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The Effect of Leadership and Organizational Culture on Employee Job Satisfaction of PT Prima Tata Solusindo Jakarta

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Abstract: This study employed a quantitative approach to examine the impact of leadership and organizational culture on employee job satisfaction at PT Prima Tata Solusindo, involving a sample of 75 employees. The analysis demonstrates that both leadership and organizational culture exert a statistically significant influence on employee job satisfaction. The correlation analysis reveals a strong positive relationship between leadership, organizational culture, and job satisfaction. Furthermore, the simultaneous regression analysis indicates that while leadership and organizational culture jointly contribute to job satisfaction, other variables may also play a role in influencing the outcome. Hypothesis testing was conducted using t-tests and p-values to assess the significance of each independent variable. The first hypothesis (H_{01}), which posited that leadership (X_1) does not influence job satisfaction (Y), was rejected ($p = 0.001 < 0.05$; $t = 3.762 > 1.96$), indicating that leadership has a significant and positive effect on employee job satisfaction. This finding aligns with existing literature emphasizing the importance of leadership in enhancing employee morale and engagement. The second hypothesis (H_{02}), which proposed that organizational culture (X_2) does not affect job satisfaction (Y), was also rejected ($p = 0.000 < 0.05$; $t = 7.570 > 1.96$). This confirms that organizational culture significantly contributes to employee job satisfaction, reinforcing prior studies that highlight the role of a supportive and inclusive workplace culture. The third hypothesis (H_{03}), examining the combined influence of leadership (X_1) and organizational culture (X_2) on job satisfaction (Y), was likewise rejected ($p = 0.001 < 0.05$; $t = 2.985 > 1.96$), indicating a statistically significant joint effect. These results suggest that the interplay between leadership and organizational culture is a key determinant of job satisfaction in the organizational context studied. In sum, the findings support the conclusion that both leadership and organizational culture, individually and collectively, have a significant and positive impact on the job satisfaction of employees at PT Prima Tata Solusindo. These insights contribute to the broader understanding of employee well-being and can inform leadership development and cultural management practices within similar organizational settings.

Keyword: Leadership, Organization Culture, Job Satisfaction

INTRODUCTION

Leadership is one of the key factors influencing employee job satisfaction. The leadership style adopted by management can either foster a supportive and conducive work environment or, conversely, create tension and dissatisfaction among employees. Effective leadership not only focuses on achieving organizational goals but also emphasizes building positive relationships with employees, providing clear direction, and encouraging active employee participation in decision-making. As organizational dynamics evolve and companies strive to enhance their competitiveness, the role of leadership becomes increasingly vital.

Leadership plays a crucial role in organizational management by directing and motivating employees. An effective leader manages tasks while simultaneously creating a positive work environment. Strong leadership enhances job satisfaction by offering support, clear communication, and recognition of employee contributions. Research indicates that inspirational and participative leadership styles increase employees' commitment to the organization, thereby contributing to higher job satisfaction.

Leaders who communicate effectively and understand their team's needs tend to foster a conducive work atmosphere, where employees feel valued and motivated to perform optimally. The right leadership style builds strong relationships between management and employees, provides clear guidance, and fosters trust and appreciation. Effective leadership is essential for achieving organizational objectives and improving employee job satisfaction.

An effective leadership style also contributes to increased employee job satisfaction by fostering trust, maintaining open communication, and providing opportunities for career development and employee involvement in decision-making. Leaders who articulate a clear vision and mission enable employees to understand organizational goals and their role in achieving them. By offering support and guidance, leaders create a positive workplace where employees feel respected, valued, comfortable, and engaged.

Organizational culture, encompassing the shared values, norms, and practices among members of an organization, significantly impacts employee job satisfaction. A positive culture fosters a sense of belonging among employees, leading to increased satisfaction. Research shows that an organizational culture supporting open communication and collaboration enhances job satisfaction. Conversely, a negative or unsupportive culture can result in dissatisfaction and reduced productivity. Positive organizational cultures encourage innovation, collaboration, and employee well-being, whereas less supportive cultures can cause conflicts and dissatisfaction. Understanding the influence of organizational culture on job satisfaction can inform strategies to improve overall organizational performance.

