

# TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL CULTURE ON EMPLOYEE ENGAGEMENT WITH WORK SATISFACTION AS AN INTERVENING VARIABLE

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**Abstrak.** The level of involvement that an employee has in a company can change at different times. When it comes to the reality of organizational expansion, it is very important for organizations to have engagement that can become a real possibility both physically and non-physically. The purpose of this study was to determine the relationship between transformational leadership, organizational culture, and employee engagement, using job satisfaction as an intermediary metric. This study uses a quantitative methodology and utilizes the Smart-PLS application to collect data. The data collection technique consisted of a questionnaire submitted by 67 Mimika Land Office workers using Google Form. Transformational leadership has a sizeable impact on job satisfaction, but not on employee engagement, according to the study. Organizational culture, however, has a major impact on employee happiness and employee engagement. As a final point, if job satisfaction has a major impact on employee engagement, and if organizational culture has a significant impact on employee engagement, then transformational leadership is able to moderate the effect of employee engagement on job satisfaction.

**Keywords:** Transformational Leadership; Organizational Culture; Employee Engagement; Job Satisfaction.

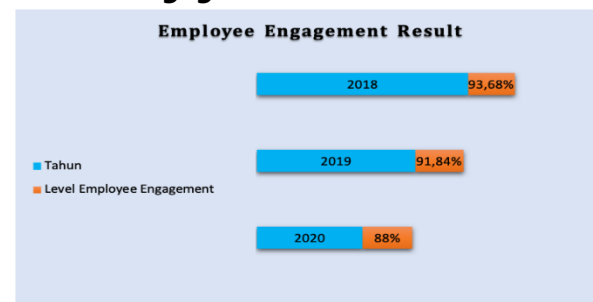
## INTRODUCTION

One of the drivers of the success of a government agency is the domestic land market (Aris et al., 2015). If the human resources owned by the land office are not supported by employees who have an ideal level of employee performance, then the resources owned by the land office will not provide optimal results. Land disputes, land conflicts, and land cases are all regulated in Regulation No. 11/2016, issued by the Minister of ATR and the Head of BPN (Lagonah et al., 2017). The main issue that gives rise to differences of opinion regarding land ownership in the District Land Office. The legitimacy of this land transfer process is related to Mimika Papua, which is related to the reasons for obtaining ownership rights to the land, the legal status of the land, and the relationship between the two (Sarjita et al., 2011).

The more people who enter the world of work, the more competition that makes the National Land Office Kab. Mimika Papua is increasingly motivated to consistently improve performance and increase employee engagement in order to generate good job satisfaction for herself and her employees. Employees who have a strong professional identity are less likely to experience a steady decline in morale, which in turn results in higher job satisfaction and employee engagement (Brien et al., 2017). Currently, the District Land Office is responsible for handling all land issues that were submitted in 2018. Mimika Papua, there have been 22 failed mediation attempts, 46 successful mediation attempts, and 15 cases of

disagreement which are currently in process. the resolution process. However, there was an increase in the number of failed mediation processes in 2019, as many as 27, while successful mediation processes were 41 and 18 disputed cases were still in the process of being resolved. The number of cases is expected to continue to increase through 2020; To date, there have been 53 unsuccessful mediation attempts, 36 successful ones, and 20 that are still in the process of being resolved.

**Figure 1. Level of Employee Engagement 2018-2020**



Source: National Land Office Kab. Mimika Papua 2021

Employee engagement rate in 2018 from 93.68% generated by the National Land Office Kab. Mimika Papua decreased in 2019 from 91.84% to 88% in 2020. This illustrates that employee engagement at the land office can change from time to time. If it is not immediately addressed, the organization or company will find it difficult to increase the percentage level of employee engagement that aims to get good and quality employees. So, it can be concluded at the district land office. Mimika in 2019 to 2020 is still low and has not met the annual target. Employee engagement that occurs in employees at the land office can not all be categorized as engaged,

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especially the National Land Office Kab. Mimika Papua, which has decreased in the last 2 years from 2019 to 2020, is a significant change. Employee engagement is a feeling of satisfaction, enthusiasm, passion, and positive behavior related to a job (Turner, 2020). The Mimika Regency Land Office is located on Jalan Cendrawasih SP 2 Timika. The number of employees of the Land Office is 31 people consisting of 7 structural officers, 11 certain functional officials and 13 staff. Assisted by 36 PPNPN employees, 10 mapping and cadastral officers.

