

# Does Job Satisfaction Affect Work Environment, Leadership, and Organizational Culture with Motivation as a Mediator ?

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## ABSTRACT

*The research report analyses Job Satisfaction influenced by Work Environment, Leadership, and Organizational Culture, through Motivation. Data collection was carried out in July 2022 for all 136 employees. Thirty respondents were assigned to test the validity and reliability, and the remaining 96 were for calculating multiple linear regression. Model feasibility test for two substructures, t-test for partial testing, and Sobel test to determine indirect effects. The analysis results conclude that the work environment variable affects the motivation variable, but there is no effect on employee satisfaction. Leadership Variables do not influence Motivation and Job Satisfaction. Organizational Culture influences variable Job Satisfaction, but Organizational Culture does not affect Motivation. Motivational Variables influence Job Satisfaction. In an indirect relationship, the three variables can directly affect the endogenous variables.*

## 1. INTRODUCTION

The world is going through a process of adaptation in facing a new era, facing a new era in post-pandemic conditions. We must prepare as early as possible by detecting what is happening to face endemic situations more confidently. Many organizations during a pandemic cannot run their Organization optimally under normal conditions. Still, when approaching endemic diseases, organizations inevitably have to adapt again to these changes, including the workforce/employees must also adapt to changes in the environment. One of the factors that cause the high turnover of members of the Organization can be said to be employee job satisfaction. Besides that, it is also a determinant of the running of organizational activities, both profit-oriented and not. Job satisfaction is vital in carrying out organizational activities and managing them with caution and on target so that they remain committed to the Organization (Indrayani & Qarny, 2020). Leader-member exchange theory (LMX) supports establishing leaders within and outside the group. Employees and superiors within-group status can see higher employee performance, better job satisfaction, and less turnover of employees in the Organization (Robbins & Judge, 2013).

The main concern in an organization is how harmony and harmony can be created in every work activity to increase job satisfaction. The development of an organization can allegedly be determined by several variables, such as leadership (Pancasila et al., 2020). Employees will be comfortable while carrying out their duties. However, not all job satisfaction variables are influenced by leadership variables (Rivaldo, 2021; Widagdo & Roz, 2020). Employees tend to be enthusiastic when satisfaction is obtained from their work's success, which is the key to encouraging discipline, morale, and performance in supporting the company (Baehaki & Faisal, 2020). Next is Organizational Culture, one factor that speaks of comfort in carrying out the Organization's workload to him. Organizational Culture has an essential role in job satisfaction (Daniel, 2019). However, contradictory results state that organizational culture does not influence job satisfaction (Irwan et al., 2020). Building an organizational culture will be able to direct employee behaviour to have goals, shared perceptions, norms, and measurability (Mulia et al., 2021). Motivation can also make employee job satisfaction so they can progress and achieve success

(Alrawahi et al., 2020; Chandrawaty & Widodo, 2020). Contradictory results state Motivation does not affect job satisfaction (Abrori & Hidayati, 2021; M. Ikhsan et al., 2019).

## LITERATURE REVIEW

### Job satisfaction

Job satisfaction studies are very important for employees because it is an investment that drives company activities in achieving organizational success (Phuong & Vinh, 2020). Workers who have a high level of satisfaction can have positive feelings about their activities. In contrast, those with low satisfaction levels will have a view of their work (Robbins & Judge, 2013). Job satisfaction is often considered an instrument of how job fulfilment influences the employee's behaviour and performance. Improving job satisfaction is indeed challenging. Employees will feel excited and comfortable innovating in their activities. Employee dissatisfaction with work is usually due to employees not trying to achieve optimal mission results (Nurdiansyah et al., 2020). Several variables can affect job satisfaction, such as work environment (Faisi & Kasmir, 2021), Leadership (Nur & Widhi, 2019; Pancasila et al., 2020), Organization Culture (Daniel, 2019), Motivation (Alrawahi et al., 2020; Chandrawaty & Widodo, 2020). Job satisfaction can be said to be an employee's attitude towards his work and pleasant emotional expressions as evidence of job appraisal. Job satisfaction is the difference between what should be received and what is received (Sujati, 2018). Factors measuring job satisfaction: Work, Compensation (Hardina, M & Vikaliana, R., 2020), Opportunity, Supervision, and Colleagues (Robbins & Judge, 2013).

