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**THE EFFECT OF ORGANIZATIONAL CULTURE, WORK ENVIRONMENT &
TRANSACTIONAL LEADERSHIP ON JOB SATISFACTION AT PT PUTRA
PERKASA ABADI**

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Abstrak

Penelitian ini menguji hubungan antara budaya organisasi, lingkungan kerja, dan kepemimpinan transaksional terhadap kepuasan kerja di PT Putra Perkasa Abadi (PPA). Sampel terdiri dari 80 pekerja. Tabulasi kuesioner, uji validitas dan reliabilitas digunakan untuk analisis. Regresi linier berganda digunakan untuk analisis data. Hasil penelitian menunjukkan bahwa budaya organisasi dapat meningkatkan kepuasan kerja, dan terdapat hubungan positif antara budaya organisasi dan kepuasan kerja. Pengaruh positif dari lingkungan kerja terhadap kepuasan kerja juga ditemukan. Selain itu, ditemukan juga pengaruh positif antara kepemimpinan transaksional dan kepuasan kerja. Oleh karena itu, penguatan budaya organisasi, perbaikan lingkungan kerja, dan penerapan gaya kepemimpinan transformasional dapat meningkatkan kepuasan kerja dan kinerja di PPA. Pemahaman dan penerapan konsep-konsep tersebut dapat meningkatkan kepuasan dan loyalitas karyawan.

Kata Kunci: Budaya Organisasi, Lingkungan Kerja, Kepemimpinan Transaksional. Kepuasan Kerja

Abstract

This study examines the relationship between organizational culture, work environment, and transactional leadership on job satisfaction at PT Putra Perkasa Abadi (PPA). The sample consisted of 80 workers. Questionnaire tabulation, validity, and reliability tests were used for analysis. Multiple linear regression was used for data analysis. The findings indicate that organizational culture can increase job satisfaction, and there is a positive relationship between organizational culture and job satisfaction. A positive influence of work environment on job satisfaction was also found. Moreover, a positive influence between transactional leadership and job satisfaction was discovered. Therefore, strengthening organizational culture, improving the work environment, and applying a transformational leadership style can increase job satisfaction and performance at PPA. Understanding and applying these concepts can improve employee satisfaction and loyalty.

Keywords: Organizational Culture, Work Environment, Transactional Leadership. Job Satisfaction.

Introduction

The mining industry at Putra Perkasa Abadi (PPA) tends to involve external contractors working with mining companies. Contracting companies play a crucial role in providing the labor, equipment and services required for mining operations. Organizational culture includes language use, norms, demands on new workers, and organizational climate. This culture is reinforced through the communication and institutionalization of the organization's vision, mission and goals, as well as the application of organizational rules (Lubis, 2020). Where a general manager has full responsibility for the performance of his employees and organizational culture has a central role in shaping behavior, values and norms in the workplace where the focus is on this mining sector, Work environment in the mining industry Putra Perkasa Abadi (PPA) is often complex and challenging. Harsh working conditions, highly prioritized safety and harsh environmental demands can affect employees' perceptions of their work.

According to (Raziq & Maulabakhsh, 2015) a conducive and friendly work environment is essential to maximize the operational potential of various organizations in today's dynamic and challenging business environment. This transactional leadership, which involves exchanges between leaders and subordinates, can have an impact on the execution of daily tasks. In this mining sector, the way leaders manage tasks, provide rewards and set goals can affect the performance and satisfaction of their employees. As explained (Kalsoom et al., 2018) that transactional leadership affects employee performance through sistem rewards and punishments. Leaders in this leadership style manage employees by emphasizing on clarifying roles and tasks.

Organizational culture can also be defined as a system of values, beliefs, assumptions, or norms that have existed for a relatively long period of time, which are agreed upon and followed by organizational members as a code of behavior in solving organizational problems (Ratnasari, Sutjahjo, et al., 2020). The purpose of organizational culture at PT Taiyo Sinar Raya Teknik is to explore and understand how the organizational culture in the company affects employee job satisfaction. (Nurul Ihsani, 2020). In line with (Ratnasari, Prasetyo, et al., 2020) which states that there is a relationship between organizational culture and job satisfaction, there is a positive relationship between organizational culture and employee job satisfaction. It is important for companies to pay attention to and strengthen the organizational culture that supports employee job satisfaction in order to improve their performance and loyalty. In addition (Paais & Pattiruhu, 2020) also states that organizational culture and job satisfaction shows that organizational culture has a positive and significant influence on employee job satisfaction. Thus, a good understanding and application of organizational culture in an organization can help increase job satisfaction. Supported by several indicators in this study related to Organizational Culture, namely, thoroughness in doing tasks, thoroughness in work, openness, flexible but effective interactions that increase work productivity.