A positive organizational culture instills values such as honesty, integrity, and respect, enabling employees to work collaboratively and achieve common goals efficiently. It also facilitates effective problem-solving within the organization.

Employee job satisfaction is a critical determinant of organizational performance. High job satisfaction improves productivity and fosters employee loyalty. However, job satisfaction is influenced by multiple factors, including company policies, organizational culture, and leadership style.

Numerous studies have demonstrated that high employee job satisfaction enhances organizational performance and strengthens employee loyalty. Therefore, fostering a positive organizational culture and adopting effective leadership styles are essential for boosting job satisfaction and organizational effectiveness.

According to Peter G. Northouse (2018), leadership is the process through which an individual influences others to achieve shared goals. This definition highlights the interactive nature of leadership, where leaders are responsible for guiding and motivating followers toward common objectives. Leadership style, defined as the leader's behavioral pattern in

influencing followers, is dynamic and may change depending on the followers and situational context (Nikmat, 2022:42).

Based on preliminary observations at PT Prima Tata Solusindo Jakarta, the author identifies a significant influence of leadership style and organizational culture on employee job satisfaction. When leaders actively involve employees in tasks and goal attainment and recognize their contributions, employees report a meaningful sense of job satisfaction.

Given these observations, this study aims to examine the impact of leadership and organizational culture on employee satisfaction at PT Prima Tata Solusindo Jakarta. This forms the basis for the research titled "The Effect of Leadership and Organizational Culture on Employee Satisfaction at PT Prima Tata Solusindo Jakarta."

METHOD

This study employs quantitative research methods. The population consists of 300 employees of PT Prima Tata Solusindo Jakarta. Data collection was conducted using a Likert scale questionnaire, which consists of five response levels to measure participants' preferences. The questionnaire was distributed either directly or online to the employees, utilizing an incidental (convenience) sampling technique. The collected data were analyzed using quantitative data

RESULTS AND DISCUSSION

In this study, a total of 75 respondents were sampled. All selected respondents completed and returned the questionnaires. The characteristics of the respondents were categorized based on gender, job position, and education level.

Table 1. Characteristics of Respondents Based on Gender

Gender	Total	Percentage (%)
Male	44	58.6%
Female	31	41.4%
Total	75	100%

Table 2. Characteristics of Respondents Based on Position

Position	Gender		Total
	Male	Female	
Manager	6	2	8
Supervisor	13	5	18
Senior Staff	20	18	38
Junior Staff	5	6	11
Total	44	31	75

Table 3. Characteristics of Respondents Based on Education Level

Education Level	Gender		Total
	Male	Female	
Bachelor	15	9	24
D-3	3	1	4
SMA/SMK	26	21	47

Table 1 shows that the majority of respondents are male, with 44 males representing 58.6% of the total 75 respondents, compared to 31 females, or 41.4%.

Table 2 indicates that senior staff constitute the largest group among respondents by job position. Specifically, there are 8 managers, 18 supervisors, 38 senior staff, and 11 junior staff members.

Table 3 reveals that respondents with a high school or vocational education (SMA/SMK) outnumber those with a bachelor’s degree or diploma (D-3). The breakdown is 24 employees with a bachelor’s degree, 4 with a diploma, and 47 with a high school or vocational education.

This study analyzed data from 75 respondents to examine the relationships among the variables under investigation: Leadership (X1), Organizational Culture (X2), and Employee Job Satisfaction (Y) at PT Prima Tata Solusindo. Data processing was conducted using SmartPLS 4 software to assess the influence of Leadership and Organizational Culture on Employee Job Satisfaction. Rigorous data analysis is essential to ensure the validity and reliability of the research findings.

