

Job Satisfaction in Organizational Culture, Transformational Leadership and Work Motivation

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Abstract—This paper describes four factors that will improve lecturer job satisfaction, including organizational culture, transformational leadership and work motivation. The population of the study was a private lecturer at the Islamic University in Jambi Province, and using proportional random sampling obtained 249 respondents. The mix design method was used to retrieve quantitative data and the results will be deepened by qualitative methods to obtain deep and comprehensive results. The result shows that there is a positive relationship between organizational culture and job satisfaction. It means that the higher the organizational culture, the higher the level of job satisfaction. Likewise, there is a positive relationship between organizational culture, transformational leadership, work motivation and job satisfaction. It means that the higher the work motivation, the higher the level of job satisfaction.

Keywords—organizational culture; transformational leadership; work motivation and job satisfaction

I. INTRODUCTION

Law of the Republic of Indonesia Number 14 of 2005, article 1 paragraph (2) concerning Teachers and Lecturers states that: "Lecturers are professional educators and scientists with the main task of transforming, developing, and disseminating science, technology and art through education, research and community service [1]. Lecturer job satisfaction is one of the important factors in producing quality graduates. If the lecturer is satisfied with what he gets, the lecturer will do his job well. So that the quality of education that lecturers will give to their students will be of good quality. So that the purpose of education in order to produce quality graduates is achieved.

The role of the function of higher education in Indonesia is as an educational and teaching institution, research and community service called the Tri Dharma of Higher Education. As an educational and teaching institution, higher education functions to prepare educated graduates, have academic abilities and professional abilities. Job satisfaction is one of the important factors in producing quality graduates. If the lecturer is satisfied with what he gets, the lecturer will do his job well. This study entitled Relationship of transformational leadership, and work motivation towards job satisfaction, with a sample of 249 people with the criteria of permanent lecturers at the Private College of Jambi Province.

The author took several previous studies by Setia Wahyuni, et. al. about relationship of interpersonal communication, working motivation from transformational leadership to teacher's job satisfaction with the correlation coefficient between work motivation and job satisfaction of 0.768 and the correlation coefficient between transformational leadership with job satisfaction of 0.567 [2]. Then Ekowati, et al. states that the relationship between organizational culture and teacher job satisfaction has a correlation coefficient of 0.507 [3].

Job satisfaction might define as the way workers feel about their work [4]. Job satisfaction is influenced by several aspects of work, including wages and salaries, working conditions, supervision, co-workers, work material, job security, and opportunities to progress. While Anoraga revealed that job satisfaction is a positive attitude that involves a healthy adjustment of employees to working conditions and situations, including wages, social, physical, and psychological conditions [5]. Kinicki and Kreitner define job satisfaction as an effective or emotional response to various aspects of work [6]. Job satisfaction theories include: value attainment, discrepancy, fulfillment genetic equity, and fulfillment component.

Meanwhile Paul E. Spector, defines motivation as an internal state in a person that is related to a particular behavior [7]. One perspective mentions a motivational relationship with direction, intensity, persistence behavior at the same time. Direction refers to a specific choice of behavior from a large number of their existing which describes the amount of effort a person has to do his job. Perseverance refers to a continuous relationship. In other perfective, motivation requires awareness with the drives to achieve the same goal, desire, need or human drive. Colquit define work motivation as a set of energetic forces that come from within and outside the employee, initiate work effort, and determine its direction, intensity, and resilience [8]. Related factors are: (a). Internal strength, (b). Confidence, (c). External power, (d). Purpose of giving.

Understanding organizational culture is actually inseparable from the basic concepts of culture itself which is one of the terminologies that is widely used in the field of anthropology. Colquit stated "Organizational Culture as the shared social knowledge within an organization regarding the rules, norms, and values that shapes the behavior and behavior of its employees" [8]. From this question arises, what is a real culture? Culture is one way of living together, a typical way of a man in adapting to the natural environment and is a human

strategy in meeting his needs. The word culture has many meanings, the culture of each person is different from other people and culture will be difficult to explain conceptually and definitively when applied in an organization. Thus the organization also includes aspects of culture that are realized in the form of stories, successful business legends, values, symbols that are meaningful for every person in the organization.

