

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL CULTURE ON JOB SATISFACTION IN MILLENNIAL EMPLOYEES IN BANDAR LAMPUNG

Agung Juliansyah^a, Almira Devita Putri^a, Emi Suwarni^a

^aS1 Manajemen, Universitas Teknokrat Indonesia

 almiradevita@teknokrat.ac.id,

Received: October 1, 2022 ; Accepted: October 14, 2022 ; Published: April 30, 2023

ABSTRACT. This study aims to determine the influence of Transformational Leadership and Organizational Culture on Job Satisfaction of Millennial employees in Bandar Lampung. The population in this study is the all-millennial employees in Bandar Lampung and the sample took the entire population using the non-probability sampling method using the incidental sampling method, sampling techniques based on intuition, i.e., anyone who is well literate and suitable with the criteria can be used as a sample. In this research, Slovin's formula sample calculation was used so that a sample of 399 employees. The results of the study show that the transformational leadership variable has no significant effect on the job satisfaction of millennial employees in Bandar Lampung. The organizational culture variable has a significant influence on the job satisfaction of millennial employees in Bandar Lampung. The results of the study also show that transformational leadership and organizational culture simultaneously have a positive and significant effect on the job satisfaction of Millennial employees in Bandar Lampung. Meanwhile, based on the coefficient of determination (R^2) of 0.487 or 48.7%. This shows that 48.7% of the variable job satisfaction can be influenced by transformational leadership (X1) and organizational culture (X2). While the remaining 51.3% is found in other variables that are not present or not examined in this study.

Keywords: Job Satisfaction, Transformational Leadership, Organizational Culture, Millennials Generation, Bandar Lampung

INTRODUCTION

Millennials are individuals born in 1980-2000 (W et al., 2020). The millennial generation will usually put themselves at first and require constant feedback, appreciation and praise from their superiors (Sugiyono, 2018). Millennials will be the main generation in the work industry in the future. Not only because of the large quantity, but because the millennial generation are productive generation who born between 1980 and 2000 (BPS, 2018), which means that in 2022 they are 22 to 42 years old.

The central statistics agency (BPS,2022) recorded that millennials placed at the first rank in the workplace at 40.2%, second from generation X with 35.4%, then the third is generation Z 13.1%, and finally baby boomers 11.3%. These statistics show that if we are able to maximize the millennial generation, it will be the main key for Indonesia in facing global competition and encourage productivity growth which has an impact on the strength of the economy in Indonesia in the future. The central statistics agency (BPS) shows that there are 40.2% millennial generation workers out of nearly 150 million labor force. The millennial generation is spread across various jobs such as at corporate services, education services, health services, government administration, information and communication, trade, and other services (BPS). However, although the quantity of millennials in the company is large, it is not proportional to the job satisfaction they occurred. From more than 800 studies, most older generations (X) feel more satisfied with their jobs ((Economy & Hope, 2022)). Meanwhile, the quantity of the millennial generation workforce is getting higher every year (BPS, 2018). Therefore, it is very important for companies to know what factors can affect employee job satisfaction, especially the millennial generation.

Job satisfaction helps companies create an efficient and highly motivated workforce, and helps employees to gain experience, skills, and knowledge to shape job positions (Nurisman, 2019). The impact of employee job satisfaction is enormous, including motivation, organizational citizen behavior, organizational commitment, employee performance, life satisfaction and mental health (Mesra et al., 2020). Job satisfaction is an employee's attitude towards his job, the difference between the rewards received by the worker and what he considers to be something that should be received.

There are several antecedent factors of job satisfaction, one of them is leadership style. Mastur et.al, (2022) state that leadership style has a positive relationship with employee job satisfaction. According to research from (Parashakti, 2016), the factor that influences millennial job satisfaction is leadership, specifically transformational leadership. Transformational leadership is able to increase the motivation and performance of its followers, so that it can affect employee job satisfaction.

Organizational culture is a philosophy, ideology, values, assumptions, beliefs, expectations, attitudes and norms that are shared and binding in a particular community. (Sari, 2016) said specifically, the culture in the organization will be determined by team working conditions, leadership and organizational characteristics and administrative processes that applied. There are aspects in the values of corporate culture that are able to fulfill employee expectations, so that employees and members of the organization can afford the satisfaction in their work. These aspects can take the form of innovation that is highly valued in corporate culture, appreciation of the equality of degrees among all employees that are held firmly by all members of the company.

METHODS

Research Design

The type of the research is used is quantitative. The result of this research can be processed and subsequently analyzed to arrive at conclusions (Sugiyono, 2018). This means that the research carried out is focused on numerical data. Through the research method, it is intended to find out the significance between the variables being studied, so as to produce a conclusion that is similar to a qualitative review that presents a clear picture of the object being studied.