Measurement Model (Outer Model)

A. Convergent Validity

The following is the first data analysis based on 3 variables with a total of 45 statements:

Table 4. Loading Factor

Variables	Indicator	Loading Factor	Rule of Tumb	Conclusion
Leadership	X1.1	0,826	0,7	Valid
	X1.2	0,857	0,7	Valid
	X1.3	0,893	0,7	Valid
	X1.4	0,828	0,7	Valid
	X1.5	0,817	0,7	Valid
	X1.6	0,701	0,7	Valid
	X1.7	0,527	0,7	Invalid
	X1.8	0,732	0,7	Valid
	X1.9	0,871	0,7	Valid
	X1.10	0,799	0,7	Valid
	X1.11	0,815	0,7	Valid
	X1.12	0,778	0,7	Valid
	X1.13	0,925	0,7	Valid
	X1.14	0,775	0,7	Valid
	X1.15	0,823	0,7	Valid
Culture	X2.1	0,751	0,7	Valid
Organization	X2.2	0,727	0,7	Valid
	X2.3	0,723	0,7	Valid
	X2.4	0,777	0,7	Valid
	X2.5	0,735	0,7	Valid
	X2.6	0,703	0,7	Valid
	X2.7	0,582	0,7	Invalid

	X2.8	0,785	0,7	Valid
	X2.9	0,838	0,7	Valid
	X2.10	0,785	0,7	Valid
	X2.11	0,755	0,7	Valid
	X2.12	0,801	0,7	Valid
	X2.13	0,798	0,7	Valid
	X2.14	0,734	0,7	Valid
	X2.15	0,55	0,7	Invalid
Job Satisfaction Employees	Y1.1	0,737	0,7	Valid
	Y1.2	0,795	0,7	Valid
	Y1.3	0,858	0,7	Valid
	Y1.4	0,985	0,7	Valid
	Y1.5	0,871	0,7	Valid
	Y1.6	0,765	0,7	Valid
	Y1.7	0,799	0,7	Valid
	Y1.8	0,732	0,7	Valid
	Y1.9	0,705	0,7	Valid
	Y1.10	0,816	0,7	Valid
	Y1.11	0,794	0,7	Valid
	Y1.12	0,844	0,7	Valid
	Y1.13	0,658	0,7	Invalid
	Y1.14	0,862	0,7	Valid
	Y1.15	0,773	0,7	Valid

Convergent validity of the measurement model is assessed by the correlation between the item (instrument) scores and the construct scores, represented by the factor loadings, with a threshold criterion of loading values greater than 0.7. In the initial data processing, for the Leadership construct, one item (X1.7) was found to be invalid with a loading below 0.7, while the remaining items were valid. For Organizational Culture, two items (X2.7 and X2.15) were invalid, with loadings below 0.7, and the rest were valid. The Employee Job Satisfaction construct had one invalid item (Y.13) with a loading below 0.7, while all other items were valid. Items with factor loadings below 0.7 were removed from the model to meet the convergent validity criteria. Consequently, a second round of data processing was conducted to ensure all remaining items achieved the required loading threshold above 0.7.

Table 5. Loading Factor

Variables	Indicator	Loading Factor	Rule of Tumb	Conclusion
Leadership	X1.1	0,826	0,7	Valid
	X1.2	0,857	0,7	Valid
	X1.3	0,893	0,7	Valid
	X1.4	0,828	0,7	Valid
	X1.5	0,817	0,7	Valid

