

The Influence Of Communication, Leadership Style And Organizational Culture On Job Satisfaction With Work Motivation As Intervening Variables At PT Hki Binjai Project Brandan Zone 2

Rezza Ardiansyah¹, M. Isa Indrawan², Mesra B.³

Department of Master Management, Panca Budi Development University, Medan, North Sumatra, Indonesia

Corresponding Author^{1*} : (email: rezzaszone@gmail.com)

Abstract

The purpose of this study is to see the influence of communication, leadership style and organizational culture on job satisfaction with work motivation as an intervening variable in PT Hutama Karya Infrastruktur Project Binjai Brandan Zone 2. This research uses a quantitative approach, with statistical methods of path analysis. The population in this study is all contract and permanent employees of PT Hutama Karya Infrastruktur Project Binjai Brandan Zone 2 totaling 86 people. The sampling technique uses saturated samples so that the number of samples is 86 respondents. Partial Least Square (PLS) data analysis technique with Structural Equation Modeling (SEM) equation model. The results showed organizational culture, leadership style, communication, and motivation had no effect on job satisfaction. Leadership style variables have no effect on motivation, while organizational culture and communication affect work motivation. The results of the indirect influence test show that leadership style and organizational culture affect job satisfaction through work motivation as an intervening variable, and communication has no effect on job satisfaction through work motivation as an intervening variable.

Keywords:

Communication, Leadership Style, Organizational Culture, Job Satisfaction, Work Motivation

Introduction

In today's rapidly growing era of globalization, there are many developments that cannot be avoided, especially those that occur within companies or government agencies. This development demands the importance of having good management and quality human resources. Manpower or employees as human resources are the most important part needed by agencies in order to work optimally to achieve goals. The



Licence
Creative Commons International License Attribution-ShareAlike 4.0.

problem is how to create good management and quality human resources so that they can achieve goals.

Job satisfaction has an important role for organizations, because job satisfaction is a criterion in determining the success of an organization to meet the needs of its members. Employees who are satisfied with their work tend to be more creative and innovative in order to grow, develop and bring in a more positive direction according to the situation that occurs, so that the organization will be better able to compete at the international level (Bushra et al., 2011; Saputra & Adnyani, 2017) . Job satisfaction is the feeling of pleasure or happiness of a worker in respecting and carrying out his work. A person likes his job, if the person is satisfied with his work.

Employee job satisfaction can also be seen by communication among colleagues and superiors, at work it is inevitable that every employee in the office must interact with each other, not only to complete every task and responsibility given but also to exchange information. Communication is the process by which each person or group shares and influences information with / to others (or groups) so that both people (or groups) are clearly understood with each other (Shonubi & Akintaro , 2016).

Exchange of information, good mutual interaction between members will result in effective communication. Leaders who can communicate orders or rules well can automatically be well received also by employees which can indirectly increase employee job satisfaction. Good information delivery will affect how a person receives information which can then be applied in the form of action. A good leader will communicate the best possible information with regard to company rules that will automatically increase employee job satisfaction. Communication can be run well if a leader has a good leadership style as well. This is because leadership style is closely related to an effective approach to managing employees and the company or agency.

Leadership style is behavior and strategy as a combination of philosophy, skills, traits, attitudes that are often applied by the leader when he tries to communicate and influence the performance of his subordinates. The leadership style applied by the leader can foster trust, high commitment and satisfaction at work. According to (M. S. Hasibuan, 2020) leadership style is a way of a leader influencing the behavior of subordinates that aims to encourage work passion, job satisfaction and high employee productivity, in order to achieve maximum organizational goals. The success or failure of a company in achieving a goal is influenced by the way a leader is.

Other factors that affect job satisfaction are organizational culture. A good work environment can be created if the agency has a good organizational culture as well, because a culture is always related to life within the agency, both ideologically;



behavioral norms; attitudes and habits followed by employees. A productive culture is one that can make the organization stronger and goals can be achieved. Organizational culture is very important, because it is a habit in an organization that has behavioral norms that are also followed by its members. Commitment to the organization indicates a situation in which an employee has the same values and goals as the organization. Commitment is a trait and behavior that can be seen as a driver of motivation in a person. So that employees will easily carry out their duties and are much more obedient to the norms, rules and codes of ethics in the agency, therefore commitment greatly affects employee job satisfaction. If employees do not have satisfaction at work, they will be less committed to the company or agency

Another factor that can affect job satisfaction besides organizational culture and leadership style is work motivation. Motivation is a very important thing to be considered by the company if you want every employee to be able to contribute positively to the achievement of company goals, because with motivation an employee will have high enthusiasm in carrying out his duties and responsibilities. According to (Sutrisno, 2019), motivation is "something that gives rise to a person's work drive to achieve maximum achievement". Work motivation can spur employees to work hard so that it can increase employee work productivity and will affect the achievement of company goals.