H1 : Organizational Culture has a significant effect on Job Satisfaction.

A good work environment includes aspects of job security, appreciation of performance, motivating facilities, and maintaining good relationships between coworkers and superiors (Dr.K. Sivagama Shunmuga Sundari & Ms.A. Antony Selva Priya, 2020). The purpose of work environment is to understand how work environment conditions and organizational culture can affect teachers' performance and their job satisfaction (Sunarsi, 2020). In line with (Amarasena, 2019) which states that there is a relationship between work environment and job satisfaction as a positive interrelated factor. Therefore, it is important to pay attention to and improve work environment conditions in higher education to increase job satisfaction of academic staff.

In addition, according to (Basalamah & As, 2021) shows that improved work environment conditions will increase the job satisfaction of lecturers at private universities in Makassar. Therefore, universities and study programs must improve indicators in the work environment to create comfortable working conditions so as to increase the job satisfaction of lecturers. Supported by several indicators in this study related to Work Environment, namely, the physical work environment which includes temperature, noise, lighting, air quality.

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

Transactional leadership is defined as a leadership style that involves exchanges between leaders and followers, and uses rewards and punishments to motivate teams or employees. (Lan et al., n.d.). The purpose of transactional leadership is to determine the existence of a positive relationship between transactional leadership style and the level of employee job satisfaction, and to understand the contribution made by transactional leadership style to employee job satisfaction (Lumbantoruan et al., n.d.). Supported by several indicators in this study related to Transactional leadership, namely, contingent reward, active management by exception and passive management by exception.

H3 : Transactional Leadership has a significant effect on Job Satisfaction

Method

The method used in this study uses quantitative research which is carried out to obtain a fact or data in the field (MS Priadana, 2021). So that this research can be useful to get accurate information. Organizational culture adopts measurements In context, job satisfaction adopts measurements consisting of ten criteria (Dubey et al., 2023). The sample in this study were 80 workers of PT Putra Perkasa Abadi (PPA). The analytical tool used is questionnaire tabulation, data collection in the form of validity and reliability tests. The hypothesis in this study is the influence of Organizational Culture on Job Satisfaction, (2) Work Environment on Job Satisfaction, and (3) Transactional Leadership on Job Satisfaction at PT Putra Perkasa Abadi (PPA). To test this hypothesis, a data analysis tool in the form of multiple linear regression is used.

In general, analysis is a statistical analysis method aimed at analyzing the relationship or influence of two or more variables. The equation model in this study is:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e \dots\dots\dots (1)$$

Dengan:

α : konstanta

β_i : koefisien regresi

X1 : Organizational Culture

X2 : Work Environment

X3 : Transactional Leadership

Y : Job Satisfaction

e : Variabel residual

Results and Discussion

Based on Table 1, it can be explained that the r value for each question is obtained positive numbers and the value is greater than r table 0.2199, it can be concluded that all question items are valid. Thus, all question items pass the validity test.

Table 1. Validity Test Results

Indikator	Pearson Correlation	R-Table	Output
X1.1	0.811	0.2199	Valid
X1.2	0.867		Valid
X1.3	0.860		Valid
X1.4	0.792		Valid
X1.5	0.841		Valid
X1.6	0.807		Valid
X2.1	0.615		Valid
X2.2	0.863		Valid
X2.3	0.861		Valid
X2.4	0.850		Valid
X2.5	0.825		Valid
X3.1	0.745		Valid
X3.2	0.845		Valid
X3.3	0.723		Valid
X3.4	0.715		Valid
Y1.1	0.781		Valid
Y1.2	0.789		Valid
Y1.3	0.875		Valid
Y1.4	0.806		Valid
Y1.5	0.870		Valid

Source: Data processed by researchers (2024)

Table 2 shows that the Cronbach's alpha value is above 0.6 so it can be concluded that the reliability of the constructs or research variables is high.