### Work Environment

In its implementation, workers will provide optimal results if the working environment conditions are good in healthy, safe environmental conditions, comfortable carrying out their responsibilities, and of course, with an effective, efficient, and productive work system. One of the supporting work performance is the work environment. The better or according to the work environment conditions, the better the work results are achieved by employees (Idris et al., 2020).

Divide into two conditions, physical and non-physical environment (sedarmayanti, 2018). All the conditions of the physical environment that are in the location of work activities, and of course, this environment will affect directly or indirectly is called the physical environment. The non-physical work environment can be interpreted as all conditions related to work, horizontally and vertically. Equally important are the non-physical work environment and the physical environment. The non-physical environment influences employee morale. If the relationship is conducive, comfort will cause high confidence and increased performance. Some studies that report the effect of the work environment on employee job satisfaction are partially positive and significant (Nilasari & Sulastiningtyas, 2018; Rachman, 2021).

The work environment has a positive and significant direct effect on performance (Forcael et al., 2020; Indrasari et al., 2021). Directly the work environment will affect organizational culture (Buhori et al., 2019). As with Motivation, managing a workplace environment that is healthier, safer, and more comfortable is an integral part of maintaining employee motivation so that it can reduce the turnover of employees in the company (Yamamoto et al., 2021).

H<sub>1</sub> There is an influence of the work environment on Motivation.

H<sub>2</sub> There is an Influence of the Work Environment on Job Satisfaction.

H<sub>3</sub> There is an influence of the work environment on job satisfaction through Motivation

### Leadership

The concept of a leader uses the origin of the word "leader." One party that is results-oriented and predicts and knows what it wants is the Leader (Suwanto & Priansa, 2016). Whatever the activity results, there is a leader's role in coordinating the work team's tasks so that the expectations that have been set can

be achieved. Supportive Leadership will produce high performance and satisfaction when organizational members carry out tasks in a structured manner. Directive leadership will tend to be considered excessive by employees with high ability and sufficient experience (Robbins & Judge, 2013). In the military field, an officer is a leader who acts as a commander, teacher, coach, father, and also acts as a friend (Soepandji, 2009). Leaders, as pioneers, want to come forward in a situation of minimal information. A person with advantages and skills in specific areas causes other people to want to do activities together (Rivai, 2013). LEAD is translated into Loyalty, Educate, Advice, and Discipline. In strengthening performance, Leadership is critical. Leadership style is an essential organizational antecedent, especially in influencing job satisfaction (Musinguzi et al., 2018; Nur & Widhi, 2019; Yan-Li & Hassan, 2018).

H<sub>4</sub> There is an Influence of Leadership on Motivation

H<sub>5</sub> There is an Influence of Leadership on Job Satisfaction

H<sub>6</sub> There is an Influence of Leadership on Job Satisfaction through Motivation

### **Organization Culture**

Differences between people from one can be seen in their culture in their activities. The members' bond in a community group called culture becomes a unified perspective that creates fellow behaviour and actions (Busro, 2018). Organizational culture is a habit carried out repeatedly by members of the Organization. Members of the Organization have the same perception of understanding the activities that occur (A. Ikhsan et al., 2016). The Organization always develops its culture by making it a tool and valuable for members of the Organization to follow the guidelines for carrying out activities (Irvianti et al., 2012). The manifestation of organizational culture can be described from the planning, implementation, empowerment of human resources, and the relationship between members of the Organization (Silitonga & Budiono, 2020). Organizational culture is more about agreements on shared meanings that make the Organization unique (Robbins & Judge, 2013). There are 7 (seven) cultural dimensions: Creative and courage in taking risky decisions, Detailed attention, individual and team orientation, Aggressiveness, and Balance. Employee satisfaction is influenced by organizational culture (Paramita et al., 2020).