PT Hutama Karya Infrastruktur is a subsidiary of PT Hutama Karya (Persero), which is engaged in toll road planning and construction services. PT Hutama Karya Infrastruktur is here to meet the target of special infrastructure development of toll roads in Indonesia. Currently, PT HKI is carrying out further construction of the Trans Sumatra Toll Road (JTTS) infrastructure project, namely the Binjai-Pangkalan Brandan toll road construction project (58 Km). In carrying out infrastructure development work, it must be supported by the availability of employees who have strong competence and willingness in carrying out the vision, mission, goals and objectives of the organization. Then it is important for companies to pay attention to things that affect employee performance. If you do not get attention and handling from superiors, it will obviously interfere with the process of achieving company goals. Based on the description above, the study was directed to see how far employee satisfaction at PT Hutama Karya (Persero) relates to organizational communication, leadership style and organizational culture. Thus this study is entitled *The Influence of Communication, Leadership Style and Organizational Culture on Job Satisfaction with Work Motivation as an Intervening Variable at PT Hutama Karya Infrastruktur Binjai Brandan Zone 2 Project*.



Literature review

Communication

Communication is a process of sending messages or symbols that contain meaning from a communicator to communicants with a specific purpose. So in communication there is a process that in each process contains meaning that depends on the understanding and perception of the communicant. Therefore, communication will be effective and the purpose of communication will be achieved if each actor involved in it has the same perception of symbols. According to (Mangkunegara, 2016) communication is the process of transferring information, ideas, understanding from one person to another person can interpret it according to the intended purpose. Communication is the process by which each person or group shares and influences information with / to others (or groups) so that both people (or groups) are clearly understood each other (Shonubi & Akintaro, 2016).

According to (Arni, 2016), explaining that communication is the exchange of verbal and nonverbal information between the sender and receiver of information to change behavior. According to (Sutrisno, 2019), Communication is a concept that has many meanings. The meaning of communication can be divided into: The Process of Social Communication This meaning exists in the context of social science. Where social scientists use this method for research usually focus on human activity and communication it is related to messages and behavior. According to (Mangkunegara, 2016) communication indicators, among others: 1). Communication intensity, if there are many good conversations, then the communication process becomes smoother, 2) The effectiveness of communication that communication is direct flow, meaning that the communication process is carried out directly with the frequency of face-to-face to make it easier for others to know what the communicator conveys. 3) Communication effectiveness, the existence of good and smooth communication can make it easier for someone or the recipient to understand and understand the message to be conveyed.

Leadership Style

According to Kartono in (Paramita, 2017), leadership style is the nature, habits, temperament, disposition, and personality that distinguishes a leader in interacting with others. Leadership style factors that need to be considered to improve employee performance, but motivational factors must also be considered. (Robbins & Judge, 2015) Leadership is the ability to influence a group to achieve predetermined goals. (M. S. P. Hasibuan, 2016) states that leadership style is the way a leader influences the behavior of subordinates that aims to encourage work passion, job satisfaction and high



employee productivity, in order to achieve maximum organizational goals. According to Kartono in (Paramita, 2017), the indicators of Leadership Style include the following: 1) Ability to make decisions 2) Ability to motivate 3) Communication skills 4) Ability to control subordinates 5) Responsibility 6) Ability to control emotionally.

Organizational Culture

According to (Wibowo, 2017) effective organizations, it has an internal culture that reinforces the need for excellent quality. Culture has various meanings. For that purpose, it means a system of shared values and beliefs that produce norms of behavior. The same thing is also expressed by (Mangkunegara, 2016) those who state that organizational culture is a series of information developed within the company to become a common reference so that it can be understood and acted upon. Indicators of organizational culture according to (Wibowo, 2017) are as follows: 1) Individual Initiative 2) Risk Tolerance 3) Control 4) Management Support 5) Communication Pattern.

Motivation

Work motivation is how to direct the power and all the potential possessed by workers to be willing to work together and work well so that the wishes of employees and organizational goals can be achieved. The art of motivating people begins with learning how to influence individual behavior. If we understand, we may get the benefits that both the organization and its workers want. According to (Robbins & Judge, 2015) work motivation is a process that explains a person's strength, direction, and perseverance in an effort to achieve goals. Motivation is what causes, channels and supports human behavior, so there is a desire to work hard and enthusiastically to achieve optimal results (M. Hasibuan, 2017). It posits that motivation is the desire to perform as a willingness to expend a high level of effort to an organizational goal, conditioned by the ability of that effort to meet an individual need (Robbins & Judge, 2015). According to (Robbins & Judge, 2015) the indicators used to measure work motivation are: 1) Rewards, 2) Social Relations, 3) Life Needs, 4) Success at work.

