



The Influence of Organizational Culture, Leadership Style, and Work-Life Balance on Job Satisfaction of Employees Company Manufacturing Corrugated Cardboard in Tangerang.

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Abstract: This study aims to determine the effect of organizational culture, leadership style, and work-life balance on employee job satisfaction in one of the corrugated paperboard manufacturers in Tangerang. This study uses a quantitative approach using the SPSS version 26 application program. The population was all production employees, with a total sampling of 80 people. The sampling technique used is probability sampling, with the researcher uses the Slovin formula to determine the sampling amount. This study concluded that partially and simultaneously, organizational culture, leadership style, and work-life balance have a positive and significant effect on employee job satisfaction.

Keywords: Organizational Culture, Leadership Style, Work-Life Balance, Job Satisfaction

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I. INTRODUCTION

In the world of work, it requires adequate Human Resources (HR), competent in their fields and happy at work. Human resources (HR) are a valuable asset to the organization. Therefore, it needs to be managed properly and correctly to support organizational performance. Strategic and appropriate human resource management will be able to answer the challenges of an era that is always changing. By increasing employee happiness at work, the company will have productive employees because of the increased satisfaction at work. Job satisfaction is a person's attitude towards work as a disparity between the amount of rewards that workers receive and the amount that is believed to be received. People will feel satisfied if there is no difference (discrepancy) between the desired and the perception of reality, Lodge and Derek (2008) in . Although there are differences, if the differences are positive then people or employees will feel satisfied, and vice versa. It is driven by the human desire to meet the existence of needs that must be met . In increasing job satisfaction is not easy. Companies are generally bumped on many obstacles so that they require a special approach from the employees themselves. Management needs to design, implement and reflect on the policies that have been implemented, including the established organizational culture, leadership and attention to employee (Ali & Agustian, 2018)(Abadiyah & Purwanto, 2016) *work-life balance*.

II. RESEARCH METHODS:

This research uses quantitative methods that will explain the relationship of influencing and being influenced from the variables to be studied. The quantitative approach is used because the data to be used to analyze the influence between variables is expressed by numbers and statistics . The sampling technique used in this study is (Sugiyono, 2016) *probability sampling*, which is a sampling technique that gives equal opportunities to members of the population to be selected as members of the sample. The number of samples used in this study was 80 respondents. Data collection was carried out through surveys, observations and the dissemination of questionnaires. The scale used in the distribution of the questionnaire was a likert scale with five answer results including: 1 Strongly Disagree (STS), 2 Disagree (TS), 3 Disagree (KS), 4 Agree (S), 5 Strongly Agree (SS). Data analysis was carried out using statistical techniques using SPSS version 26 including validity tests,

reliability tests, classical assumption tests, multiple linear regression, partial hypothesis tests, simultaneous hypotheses and determination.(Sugiyono, 2016)

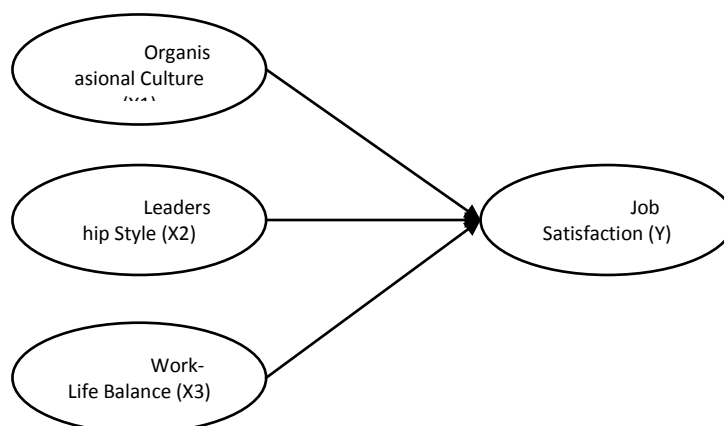


Figure 3.2 Research Design
Source: processed by researchers in 2022

The measurement model can be done in tabular form as table 1.