Based on the results of interviews with the planning and control department regarding employee engagement on employees, it can be concluded that the level of employee engagement at the Mimika Regency Land Office is still quite low, because most of the employees still do not have job satisfaction which can affect employee engagement. In addition to interviews to strengthen the research, the authors conducted a pre-survey to find out employee engagement that actually happened to employees by using a questionnaire about employee engagement which was distributed to 31 respondents via *Google Form*, namely employees of the District Land Office. Mimika. Based on the results of the pre-survey on employee engagement obtained from each question, it is in the range of number 2 from a maximum value of 5. The lowest average value is found in the statement, "I am persistent and diligent even though I face difficulties at work" with a score of 3% and an average score. The highest average on the statement "I have a sense of enthusiasm which is indicated by

an interest in work" with an average score of 43%. So it can be concluded that most employees still do not have job satisfaction which can affect employee engagement. This is related to the employee engagement indicator, namely "Vigor". Employees have persistence and perseverance even though in their daily life sometimes there is a sense of boredom and difficulty in working. This indicator hits the target and exceeds the call of duty. In addition, we can see the statement, where the value obtained is relatively low, so it can be concluded that some employees do not have company policies and engagements. Shows an average value of 3% below the target figure of 43%.

After receiving data from the preliminary survey, the authors conducted a subsequent survey to ascertain, from District Land Office employees, the elements that they felt could potentially affect employee engagement. Mimika. It is clear from the survey findings that the transformational leadership category received the highest score. Employees feel that there is a correlation between having a leader at work who sets an example and increased levels of employee engagement. Employee involvement, according to (Robinson & Schroeder, 2015), can be defined as a positive attitude that employees have towards the organization where they work and the company's goals. A high-level corporate culture has a major impact on the extent to which employees are engaged in their work. According to the findings of research conducted by (Humairoh & Wardoyo, 2017), the culture of a business does indeed affect the level of employee engagement. Organizational

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culture is a symbol and a set of values shared by all members of the organization. Organizational culture is often referred to simply as culture. Therefore, business culture has a direct impact on the level of engagement displayed by its workforce ([Raflesia](#), 2020).

The last factor is job satisfaction, which is another component of this organizational environment that must be taken into account ([Kiswuryanto & Djastuti](#), 2014). Employees will have a sense of job satisfaction when they perceive the value and importance of the work they do. Employees will have a better impact on the company if they feel satisfied in their work. Satisfied employees will be more creative, flexible, innovative, and loyal to the organization ([Halimsetiono](#), 2014). The results of the pre-transformational leadership survey show that the lowest score is in the statement "Leaders are actively involved in every activity in the company environment" with a value of 7%. These results indicate that they are less satisfied with the support received and the lack of leaders who are actively involved in company activities. While the highest result is found in the statement "Leaders are able to encourage employees to be more innovative in dealing with organizational problems" with a value of 43%, these results indicate that leaders can be role models in the quality of their work well.

The results of the pre-survey on the organizational culture variable of employees on average with a score of The lowest value is found in the statement "I have a promising career for the future in the company" this shows that some employees still feel dissatisfied with the

satisfaction of the rewards received and a promising career. in the future . While the highest score is in the statement, namely "I am satisfied with the overall salary level and the bonuses given according to performance", this shows good cooperation between co-workers in the team.

Based on the results of surveys, interviews, and previous research, the authors decided to take the title of the research "The Effect of Transformational Leadership and Organizational Culture on Job Satisfaction with Intervening Variables" (Case Study at the Land Office of Mimika Regency, Papua.

## **MATERIALS AND METHODS**

Using a causal research design, the authors of this study set out to determine whether or not one or more variables (independent variables) had an effect on the overall research results (the dependent variable). According to ([Sugiyono](#), 2016), causality studies are studies that investigate the relationship between two or more variables. We can build theories that explain, predict, and control symptoms based on the findings of this study. The data of this study were collected through the use of a questionnaire. When it comes to getting the right information, questions are asked of the participants in the form of a questionnaire. The factors of transformational leadership, corporate culture, job happiness, and employee involvement will be investigated as variables.