Job Satisfaction

Job satisfaction is defined as the general attitude of the individual towards his job (Robbins & Judge, 2015). Employees who are satisfied with their work tend to be more creative and innovative in order to grow, develop and bring in a more positive direction



according to the situation that occurs, so that the organization will be better able to compete at the international level in (Bushra et al., 2011; Saputra & Adnyani, 2017). In this case, the employee can assess how satisfied or dissatisfied he is with his work. Job satisfaction can also be described as the emotional state of employees that occurs or does not occur a meeting point between the value of employee remuneration and the company or organization with the level of recompense value that is desired by the employee concerned (Martoyo, 2015).

It further defines job satisfaction as a general attitude of an individual towards his job where in the job a person is required to interact with colleagues and superiors, follow organizational rules and policies, meet performance standards with the following indicators: 1) Satisfaction with Salary, 2) Satisfaction with the Work itself, 3) Satisfaction with the Attitude of Superiors, 4) Satisfaction with Coworkers, 5) Satisfaction with the Promotion. (Robbins & Judge, 2015)

Method

Research Approach

This research was conducted at PT Hutama Karya Infrastruktur Project Binjai Brandan Zone 2. In this study using explanatory research using a quantitative approach, with statistical methods of path analysis. Understanding Quantitative Research Methods, according to (Sugiyono, 2017) is a research method based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, quantitative or statistical data analysis, with the aim of testing established hypotheses.

Population and Sample

According to (Sugiyono, 2017) Population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to study and then draw conclusions. The population in this study is all contract and permanent employees of PT Hutama Karya Infrastruktur Project Binjai Brandan Zone 2 totaling 86 people. While the sample is part of the number and characteristics possessed by said population. This study used a saturated sample, where the entire population was sampled, namely 86 respondents.

Data Analysis Techniques

The source of data in this study is primary data using documentation methods and questionnaires in data collection. The technique of "data analysis in this study used



Partial Least Square (PLS). PLS is a Structural Equation Modeling (SEM) equation model with an approach based on variance or component based structural equation modeling. The measurement model, also known as the outer model, and the structural model, also known as the inner model, are usually the two sub-models that make up a PLS-SEM analysis. The measurement model shows how the latent variable to be measured is represented by the manifest variable or observed variable. Meanwhile, structural models show the level of estimation between construct or latent variables. There are three analyses conducted with SEM-PLS, namely the measurement model (outer model), structural model (inner model) and hypothesis testing.(Ghazali, 2016)

Results And Discussion

Research Results

Outer Model or Measurement Model

Outer model testing provides values for reliability and validity analysis. Three criteria are used in assessing the outer model, namely convergent validity, discriminant validity and composite reliability.

Convergent Validity

The convergent validity of the measurement model with reflexive indicators is assessed based on the correlation between the item score/component score calculated with PLS. An individual's reflective measure is said to be high if it correlates more than 0.70 with the construct it wants to measure. However, at the research stage of scale development, loading 0.50 to 0.60 can still be accepted. In this study the loading value used was 0.6.(Ghazali, 2016)