With the three elements above, including organizational culture, transformational leadership and work motivation, it can be said that work motivation is complex. It can cause changes in energy that exists in human beings. It depends on the problems of a person's mental symptoms such as feelings and emotions can also influence a person to act and do something. All of these will drive goals, needs or desires that arise in him. Motivation signifies a series of efforts drive certain conditions so that someone wants to do something, and if he does not like it, then he will try to negate and avoid the feeling of dislike.

II. METHOD

This research was conducted on permanent lecturers of *Kopertis* Region XIII in Jambi Province, which consisted of 9 districts, 2 cities. 16 Private Islamic Colleges in Jambi Province were involved in this research. The population is all lecturers of Private Islamic Colleges in Jambi Province with a total of 660 people and as a sample of 249 permanent lecturers at Private Islamic Higher Education in Jambi Province. The sampling technique is representative of the lecturers of private Islamic universities in Jambi province using the Slovin formula [9].

The research stages were including permit management activities, instrument testing, calibration, instrument refinement, data collection, and data analysis. Sequential Explanatory Combination Design Methods that combine quantitative research methods and qualitative methods are used together in a research activity, so that data that is comprehensive, valid, variable and objective is obtained. In the implementation of quantitative methods play a role to obtain quantifiable quantitative data, in this study are associative and qualitative methods play a role to prove, deepen, expand, give the meaning of quantitative data that has been obtained at an early stage.

The research method used is a survey method with a correlational approach. The research variables consisted of three independent variables namely organizational culture, transformational leadership, and work motivation, with the dependent variable namely lecturer job satisfaction. To get data in the field, a measuring instrument (instrument) is used in the form of a questionnaire compiled based on the indicators in the research variable.

III. RESULTS AND DISCUSSION

A. *The Relationship between the Organizational Culture with Job Satisfaction*

Based on the results of hypothesis testing shows that there is a functional relationship between the culture of the Organization to the satisfaction of working with the regression

equation $\hat{Y} = 89.429 + 0,358X_1$ with a value of t count = t -table > 6.025 ($\alpha = 0.05$) = 1.970 and t -table ($\alpha = 0.01$) = 2.596 a significant regression. The linear-shaped functional relationships as evidenced by test linarites with a value of t -score = t -table > 6.025 ($\alpha = 0.05$) = 1.970 and t -table ($\alpha = 0.01$) = 2.596 meaning significant or regression is linear. The resulting correlation coefficient value of 0.358 suggests that any increase in the score the organizational culture will increase job satisfaction. The value of the coefficient of determination between the organizational cultures with the job satisfaction is $ry_1^2 = 0.128$. This means 12.8% job satisfaction is a result of the works of the culture of the Organization, while of 87.2% contributed by other variables that have a relationship with increased job satisfaction.

B. *The Relationship between Transformational Leadership with Job Satisfaction*

From the results of hypothesis testing show that there were functional relationships between transformational leadership with job satisfaction with regression equation $\hat{Y} = 76.287 + 0.467 X_2$ with a value of t -score = t -table > 8.667 ($\alpha = 0.05$) = 1.970 and F -table ($\alpha = 0.01$) = 2.596 which means that significant regression. The linear-shaped functional relationships as evidenced by test linarites with the value t -score = $8.667 < t$ -table ($\alpha = 0.05$) = 1.970 and t -table ($\alpha = 0.01$) = 2.596 meaning significant or regression is linear. The resulting correlation coefficient value of 0.483 suggests that any increase in transformational leadership score will increase job satisfaction. The value of the coefficient of determination between transformational leadership with job satisfaction is $ry_2^2 = 0.233$. This means 23.3% job satisfaction is the result of transformational leadership, while the works of 76.7% contributed by other variables that have a relationship with increased job satisfaction. The value of the coefficient of determination between transformational leadership with job satisfaction is $ry_2^2 = 0.233$. This means 23.3% job satisfaction is the result of transformational leadership, while the works of 76.7% contributed by other variables that have a relationship with increased job satisfaction. Results obtained in this study indicates that transformational leadership is the behavior of a leader who directed his subordinates to use values that exist today towards the vision and mission that has been set.