In this study, the population used were all employees of the Land Office of the

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district. Mimika Papua, the total population of all employees is 67 people, with certain levels of structural, functional, general functional up to staff who are registered active until December 2021.

According to ([Sugiyono, 2013](#)), the quality and numbers possessed by the population are represented in the sample up to certain level. This happens even though the sample is not representative of the population as a whole. Data or samples can be collected using non-probability sampling, which is a type of sampling that does not provide equal opportunities or opportunities for each individual to be selected as a sample. This is the approach taken in this study. Non-probability sampling is a method of collecting data or samples. In this particular investigation, a sampling method known as non-probability sampling was used. The investigation uses various non-probability sampling methods, such as census sampling, for example (saturated).

Based on the results of this study, of the total workforce in the Mimika Regency Land Office, Papua, 67 employees were randomly selected to be used as research samples. Researchers will develop findings based on research, these conclusions will be applied to the population based on what is learned from the sample, and the population must be truly representative to make it easier for researchers to start the testing phase. A sample study will yield more reliable conclusions, in addition to reducing the amount of time required for research.

## RESULTS AND DISCUSSION

Characteristics of respondents in this study were 67 employees at the level of structural officials, functional officers, and PPNPN with a minimum working period of 1 year until 2021. Gender, age, years of service, level, and department are some of the characteristics that distinguishes the respondents in this study. According to gender, 37 (55.2 percent) of the respondents were male, while 30 (29.6 percent) of the respondents were female (44.8 percent).

Based on the department, the majority of respondents are in PNPP, namely 44 people (65.7%) and the rest are spread in certain functional areas as many as 7 people (10.4%), then general functional as many as 16 people (23.9%). Based on final education, the majority of respondents 11 respondents (16.4%) had high school education, 8 respondents (11.9%) had DI-DIII education, 42 respondents (62.7%) had undergraduate education and 6 respondents (9 %) had a master's degree. Thirty-eight respondents (44.8 percent) reported having worked 3-7 years, 16 respondents (23.9 percent) reported having worked 7-10 years, and five respondents reported having worked more of 10-15 years, according to the survey results.

### **Descriptive Statistical Analysis of Research Variables**

Analysis descriptive to test the validity of each indicator and construct reliability, and characteristics respondent will be measured by convergent validity while construct reliability is measured by composite reliability.

### **Measurement Model Test Results (Outer Model) Convergent Validity Test**

Loading factor on latent variables with indications is what determines the value of convergent validity. Having a limit of 0.5, an indicator with a loading factor value greater

than 0.5 is considered valid in this investigation. The results of the validity test are shown below.

**Table 1.** Convergent Validity Test

<b>Variable</b>	<b>Item</b>	<b>Value Outer Loading</b>	<b>Limitation Outer</b>	<b>Decision</b>	
Transformational Leadership	KT1	0.765	0.5	Valid	
	KT2	0.794	0.5	Valid	
	KT3	0.759	0.5	Valid	
	KT4	0.804	0.5	Valid	
	KT5	0.624	0.5	Valid	
	KT6	0.548	0.5	Valid	
	KT7	0.740	0.5	Valid	
	KT8	0.693	0.5	Valid	
Organizational Culture (X2)	BO1	0.632	,5	Valid	
	BO2	0.671	0.5	Valid	
	BO5	0.768	0.5	Valid	
	BO6	0.658	0.5	Valid	
	BO7	0.687	0.5	Valid	
	BO8	0.720	0.5	Valid	
	BO9	0.553	0.5	Valid	
	BO10	0.759	0.5	Valid	
	BO11	0.719	0.5	Valid	
	BO12	0.560	0.5	Valid	
	BO13	0.762	0.5	Valid	
	BO14	0.754	0.5	Job	
	Satisfaction (Y1 )	KK1	0.625	0.5	Valid
		KK2	0.693	0.5	Valid
KK4		0.649	0.5	Valid	
KK5		0.727	0.5	Valid	
KK6		0.674	0.5	Valid	
KK7		0.700	0.5	Valid	
KK8		0.588	0.5	Valid	
KK9		0.705	0.5	Valid	
KK10		0.689	0.5	Valid	
EE1		0.833	0.5	Valid	
Employee Engagement(Y2)	EE2	0.805	0.5	Valid	
	EE3	0.758	0.5	Valid	
	EE4	0.775	0.5	Valid	
	EE5	0.805	0.5	Valid	
	EE6	0.833	0.5	Valid	
	EE7	0.676	0.5	Valid	
	EE8	0.535	0.5	Valid	