Population and Sample

In this study, the population will be the employees of milleinial generation in Bandar Lampung. The sample used is 399 employees.

Operational Definition

Independent Variable

Transformational Leadership (X1)

Transformational leadership is a leadership style that is more motivating or inspiring employees to be able to support themselves so that they can work to achieve mutual goals, (Thamrin, 2012)

Organizational Culture (X2)

Organizational Culture is a system of shared values and beliefs that are integrated with the people of a company, organizational structure and supervisory system to produce norms of behavior, (Mastur, 2022)

Dependent Variable

Job Satisfaction

Job satisfaction is the way an individual feels about work resulting from the individual's attitude towards the various aspects that are involved in work. Employee job satisfaction is the employee's attitude towards how he views his work, (Priyatmo, 2018)

Data Analysis Technique

Hypothesis testing in this study uses descriptive statistical techniques and multiple linear regression analysis where the following equation can be formulated:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Description:

Y = Variabel Dependen (Job Satisfaction)

a = Constant Value

b_{1,2} = Regretion coefficients 1,2

X₁ = Transformational leadership

X₂ = Organizational culture

E_i = Error term

RESULT AND DISCUSSION

Results and Discussion

Instrument Requirements Test

Validity Test

A questionnaire is declared to be valid if the numerical correlation value of the variable is compared with the otherwith the rtable at $n = 399$ with formula $df = n-2$ with a significance level of 0.05, so that the r-table is 0.0825. The validity results can be seen in the table below:

	X1	X2	Y2
XPearson Correlation	1	.728**	.381**
¹ Sig. (2-tailed)		.000	.000
N	399	399	399
XPearson Correlation	.728**	1	.589**
² Sig. (2-tailed)	.000		.000
N	399	399	399
YPearson Correlation	.381**	.589**	1
² Sig. (2-tailed)	.000	.000	
N	399	399	399

Source: result of processing data

It can be seen that the validity of the research instrument/questionnaire is determined by each statement of $r\text{-count} > r\text{-table}$, so that the statements on the validity of the variables (X) and variables (Y) are declared valid as a tool of inquiry.

Reliability test

Variable	Cronbach Alpha Value	Descripti on
transformat ional leadership	0,979	Reliabel
organizatio nal culture	0,909	Reliabel
job satisfaction	0,932	Reliabel

Source: result of _____ processing data

It can be seen that the value of each variable has a Cronbach Alpha value > 0.60. Based on the results, it can be concluded that the questionnaire on each variable (X1, X2) and variable (Y) is declared to be reliable as a research tool.

Hypothesis Testing

Multiple Linear Regression Analysis

The results of the analysis of multiple linear regression are obtained as a result of the equation as follows

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1(Constant)	39.789	2.535	
transformational leadership	-.058	.040	-.076
Organizational culture	1.332	.093	.751

Source: result of processing data

$$Y = 39.789 - 0.058 X1 + 1.332 X2$$

1. Constant = 39.789

The constant value means that if the independent variables (transformational leadership and organizational culture) are assumed to be zero, then the dependent variable (work satisfaction) will be 39.789.

2. b1 = -.058

The coefficient value of the transformational leadership variable (X1) is -.058. This means that the transformational leadership variable is negative, which means that for every 1 increase in the transformational leadership variable, it will decrease the work satisfaction by 0.058.

3. b2 = 1,332

The coefficient value of the organizational cultivation variable (X2) is 1.332. This means that the organizational culture variable is positive, which means that for every 1 increase in the organizational culture variable, it will increase the work satisfaction variable by 1.332.

Hypothesis Testing

Simultaneous Test (F)

Model	Sum of		Mean		
	Squares	Df	Square	F	Sig.
Regression	2140.118	2	1070.059	187.598	.000 ^a
Residual	2258.784	396	5.704		
Total	4398.902	398			

Source: result of processing data

The F test can be done by comparing the F-count with the F-table value at the 0.05 significance level. The F-count value is 187.598 and F-table with $df1 = k-1$ ($df1 = 3-1 = 2$), then the degree of multiplication is 2 and $df2 = n-k$ ($df2 = 399-3 = 396$) for the degree of multiplication, then F-table is 3.01, meaning that $F\text{-count} > F\text{-table}$, that is $187.598 > 3.01$. The significance value is $0.000 < 0.05$, then H_0 is rejected and H_a is accepted. In the results of the F test, it can be concluded that Hypothesis Three (H3) is accepted, that is, the variable of transformational leadership and organizational culture together have a significant impact on work performance on employees of Millennial Generation in Bandar Lampung.