C. *The Relationship between Motivation of Working with Job Satisfaction*

From the results of hypothesis testing show that there were functional relationship between motivation of working with job satisfaction, the regression equation $\hat{Y} = 75.942 + 0.461 X_3$ with a value of t -score = t -table > 8.393 ($\alpha = 0.05$) = 1.970 and t -table ($\alpha = 0.01$) = 2.596 which means that keberartian significant regression. The linear-shaped functional relationships as evidenced by test linieritas with a value of t -score = t -table > 8.393 ($\alpha = 0.05$) = 1.970 and t -table ($\alpha = 0.01$) = 2.596 meaning significant or regression is linear. The resulting correlation coefficient value of 0.471 suggests that any increase in the score motivation increase job satisfaction. The value of the coefficient of determination between the motivation of working with job satisfaction is $ry_3^2 = 0.222$. This means 22.2% satisfaction the result motivationof working, while amounting to 77.8% contributed by other variables that

have a relationship with increased job satisfaction. Results obtained in this study indicate that the motivation of working is the process that directs and promotes activities to achieve the objectives of the organization.

D. The Relationship between Transformational Leadership and Organizational Culture Together with Job Satisfaction

From the results of hypothesis testing show that there were functional relationship between transformational leadership and organizational culture together with the satisfaction of regression equation $\hat{Y} = 0.299 40.386 + x_1 + X_2$ with a value of F-score $0.428 = 58.199 > F\text{-table} (\alpha = 0.05) = F\text{-table}$ and $3.033 (\alpha = 0.01) = 4.692$ which means that significant regression. The value of the correlation coefficient doubles between transformational leadership and organizational culture together with satisfaction 0.567 suggests that any increase in the score of transformational leadership and organizational culture in together will increase your job satisfaction. The results obtained for the determination of the coefficient of r_{y1} . 1.2^2 of correlation between organizational culture and transformational leadership together with the job satisfaction of 0.321 . This means 32.1% job satisfaction is the result of works of transformational leadership and organizational culture together, while 67.9% of donated by other variables that have a relationship with increased job satisfaction. Results obtained in this study indicates that if the set of values that developed in an organization that helps member organizations undertake actions that are acceptable and not acceptable as well as the behavior of a leaders of directing his subordinates to use values that exist today towards the vision and mission have been set well, it will be able to improve the positive attitude which belonged to the lecturer regarding various aspects of the feelings associated with the job.

E. The Relationship between Organizational Culture and Motivation of Working Together with Job Satisfaction

The results of hypothesis testing shows that there is a functional relationship between organizational culture and motivation together with satisfaction regression equation $\hat{Y} = 0.326 34,305 + x_1 + X_3$ with a value of 0.439 F-score = F-table $> 59.980 (\alpha = 0.05$ F-table and $3.033) = (\alpha = 0.01) = 4.692$ which means that significant regression. The value of the correlation coefficient doubles between the culture of the Organization and motivation of working jointly with r_{y13} satisfaction = 0.573 suggests that any increase in score organizational culture and motivation of working together will increase the job satisfaction.

The results obtained for the determination coefficient r_{y13}^2 of correlation between organizational culture and motivation of working jointly with the job satisfaction of 0.328 . This means 32.8% satisfaction results from the works of the culture of the Organization and motivation of working together, while amounting to 67.2% contributed by other variables that have a relationship with increased job satisfaction. Results obtained in this study indicate that when a lecturer in performing the duties and functions has a set of values that developed in an organization that helps member organizations perform actions that can acceptable and unacceptable and the process that directs and promotes activities to achieve the goal well, then

lecturer will have a positive attitude which belonged to the lecturer concerned various aspects of feelings that are associated with the work.