Source: Results of Data Processing SmartPLS 3.3.9 (2022)

**Convergent Validity Test with Average Variance Extracted (AVE)**

Another way to determine convergent validity is the mean variance (AVE). You can check the convergent validity of the model in another way: compare the square of each AVE value with its correlation value with the other components of the model. An AVE

value of at least 0.5 is considered satisfactory by most standards (Ghozali & Latan, 2015). The use of the Average Variance Extracted (AVE) test to demonstrate convergent validity reveals various manifest variables that the latent construct may have (Nurhasah et al., 2017). If the latent construct can handle more variation in the manifest variable, it will also be able to handle more variance in the latent variable.

**Table 2.** Convergent Validity Test with Average Variance Extracted (AVE)

Variable	AVE Value	Limit	Decisions
Leadership (X1)	0.520	0.500	Valid
Organizational Culture (X2)	0.520	0.500	Valid
Job Satisfaction (Y1)	0.516	0.500	Valid
Employee Engagement (Y2)	0.580	0.500	Valid

Source: SmartPLS Data Processing Results 3.3.9 (2022)

Table 2 shows that all variables have an AVE value greater than 0.5, as shown in the graph. Thus, indicators can be used to measure the dimensions or variables to be assessed.

**Discriminant Validity Test**

Discriminant validity is an indication of the reflection that can be observed in the

cross loading that exists between the indicator and its construct. If the size of the correlation between the construct and the measurement item is greater than the size of the correlation between the construct and other constructs, then the discriminant validity of the study can be evaluated by looking at the cross loading value.

**Table 3.** Discriminant Validity Test (Cross Loading)

	Leadership Transformational	Culture	Satisfaction Job	Employee Engagement
KT1	<b>0.766</b>	0.159	0.391	0.074
KT2	<b>0.546</b>	0.322	0.399	0.214
KT3	<b>0.76</b>	0.359	0.453	0.313
KT4	<b>0.795</b>	0.462	0.657	0.516
KT5	<b>0.804</b>	0.249	0.489	0.269
KT6	<b>0.624</b>	0.413	0.494	0.298
KT7	<b>0.73999</b>	-	0.619	-
0.41	-	0.301	-	-
-	Organizational	<b>0.632</b>	0.494	0.353

	<b>Leadership Transformational</b>	<b>Culture</b>	<b>Satisfaction Job</b>	<b>Employee Engagement</b>
BO2	0.395	<b>0.671</b>	0.474	0.381
BO3	0.362	<b>0.441</b>	0.321	0.298
BO4	0.137	<b>0.417</b>	0.372	0.202
BO5	0.305	<b>0.768</b>	0.499	0.448
BO6	0.247	<b>0.658</b>	0.612	0.596
BO7	0.313	<b>0.687</b>	0.633	0.572
BO8	0.318	<b>0.72</b>	0.613	0.595
0.495	-	-	-	-
0.73	-	-	-	-
-	0.610	<b>0.719</b>	BO12	0.331
0.504	0.337	<b>0.56</b>	0.434	0.187
BO13	0.277	<b>0.762</b>	0.616	0.517
BO14	0.591	<b>0.754</b>	0.718	0.508
KK1	0.368	0.564	<b>0.625</b>	0.642
KK2	0.534	0.616	<b>0.693</b>	0.538
KK3	0.198	0.434	<b>0.457</b>	0.393
KK4	0.381	0.579	<b>0.649</b>	KK2
0.467	0.437	KK4	<b>KK3</b>	0.391
0.684	0.642	0.393	<b>0.198</b>	0.381
0.64	0.391	0.643	<b>0.7</b>	0.497
KK8	0.363	0.494	<b>0.588</b>	0.392
KK9	0.596	0.489	<b>0.705</b>	0.482
KK10	0.617	0.472	<b>0.689</b>	0.611
EE1	0.312	0.502	0.633	<b>0.833</b>
EE2	0.336	0.576	0.579	<b>0.805</b>
EE3	0.257	0.38	0.497	<b>0.758</b>
EE4	0.429	0.495	0.617	<b>0.775</b>
EE5	0.355	0.525	0.63	<b>0.805</b>
EE6	0.281	0.506	0.552	<b>0.833</b>
EE7	0.328	0.473	0.462	<b>0.676</b>
EE8	0.233	0.4233.953	-	<b>0.535</b>