Partial Test (t)

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	39.789	2.535		15.695	.000
Transformational leadership	-.058	.040	-.076	1.439	.151
Organizational culture	1.332	.093	.751	14.286	.000

Source: result of processing data

It can be seen that the results of the analysis of the coefficient of regression by the t-test are as follows:

- a) Variable X1 (transformational leadership) t-count is smaller (- 1.439) from t table = 3.864 ($-1.439 < 3.864$) with a significance level of 0.151. By using the 0.05 limit, the significance value is less than the 5% level. Thus, the first hypothesis of this research is not proven, it means that there is no significant change from transformational leadership (X1) to work satisfaction (Y).
- b) Variable X2 (Organizational culture), t-count is 14.286 bigger than t-table = 3.864 ($14.286 > 3.864$) with significance level of 0.000. By using a limit of 0.05, the value is less than the 5% . Thus, the second hypothesis is accepted, it means that there is a significant positive impact of organizational culture (X2) on work satisfaction (Y).

Determination Coefficient Test (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.698 ^a	.487	.484	2.38830

Source: result of processing data

The coefficient of determination of the choreography between the factors of transformational leadership (X1) and organizational culture (X2) and work satisfaction (Y) at the same time is 0.487. This means that the coefficient of determination value is close to 0, so in general, the variable independent cannot interpreted the dependent variable.

The table above shows that this research model is able to explain the variation in work performance by 48.4% and the remaining 51.6% is explained by other factors that are not included in the model.

Discussion

The Effect of Transformational Leadership on Job Satisfaction (X1)

Based on the results of the research that has been done, the transformational leadership variable that was tested partially resulted in a t score of - 1.439 less than t table = 3.864 (-1.439 < 3.864) with a significance level of 0.151 > 0.05. Based on the results, it can be concluded that the transformational leadership variable (X1) does not have a positive and insignificant effect on employee job satisfaction in Millennial employees in Bandar Lampung. The hypothesis which states that transformational leadership is positive and significant on employee job satisfaction is not proven. This is also indicated by the statements contained in the transformational leadership variable questionnaire which consists of 4 dimensions and 12 questionnaire statements. The lowest average value is found in the statement indicator "the leader raises my enthusiasm for doing work". It is means that employees feel that the leader cannot generate the enthusiasm in doing work. So it can be concluded that the transformational leadership of millennials employees in Bandar Lampung still do not feel satisfied in working, because there are some who feel the attitude of the leader is not inspiring to do their job.

The Effect of Organizational Culture on Job Satisfaction (X2)

Based on the results of the research that has been done, the organizational culture variable that was tested partially resulted in t-count = 14.286 more than t-table = 3.864 (14.286 > 3.864) with a significance level of 0.000 < 0.05. Thus, the second hypothesis is accepted, it means that there is a significant positive impact of organizational culture (X2) on work satisfaction (Y). There are five statements in the organizational culture variable which consists of 3 dimensions and 8 statements. The highest average value is found in the statement indicator "I understand the rules in the

company". This means that employees feel that the rules or organizational culture applied by the company do not lead to employees feeling disappointed, so that employees feel satisfied with the organizational culture in the company.

So it can be concluded that organizational culture in the company is one of the important things that can affect the employee satisfaction. This is because the organizational culture is a guideline for controlling the behaviour of organizational members, of course it has functions and benefits that are beneficial to an organization. The better the organizational culture implemented by the company, the higher the employee satisfaction will be in the workplace. This is the reason why organizational culture has a positive influence on employee satisfaction.

The Effect of Transformational Leadership and Organizational Culture on Job Satisfaction

Based on the results of the F test that has been done, the F-count value is $187.598 > 3.01$. The significance value is $0.000 < 0.05$, so it can be concluded simultaneously that transformational leadership and organizational culture are equally affecting the job satisfaction of Millennial employees in Bandar Lampung. This study is in line with the theory proposed by (Yuikl, in Peirmana et al, 2019) that by applying the transformational leadership style and organizational culture in the company, employee job satisfaction will be achieved.

CONCLUSION

Based on the results of the analysis and discussion of the data that has been done on the effect of transformational leadership and organizational culture on the satisfaction of millennial employees in Bandar Lampung, it can be concluded that:

1. Transformational leadership partially does not affect employee work satisfaction in millennial employees in Bandar Lampung. Employees feel that their leaders in applying transformational leadership are not qualified enough to generate enthusiasm in performing their work.
2. Partially, organizational culture has a positive and significant impact on the work satisfaction of millennial employees in Bandar Lampung. This is because the organizational culture is a guideline for controlling the behaviour of organizational members. It also has functions and benefits that are beneficial to an organization. The organizational culture applied by the company is running well, so that the employee's work satisfaction increases.
3. Transformational leadership and organizational culture simultaneously have a significant impact on work satisfaction of millennial employees in Bandar Lampung. This means that transformational leadership and organizational culture together are significant to the work satisfaction of millennial employees in Bandar Lampung.

