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# The Influence of Organizational Culture and Leadership Style on Job Satisfaction with Work Motivation as an Intervening Variable (Study at Stit Raden Wijaya Mojokerto)

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**Abstract:** *This research aims to test the analysis of organizational culture and leadership style on job satisfaction with work motivation as an intervening variable. The analytical technique used to analyze the effects of intervening variables is the path analysis method, with several tests carried out, including, validity test, reliability test, descriptive analysis, classic tests which include multicollinearity tests, autocorrelation tests, heteroscedasticity tests, and normality tests. The population and sample in this research were 40 employees. The results of the path analysis prove that Organizational Culture has an indirect positive and significant influence on the job satisfaction which is mediated by work motivation. This is evident from the results of the t test where the t-count of 2.164 for Organizational Culture is greater than the t-table of 1.990. Meanwhile, Leadership Style has an indirect positive and significant influence on the job satisfaction which is mediated by Work Motivation. This is evident from the results of the t test where the t-count of 2.103 for Leadership Style is greater than the t-table of 1.990.*

**Keyword:** Organizational Culture, Leadership Style, Job Satisfaction, Work Motivation

## INTRODUCTION

Human resources are one of the most valuable assets owned by an organization, because humans are the only resource that can move other resources. Thus, the human resource element is a key factor that must be maintained by an organization in line with the demands that the organization always faces to answer every challenge that exists. Therefore, efforts to maintain quality human resources are the main steps of the organization.

One of the triggers for the increasing development of human resource management is the demand from employees to obtain both moral and material welfare. Managing Human Resources in an organization is not easy, because an organization involves various elements, namely

employees, leaders and the system itself. Companies must pay attention to good relationships between employees and superiors in order to create job satisfaction (Sutrisno, 2014).

From previous research, there are still inconsistent research results or Research Gap which can be seen in the following table:

No	Influence	Researchers and Years	Findings
1	The Influence of Organizational Culture on Job Satisfaction	Parulian & Hasibuan (2017), Dwiki Ananto Yudo (2015), Saputra & Adnyani (2017), dan Widiatmayanti, Saryadi & Nurseto (2014)	Organizational culture has a significant positive effect on job satisfaction
		Tanzil & Adiwijaya (2017)	Organizational culture has a positive but not significant effect on job satisfaction.
2	The Influence of Leadership Style on Job Satisfaction	Parulian & Hasibuan (2017), Dwiki Ananto Yudo (2015), Saputra & Adnyani (2017), Alfian Yanoto (2018), serta Widiatmayanti, Saryadi & Nurseto (2014)	Leadership style has a significant positive effect on job satisfaction
		Tanzil & Adiwijaya (2017)	Leadership style has a positive but not significant effect on job satisfaction.

Based on the Research Gap above, it can be seen that the relationship between the influence of organizational culture and leadership style on job satisfaction is still inconsistent in its results. This is indicated by the significant and insignificant influence between organizational culture and leadership style on job satisfaction. Therefore, researchers are interested in conducting the same research but by including work motivation as an intervening variable. It is expected that with work motivation, it will be able to provide better results, or stronger results than the direct influence between work culture and leadership style on job satisfaction.

This is in accordance with the research results of Ramadhani, Ahman & Senen (2017) which stated that the existence of work motivation will strengthen the influence of work culture on job satisfaction. This is also in accordance with the research results of Alfian Yanoto (2018) which shows that the existence of work motivation can strengthen the influence of leadership style on job satisfaction.

The purpose of this study is to analyze the effect of organizational culture and leadership style on job satisfaction with work motivation as an intervening variable at STIT Raden Wijaya Mojokerto

## METHOD

This type of research is quantitative research. This research is an observational study conducted on a number of objects according to their actual conditions, without any interval from the researcher. This research design uses a cross-sectional method approach. With a population of 40 people. The census sampling technique means that all populations are used as samples in the study.

## RESULTS AND DISCUSSION

### Validity test

The results of the validity test of the instrument used in this research can be seen in the following table:

No	Variable	r-count	r-table	Validity
1	Organizational culture	0.715	0.237	Valid
2	Leadership Style	0.810	0.237	Valid
3	Job satisfaction	0.841	0.237	Valid
4	Work Motivation	0.956	0.237	Valid

The results of the analysis can be seen in the output above, in the Item Total Statistics section seen in the Corrected Item - Total Correlation column which is the calculated r value for each question as an indicator variable. The r value for each question turned out to be positive and the value was greater than the r product moment table of 0.237; then it can be concluded that all question items are valid.