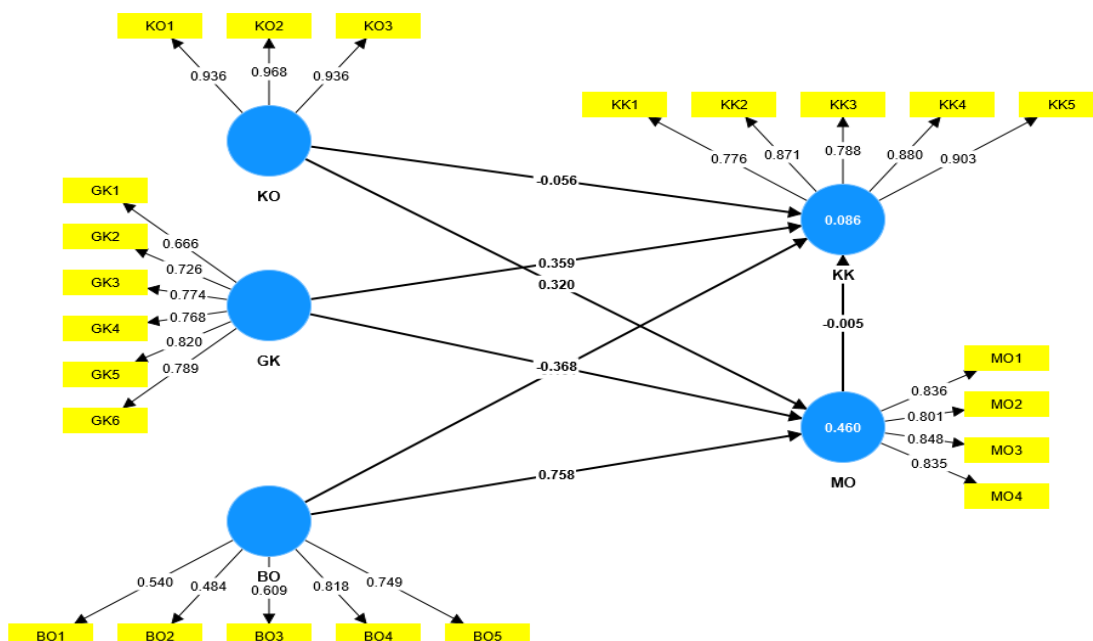


Figure 1. PLS Line Diagram

Table 1. Outer Loading

	Communication (KO)	Leadership Style (GK)	Organizational Culture (BO)	Work Motivation (MO)	Job Satisfaction (KK)
KO1	0.936				
KO2	0.968				
KO3	0.936				
GK1		0.666			
GK2		0.726			
GK3		0.774			
GK4		0.768			
GK5		0.820			
GK6		0.789			
BO1			0.540		
BO2			0.484		
BO3			0.609		
BO4			0.818		
BO5			0.749		
MO1				0.836	
MO2				0.801	
MO3				0.848	
MO4				0.835	
KK1					0.776
KK2					0.871
KK3					0.788
KK4					0.880
KK5					0.903

Based on Table 1., the outer model value or correlation between constructs and variables has not met convergent validity because it has a loading factor value of < 0.60. Of the total 23 statement indicators, there are 2 indicators that are invalid so it is necessary to retest by modifying invalid indicators.



Table 2. Outer Loading Mods

	Communicati on (KO)	Leadership Style (GK)	Organization al Culture (BO)	Work Motivation (MO)	Job Satisfaction (KK)
KO1	0.936				
KO2	0.968				
KO3	0.936				
GK1		0.666			
GK2		0.726			
GK3		0.774			
GK4		0.768			
GK5		0.820			
GK6		0.789			
BO3			0.609		
BO4			0.818		
BO5			0.749		
MO1				0.836	
MO2				0.801	
MO3				0.848	
MO4				0.835	
KK1					0.776
KK2					0.871
KK3					0.788
KK4					0.880
KK5					0.903

In table 2. The loading factor has been extracted as a whole and well with an outer loading value of >0.6 , so it can be concluded that the variable is valid and can be continued for further testing.

a. Discriminant Validity

The discriminant validity of the measurement model with reflexive indicators is assessed based on cross loading measurements with constructs. If the correlation of the construct with the measurement item is greater than the size of other constructs, then it indicates that the latent construct predicts the size in their block better than the size in the other blocks.

Table 3. Cross Loading



	Communica tion (KO)	Leadership Style (GK)	Organizati onal Culture (BO)	Work Motivation (MO)	Job Satisfactio n (KK)
KO1	0.936	0.597	0.060	0.095	0.157
KO2	0.968	0.674	0.069	0.157	0.154
KO3	0.936	0.695	0.072	0.084	0.214
GK1	0.736	0.766	0.106	0.159	0.210
GK2	0.720	0.726	0.111	0.100	0.177
GK3	0.778	0.784	0.175	0.208	0.180
GK4	0.273	0.768	0.487	0.083	0.246
GK5	0.361	0.820	0.465	0.079	0.230
GK6	0.285	0.789	0.467	0.075	0.221
BO3	0.184	0.587	0.609	0.136	0.075
BO4	0.033	0.157	0.818	0.611	-0.017
BO5	-0.118	0.178	0.749	0.533	-0.028
MO1	0.066	0.149	0.592	0.836	0.029
MO2	0.220	0.150	0.542	0.801	-0.083
MO3	-0.014	0.072	0.472	0.848	0.031
MO4	0.092	0.142	0.471	0.835	-0.031
KK1	0.195	0.221	-0.031	0.062	0.776
KK2	0.122	0.299	0.136	0.097	0.871
KK3	0.181	0.050	-0.072	-0.197	0.788
KK4	0.160	0.159	0.031	-0.058	0.880
KK5	0.163	0.269	-0.006	-0.135	0.903

Table 3 shows that the loading value of each indicator item against its construct is greater than the cross loading value. Thus it can be concluded that all latent constructs or variables already have good discriminant validity.

b. Cronbach's Alpha (CA), Composite Reliability (CR) and Average Variance Extracted (AVE)