Table

The table presentation shall follow the following format:

Table 1. The Characteristics of Research Subjects

No	Age	Frequency	Percentage (%)
1	22-30	183	45,9
2	31-42	216	54,1
Total		399	100

Source: result of processing data

Table 2. The Result of Regression Analysis

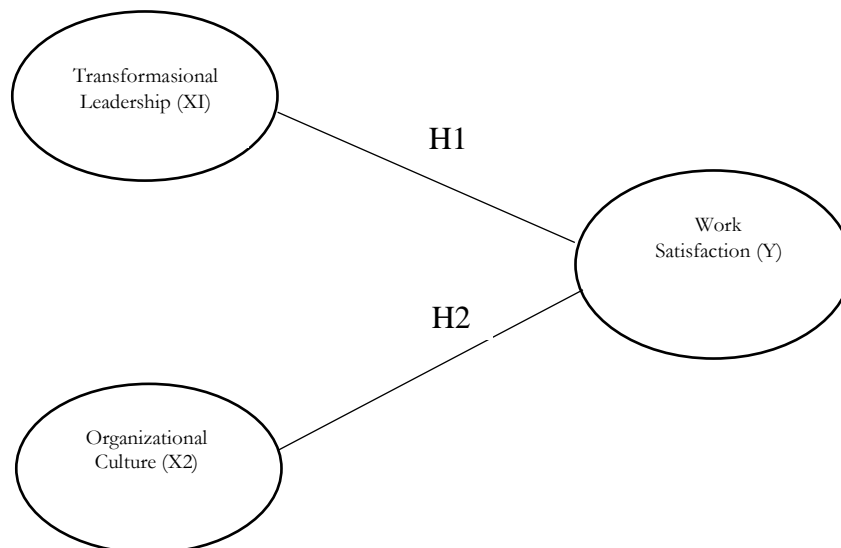
Variable	Coefficient	Standard Error	t _{test}	P> t/
Transformasional leadership	-.058	.040	1.439	.151
Organizational culture	1.332	.093	14.286	.000
Constant	39.789	2.535	15.695	0.000*
<i>Prob > F</i>	0.0000			
<i>R</i> ²	0.3478			

Source: SPSS v 21 processing results (Data processed 2023)

Figure

The figure presentation shall follow the following format:

Figure 1. The Relationship between Variables



Source: result of processing data

References

- Ekonomi, F., & Harapan, Ui. P. (2022). Scientific Jurnal, Manajemen Sumber Manusia.
- Mastur, M., Soim, S., Haryanti, N., & Guifron, M. (2022). The Influence of Transformational Leadership and Organizational Culture on Job Satisfaction and Organizational Citizenship Behavior (OCB) in Islamic Educational Institutions. *AL-TANZIM: Jurnal Manajemen Pendidikan Islam*, 6(3), 948-961. <https://doi.org/10.33650/al-tanzim.v6i3.3431>
- Mesra, T. D., Pendidikan, P., & Perdagangan, P. (2020). *Cendeikia Niaga Journal of Trade Development and Studies*. 1967.
- Nurisman, H. (2019). The effect of work environment, organizational culture, employee balance and work satisfaction on the reemployment of employees of Geineirasi Y at PT Pamapeirsada Nuisantara. *Juurnal STEI Eikonomi*, 27(1), 26-37. <https://doi.org/10.36406/jecimi.v27i1.151>
- Parashakti, R. D., Rizki, M., & Saragih, L. (2016). The Impact of Transformational Leadership and Organizational Culture on Employee Innovative Behavior (Studi Kasus at PT. Bank Danamon Indonesia). *Journal of Theory and Applied Management*, 9(2), 81-96. <https://doi.org/10.20473/jmtt.v9i2.3015>
- Priyatmo, C. L. (2018). The effect of transformational leadership on employee performance mediated by job satisfaction. *Jurnal Ekonomi*, 9(1), 13-21.
- Sari, Y. K. (2016). The Effect of Leadership, Motivation and Discipline on Employee Kinerja at PT. Patra Komala in Dumai. *Jurnal Tepak Manajemen Bisnis*, VI(2), 119-127.
- Sugiyono. (2018). Quantitative, quantitative and R & D research methods.
- Suigiyono. (2018). Quantitative, Qualitative and R&D Research Methods. Alfabeta
- Thamrin, H. M. (2012). The Influence of Transformational Leadership and Organizational Commitment on Job Satisfaction and Employee Performance. *International Journal of Innovation, Management and Technology*, 3(5). <https://doi.org/10.7763/ijimt.2012.v3.299>
- W, R. W. A., Poluiakan, M. V., Dikayuana, D., Wibowo, H., & Raharjo, S. T. (2020). Portrait of Millennial Generacies in the Era of Industrial Revolution 4.0. *Focus: Social Work Jurnal*, 2(2), 187. <https://doi.org/10.24198/focus.v2i2.26241>