### Reliability Test

The results of the reliability test of the instrument used in this research can be seen at the following table:

No	Variable	Cronbach Alpha	r-table	validity
1	Organizational culture	0.935	0.237	Reliable
2	Leadership Style	0.935	0.237	Reliable
3	Job satisfaction	0.934	0.237	Reliable
4	Work Motivation	0.933	0.237	Reliable

The results of this research show that the table above is bigger than the r product moment table of 0.237 so it can be categorized as reliable. Apart from that, the Cronbach alpha value above is far above 0.60, so it can be concluded that the reliability of the research construct or variable is high.

## DISCUSSION

### Hypothesis Testing

Partially testing the hypothesis from the regression equations Model I and Model II, the influence of Organizational Culture and Leadership Style on Employee Performance mediated by Satisfaction is presented as follows:

- H1: There is a direct positive influence of Organizational Culture on Work Motivation It was found that the standardized beta coefficient of 0.357 had a positive sign and the t-count value of 3.404 was greater than the t table of 1.990 (DF = 71-2-1 = 68 ), it is thus proven that hypothesis 1 is accepted, meaning that Organizational Culture directly has a positive and significant effect on the Work Motivation.
- H2: There is a direct positive influence of Leadership Style on Work Motivation. Beta standardized coefficient of 0.400 has a positive sign and the t-count value of 3.810 is smaller

- than the t table of 1.990 (DF = 71-2-1 = 68), So it is proven that hypothesis 2 is accepted, meaning that Organizational Culture directly has a positive and significant effect on the Work Motivation.
- H3: There is a direct positive influence of Organizational Culture on the Job Satisfaction. Beta standardized coefficient of 0.197 has a positive sign and the t-count value of 2.596 is greater than the t table of 1.990 (DF = 71-3-1 = 67), then Thus it is proven that hypothesis 3 is accepted, meaning that Organizational Culture directly has a positive and significant effect on the Job Satisfaction.
  - H4: There is a direct positive influence of Leadership Style on the Job Satisfaction. Beta standardized coefficient of 0.254 has a positive sign and the t-count value of 3.288 is greater than the t table of 1.990 (DF = 71-3-1 = 67), then Thus it is proven that hypothesis 4 is accepted, meaning that Leadership Style directly has a positive and significant effect on Job Satisfaction.
  - H5: There is a direct positive influence of Work Motivation on the Job Satisfaction. Beta standardized coefficient of 0.558 has a positive sign and the t-count value of 6.893 is greater than the t table of 1.990 (DF = 71-3-1 = 67), then Thus it is proven that hypothesis 5 is accepted, meaning that Work Motivation directly has a positive and significant effect on Job Satisfaction.
  - H6: There is an indirect positive influence of Organizational Culture on the Job Satisfaction with Work Motivation as an intervening variable. The results of statistical testing of Organizational Culture have a positive and significant indirect effect on the Job Satisfaction, mediated by Work Motivation. This is proven by the results of the t-test where the Organizational Culture t-count of 2.164 is greater than the ttable of 1.990 (DF = 71-3-1 = 67).
  - H7: There is an indirect positive influence of Leadership Style on the Job Satisfaction with Work Motivation as an intervening variable. The results of statistical testing of Leadership Style have a positive and significant indirect effect on the Job Satisfaction, mediated by Work Motivation. This is proven by the results of the t-test where the t-count for Leadership Style is 2.103

### **Path Analysis**

Information :

L: Direct Influence

TL: Indirect Influence

Indirect effect  $X1 \rightarrow Y2 = 0.357 \times 0.558 = 0.199$

Indirect effect  $X2 \rightarrow Y2 = 0.400 \times 0.558 = 0.223$

Statistical test results show that organizational culture has a direct effect on Job Satisfaction by 19.7%. This is proven by the standardized beta coefficient of 0.197. Statistical test results show that Organizational Culture indirectly has an influence of 19.9% on Job Satisfaction. This is proven by the standardized beta coefficient of 0.199.

Statistical test results show that Leadership Style has a direct influence of 25.4% on Job Satisfaction. This is proven by the standardized beta coefficient of 0.254. Statistical test results show that Leadership Style indirectly has an influence of 22.3% on Job Satisfaction. This is proven by the standardized beta coefficient of 0.223.

### **The direct influence of Organizational Culture on Job Satisfaction**

Statistical test results show that Organizational Culture has a direct effect on Job Satisfaction by 19.7% at STIT Raden Wijaya Mojokerto. This is proven by the standardized beta coefficient of 0.197, which means that an increase in organizational culture will be followed by job satisfaction at STIT Raden Wijaya Mojokerto.