Table 2. Reality Test Results

Variabel	Cronbach's Alpha	Output
Organizational Culture (X1)	0.908	Reliabel
Work Environment (X2)	0.864	Reliabel
Transactional Leadership (X3)	0.749	Reliabel
Job Satisfaction (Y)	0.882	Reliabel

Source: Data processed by researchers (2024)

Classic Normality Assumption Test Results

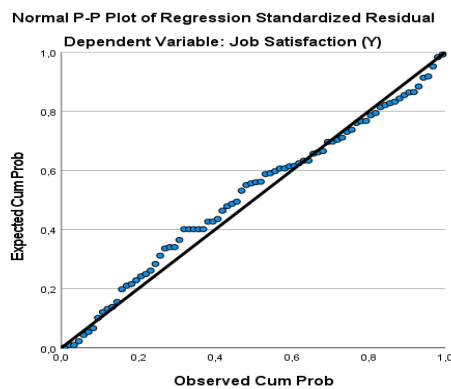


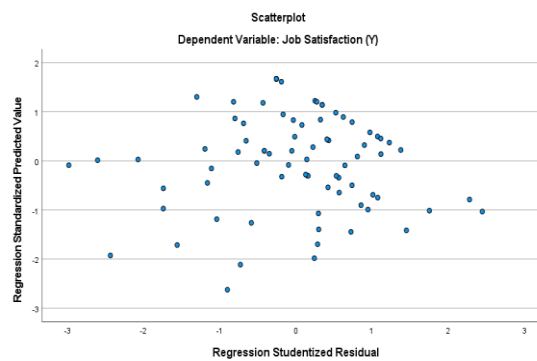
Figure 1. Normal Probability Plot
 Source: Data processed by researches (2024)

Table 3. Multikolinearitas

Variabel	Tolerance	VIF
Organizational Culture (X1)	0.507	1.972
Work Environment (X2)	0.499	2.003
Transactional Leadership (X3)	0.876	1.142

Source: Data processed by researches (2024)

Figure 2. Scatterplot



Source: Data processed by researches (2024)

Then, indicators of the variables in this study have successfully passed the classical assumption tests using SPSS. These tests include the normality, multicollinearity, heteroscedasticity, and autocorrelation checks, ensuring that the data meet the necessary statistical assumptions for regression analysis. The normality test confirmed that the data distribution is normal, while the multicollinearity test showed no significant correlation between independent variables. The heteroscedasticity test indicated that the residuals are homoscedastic, and the autocorrelation test verified that there is no correlation between residuals. This demonstrates that the dataset is suitable for further analysis.

Table 4. F Test Results (Simultaneous)

Model (1)	Sum of Squares	df	Mean Square	F	Sig.
Regression	760.664	3	253.555	32.588	0
Residual	591.324	76	7.781		
Total	1351.987	79			

Source: Data processed by researches (2024)

Based on Table 4, it is known that the Sig. value is 0.000 <0.05 and the F Count value is 32.588. Because the value of F Count > F Table 2.72, it can be concluded that the Organizational Culture (X1), Work Environment (X2), Transactional Leadership (X3) variables are jointly able to influence the Job Satisfaction (Y) variable.

Table 6. T Test Results (Partial)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.943	1.955		1.506	0.136
Organizational Culture (X1)	0.182	0.077	0.251	2.361	0.21
Work Environment (X2)	298	0.90	0.354	3.300	0.001
Transactional Leadership (X3)	0.492	0.117	0340	4.193	0

Source: Data processed by researches (2024)

Table 6 shows the results of this study, it is known that the Sig. value for the effect of Organizational Culture on Job Satisfaction is 0.021 <0.05 and the t value is 2.361 > t table 1.99. So it can be concluded that there is a significant influence of Organizational Culture on Job Satisfaction. Furthermore, it is known that the Sig. value for the effect of Work Environment on Job Satisfaction is 0.001 < 0.05 and the t value is 3.300 > t table 1,99125. So it can be concluded that there is a significant influence of the Work Environment variable on Job Satisfaction. Meanwhile, the Sig. value for the effect of Transactional Leadership on Job Satisfaction is 0.000 <0.05 and the t value is 4.193 > t table 1.99125. It is concluded that there is a significant effect of Transactional Leadership variables on Job Satisfaction.