In addition to validity tests, model measurements are also carried out to test the reliability of a construct. Reliability tests show the consistency, accuracy, and accuracy of instruments in measuring constructs. Using the Smart PLS 3.0 program, construct reliability can be measured using reflective indicators in PLS SEM using Cronbach's alpha and Composite Reliability. Cronbach alpha or composite reliability should be greater than 0.7 as a general rule, although a value of 0.6 is acceptable. According to the recommended AVE value is >0.5.(Abdillah & Hartono, 2015)(Haryono, 2017)

Table 4. Cronbach's Alpha (CA), Composite Reliability (CR) and Average Variance Extracted (AVE) values



	Cronbach's alpha	Composite reliability (rho_a)	Average variance extracted (AVE)
Organizational Culture (BO)	0.745	0.751	0.687
Leadership Style (GK)	0.851	0.856	0.635
Job Satisfaction (KK)	0.906	0.937	0.720
Communication (KO)	0.943	0.952	0.897

Based on table 4. Cronbach's alpha and composite reliability values of all research variables have been more than 0.7. And the AVE value for all variables already exceeds 0.50. These results show that all variables used in this study are reliable.

1. Inner Model or Structure Model

The purpose of designing a structural model or inner model is to assess the effect of a particular independent latent variable on whether the dependent latent variable has a substantive influence. Assessing the inner workings of a model with PLS begins by looking at the R-square for each dependent latent variable.

a. Coefficient of Determination (R-Square)

Changes in the R-Square value can be used to explain the effect of a particular exogenous latent variable on whether the endogenous latent variable has a substantive influence. R-Square values of 0.75, 0.50 and 0.25 can be concluded that the model is strong, moderate and weak .(Ghazali, 2016)

Table 5. Test Results of Coefficient of Determination (R2)

	R-square	R-square adjusted
Job Satisfaction (KK)	0.174	0.040
Work Motivation (MO)	0.520	0.507

The results of the calculation of R2 for each endogenous latent variable in table 5 show that the value of R2 is in the range of values from 0.174 to 0.520. Based on this, the calculation results of R2 show R2 is moderate. Where the variable Job Satisfaction (KK) has an R2 (R-Square) value of 0.174, it can be interpreted that the validity of the Job Satisfaction (KK) construct can be explained or influenced by communication constructs, leadership styles, organizational culture, and motivation by 17.4%. While the rest is explained by other variables that are not included in the research model. While the Work Motivation (MO) variable has an R2 (R-Square) value of 0.520, it can be interpreted that the validity of the Work Motivation (MO) construct can be



explained or influenced by communication constructs, leadership styles, and organizational culture by 52%. While the rest is explained by other variables that are not included in the research model.

b. Direct Effect

Hypothesis testing in PLS can then use bootstrapping methods. Bootstrap testing is intended to minimize the problem of abnormalities of a study. To determine the significance of hypothesis supportability, the coefficient score indicated by the t-statistic value above 1.64 for the one-tailed hypothesis in hypothesis testing using alpha 5% (0.05). The results of the hypothesis test in the study are presented in the following table 6:

Table 6. Direct Effect Test Results

	Original sample (O)	T statistics (O/STDEV)	P values	Conclusion
Organizational Culture (BO) -> Job Satisfaction (KK)	-0.087	0.820	0.412	No effect and insignificant
Organizational Culture (BO) -> Work Motivation (MO)	0.743	12.765	0.000	Positive and significant influence
Leadership Style (GK) -> Job Satisfaction (KK)	0.255	1.221	0.222	No effect and insignificant
Leadership Style (GK) -> Work Motivation (MO)	-0.172	1.472	0.141	No effect and insignificant
Communication (KO) -> Job Satisfaction (KK)	0.031	0.214	0.830	No effect and insignificant
Communication (KO) -> Work Motivation (MO)	0.249	2.045	0.041	Positive and significant influence
Work Motivation (MO) -> Job Satisfaction (KK)	-0.006	0.021	0.983	No effect and insignificant

Based on table 6, it is known that the test results of the direct influence of organizational culture variables (BO) with job satisfaction (KK) have a path coefficient value of -0.087 with a t-statistical value of $0.820 < 1.64$ and a p-value of $0.412 > 0.05$, it can be concluded that organizational culture has no effect and is not significant on employee job satisfaction of PT Hutama Karya Infrastruktur Binjai Brandan Zone 2 Project.

The results of the test of the direct influence of organizational culture variables with work motivation have a path coefficient value of 0.743 with a t-statistic value of

12.765 > 1.64 and a p-value of 0.000 < 0.05, it can be concluded that organizational culture has a positive and significant effect on the work motivation of employees of PT Hutama Karya Infrastruktur Binjai Brandan Zone 2 Project.

The results of the direct influence test of the leadership style variable with job satisfaction have a path coefficient value of 0.255 with a t-statistic value of 1.221 < 1.64 and a p-value of 0.222 > 0.05, it can be concluded that leadership style does not have a positive and insignificant effect on job satisfaction of employees of PT Hutama Karya Infrastruktur Binjai Brandan Zone 2 Project.