H<sub>7</sub> There is an influence of organizational culture on Motivation

H<sub>8</sub> There is an influence of organizational culture on job satisfaction

H<sub>9</sub> There is an influence of organizational culture on job satisfaction through Motivation

### **Motivation**

The encouragement that aims as an individual driver in positive things is usually called Motivation. "motive" is defined as the goal of all individual efforts in activities. In organizations, Motivation encourages individuals and teams to carry out actions according to what is planned (Sulasmi, 2020). Motivation is a psychological process that internal and external factors will influence. Internal factors: Desire for survival, Desire for belonging, Desire for esteem, and Desire for power. External factors: Work area conditions, rewards, supervision, guarantees, and flexible regulations (Sutrisno, 2016). Research results show that achievement motivation plays an essential role as a mediator of personality variables on job satisfaction (Chandrawaty & Widodo, 2020). These findings show empirical facts that the existence of Motivation needs to be considered in terms of increasing job satisfaction. Motivation contributes to understanding the factors driving satisfaction and dissatisfaction (Alrawahi et al., 2020). Motivation will increase energy which impacts performance, and job satisfaction in achieving the vision/mission of the Organization will be affected, leading to better job satisfaction (Rosalia et al., 2020).

H<sub>10</sub> There is an effect of Motivation on job satisfaction

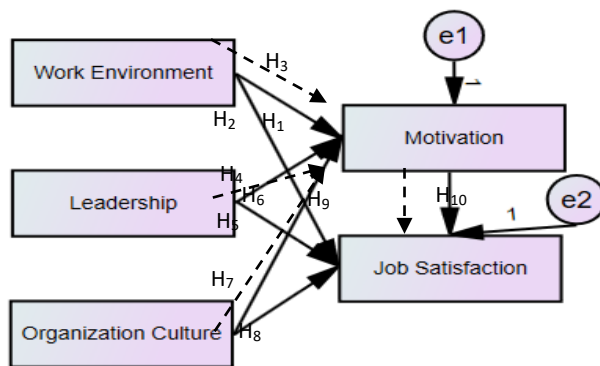


Figure 1. Thinking Framework

**3. METHOD**

We are testing the hypothesis in this study using quantitative methods.

**Population and sample**

The number of employees is 136 people as a population. We use saturated sampling as a data collection technique. Forty respondents as a validity and reliability test, we used multiple linear regression statistical calculations for as many as 96 respondents

**Data collection technique**

As a direction for the analysis of Job Satisfaction, which is influenced by the Work Environment, Leadership, and Organizational Culture through Motivation in July 2022, data is obtained as a score. We use the Likert scale for five variables: job satisfaction, work environment, Leadership, organizational culture, and Motivation.

**Data analysis**

The multiple linear regression model was developed to estimate the suitability of the model and the partial effect using the IBM SPSS version 20 application. The indirect impact will be tested using the Sobel calculator application.

**Discussion**

*Validity test*

Forty respondents used the validity test with five variables, and 41 statements were valid with an r-table of 0.312, a significance level of 0.05%.

*Reliability Test*

**Table 1.** Reliability Test

Variable	Alpha	Results
Work Environment	.761	Reliable
Leadership	.889	Reliable
Organization Culture	.848	Reliable
Motivation	.911	Reliable
Job Satisfaction	.898	Reliable

Source: Author

The reliability test results are in table 1, with an Alpha coefficient above 0.700, so the reliability rules have been fulfilled for all variables.

**Classic assumption test**

The prerequisites for using linear regression must pass the classic assumption test in the form of a multicollinearity test, heteroscedasticity test, and normality test. If these assumptions are violated, you

cannot use parametric statistics but non-parametric ones. As for the classic assumption test, we can see in table 2 which states that there is no deviation in the results of the classic assumption test.

