



The Effect of Motivation, Transformational Leadership, Organizational Culture on Work Satisfaction and Work Engagement

¹Dara Kania Indraswari

²Sri Handari Wahyuningsih

³Arni Surwanti

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^{1,2,3} Universitas Muhammadiyah Yogyakarta,
Indonesia
darakania1995@gmail.com

Abstract: This study aims to examine the effect of motivation, transformational leadership, organizational culture on job satisfaction and job involvement on employees. The objects used in this study were employees of the Dinas Pertanian dan Peternakan in Berau district, East Kalimantan. The sampling technique used is total sampling, with a sample size of 156. The data analysis used in this study was multiple linear regression using the SPSS program. The results showed that motivation had a positive and significant effect on job satisfaction and job involvement. The results of this study also indicate a positive and significant influence on Transformational Leadership on Job Satisfaction and Job Engagement. Meanwhile, organizational culture only has a positive and significant effect on job satisfaction and has no effect on job involvement. And there is a positive and significant effect of Job Satisfaction on Job Engagement.

Key words: Motivation, Organizational Culture, Transformational Leadership, Work Satisfaction, Work Engagement.

The success and achievement of the goals of an organization or company is strongly influenced by the human resources working in it. An organization cannot move and achieve its goals if there are no human resources used to achieve goals both individually and in groups. Human resources can be concluded as things that greatly affect an organization, an organization becomes good if the human resources it has are also good and vice versa when an organization has inadequate human resources it will have a bad impact on the organization.

The success or failure of an organization depends on the organization managing human resources. Therefore the company must know and understand what factors can affect the human resources in the organization. The Dinas Pertanian dan Peternakan of the Berau Regency is very good at implementing the work program. Many of the work programs that have been made can be implemented properly and get satisfactory results. This is what underlies this research. This study aims to determine what factors

affect the human resources in the organization that make the organization able to manage human resources to achieve its goals properly

Organizations must pay attention to several things in managing their human resources, leadership is one of the most important things in an organization or company where leadership is needed to direct and influence the human resources in the organization. It is undeniable that leadership is the key to the success of an organization or a company. Without a leader who regulates and also directs an organization/company, the vision and mission as well as the goals of the organization/company will not be achieved. In addition to leadership, there are several other factors that can affect the success of an organization/company in managing its human resources. These other factors are organizational culture, motivation, work satisfaction and work engagement.

Motivation

Motivation is a process that explains the intensity, direction, and persistence of an individual to achieve his goals (Tirtayasa, 2019). Work motivation is a driving force / driving force possessed in each individual, in carrying out an activity so that individuals want to do, work and engage in activities to use their abilities and potential to achieve the desired goals, as previously determined Work motivation is a power The driving force/drivers possessed by each individual, in carrying out an activity so that individuals want to do, work and engage in activities to use their abilities and potential to achieve the desired goals, as previously determined (Bahri & Nisa, 2017).

There are several previous studies that examine the variable Motivation. In a study conducted by Paais & PATTIRUHU (2020) it was found that Motivation has a positive and significant effect on Work Satisfaction. Research conducted by Sathyanarayan, D. K., & Lavanya, D. B. L. (2018) found that Motivation has a positive and significant effect on Work Satisfaction. Another study conducted by Pasya (2018) Motivation has a positive and significant effect on Work Engagement. In another study conducted by Tannady, et al (2020) it was found that Motivation had a positive and significant effect on Work Engagement. Based on several previous studies, hypotheses can be written :

H1: Motivation has a positive and significant effect on Job Satisfaction

H2: Motivation has a positive and significant effect on Work Engagement

Transformational Leadership

Transformational Leadership are people with inspirational values. They show nurturing, caring behavior and show consideration for subordinates. Transformational leadership focuses on the ability to identify potential followers and leaders learn how to encourage and motivate subordinates to their fullest abilities, according to Avolio in (Arokiasamy & Tat, 2020) Transformational leadership in istital can be interpreted characteristics, individual behavior, having authority over others, patterns, relationships, collaborative communication between roles, the influence of an administrative position, persuasion, and views from others regarding the authority of influence according to Wahjosumidjo in (Syukur, 2019).