Table 7. Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.943	1.955		1.506	0.136
Organizational Culture (X1)	0.182	0.077	0.251	2.361	0.21
Work Environment (X2)	298	0.90	0.354	3.300	0.001
Transactional Leadership (X3)	0.492	0.117	0340	4.193	0

Source: Data processed by researches (2024)

Based on Table 7, the findings of this study have a constant value of 2,943, meaning that if the value of the independent variables (X1, X2, X3) is 0, then Job Satisfaction (Y) is 2,943 units. The X1 regression coefficient value of 0.182 indicates that there is a positive effect of Organizational Culture (X1) on Job Satisfaction (Y). If the Organizational Culture (X1) variable score increases by one unit, Job Satisfaction (Y) will increase by 0.182 units, assuming other variables are constant.

Furthermore, the X2 regression coefficient value of 298 indicates that there is a positive influence of Work Environment (X2) on Job Satisfaction (Y). If the Work Environment (X2) variable score increases by one unit, Job Satisfaction (Y) will increase by 298 units, assuming other variables are constant.

Meanwhile, the X3 regression coefficient value of 0.492 indicates that there is a positive effect of Transactional Leadership (X3) on Job Satisfaction (Y). If the Transactional Leadership (X3) variable score increases by one unit, Job Satisfaction (Y) will increase by 0.492 units, assuming other variables are constant.

Organizational Culture On Job Satisfaction

Organizational culture is the values and norms adopted and carried out by an organization in relation to the environment in which the organization carries out its activities (Lumenta et al., 2019). The findings of this study state that organizational culture can increase job satisfaction of PT Putra Perkasa Abadi (PPA) employees. This is in line with the findings of (Ratnasari, Prasetyo, Et Al., 2020) that there is a relationship between organizational culture and job satisfaction there is a positive relationship. In addition, (Paais & Pattiruhu, 2020) also states that organizational culture and job satisfaction have a positive and significant influence on employee job satisfaction. It is important for PT Putra Perkasa Abadi (PPA) to strengthen the organizational culture that supports employee job satisfaction in order to improve their performance and loyalty. Thus, a good understanding and application of organizational culture in an organization can help improve job satisfaction.

Work Environment On Job satisfaction

The work environment is one of the factors that affect the performance of an employee. The results of this study indicate that there is a positive influence of Work Environment on Job Satisfaction. These findings are supported by the results of research also conducted by (Lumenta et al., 2019). In addition, it is also in line with (Amarasena, 2019) which states that there is a relationship between work environment and job satisfaction as a positive interrelated factor. Therefore, it is important to pay attention to the condition of the work environment at PT Putra Perkasa Abadi (PPA) to increase the job satisfaction of academic staff.

Transactional Leadership On Job Satisfaction

The findings of this study demonstrate a significant positive relationship between Transactional Leadership and Job Satisfaction. This suggests that leaders who employ transactional approaches, such as setting clear goals, providing rewards for meeting expectations, and ensuring corrective actions when necessary, can enhance employee satisfaction within the organization. These results align with the research conducted by Utari & Zusmawati (2024), further supporting the notion that transactional leadership plays a crucial role in improving job satisfaction by fostering a structured and performance-oriented work environment. This consistency in findings strengthens the evidence for the effectiveness of transactional leadership in organizational settings.

Conclusion

Organizational culture can be defined as a system of values, beliefs, assumptions, or norms that exist for a long time and are followed by members. A positive relationship may exist between

transactional leadership and employee job satisfaction. In the mining sector, leadership style can affect employee performance and satisfaction. This study analyzed the influence of organizational culture, work environment, and transactional leadership on job satisfaction at PT Putra Perkasa Abadi (PPA). The results indicate that organizational culture can increase job satisfaction, and there is a positive relationship between organizational culture and job satisfaction. A positive influence of work environment on job satisfaction was also found. Additionally, a positive influence between transactional leadership and job satisfaction was discovered. These findings suggest that strengthening the organizational culture, improving the work environment, and applying a transformational leadership style can increase job satisfaction and performance at PT Putra Perkasa Abadi (PPA). It is important to understand and apply these concepts to improve employee satisfaction and loyalty.

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