**Data**

The reliability test of the questionnaire can be considered as an instrument to measure indications of variables or constructs. If the measuring instrument or instrument in the form of a

questionnaire is reliable or reliable, it is said to have the ability to convey stable or constant measurement findings. Therefore, it is necessary to do a reliability test. There are two types of measurements that can be used to assess composite dependence. This is internal consistency and cronbach's



alpha. The following is the purpose of data analysis conducted using Cronbach's alpha test, Composite reliability, and AVE value:

**Table 4.** Cronbach's alpha and composite reliability

Variable	Cronbach's Alpha	Composite Reliability	Limits	Decisions
Transformational Leadership	0.856	0.913	0.700	Reliable
Organizational Culture	0.849	0.881	0.700	Reliable
Job Satisfaction	0.878	0.905	0.700	Reliable
Employee engagement	0.895	of	0.700	Reliable

Source: SmartPLS Data Processing Results 3.3.9 (2022)

Table 4 shows that Cronbach's alpha and composite reliability are both very good, indicating that each variable has a value of more than 0.70. This conclusion is based on the findings of scientific investigations. This indicates a high level of consistency and stability of the device used. This indicates that either the hypothesis is highly dependent or the questionnaire used to conduct the research is reliable.

**Structural Model Test (Inner Model)**

Structural model testing by investigating the relevance of the relationship between different constructs or variables. This can be seen from the path coefficient, which gives an idea of the extent to which the variable constructions are closely related to each other. The hypothesis requires that the sign or direction of the path (path coefficient) is consistent with the theory being tested. To evaluate the coefficient of determination (R2), Effect Size (f2), and Predictive Relevance Value, it is necessary to test the structural model (Q2) T-statistics.

**Table 5.** Results of Hypothesis Test Tabulation Direct Effect

Hypothesis	Std Value Coefficient	T Statistic	P-value	Information
H1 Transformational Leadership (X1) → Job Satisfaction (Y1)	0.431	3.457	0.001	Positive and Significant Influence
H2 Transformational Leadership (X1) → Employee Engagement(Y2)	-0.044	0.289	0.773	No Significant Influence
H3 Organizational Culture (X2) → Job Satisfaction (Y1)	0.552	4.813	0.000	Positive and Significant Influence
H4 Organizational Culture (X2)	0.381	2,000	0.046	Positive and

	Hypothesis	Std Value Coefficient	T Statistic	P-value	Information
	→ Employee Engagement (Y2)				Significant Influence
H5	Job Satisfaction → Employee Engagement	0.396	2.185	0.029	Positive and Significant Influence

Source: Results of Data Processing SmartPLS 3.3.9 (2022)

**Table 6.** Indirect Effect Test Results

	Hypothesis	Std Value	T Statistic	P-value	Conclusion
H6	Transformational Leadership -> Job Satisfaction -> Employee Engagement	0.170	2.159	0.031	Positive and Significant
Mediating H7	Organizational Culture -> Job Satisfaction -> Employee Engagement	0.219	1.703	0.089	No Mediating Significant

Source: SmartPLS Data Processing Results 3.3.9 (2022)

**R Square**

**Table 7. R Square Value Results**

Variable	R Square	R Square Adjusted
Job Satisfaction (Y1)	0.722	0.713
Employee Engagement (Y2)	0.492	0.468