F. The relationship between Transformational Leadership and motivation of Working Together with Job Satisfaction

The results of hypothesis testing shows that there is a functional relationship between transformational leadership and motivation of working together with the satisfaction of regression equation $\hat{Y} = 70.973 + 0.216 0.287 x_2 + X_3$ with a value of F-score = $40.394 > F\text{-table} (\alpha = 0.05) = F\text{-table}$ and $3.033 (\alpha = 0.01) = 4.692$ which means that significant regression. The value of the correlation coefficient between transformational leadership and double the motivation of working jointly with the job satisfaction of $r_{y23} = 0.497$ suggests that any increase in transformational leadership and motivation scores work together increase job satisfaction. The results obtained for the determination of the coefficient of correlation between r_{y23}^2 transformational leadership and motivation of working jointly with satisfaction 0.247 . This means 24.7% job satisfaction is a result of the works of the transformational leadership work together, while of 75.3% contributed by other variables that have a relationship with increased satisfaction work.

G. The Relationship between the Organizational Culture, Transformational Leadership, and Motivation of Working Together with Job Satisfaction

From the results of hypothesis testing show that there were functional relationship among transformational leadership, organizational culture and work motivation along with job satisfaction demonstrated by the regression equation $\hat{Y} = 0.310 32.684 + x_1 + 0.211 0.259 x_2 + X_3$ with a value of F-score = F-table $> 42.307 (\alpha = 0.05) = 2.641$ and F-table $(\alpha = 0.01) = 3.863$ which means that the most significant regression. The value of the correlation coefficient between dual Cultural Organization, transformational leadership and motivation of working jointly with satisfaction 0.584 suggests that any increase in score transformational leadership, organizational culture and motivation of working together will increase your job satisfaction. The results obtained for the determination of the coefficient of correlation between r_{y123} organizational culture, transformational leadership and motivation together with satisfaction 0.341 . This means 34.1% job satisfaction is a result of the works of the organizational culture, transformational leadership and motivation together, where as amounted to 65.9% contributed by other variables that have a relationship with increased job satisfaction.

IV. CONCLUSION

- There is a very significant positive relationship between organizational culture and satisfaction with the correlation coefficient of $r_{y1} = 0.358$ ($p < 0.01$) and the coefficient of determination $(r_{y1})^2 = 0.128$ and supported by the regression equation $\hat{Y} = 89.429 + 0.358X_1$. This means that the higher the organizational culture, the higher job satisfaction is predicted.