**Table 2.** Classical Assumption Test Results

Substructure 1			
	Multicollinearity	Heteroscedasticity	Normality
Work Environment	2.404	Heteroscedasticity does not occur	0.183
Leadership	4.413		
Organization Culture	4.953		
Dependent Variable: Motivation			
Substructure 2			
	Multicollinearity	Heteroscedasticity	Normality
Work Environment	2.615	Heteroscedasticity does not occur	0.066
Leadership	4.596		
Organization Culture	4.954		
Motivation	1.111		
Dependent Variable: Job Satisfaction			
Source: Author			

**Hypothesis test**

In Figure 1, the path diagram above contains three exogenous variables, namely Work Environment ( $X_1$ ), Leadership ( $X_2$ ), and Organizational Culture ( $X_3$ ). There are also endogenous variables, namely the variable Motivation ( $Y_1$ ) as a mediator variable and Job Satisfaction ( $Y_2$ ), where each endogenous variable must be assigned a residual value.

**Table 3.** model summary 2 Substructure

	SubStruktur 1	SubStruktur 2
R	0.316	0.772
R <sup>2</sup>	0.100	0.578

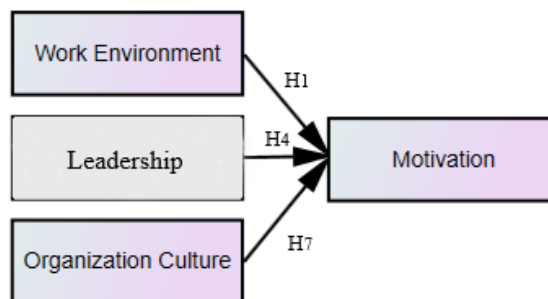
Sumber: Penulis

**Table 4.** Feasibility test Model 2 Substructure

	SubStruktur 1	SubStruktur 2
F	3.402	33.494
Sig.	0.021	0.000

Sumber: Penulis

**Substructure 1**



**Figure 2.** Substructure 1

Table 3 shows the R2 value of .100. This value is to see the effect of Work Environment, Leadership, and Organizational Culture on Motivation simultaneously by calculating the Coefficient of Determination:  $r^2 \times 100\% = .100 \times 100\% = 10\%$ , this implies the influence of Work Environment, Leadership, and Organizational Culture on Motivation in a simultaneous is 10%. In comparison, other variables influence the remaining 90%. The value of  $e_1$  is a variant of the motivation variable, which is not explained in this study. The magnitude of  $e_1 = \sqrt{(1 - R^2)} = \sqrt{(1 - .100)} = .948$

The feasibility of the regression model can be seen in the figures from table 4, and the significant number is  $0.021 < 0.05$ . It means a linear relationship exists between Work Environment, Leadership, and Organizational Culture on Motivation.

Partially exogenous variables (Work Environment, Leadership, and Organizational Culture) on endogenous variables (Motivation) will be explained in the test results of table 5.

**Table 5.** Partial Test Results

	Substructure 1		Substructure 2	
	t	Sig.	t	Sig.
(Constant)	5.541	.000	(.967)	336
Work Environment	(2.843)	.006	1.866	065
Leadership	1.950	.054	1.735	086
Organizational Culture	(0.050)	.960	2.423	017
Motivation			2.429	017

Source: Author

### The Effect of the Work Environment on Motivation

t-count of (2,843) with a significance of 0.000, at a significance level of 0.05, and a t-table of 1,984. It means t-count  $>$  t-table, namely  $(2,843) > 1,984$ , meaning that the first hypothesis is accepted despite a negative effect. The work environment significantly influences Motivation.

