
The Effect of Transformational Leadership, Organizational Culture, and Work Motivation on Job Satisfaction and Employee Performance at PT Amerta Travelindo Sentosa in Surabaya, East Java

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Abstract

This study aims to analyze the influence of Transformational Leadership, organizational culture, and Work Motivation on Job Satisfaction and Employee Performance at PT. Amerta Travelindo Sentosa Surabaya. This research is quantitative one using data sourced from questionnaires measured with a Likert scale. The sample used a saturated sampling technique, including all employees, totaling 75 individuals. The collected data was then analyzed to test the research hypotheses using structural equation modeling techniques with the Smart-PLS program. The results showed that Transformational Leadership, organizational culture, and Work Motivation each have a significant effect on Job Satisfaction. Similarly, Job Satisfaction has a direct and significant effect on Employee Performance. Transformational Leadership, organizational culture, and Work Motivation do not have a direct significant effect on Employee Performance, but data analysis indicates that these three independent variables can significantly influence Employee Performance through the mediation role of Job Satisfaction. This means that the management of Transformational Leadership, organizational culture, and Work Motivation must be able to foster Job Satisfaction to ultimately have a significant impact on Employee Performance.

Keywords: *Transformational Leadership, Organizational Culture, Work Motivation, Job Satisfaction, Employee Performance*

INTRODUCTION

Every business must operate more efficiently to deal with dynamic changes in the economy and competition. Establishing a company also has a very important goal, which is to maximize profits and continue to survive in increasingly fierce business competition. In addition, companies are established with the aim of improving the welfare of owners and employees. A business or organization is a place where business activities are carried out by employees or employees.

Human resources are a source of competitive advantage, so companies need to optimize the use of all existing resources, for example by developing quality human resources who have skills and are highly competitive in global competition (Edison et al., 2016). Human resources are a key factor that helps every company achieve its goals.

Good management not only aims to achieve financial performance in terms of business but also to achieve employee goals as an integral part of the business. The strength of human resources is formed by the personality or behavior of each employee and a corporate environment that focuses on developing human resources must be a process of maintaining and improving quality so that it has an impact on improving the performance of the company where employees work. High employee performance will have a direct impact on the company. Therefore, management's attention is focused on how to improve employee performance.

Nowadays, adventure tourism has become a trend for both domestic and foreign tourists. There are many tourist destinations in Indonesia, each region has its own characteristics that make tourists eager to visit. Tourism travel agencies now offer various events to actual and potential customers, such as the creation of general travel programs, group trips, guided tours, or comparative research. After that, the travel service provider will accompany the tourist to the tourist destination and the travel agency will take care of the tourist activities. Transportation, meals, tickets, accommodation, fees, parking and other facilities are provided by the travel agency, but different locations are offered based on the budget arranged by the travel agency. These travel agencies not only offer travel packages, but also packages such as transportation that can be booked through the travel agency, so that customers can book whatever they want.

PT Amerta Travelindo Sentosa Surabaya, East Java is a company engaged in tour and travel services. The company is located in the city of Surabaya. Opportunities that can be promised to this company in serving tourism services carried out by PT Amerta Travelindo Sentosa Surabaya, East Java. This company is able to become the best choice in its market, especially local tourists in the Surabaya and Sidoarjo areas. By ensuring services to get the best value for tourists. This company always prioritizes human resources who have good competence so that this company is able to create the best employee performance.

METHOD

This research approach uses a quantitative research approach. Quantitative research is a study that basically uses a deductive - inductive approach. This approach departs from a theoretical framework, the ideas of experts, and the understanding of researchers based on their experience, then developed into problems that are proposed to obtain justification (verification) or rejection.

RESULTS AND DISCUSSION

The Effect of Transformational Leadership on Job Satisfaction

The results of data analysis show that the 1st hypothesis of this study which states, "Transformational Leadership has a significant effect on job satisfaction of

PT Amerta Travelindo Sentosa Surabaya, East Java” is confirmed. Transformational Leadership has a positive and significant effect on Job Satisfaction, which means that an increase in the value of Transformational Leadership will cause a significant increase in Job Satisfaction. Thus, Transformational Leadership is important to increase Job Satisfaction in employees of PT Amerta Travelindo Sentosa Surabaya. The results of the current study are supported by Muhammad Hendra, Kuras Purba, Syaifuddin Lubis, Rasinta Ria Ginting, Yusuf Ronny Edward (2021) and Mesra Lindawati and Parwoto (2021).