There are several previous studies that examine the Transformational Leadership variable. In a study conducted by Chandrasekara, W. S. (2019), it was found that Transformational Leadership has a positive and significant effect on Work Satisfaction. Research conducted by Zulkarnain, D., & Manurung, A. D. R. (2020) found that Transformational Leadership has a positive and significant effect on Work Satisfaction. Another study conducted by Arokiasamy, A., & Tat, H. (2020) Transformational Leadership has a positive and significant effect on Work Engagement. In another study conducted by Thisera, T. J. R., & Sewwandi, E. P. I. (2018), it was found that Transformational Leadership has a positive and significant effect on Work Engagement. Based on several previous studies, the following hypotheses can be written:

H3: Transformational Leadership has a positive and significant effect on Work Satisfaction

H4: Transformational Leadership has a positive and significant effect on Work Engagement

Organizational Culture

Organizational Culture covers broader aspects as well as deeper and becomes a basis for the creation of an ideal organizational climate (Tirtayasa, 2019). Successful organizations will have a strong culture that can attract, maintain and reward people who are successful in carrying out their roles and achieving their goals (Syukur, 2019). Organizational culture is defined as a cognitive framework consisting of attitudes, values, norms and shared expectations shared by members of the organization. According to Greenberg and Baron in (Ali & Agustian, 2018). Organizational culture is a shared value, belief, or perception that is embraced and believed by employees in an organization or organizational unit. Organizational culture reflects the values, beliefs and behavioral norms used by employees in the organization that can influence employee attitudes and behavior. Understanding the core values of the organization can prevent the possibility of internal conflicts in the organization according to Robbins and Coulter in Yafang Tsai (2011).

There are several previous studies that examine the variable Organizational Culture. In a study conducted by Paais, M., & PATTIRUHU, J. R. (2020) it was found that Organizational Culture had a positive and significant effect on Work Satisfaction. Research conducted by Tsai, Y. (2011) obtained the results that Organizational Culture has a positive and significant effect on Work Satisfaction. Another study conducted by another study conducted by Zahreni et al (2021), Organizational Culture has a positive and significant effect on Work Engagement. Engagement. Based on several previous studies, the following hypotheses can be written:

H5: Organizational Culture has a positive and significant effect on Work Satisfaction

H6: Organizational Culture has a positive and significant effect on Work Engagement

Work Satisfaction

Job satisfaction is a positive attitude that is owned by the workforce including feelings and attitudes in work which is valued as respect in achieving the important values of work. Dimensions in job satisfaction are: work, supervision, wages, promotions, coworkers (Pawirosumarto et al., 2017). Job satisfaction is expressed as an attitude that is raised by employees both negatively and positively towards their work. According to Greenberg in (Cahyono et al., 2020).

There are several previous studies that examined the Work Satisfaction variable. In the research conducted by Håvold, et al (2020) it was found that Work Satisfaction has a positive and significant effect on Work Engagement. Research conducted by Dewantara, M., & Wulanyani, N. M. S. (2019) found that Work Satisfaction has a positive and significant effect on Work Engagement. Based on several previous studies, the following hypotheses can be written:

H7: Work Satisfaction has a positive and significant effect on Work Engagement

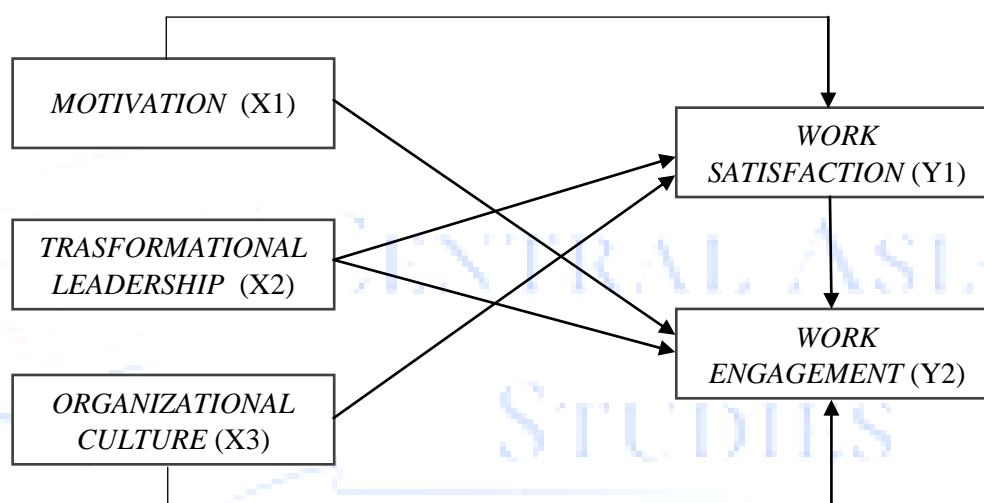
Work Engagement

Work engagement is a positive psychological state related to work, characterized by a desire to contribute to organizational success according to Macey, Schneider in (Pasya, 2018). In work engagement there is a high emotional and intellectual relationship between employees and their work, organizations, managers and co-workers. So this affects employees to make more efforts in their work. Increased energy to do work that exceeds expectations, a form of adaptive or innovative behavior for company success is an indication of work engagement behavior. Job involvement in general is the feeling of a person's strong

and real bond with his job, confident and able to effectively cope with the demands of a given job (Derbis & Jasiński, 2018).

RESEARCH METHODS

This study is a quantitative study to determine the relationship between variables Motivation, Transformational Leadership, Organizational Culture on Work Satisfaction and Work Engagement. The population in this study were all employees in the Dinas Pertanian dan Peternakan in Berau district. Data were collected from 156 employees as a sample. The sampling technique used in this research is total sampling, all employees who work in the Department of Agriculture and Livestock. The data used in this study is primary data, the data is taken directly using a questionnaire as a tool in data collection. The measurement technique used is a Likert scale. Of the 156 employees who filled out the questionnaire, only 128 of the questionnaires could be processed. Then to analyze the effect of Motivation, Transformational Leadership, Organizational Culture on Work Satisfaction and Work Engagement using multiple linear regression with SPSS program application.



RESULTS AND DISCUSSION

In this study used multiple linear regression analysis. This study was used to examine the direction of the relationship between the independent and dependent variables. The researcher conducted two times multiple regression analysis.

Table 1. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	14.680	3.484		4.214	.000
Motivation (X1)	.368	.091	.310	4.069	.000
Transformational Leadership (X2)	.124	.048	.195	2.564	.012
Organization Culture (X3)	.610	.118	.399	5.169	.000

Based on the results in the table obtained the results:

Hypothesis 1 based on the results in the table, motivation variable (X1) has a value of , sig. 0.000 < 0.05, it can be said that the Motivation variable (X1) has an effect on the Work Satisfaction variable (Y1). These results support the first hypothesis (H1), that mean there is an influence of the Motivation variable

on the Work Satisfaction variable, so the first hypothesis (H1) is accepted. These results are in accordance with previous research conducted by Paais & PATTIRUHU (2020) and research by Sathyanarayan, D. K., & Lavanya, D. B. L. (2018)

Hypothesis 3 based on the results in the table, Transformational Leadership variable (X2) has a sig value. $0.012 < 0.05$, it can be said that the Transformational Leadership variable (X2) has an effect on the Work Satisfaction variable (Y1). These results support the third hypothesis (H3), that mean there is an influence of the Transformational Leadership variable on the Work Satisfaction variable, so the third hypothesis (H3) is accepted. These results are in accordance with previous research conducted by Chandrasekara, W. S. (2019) and research conducted by Zulkarnain, D., & Manurung, A. D. R. (2020)

Hypothesis 5 based on the results in the table, Organization Culture variable (X3) has a value of sig. 0 sig. $0.000 < 0.05$, it can be said that the Organization Culture variable (X3) has an effect on the Work Satisfaction variable (Y1). These results support the fifth hypothesis (H5), that mean there is an influence of the Organization Culture variable on the Work Satisfaction variable, so the fifth hypothesis (H5) is accepted. These results are in accordance with previous research conducted by Paais, M., & PATTIRUHU, J. R. (2020) and research conducted by Tsai, Y. (2011).