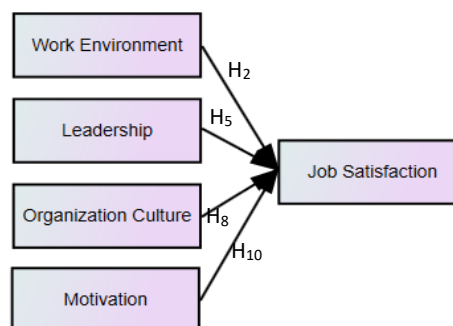
### The Effect of Leadership on Motivation

t-count of 1,950 with a significance of 0.054, at a significance level of 0.05 and a t-table of 1,984. It means t count  $<$  t table, namely  $1,950 < 1,984$ , meaning the fourth hypothesis is rejected. Leadership has no significant effect on motivation.

### The Influence of Organizational Culture on Motivation

t-count of (0.050) with a significance of .960, at a significance level of 0.05 and a t-table of 1.984. It means that t count  $<$  t table, namely  $1,950 < 1,984$ , meaning that the seventh hypothesis is rejected. Organizational Culture has no significant effect on Motivation.

### Substructure 2



**Figure 3.** Substructure 2

Table 3 shows the R2 value of .578. This value is to see the effect of the Work Environment, Leadership, Organizational Culture, and Motivation on Job Satisfaction simultaneously by calculating the Coefficient of Determination:  $r^2 \times 100\% = .578 \times 100\% = 57.8\%$ . Implies Work Environment, Leadership, Organizational Culture, and Motivation on Job Satisfaction simultaneously is 57.8%, while other factors influence the remaining 42.2%. The value of e1 is a variant of the Job Satisfaction variable that is not explained by the variables of Work Environment, Leadership, Organizational Culture, and Motivation on Job Satisfaction. The magnitude of  $e1 = \sqrt{(1 - R2)} = \sqrt{(1 - .578)} = .649$ . The feasibility of the regression model is shown in table 4, and the significance value is  $0.000 < 0.05$ . It means there is a linear relationship between Work Environment, Leadership, Organizational Culture, and Motivation on Job Satisfaction. Partial influence of exogenous variables (Work Environment, Leadership, Organizational Culture, and Motivation) on endogenous variables (Job Satisfaction). The following will explain the partial test of each variable with the t-test.

**Work Environment on Job Satisfaction**

t-count of 1,866 with a significance of 0.064, at a significance level of 0.05, t-table of 1,984. It means t count < t table, namely  $1,866 < 1,984$ , meaning the second hypothesis is rejected. The Work Environment has no significant effect on Job Satisfaction.

**Leadership on Job Satisfaction**

t-count of 1,735 with a significance of 0,086, at a significance level of 0.05, and a t-table of 1,984. It means t count < t table, namely  $1,735 < 1,984$ , meaning that the fifth hypothesis is rejected. Leadership has no significant effect on job satisfaction.

**Organizational Culture on Job Satisfaction**

t-count of 2,423 with a significance of 0.017, at a significance level of 0.05, and a t-table of 1,984. It means t-count > t-table, namely  $2,423 > 1,984$ , meaning that the eighth hypothesis is accepted. Organizational Culture significantly influences Job.

**Motivation for Job Satisfaction**

t-count of 2,429 with a significance of 0.017, at a significance level of 0.05, and a t-table of 1,984. It means t-count > t-table, namely  $2,429 > 1,984$ , meaning that the tenth hypothesis is accepted. Motivation significantly influences Job Satisfaction.

**Indirect influence:**

**Table 8.** Sobel test results

hypothesis 3				
	B	Std.Error	t	Sig.
X → Y <sub>1</sub>	(.901)	.317	(1.846)	0.06
<sub>1</sub> →				4
Y → Y <sub>2</sub>	.119	.049		
<sub>1</sub> →				
hypothesis 6				
	B	Std.Error	t	Sig.
X → Y <sub>1</sub>	.793	.406	1.522	0.12
<sub>2</sub> →				8
Y → Y <sub>2</sub>	.119	.049		
<sub>1</sub> →				
hypothesis 9				
	B	Std.Error	t	Sig.