Source: SmartPLS Data Processing Results 3.3.9 (2022)

The following findings are seen as a result of looking at Table 7 above: the R-

Square value of the variable representing job satisfaction is 0.722. This R-square value indicates that the variance in the Job Satisfaction construct which can be explained by the variance in the internal communication and employee engagement constructs is 0.492. The remaining variance in the Job Satisfaction construct can be explained by other variables that are not related to this study. R2 values of 0.67, 0.33, and 0.19, respectively, allow one to draw the conclusion that the models are strong, moderate, and weak, respectively, as stated by Chin (1998) in Ghazali and Latan (2015: 81). It is possible to draw the conclusion that the influence is significant in this regard.

**Effect Size ( $f^2$ )**

This equation is used to determine whether the endogenous latent variable is significantly affected by the external latent variable. If the result of the  $f^2$  value is 0.02, then the effect of the exogenous latent variable is small; if the result is 0.15, then the effect is moderate; and if the result is 0.35 then the effect is high.

**Table 8. Results of F Square Value**

	<b>of Job Satisfaction (Y1)</b>	<b>Employee Engagement (Y2)</b>
Trans Leadership (X1)	0.838	0.119
Organizational Culture (X2)	0.509	0.002
Job Satisfaction (Y1)		0.086

Source: Results of Data Processing SmartPLS 3.3.9 (2022)

**Predictive Relevance ( $Q^2$ )**

Testing the Goodness of Fit structural model on the inner model using predictive relevance ( $Q^2$ ).  $Q$ -square value greater than 0 (zero) indicates that the model has predictive relevance.

**Goodness of Fit Index (GoF)**

To evaluate the overall structural and measurement model. This GoF index is used to validate the performance of the measurement model (outer model) and the

overall structural model (inner model).

**Table 9. Result of Fit**

<b>Fit Model Test Summary</b>	<b>Saturated Model</b>	<b>Estimated Model</b>
SRMR	0.122	0.131

Source: SmartPLS Data Processing Results 3.3.9 (2022)

From the output above, it can be seen that the SRMR value is 0.122 so that the model is appropriate or has met the criteria for goodness of fit model .

**Discussion**

**The Effect of Transformational Leadership on Job Satisfaction**

The research hypothesis (H1) states that transformational leadership has a positive and significant effect on job satisfaction. This can be seen in the results of the path coefficient and direct influence hypothesis testing because the  $t$  count  $<$   $t$  table ( $3.457 < 1.96$ ) or  $P$  values  $>$   $0.05$  ( $0.971 > 0.01$ ), so the hypothesis is accepted. Thus the first hypothesis which states that transformational leadership has an effect on job satisfaction.

According to Lukita (2017), transformational leadership has a considerable impact on employee satisfaction. According to Northouse (2013), transformational leadership enables businesses to consider the needs and motivations of their people and assists them in reaching their full potential.

**Effect of Transformational Leadership on Employee Engagement**

According to research findings, transformative leadership has little impact on employee engagement. The calculated t value is greater than t table ( $0.289 > 1.96$ ), or the P value is less than  $0.05 < (0.773 < 0.05)$ , so this hypothesis is rejected. Therefore, the second hypothesis which states that transformative leadership affects employee engagement cannot be supported and must be rejected.

According to ([Milhem et al., 2019](#)), Evelyn & Hazel ([Datche & Mukulu, 2015](#)), transformative leadership has a major impact on employee engagement. According to ([Destika, 2022](#)), transformative leadership has little effect on employee engagement.

### **The Effect of Organizational Culture on Job Satisfaction**

According to research findings, organizational culture has an effect on job satisfaction. This is evident from the results of the path coefficient and direct effect hypothesis testing, the t value is greater than t table  $> (4,813 > 1.96)$  or the P value is less than  $0.05 (0.000 < 0.05)$ , thus supporting this hypothesis. . A positive coefficient value indicates a positive influence, namely with the growth of organizational culture, job satisfaction also increases.