### **The indirect influence of Organizational Culture on Job Satisfaction is mediated by Work Motivation**

The results of statistical testing of Organizational Culture have a positive and significant indirect effect on the Job Satisfaction, mediated by Work Motivation. This is proven by the t-test results in table 5.13 where the Organizational Culture t-count of 2.164 is greater than the t table of 1.990 ( $DF = 71 - 3 - 1 = 67$ ).

### **The direct influence of leadership Style on Job Satisfaction**

The results of statistical tests show that Leadership Style directly influences the Job Satisfaction by 25.4%. This is proven by the beta standardized coefficient of 0.254, which means that an increase in leadership style will be followed by an increase in the Job Satisfaction.

### **The indirect influence of Leadership Style on Job Satisfaction is mediated by Work Motivation**

The results of statistical testing of Leadership Style have an indirect, insignificant effect on the Job Satisfaction, mediated by Work Motivation. This is proven by the t-test results in table 5.13 where the Leadership Style t-count of 2.103 is greater than the t table of 1.990 ( $DF = 71 - 3 - 1 = 67$ ).

These findings have the implication that efforts to improve employee Job Satisfaction by increasing organizational culture factors become more effective by increasing Work Motivation. This means that the existence of Organizational Culture is actually to provide Work Motivation to employees so as to further improve Job Satisfaction.

The development of standard operating procedures described above is based on the opinion of Deal & Kennedy (1982), Miner (1990), Robbins (1990) (in Sutrisno, 2010: 3) which states that a strong and positive culture greatly influences the behavior and effectiveness of company performance. With the implementation of standard operational procedures, it is hoped that it can become the basis for developing and implementing an organizational culture at STIT Raden Wijaya Mojokerto which is implemented continuously, and periodically followed by continuous evaluation and improvement. Only in this way can the organizational culture at STIT Raden Wijaya Mojokerto be firmly instilled in every employee.

Apart from that, these findings provide implications for efforts to improve job satisfaction with increasing factors Leadership Style becomes less effective through increasing Work Motivation. This means that the existence of a leadership style actually provides less job satisfaction to employees so that its influence on improving satisfaction is reduced.

In order to improve employees, employees should not only look for job work motivation but need to put more emphasis on efforts to carry out greater responsibility. Apart from that, the leadership style applied by superiors needs to be improved, for example being more democratic and reducing authoritarian attitudes, so that employees feel more motivated in working. The figure of a leader in an organization can be effective if the leader is able to manage the organization and influence the behavior of subordinates so that they are willing to work together in achieving organizational goals, which will build trust, a sense of fairness and sympathy from employees. A leader's open, caring, visionary, objective and wise attitude will influence employees to improve performance (Sapengga 2016: 646). In order to improve the satisfaction, it should be preceded by strengthening a leadership style that is able to provide an example and motivation for STIT Raden Wijaya Mojokerto employees to be able to realize the leadership's expectations so that individual satisfaction increases and ultimately improves overall organizational performance in the environment.

Leaders need to always be honest and open in every development faced by STT Raden Wijaya Mojokerto Employment so that they always receive response and support from their subordinates for possible improvements that can be made. Leaders within the STIT Raden Wijaya Mojokerto employees also need to have a visionary attitude with a far-sighted outlook in order to

increase the role of STIT Raden Wijaya Mojokerto Employment in the development and progress of the economy of our beloved country of Indonesia in general.

## CONCLUSION

In accordance with the results of this research, several things can be concluded, including:

1. Organizational culture directly has a positive and significant influence on the work motivation of STIT Raden Wijaya Mojokerto employees.
2. Organizational culture directly has a positive and significant effect on the work motivation of TIT Raden Wijaya Mojokerto employees.
3. Organizational culture directly has a positive and significant effect on the job satisfaction of TIT Raden Wijaya Mojokerto employees.
4. Leadership style directly has a positive and significant influence on the job satisfaction of TIT Raden Wijaya Mojokerto employees.
5. Work Motivation directly has a positive and significant effect on the job satisfaction of TIT Raden Wijaya Mojokerto employees.
6. Organizational culture has a positive and significant indirect effect on the job satisfaction of TIT Raden Wijaya Mojokerto employees, mediated by work motivation. This is proven by the results of the t-test in table 5.13 where the t-count for Organizational Culture of 2.164 is greater than the t-table of 1.990 ( $DF = 71-3-1 = 67$ ).
7. Leadership style has a positive and significant indirect effect on the job satisfaction of TIT Raden Wijaya Mojokerto employees, mediated by work motivation. This is proven by the t-test results in table 5.13 where the Leadership Style t-count of 2.103 is greater than the t-table of 1.990 ( $DF = 71-3-1 = 67$ ).

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