chabib, M. N. (2020). Karakteristik Individu dan Lingkungan Kerja serta Pengaruhnya terhadap Kepuasan Kerja Karyawan. LPPM Universitas KH. A. Wahab Hasbullah.

[26]. Riyadi, S. (2022). Peran Motivasi Kerja, Stres Kerja dan Kepuasan Kerja Terhadap Kepuasan kerja. Jejak Pustaka.

[27]. Rosmaini, R., & Tanjung, H. (2019). Pengaruh Kompetensi, Motivasi Dan Kepuasan Kerja Terhadap Kinerja Pegawai. Maneggio: Jurnal Ilmiah Magister Manajemen, 2(1), 1–15.

[28]. Russian. (2022). Manajemen Transformasional Kepemimpinan Transformasional: Untuk Meraih Keunggulan Kompetitif. Arsad Press.

[29]. Soelistya, D. (2021). Buku Ajar: Kepemimpinan Strategis. Nizamia Learning Center.

[30]. Sugiyono. (2019). Metode Penelitian Kuantitatif, Kualitatif, dan R&D. Alfa Beta.

[31]. Suliyanto, S. E., & MM, S. (2017). Metode penelitian kuantitatif.

[32]. Sutrisno, E. (2019). Budaya Organisasi. Prenada Media.

[33]. Tantowi, A., Uammar, & Zaenudin. (2018). Performance Guru , Kompetensi, Motivasi dan Budaya Kerja. UD. EkSySTIKa Press. https://books.google. co. id/books?id=cgm4EAAAQBAJ

[34]. Triyono, U. (2019). Kepemimpinan Transformasional dalam Pendidikan:(Formal, Non Formal, dan Informal). Deepublish.

[35]. Wahjoedi, T. (2021). The Effect Of Organizational Culture On Employee Performance Mediated By Job Satisfaction And Work Motivation: Evident From Smes In Indonesia. Management Science Letters, 11(7), 2053–2060.

[36]. Wahyuniardi, R., & Nababan, H. R. (2018). Pengaruh Kepemimpinan Transformasional Dan Budaya Organisasi Terhadap Kepuasan Kerja Serta Dampaknya Pada Kinerja Karyawan. Jurnal Teknik Industri, 19(2), 118–126.

[37]. Wardani, L. K. (2022). Meningkatkan Mutu Sekolah dengan Transformasional Kepemimpinan Transformasional. Penerbit NEM. https://books.google.co.id/books? id=nl5oEAAAQBAJ

[38]. Widiasworo, E. (2019). Menyusun Penelitian Kuantitatif untuk Skripsi dan Tesis (Vol. 140). Araska Publisher.

[39]. Yusuf, A. M. (2018). Metode penelitian kuantitatif, kualitatif & penelitian gabungan. Prenada Media.