	X1.6	0,701	0,7	Valid
	X1.8	0,732	0,7	Valid
	X1.9	0,871	0,7	Valid
	X1.10	0,799	0,7	Valid
	X1.11	0,815	0,7	Valid
	X1.12	0,778	0,7	Valid
	X1.13	0,925	0,7	Valid
	X1.14	0,775	0,7	Valid
	X1.15	0,823	0,7	Valid
Organizational Culture	X2.1	0,751	0,7	Valid
	X2.2	0,727	0,7	Valid
	X2.3	0,723	0,7	Valid
	X2.4	0,777	0,7	Valid
	X2.5	0,735	0,7	Valid
	X2.6	0,703	0,7	Valid
	X2.8	0,785	0,7	Valid
	X2.9	0,838	0,7	Valid
	X2.10	0,785	0,7	Valid
	X2.11	0,755	0,7	Valid
	X2.12	0,801	0,7	Valid
	X2.13	0,798	0,7	Valid
	X2.14	0,734	0,7	Valid
	Employee Job Satisfaction	Y1.1	0,737	0,7
Y1.2		0,795	0,7	Valid
Y1.3		0,858	0,7	Valid
Y1.4		0,985	0,7	Valid
Y1.5		0,871	0,7	Valid
Y1.6		0,765	0,7	Valid
Y1.7		0,799	0,7	Valid
Y1.8		0,732	0,7	Valid
Y1.9		0,705	0,7	Valid
Y1.10		0,816	0,7	Valid
Y1.11		0,794	0,7	Valid
Y1.12		0,844	0,7	Valid
Y1.14		0,862	0,7	Valid
Y1.15		0,773	0,7	Valid

Based on Table 5, the highest loading factor for the Leadership variable (X1) is found in statement X1.13, with a value of 0.925, which corresponds to the item "Leaders are able to collect and analyze information well." For the Organizational Culture variable (X2), the highest loading factor is in statement X2.9, with a value of 0.838, reflecting the item "Employees should always express their expectations openly for the organization." Regarding

the Employee Job Satisfaction variable (Y), the highest loading factor is observed in statement Y1.4, with a value of 0.985, which includes the item "Opportunity to do something for others".

B. Discriminant Validity

Table 6. Fornell-Larcker Criterion Discriminant Validity

	Leadership	Organizational Culture	Employee Job Satisfaction
Organizational Culture	0,675		
Leadership	0,592	0,813	
Employee Job Satisfaction	0,803	0,671	0,603

The results of table 6 show that the *loading* value of each indicator item on its construct is greater than the *cross loading* value. Thus it can be concluded that all constructs or latent variables already have good *discriminant validity*, where the construct indicator block is better than other block indicators.

C. Composite Reliability

After testing the validity of the construct, the next test is the construct reliability test as measured by the *Composite Reliability* (CR) of the indicator block that measures the CR construct used to display good reliability. A construct is declared reliable if the *composite reliability* value is > 0.6. A construct is declared reliable if the composite reliability value is > 0.6. According to (Hariyono, 2020) the composite reliability coefficient must be greater than 0.7 although a value of 0.6 is still acceptable. However, the internal consistency test is not absolutely necessary to be carried out if construct validity has been fulfilled, because a valid construct is a reliable one, otherwise a reliable construct is not necessarily valid.

Table 7. Composite Reliability

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)	Conclusion
Organizational Culture	0,888	0,908	0,906	0,785	Reliable
Leadership	0,96	0,968	0,964	0,667	Reliable
Employee Job Satisfaction	0,84	0,889	0,872	0,602	Reliable

>Based on table 7 the results of *composite reliability* testing show a value of 0.6, which means that all are declared reliable.

Direct Effect Hypothesis Test

To determine the structural relationship between latent variables, hypothesis testing must be carried out on the path coefficient between variables by comparing the *p-value* with alpha (0.05) or t-statistic of (>1.96). The amount of the *P-value* and also the t-statistic are obtained from the output on SmartPLS using the *bootstrapping* method. This test is intended to test the hypothesis which consists of the following 3 hypotheses:

- H1: There is an influence between Leadership on Employee Job Satisfaction.
- H2: There is an influence between Organizational Culture on Employee Job Satisfaction.

- H3: There is an influence between Leadership and Organizational Culture on Employee Job Satisfaction.

Table 8. Direct Effect

Criteria	Leadership	
t-Statistic	3,762	Employee Job Satisfaction

Hypothesis Test 1

- Ho1: There is no effect of Leadership on Employee Job Satisfaction
- Ha1: There is an effect of Leadership on Employee Job Satisfaction.