Effect of Organizational Culture on Job Satisfaction

The results of data analysis show that the second hypothesis of this study which states, “Organizational Culture has a significant effect on job satisfaction of PT Amerta Travelindo Sentosa Surabaya, East Java” is confirmed. The results of data analysis show that the effect of Organizational Culture has a positive and significant effect on Job Satisfaction, which means that an increase in the value of Organizational Culture will cause a significant increase in Job Satisfaction. Thus, a positive Organizational Culture is important to increase Job Satisfaction in employees of PT Amerta Travelindo Sentosa Surabaya. The results of the current study also support the results of previous research conducted by Muhammad Hendra, Kuras Purba, Syaifuddin Lubis, Rasinta Ria Ginting, Yusuf Ronny Edward (2021) and Nurhayati Achmad Ratina, Ratna Indrawati, Lestariani, Rhian Indradewa (2020).

The Effect of Work Motivation on Job Satisfaction

The results of data analysis show that the 3rd hypothesis of this study which states, “Work Motivation has a significant effect on job satisfaction of PT Amerta Travelindo Sentosa Surabaya, East Java” is confirmed. The results of data analysis show that the effect of Work Motivation has a positive and significant effect on Job Satisfaction, which means that an increase in the value of Work Motivation will cause a significant increase in Job Satisfaction. Thus, Work Motivation is important to increase Job Satisfaction in employees of PT Amerta Travelindo Sentosa Surabaya. The results of the current study also support the results of previous research conducted by Kuras Purba and Kusman Sudibjo (2020) and Mesra Lindawati and Parwoto (2021).

The Effect of Job Satisfaction on Employee Performance

The results of data analysis show that the 4th hypothesis of this study which states, “Job Satisfaction has a significant effect on employee performance at PT Amerta Travelindo Sentosa Surabaya, East Java” is confirmed. Job Satisfaction has a positive and significant effect on Employee Performance, which means that an increase in the value of Job Satisfaction will cause a significant increase in Employee Performance. Thus, Job Satisfaction is important to improve Employee Performance of PT Amerta Travelindo Sentosa Surabaya. The results of the current study are supported by the results of previous research by Muhammad Hendra,

Kuras Purba, Syaifuddin Lubis, Rasinta Ria Ginting, Yusuf Ronny Edward (2021)
and Mesra lindawati and Parwoto (2021).

Effect of Transformational Leadership on Employee Performance

The results of data analysis show that the 5th hypothesis of this study which states, “Transformational Leadership has a significant effect on Employee Performance of PT Amerta Travelindo Sentosa Surabaya, East Java” cannot be confirmed. Transformational Leadership has a positive but insignificant effect on Employee Performance, which means that an increase in the value of Transformational Leadership directly cannot have a significant effect on Employee Performance.

Effect of Organizational Culture on Employee Performance

The results of data analysis show that the 6th hypothesis of this study which states, “Organizational Culture has a significant effect on Employee Performance of PT Amerta Travelindo Sentosa Surabaya, East Java” cannot be confirmed. Organizational Culture has a positive but insignificant effect on Employee Performance, which means that an increase in the value of Organizational Culture directly cannot have a significant effect on Employee Performance.

Effect of Work Motivation on Employee Performance

The results of data analysis show that the 7th hypothesis of this study which states, “Work Motivation has a significant effect on Employee Performance of PT Amerta Travelindo Sentosa Surabaya, East Java” cannot be confirmed. Work Motivation has a positive but insignificant effect on Employee Performance, which means that an increase in Work Motivation directly cannot have a significant effect on Employee Performance.

CONCLUSION

Based on the formulation of the problem, literature review, analysis of research results and discussion described in the previous chapters, the results of this study can be concluded as follows:

1. The results of the Transformational Leadership Style have a significant effect on increasing Job Satisfaction.
2. The results of Organizational Culture have a significant effect on increasing Job Satisfaction.
3. The results of Work Motivation have a significant effect on increasing Job Satisfaction.
4. The results of Job Satisfaction have a significant effect on improving Employee Performance.
5. The result of Transformational Leadership Style has no significant effect on improving Employee Performance. This finding is further evaluated with the finding that Transformational Leadership can have a significant effect on Employee Performance with the mediating role of Job Satisfaction.

6. Organizational Culture results do not have a significant influence on improving Employee Performance. This finding is further evaluated with the finding that Organizational Culture can have a significant influence on Employee Performance with the mediating role of Job Satisfaction.
7. The results of Work Motivation do not have a significant influence on improving Employee Performance. This finding is further evaluated with the finding that Work Motivation can have a significant effect on Employee Performance with the mediating role of Job Satisfaction.

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