Table 2. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.359	2.190		2.447	.016
Motivation (X1)	.228	.057	.319	4.017	.000
Transformational Leadership (X2)	.096	.029	.252	3.301	.001
Organization Culture (X3)	.133	.077	.144	1.732	.086
Work Satisfaction (Y1)	.130	.053	.216	2.462	.015

Based on the results in the table obtained the results:

Hypothesis 2 based on the results in the table, motivation variable (X1) has a value of , sig. $0.000 < 0.05$, it can be said that the Motivation variable (X1) has an effect on the Work Engagenet variable (Y2). These results support the second hypothesis (H2), that mean there is an influence of the Motivation variable on the Work Engagenet variable, so the second hypothesis (H2) is accepted. These results are in accordance with previous research conducted by Pasya (2018) and research conducted by Tannady, et al (2020)

Hypothesis 4 based on the results in the table, Transformational Leadership variable (X2) has a value of , sig. $0.001 < 0.05$, it can be said that the Transformational Leadership variable (X2) has an effect on the Work Engagenet variable (Y2). These results support the fourth hypothesis (H4), that mean there is an influence of the Transformational Leadership variable on the Work Engagenet variable, so the fourth hypothesis (H4) is accepted. These results are in accordance with previous research conducted by Arokiasamy, A., & Tat, H. (2020) and research conducted by Thisera, T. J. R., & Sewwandi, E. P. I. (2018)

Hypothesis 6 based on the results in the table, variable Organization Culture (X3) has a value of , sig. $0.086 > 0.05$, it can be said that the Organization Culture variable (X3) has no effect on the Work Engagenet variable (Y2). These results do not support the sixth hypothesis (H6), that mean there is an influence of the Organization Culture variable on the Work Engagenet variable, so hypothesis six (H6) is rejected. These results are not in accordance with previous research conducted by Zahreni, et al (2021), and research conducted by Budiono, et al (2019)

Hypothesis 7 based on the results in the table, Work Satisfaction variable (Y1) has a value of sig. 0.015 < 0.05, it can be said that the Work Satisfaction variable (Y1) has an effect on the Work Engagenet variable (Y2). These results support the seventh hypothesis (H7), that mean there is an effect of the Work Satisfaction variable on the Work Engagenet variable, so the seventh hypothesis (H7) is accepted. These results are in accordance with previous research conducted by Håvold, et al (2020) and research conducted by Dewantara, M., & Wulanyani, N. M. S. (2019)

CONCLUSIONS AND RECOMMENDATIONS

Based on the research and testing that has been done, it can be concluded that (1) Motivation has an effect on Work Satisfaction which shows the results are accepted or supported; (2) Motivation has an effect on Work Engagement which shows the results are accepted or supported; (3) Transformational Leadership has an effect on Work Satisfaction which shows the results are accepted or supported; (4) Transformational Leadership has an effect on Work Engagement which shows the results are accepted or supported; (5) Organizational Culture has an effect on Work Satisfaction which shows the results are accepted or supported; (6) Organizational Culture has no effect on Work Engagement showing the results are rejected or not supported; (7) Work Satisfaction has an effect on Work Engagement which shows the results are accepted or supported.

Suggestions for further research, the researcher hopes that this research can be continued on other target populations apart from employees of the Dinas Pertanian dan Peternakan, such as employees and employees in other agencies. In future research, it is hoped that researchers will be able to examine other factors that can affect Work Satisfaction and Work Engagement apart from the variables that have been identified in this study. Related to the object of research, that the scope of this research is quite broad, it is hoped that further research can examine the object of research in different agencies and regions.

Suggestions from this research, for organizations as can be seen from the results of this study, it is known that only Organizational Culture variable does not affect the Work Engagement of employees who work in the Dinas Pertanian dan Peternakan. It is hoped that by knowing the results of this research, Dinas Pertanian dan Peternakan can improve and evaluate the Organizational Culture in the organization so that it can increase the Work Engagement of employees. In this study, it is also known that other variables in this study have a positive and significant influence on Work Engagement and Work Satisfaction. It is hoped that the Dinas Pertanian dan Peternakan can maintain and increase Work Engagement and Work Satisfaction in the organization.

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