The hypothesis test results in Table 8 show that leadership has a significant influence on employee job satisfaction. The P-value of 0.001, which is smaller than the significance limit of 0.05, and the t-statistic value of 3.762, which exceeds the critical limit of 1.96, indicate that the null hypothesis (Ho1) is rejected and the alternative hypothesis (Ha1) is accepted. That is, there is a strong relationship between leadership style and the level of employee job satisfaction. Based on the results of the *path coefficient* test displayed in Figure 4.6, it is found that the effect of leadership on employee job satisfaction is 0.565 or 56.5%. This confirms that effective leadership plays an important role in creating a more positive work environment, which in turn significantly increases employee job satisfaction.

Table 9. Direct Effect

Criteria	Organizational Culture	
t-Statistic	7,560	Employee Job Satisfaction
P-Value	0,000	

Hypothesis Test 2

- Ho2: There is no effect of Organizational Culture on Employee Job Satisfaction
- Ha2: There is an effect of Organizational Culture on Employee Job Satisfaction.

Based on the analysis results in Table 9 , the P-value of 0.000 is smaller than the threshold of 0.05 and the t-statistic of 7.560 which far exceeds the critical value of 1.96. This shows that the null hypothesis (Ho2) is rejected, and the alternative hypothesis (Ha2) is accepted, so it is proven that organizational culture has a significant influence on employee satisfaction. Based on the results of the *path coefficient* test displayed in Figure 4.6, it is known that organizational culture has an influence on employee job satisfaction of 0.756 or 75.6%. This underlines the important role of organizational culture in shaping a conducive and motivating work environment, which in turn can increase the level of employee job satisfaction.

Table 10. Direct Effect

Criteria	Leadership and Organizational Culture	
t-Statistic	2,985	Employee Satisfaction
P-Value	0,001	

Hypothesis Test 3

- Ho3: There is no effect of Leadership and Organizational Culture on Employee Job Satisfaction.
- Ha3: There is an effect of the influence of Leadership and Organizational Culture on Employee Job Satisfaction.

Based on the results of hypothesis testing, leadership and organizational culture are proven to have a significant influence on employee job satisfaction. This is supported by a P-value of 0.001 which is smaller than 0.05 and a t-statistic value of 2.985 which exceeds the critical limit of 1.96. Thus, the null hypothesis (Ho3) is rejected, and the alternative hypothesis (Ha3) is accepted. This means that leadership and organizational culture play an important role in increasing employee job satisfaction. Based on the results of the *path coefficient* test Figure 4.6, it shows that leadership and organizational culture have an influence on employee job satisfaction of 0.567 or 56.7%. This finding confirms that the more effective implementation of leadership and organizational culture in a company, the higher the level of job satisfaction felt by employees.

Table 11. Hypothesis Results

Hypothesis		Conclusion
Hypothesis 1	There is an influence of Leadership on Employee Satisfaction.	Accepted
Hypothesis 2	There is an influence of Organizational Culture on Employee Satisfaction.	Accepted
Hypothesis 3	There is an influence of Leadership and Organizational Culture on Employee Satisfaction.	Accepted

CONCLUSION

The results of the data analysis and discussion presented in the previous chapter demonstrate that this study successfully examined the effects of leadership and organizational culture on employee job satisfaction at PT Prima Tata Solusindo. The key conclusions are as follows:

1. Leadership (X1) has a significant and positive effect on employee job satisfaction (Y), accounting for 56.6% of the variance.
2. Organizational Culture (X2) has a significant and positive effect on employee job satisfaction (Y), accounting for 75.6% of the variance.
3. Leadership (X1) and Organizational Culture (X2) together have a significant and positive combined effect on employee job satisfaction (Y), explaining 56.7% of the variance.

Based on these findings, both organizational culture and leadership significantly influence employee job satisfaction. Organizational culture contributes more substantially, with a 75.6% influence, highlighting its critical role in fostering a supportive and motivating work environment that enhances overall job satisfaction. Leadership, while also impactful at 56.6%, functions more as a reinforcing factor that aids individuals in reaching their full potential; its effect may be more direct and vary among employees.

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