The results of the direct influence test of the leadership style variable with work motivation have a path coefficient value of -0.172 with a t-statistical value of 1.472 < 1.64 and a p-value of 0.141 > 0.05, it can be concluded that leadership style does not have a positive and insignificant effect on the work motivation of employees of PT Hutama Karya Infrastruktur Binjai Brandan Zone 2 Project.

The results of the test of the direct influence of communication variables with job satisfaction have a path coefficient value of 0.031 with a t-statistic value of 0.214 < 1.64 and a p-value of 0.830 > 0.05, it can be concluded that communication does not have a positive and insignificant effect on job satisfaction of employees of PT Hutama Karya Infrastruktur Binjai Brandan Zone 2 Project.

The results of the test of the direct influence of communication variables with work motivation have a path coefficient value of 0.249 with a t-statistical value of 2.045 > 1.64 and a p-value of 0.041 < 0.05, it can be concluded that communication has a positive and significant effect on the work motivation of employees of PT Hutama Karya Infrastruktur Binjai Brandan Zone 2 Project.

The results of the test of the direct influence of work motivation variables with job satisfaction have a path coefficient value of -0.006 with a t-statistic value of 0.021 < 1.64 and a p-value of 0.983 > 0.05, it can be concluded that work motivation does not have a positive and insignificant effect on job satisfaction of employees of PT Hutama Karya Infrastruktur Binjai Brandan Zone 2 Project.

c. Indirect Effect

Testing the indirect influence of communication variables, leadership style, and organizational culture on job satisfaction through work motivation as an intervening variable. The results of the analysis can be seen from the indirect effects bootstrapping technique table 7 below:

Table 6. Indirect Effect Test Results

	Original sample (O)	T statistics (O/STDEV)	P values	Conclusion
--	---------------------------	-----------------------------	----------	------------



Leadership Style (GK) -> Work Motivation (MO) -> Job Satisfaction (KK)	0.181	1.819	0.004	Positive and significant influence
Organizational Culture (BO) -> Work Motivation (MO) -> Job Satisfaction (KK)	0.124	2.022	0.003	Positive and significant influence
Communication (KO) -> Work Motivation (MO) -> Job Satisfaction (KK)	-0.001	0.021	0.984	No effect and insignificant

Based on table 7, the results of the indirect influence of leadership style variables through motivation have a path coefficient value of 0.181 with a t-statistic value of $1.819 > 1.64$ and a p-value of $0.004 < 0.05$, it can be concluded that there is a positive and significant influence between leadership style variables on job satisfaction through work motivation as an intervening variable for employees of PT Hutama Karya Infrastruktur Binjai Brandan Zone 2 Project.

The results of the indirect influence test of organizational culture variables through motivation have a path coefficient value of 0.124 with a t-statistic value of $2.022 > 1.64$ and a p-value of $0.003 < 0.05$, it can be concluded that there is a positive and significant influence between organizational culture variables on job satisfaction through work motivation as an intervening variable for employees of PT Hutama Karya Infrastruktur Binjai Brandan Zone 2 Project.

The results of the indirect influence test of communication variables through motivation variables have a path coefficient value of -0.001 with t-statistical values of $0.021 < 1.64$ and p-values of $0.984 > 0.05$, it can be concluded that there is no positive and significant influence between communication variables on job satisfaction through work motivation as an intervening variable for employees of PT Hutama Karya Infrastruktur Binjai Brandan Zone 2 Project.

Discussion

1. The Effect of Communication on Job Satisfaction

Effective communication can contribute positively to employee job satisfaction. Open and constructive communication helps in providing feedback regarding employee performance. However, the results of research conducted at PT Hutama Karya Infrastruktur Binjai Brandan Zone 2 Project showed different results that communication cannot increase job satisfaction. The cause of the lack of communication on employee job satisfaction can be sourced from several critical factors. One of them is the lack of transparency in the delivery of information. If communication channels are ineffective or inadequate, the message conveyed can be distorted or even not reach employees, creating vagueness that can be detrimental to job satisfaction.



2. The Influence of Leadership Style on Job Satisfaction

Leadership style has a significant role in shaping the level of job satisfaction in an organization, leaders who are able to create a balance between providing clear direction and providing space for employee participation and personal development tend to create a work environment that promotes optimal satisfaction and performance. However, in this study it was found that leadership style had no effect on job satisfaction. Because different leadership styles can have different impacts depending on the situation and individual characteristics. One of the main factors is the mismatch between the leadership style applied by the leader and the demands or characteristics of the job faced by the employee. If the leadership style does not match the dynamics of the job or cannot respond to the specific needs of a task, then its effect on job satisfaction can be limited. The dynamic and changing context of an organization can also be a contributing factor. If the organization undergoes significant structural or cultural changes, leadership styles that were previously successful may no longer be relevant or effective in addressing new challenges as they arise. These changes can create a gap between leadership styles and employees' actual needs, reducing their impact on job satisfaction.