- There is a very significant positive relationship between transformational leadership and job satisfaction with a correlation coefficient of $r_{y2} = 0.483$ ($p < 0.01$) and a coefficient of determination $(r_{y2})^2 = 0.233$ and supported by a regression equation $\hat{Y} = 76.287 + 0.467 X_2$. This means that the higher the transformational leadership, the higher the level of job satisfaction is predicted.
 - There is a very significant positive relationship between work motivation and job satisfaction with a correlation coefficient of $r_{y3} = 0.471$ ($p < 0.01$) and the coefficient of determination $(r_{y3})^2 = 0.222$ and supported by the regression equation $\hat{Y} = 75.942 + 0.461 X_3$. This means that the higher the level of work motivation is predicted the higher the level of job satisfaction.
 - There is a very significant positive relationship between organizational culture and transformational leadership together with satisfaction with the correlation coefficient of $r_{y12} = 0.567$ ($p < 0.01$) and coefficient of determination $(r_{y12})^2 = 0.321$ and supported by the regression equation $\hat{Y} = 40,386 + 0.299 X_1 + 0.428 X_2$. This means that the higher the organizational culture and transformational leadership are jointly predicted the higher the level of job satisfaction.
 - There is a very significant positive relationship between organizational culture and work motivation together with job satisfaction with a correlation coefficient of $r_{y13} = 0.573$ ($p < 0.01$) and a coefficient of determination $(r_{y13})^2 = 0.328$ and supported by a regression equation $\hat{Y} = 34,305 + 0.326 X_1 + 0.439 X_3$. This means that the higher the organizational culture and work motivation together are predicted the higher the level of job satisfaction.
 - There is a very significant positive relationship between transformational leadership and work motivation together with job satisfaction with the relation coefficient $r_{y23} = 0.497$ ($p < 0.01$) and the coefficient of determination $(r_{y23})^2 = 0.247$ and supported by the regression equation $\hat{Y} = 70,973 + 0,287 X_2 + 0,216 X_3$. This means that the higher the transformational leadership and motivation to work together, the higher the level of job satisfaction is predicted.
 - There is a very significant positive relationship between organizational culture, transformational leadership and work motivation together with job satisfaction with the r_{y123} correlation coefficient = 0.584 ($p < 0.01$) and the coefficient of determination $(r_{y123})^2 = 0.341$ and supported by the equation regression $\hat{Y} = 32,684 + 0,310 X_1 + 0,211 X_2 + 0,259 X_3$. This means that the higher the organizational culture, transformational leadership, work motivation together is predicted the higher the level of work satisfaction of the lecturer.
- organizational culture is by prioritizing improvements to indicators that have low score scores, so that it can also increase the acquisition of high organizational culture values. Indicators of organizational culture that can be developed in increasing job satisfaction include the efforts of lecturers in increasing the value that develops in an organization that helps lecturers take acceptable actions.
- Indicators of transformational leadership that can be further developed in increasing job satisfaction include the efforts of lecturers to improve the behavior of a leader who directs his subordinates to use the existing values towards the vision and mission that has been set. Efforts that can be made are by increasing several aspects according to transformational leadership indicators, namely increasing ideal influence, inspiration that motivates, intellectual stimulation, and individual / individual attention.
 - Work motivation indicators that can be further developed in increasing job satisfaction include lecturer efforts in improving the processes that direct and encourage activities to achieve organizational goals. Efforts that can be done are by increasing several aspects in accordance with transformational leadership indicators, namely encouraging hard work in doing work, encouraging work achievement, enthusiasm to achieve success, collaboration with campus personnel, appreciation from the environment, and leadership support.
 - Indicators of organizational culture that can be further developed in increasing job satisfaction include the efforts of lecturers in increasing the value that develops in an organization that helps lecturers take acceptable actions. Efforts that can be made are by improving several aspects in accordance with the indicators of organizational culture, namely increasing innovation and risk taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability.
 - Indicators of organizational culture that can be further developed in increasing job satisfaction include the efforts of lecturers in increasing the value that develops in an organization that helps lecturers take acceptable actions. Efforts that can be made are by improving several aspects in accordance with the indicators of organizational culture, namely increasing innovation and risk taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability.
 - Indicators of transformational leadership that can be further developed in increasing job satisfaction include the efforts of lecturers to improve the behavior of a leader who directs his subordinates to use the existing values towards the vision and mission that has been set. Efforts that can be made are by increasing several aspects according to transformational leadership indicators, namely increasing ideal influence,

V. IMPLICATION

- Efforts to increase job satisfaction through organizational culture, some efforts that can be done to improve job satisfaction by increasing indicators of

inspiration that motivates, intellectual stimulation, and individual / individual attention. While indicators of work motivation that can be further developed in increasing job satisfaction include lecturers' efforts to improve processes that direct and encourage activities to achieve organizational goals.

- Indicators of organizational culture that can be further developed in increasing job satisfaction include the efforts of lecturers in increasing the value that develops in an organization that helps lecturers take acceptable actions. Efforts that can be made are by improving several aspects in accordance with the indicators of organizational culture, namely increasing innovation and risk taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability.

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