According to [Adriaenssens et al. \(2014\)](#) and [Allen et al. \(2014\)](#), organizational culture has a major effect on employee satisfaction. If the organizational culture is improved, employee job satisfaction will grow; Conversely, if the organizational culture decreases, employee job satisfaction will decrease. According to ([Sow, 2017](#)), corporate culture has a direct

and significant effect on job satisfaction.

### **The Influence of Organizational Culture on Employee Engagement**

Based on the results of the study, it is known that organizational culture has an effect on employee engagement. This can be seen in the results of the path coefficient and direct effect hypothesis testing because the t count  $> t$  table ( $2,000 > 1.96$ ) or P values  $< 0.05 (0.046 < 0.05)$ , so this hypothesis received. A positive coefficient value means that the effect is positive, ie if the organizational culture increases then employee engagement also increases.

([Atthohiri & Wijayati, 2021](#)) provide research that shows a strong positive relationship between organizational culture and employee engagement. According to ([Harahap, 2021](#)), every company has its own organizational culture to differentiate it from competitors and to ensure that employees feel at home in their work environment. This culture, in turn, has an impact on how securely workers feel attached to their employers.

### **Effect of Job Satisfaction on Employee Engagement**

Based on the results of the study, job satisfaction has an effect on employee engagement. This is evident because the t-count value is greater than the t-table value ( $2.185 > 1.96$ ), or the P value is less than  $0.05 < (0.029 < 0.05)$ , then this hypothesis is accepted. A positive coefficient value indicates that the effect is positive, namely when job satisfaction increases, employee engagement also increases.

According to the findings of research conducted by ([Atthohiri & Wijayati, 2021](#)),

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the level of employee engagement is significantly influenced by job satisfaction. According to (Hui et al., 2015), there is a relationship between the level of job satisfaction of employees and their level of involvement in work. (Ali & Farooqi, 2014) Employees' reactions to their work and the various facilities provided by their employers to support and increase the value of each employee are the main factors in determining job satisfaction.

### **The Effect of Transformational Leadership on Employee Engagement Through Job Satisfaction**

Based on the research results, it is common knowledge that transformational leadership has a role in the level of employee engagement achieved through job satisfaction. This conclusion was reached when the indirect impact test yielded a P value greater than 0.05 ( $0.031 > 0.05$ ). Therefore, the sixth hypothesis, which argues that transformational leadership affects employee engagement through job satisfaction, has been proven correct, and can now be considered acceptable.

According to the argument of (Nurtjahjani, 2020), there is a beneficial and significant influence on transformational leadership, employee engagement, and satisfaction. Employees led by transformational leaders who are skilled in their fields must experience a high level of job satisfaction in order to have a high level of work involvement.

### **The Influence of Organizational Culture on Employee Engagement Through Job Satisfaction**

Organizational culture has no effect on

the degree to which employees are interested in their jobs, the study found. It is possible to draw this conclusion because the indirect effect test produces a P value greater than 0.05. Therefore there is no evidence to support the sixth hypothesis, according to which corporate culture influences employee engagement through job satisfaction. Organizational culture and employee engagement can both benefit from a sense of satisfaction in the workplace, according to Natasya and Awaluddin (2021). Employee productivity increases as the organization strives to strengthen its culture, engage its workforce, and provide a satisfying work environment for its employees. Having a good time at work has a significant impact on organizational culture and employee engagement levels.

### **CONCLUSIONS**

Transformational leadership affects job satisfaction. This proves that the transformational leadership level factor obtained from the highest indicator value, namely "My boss is able to inspire employees through motivation" which is able to increase job satisfaction in employees of the Mimika Papua Land Office. Leadership transformation has little effect on employee engagement. This proves that the organizational culture level factor is obtained from the highest indicator value, namely "My boss is able to trigger employees to be creative and innovative" which is able to increase job satisfaction in employees of the Land Office of Mimika Regency Papua. Organizational culture affects employee engagement.

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Mimika Papua. Transformational leadership affects employee engagement through job satisfaction. From the direct and indirect effect hypothesis testing, it can be seen that the value of the effect of transformational leadership on employee engagement is obtained from the highest indicator value, namely "My boss is able to trigger employees to be creative and innovative" or directly positive value but lower than the way through the intermediary variable job satisfaction.

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