3. The Influence of Organizational Culture on Job Satisfaction

Organizational culture encompasses the shared values, norms, and behaviors that shape the identity of an organization. A culture that supports, motivates, and gives meaning to work can increase employee job satisfaction. However, in this study it was found that organizational culture was not able to increase employee job satisfaction. A mismatch between the values upheld by the organization's culture and the personal values of employees can be an obstacle. If the values espoused by the organization are not in line with the expectations or personal principles of employees, then job satisfaction can be negatively affected. For example, an organizational culture that emphasizes intense competition may not be suitable for individuals who value cooperation and collaboration more.

4. The Effect of Motivation on Job Satisfaction

Motivation plays a crucial role in shaping the level of job satisfaction among employees. A high level of motivation can create a dynamic and productive work environment. Employees who feel motivated to achieve personal and organizational goals tend to have higher levels of job satisfaction. However, research conducted at PT Hutama Karya Infrastruktur Project Binjai Brandan Zone 2 showed different results that motivation cannot affect job satisfaction. Several factors can be the reason why motivation does not always have a significant impact on employee job satisfaction. First, a mismatch between individual motivation and the work environment can hinder the achievement of job satisfaction. Second, a lack of appropriate recognition or reward for employee achievement can decrease the motivational impact. Recognition of individual



achievements, whether through formal rewards or positive feedback, can improve the relationship between motivation and job satisfaction.

5. The Effect of Communication on Work Motivation

Effective communication in the workplace has a direct impact on employee motivation. Positive feedback and clear direction through supportive communication can also increase employees' sense of responsibility and motivation to give their best. The results of research conducted at PT Hutama Karya Infrastruktur Binjai Brandan Zone 2 Project show the results that communication affects work motivation. Within PT Hutama Karya Infrastruktur Project Binjai Brandan Zone 2, it is proven that effective communication has a significant impact on employee motivation. Through open and clear communication, the management of PT Hutama Karya Infrastruktur Project Binjai Brandan Zone 2 is able to convey company objectives transparently, provide constructive feedback, and build strong relationships between superiors and subordinates. Thus, employees feel valued, understand their role in achieving the company's vision, and feel more involved in the decision-making process. This not only increases job satisfaction but also stimulates the spirit to achieve the best performance.

6. The Influence of Leadership Style on Work Motivation

Leadership style has a significant influence on the work motivation of employees in an organization. In leadership dynamics, the style applied by the leader can be the main driver or obstacle to the morale and productivity of team members, involving active participation of employees in decision making will motivate the team by providing a sense of ownership and responsibility for work results. However, the results of research conducted at PT Hutama Karya Infrastruktur Binjai Brandan Zone 2 Project show that leadership style has no effect on work motivation. Although leadership is recognized as an important factor in managing a team, the success of PT Hutama Karya Infrastruktur Project Binjai Brandan Zona 2 in maintaining employee motivation levels does not depend entirely on a specific leadership style. Leaders in this company adopt a more collaborative approach and give employees the freedom to take initiative in their tasks. As a result, the working atmosphere at PT Hutama Karya Infrastruktur Project Binjai Brandan Zone 2 remains positive, where employees feel valued and can contribute their ideas creatively without being constrained by rigid leadership style constraints.

7. The Influence of Organizational Culture on Work Motivation

Organizational culture has a central role in shaping and influencing the work motivation of employees of a company. Within every organization, the norms, values, and beliefs that make up culture create the foundation for everyday behavior and interaction. In this study shows that organizational culture can influence work motivation. Organizational culture that can positively affect employee motivation is a culture that is inclusive, supportive, and emphasizes values that provide meaning for



team members PT Hutama Karya Infrastruktur Binjai Brandan Zone 2 Project has succeeded in creating a culture that promotes cooperation, where each individual feels valued and has an important role in achieving common goals. An organizational culture that supports growth, reinforces positive values, and provides space for employees to grow, can be the main key in increasing work motivation and creating a work environment that spurs employees to make maximum contributions.

8. The Effect of Communication on Job Satisfaction Through Work Motivation

Communication is a key element in the work environment that can have a significant effect on employee job satisfaction through work motivation mechanisms. When communication among leaders and subordinates or between colleagues runs smoothly and effectively, it can create a better understanding of common tasks and goals. Transparent and open communication can stimulate employee motivation by providing clear information about the expectations and needs of the organization. The results of research conducted at PT Hutama Karya Infrastruktur Binjai Brandan Zone 2 Project showed that communication had no effect on job satisfaction through work motivation as an intervening variable. One of the main factors is the vagueness in the delivery of information. If communication is unclear or interrupted, employees may have difficulty understanding company goals or their tasks, which can reduce motivation to achieve desired results.