X	Y <sub>1</sub>	(.023)	.459	(0.050)	0.96
<sup>3</sup>					0
Y	Y <sub>2</sub>	.119	.049		
<sup>1</sup>					

Source: Author

### Work Environment to Job Satisfaction through Motivation

t-count of (1,846) with a significance of 0,064, at a significance level of 0.05, and a t-table of 1,984. It means that the t-count is smaller than the t-table, namely  $1,735 < 1,984$ , meaning that the third hypothesis is rejected. The Work Environment does not influence Job Satisfaction through Motivation.

### Leadership to Job Satisfaction through Motivation

t-count of 1,522 with a significance of 0,960, at a significance level of 0.05, and a t-table of 1,984. The t-count is smaller than the t-table, namely  $1,522 < 1,984$ , meaning that the sixth hypothesis is rejected. Job Satisfaction is not influenced by Leadership through Motivation.

### Organizational Culture to Job Satisfaction through Motivation

t-count of (0.050) with a significance of 0.960, at a significance level of 0.05, and a t-table of 1.984. The t-count is smaller than the t table  $(0.050) < 1.984$ , meaning that the ninth hypothesis is rejected. Organizational Culture does not influence Job Satisfaction through Motivation. It is indicated that Organizational Culture can directly influence Job Satisfaction without being mediated by Motivation.

## 4. DISCUSSION

The work environment significantly influences Motivation. Research reports reveal that the work environment affects employee motivation (Aisyaturrido et al., 2021; Erawati et al., 2019). It is one of the things that management expects regarding the work environment as support for employee activities, providing clear expectations regarding the role of employees who can motivate their employees. Leadership has no significant effect on Motivation (Hamzah & Sarwoko, 2020; Nurhikmah et al., 2020). It was inconsistent with the assumption that solid Leadership will motivate employees to carry out their duties and responsibilities because it is expected that a leader must continue to motivate his subordinates to create harmonious relationships. Organizational Culture does not significantly affect Motivation (So et al., 2018). The Culture formed due to adaptation in unusual times can cause employees to be unmotivated because the ongoing adaptation process can cause discomfort in their activities. The Work Environment has no significant effect on Job Satisfaction. Situations like this can occur during a crisis where everything must be limited. Whether willing or unwilling, employees will adapt to limitations, such as space for movement, social, and matters related to other people, be it their co-workers or clients. Leadership has no significant effect on job satisfaction (Ferzi, 2021; Sahem et al., 2021).

In unusual times a leader will enforce the rules set by the local and regional government so that the Organization can or may be active. The firmness of a leader at times like this is allegedly causing employee dissatisfaction. Organizational Culture significantly influences Job Satisfaction (Abbas et al., 2020; Buhori et al., 2019). The results of the Organization's adaptation to the situations and conditions can produce employee satisfaction who perceives that under these conditions, they can still carry out their activities in running the Organization so that their lives can survive in times of crisis. Motivation significantly influences Job Satisfaction (Alrawahi et al., 2020; Budiono, 2022). People motivated to carry out activities can give their best to get the expected results. When these expectations are achieved, they will undoubtedly get satisfaction according to the level of expectations they have.

In an indirect relationship, the three exogenous variables do not affect the endogenous variables. Entrepreneurs, through their leaders, must arrange the work environment according to the Culture desired



by the Organization and be able to motivate its members in such a way as to make employees feel comfortable.

## 5. CONCLUSIONS AND SUGGESTIONS

The conclusions we can draw from the results of the analysis and discussion are as follows: In the direct effect, the Work Environment variable influences the Motivation variable but does not affect Employee Satisfaction. Leadership Variables do not influence Motivation and Job Satisfaction. Organizational Culture influences variable Job Satisfaction, but Organizational Culture does not influence Motivation. Motivation Variable influences Job Satisfaction. In an indirect relationship, the three exogenous variables do not affect the endogenous variables. Employers must arrange the work environment in such a way that makes employees feel comfortable. Safe and easy to do the job to form the Organizational Culture that the Organization expects. It is also what can help leaders in motivating their employees so that employees feel satisfied with their work.

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