9. The Influence of Leadership Style on Job Satisfaction Through Work Motivation

Leadership style has a direct impact on employee motivation, which then acts as an intermediary in influencing job satisfaction levels. There are a variety of leadership styles, such as transactional, transformational, democratic, and authoritarian, and each has different implications for motivation and job satisfaction. Based on the results of research at PT Hutama Karya Infrastruktur Project Binjai Brandan Zone 2 that leadership style affects job satisfaction through motivation as an intervening variable. Transformational leadership at PT Hutama Karya Infrastruktur Project Binjai Brandan Zona 2 can have a positive impact on employee motivation. Leaders who adopt this style tend to motivate employees by guiding them to achieve common goals, inspiring and stimulating them. By providing a clear vision and communicating company values, transformational leaders at PT Hutama Karya Infrastruktur Project Binjai Brandan Zona 2 can create an environment where employees feel emotionally and meaningfully engaged in their work.

10. The Influence of Organizational Culture on Job Satisfaction Through Work Motivation

The influence of organizational culture on job satisfaction through work motivation is an important aspect in creating a healthy and productive work environment.



Organizational culture includes the values, norms, and beliefs that are implemented and held by the members of the organization. The results of this study show that organizational culture affects job satisfaction through motivation as an intervening variable. PT Hutama Karya Infrastruktur Project Binjai Brandan Zona 2 can increase employee job satisfaction by building an organizational culture that supports, encourages innovation, and provides recognition for achievement. Through policies, management practices, and internal communications that support that culture, organizations can ensure that employee motivation is a positive factor in achieving sustainable job satisfaction.

CONCLUSION

PT Hutama Karya Infrastruktur Project Binjai Brandan Zone 2 can take the need to make efforts to increase employee motivation. Here are some strategies that can generally be applied:

1. Provide access to educational resources to enhance knowledge and abilities.
2. Design reward programs to recognize and reward outstanding employees.
3. Encourage two-way dialogue between management and employees to hear employee input and ideas

Refference

- Abdillah, W., & Hartono. (2015). *Partial Least Square (PLS)*. Andi.
- Bushra, F., Usman, A., & Naveed, A. (2011). Effect Of Transformational Leadership On Employee's Job Satisfaction And Organizational Commitment In Banking Sector Of Lahore, Pakistan. *International Journal Of Business And Social Science*, 2(18), 261–266.
- Ghazali, I. (2016). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 25*. Badan Penerbit Universitas Diponegoro.
- Haryono, S. (2017). *Metode SEM Untuk Penelitian Manajemen Dengan AMOS LISREL PLS*. Luxima Metro Media.
- Hasibuan, M. (2017). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Hasibuan, M. S. (2020). *Manajemen Sumber Daya Manusia Edisi Revisi*. PT Bumi Aksara.
- Hasibuan, M. S. P. (2016). *Manajemen Sumber Daya Manusia. Edisi Revisi*. Bumi Aksara.
- Mangkunegara, A. A. A. P. (2016). *Manajemen Sumber Daya Manusia Perusahaan*. PT Remaja Rosdakarya.
- Martoyo, S. (2015). *Manajemen Sumberdaya Manusia, Edisi Ketiga*. BPFE.
- Paramita, L. (2017). Pengaruh Gaya Kepemimpinan Terhadap Kinerja Pegawai Badan Penelitian Dan Pengembangan Daerah Provinsi Kalimantan Timur . *EJournal Administrasi Negara*, 5(3), 6168–6182.
- Robbins, & Judge. (2015). *Perilaku Organisasi Edisi 16*. Salemba Empat.



- Saputra, I. G. A. E., & Adnyani, I. G. A. D. (2017). Pengaruh Gaya Kepemimpinan dan Budaya Organisasi Terhadap Kepuasan Kerja Karyawan . *E-Jurnal Manajemen Unud*, 6(12), 6592–6610.
- Shonubi, A. O., & Akintaro, A. A. (2016). The Impact Of Effective Communication On Organizational Performance. *The International Journal of Social Sciences and Humanities Invention*, 3(4), 1904–1914. <https://doi.org/10.18535/ijsshi/v3i3.01>
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. CV Alfabeta.
- Sutrisno, E. (2019). *Manajemen Sumber Daya Manusia* (Cetak ke sebelas). Prananda Media Group.
- Wibowo. (2017). *Manajemen Kinerja. Edisi Kelima*. PT Raja Grafindo Persada.