Table 3. Operationalization of Variables

| Variable | Indicator | Scale |
|---|---|----------|
| Job satisfaction is an emotional attitude that is pleasant and loves his job very much. This attitude is reflected by work morale, discipline, and work achievements. Job satisfaction enjoyed in work, outside of work and combinations in and out of work, Rivai in(Bahri & Nisa, 2017) | KK1 - Job Content | Interval |
| | KK2 - Supervision | 1 - 10 |
| | KK3 - Organization & Management | |
| | KK4 - Opportunity to Move Forward | |
| | KK5 - Salary or Incentive | |
| | KK6 - Co-workers | |
| | KK7 - Working Conditions | |
| values, principles, traditions, and ways of working that are embraced together and influence the behavior and actions of the members of the Boke and Nalla organizations in(Susetyo&Kusmaningtyas, 2014) | BO1 - Regulation | Interval |
| | BO2 - Distance with Top | 1 - 10 |
| | BO-3 - Trust | |
| | BO4 - Professionalism | |
| | BO5 - Integration | |
| traits, habits, temperament, disposition and personality that distinguish a leader in interacting with others, Kartono in(Setiawan & Primary, 2019) | GK1 - Decision Making Ability | Interval |
| | GK2 - Motivating Ability | 1 - 10 |
| | GK3 - Communication Skills | |
| | GK4 - The Ability to Control Subordinates | |
| | GK5 - Responsibility | |
| | GK6 - The Ability to Control Emotions | |
| A person's ability to balance the demands of work with the needs of his personal and family, McDonald's et.al (Rondonuwu&Asaloei, 2018) | WLB1 - Time Balance | Interval |
| | WLB2 - Engagement Balance | 1 - 10 |
| | WLB3 - Balance of Satisfaction | |

Source: Research data processed, 2022

III. Results

Table 4.16 F Test Results (Simultaneous)

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 969.052 | 3 | 323.017 | 63.249 | .000 ^b |
| | Residual | 388.136 | 76 | 5.107 | | |
| | Total | 1357.188 | 79 | | | |

a. Dependent Variable: Kepuasan Kerja

b. Predictors: (Constant), Work-Life Balance, Budaya Organisasi, Gaya Kepemimpinan

From table 4.16 it can be seen that Fhitung is 63.249 with a significance level of 0.000 (significance level $\alpha = 5\%$). While the formula of degree of freedom (df) is $df = (k;n-k)$ or $3; 80-3 = 77$ (k is the number of independent variables or free variables, while n is the number of respondents) in can be the value of $F_{hitung} \geq F_{tabel}$ ($63.249 \geq 2.72$) and $sig \leq \alpha$ ($0.00 \leq 0.005$) then H_0 rejected H_a is accepted, meaning it can be said that there is a significant influence between organizational culture, leadership style, and work-life balance simultaneously on job satisfaction.

Table 4.17 T Test Results (Partial)

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|-------------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.501 | 2.955 | | .508 | .613 |
| | Budaya Organisasi | .347 | .130 | .314 | 2.673 | .009 |
| | Gaya Kepemimpinan | .324 | .134 | .299 | 2.416 | .018 |
| | Work-Life Balance | .280 | .114 | .289 | 2.466 | .016 |

a. Dependent Variable: Kepuasan Kerja

Testing the first Hypothesis of Organizational Culture (X1) to Job Satisfaction (Y) from table 4.17 the calculated value for the organizational culture variable (X1) is 2.673. The Ttabel value can be seen in the statistical table of the significance test $0.05/2 = 0.025$ (2-sided test) with the formula degree of freedom (df) i.e. $df = n-k-1$ or $80-3-1 = 76$ (k is the number of independent variables, n is the number of samples) obtained a Ttabel value of 1.991. Calculate $\geq T_{tabel}$ or $2.673 \geq 1.991$ with an error rate of 5% ($\alpha=0.05$) and the regression coefficient has a positive value of 0.347 and has a significance level (P-value) $\leq \alpha$ or $0.009 \leq 0.05$, therefore $H_a: \beta_1 \neq 0$ or H_0 is rejected and H_a is accepted. That is, it can be said that partially there is a positive and significant influence between the variables of organizational culture on job satisfaction.

Hypothesis Testing of Both Leadership Styles (X2) on Job Satisfaction (Y)

from table 4.17 the calculated value for the leadership style variable (X2) is 2.416. The Ttabel value can be seen in the statistical table of the significance test $0.05/2 = 0.025$ (2-sided test) with the formula of degree of freedom (df) i.e. $df = n-k-1$ or $80-3-1 = 76$ (k is the number of independent variables, n is the number of samples) obtained a Ttabel value of 1.991 . Calculate the $\geq T_{tabel}$ or $2.416 \geq 1.991$ with an error rate of 5% ($\alpha=0.05$) and a positive regression coefficient of 0.324 and has a significance level (P-value) of $\leq \alpha$ or $0.018 \leq 0.05$, therefore $H_a: \beta_1 \neq 0$ or H_0 is rejected and H_a is accepted. That is, it can be said that partially there is a positive and significant influence between the variables of leadership style on job satisfaction.

Testing the third Hypothesis of Work-Life Balance (X3) to Job Satisfaction (Y)

from table 4.17 the calculated value for the leadership style variable (X3) is 2.466. The Ttabel value can be seen in the statistical table of the significance test $0.05/2 = 0.025$ (2-sided test) with the formula degree of freedom (df) i.e. $df = n-k-1$ or $80-3-1 = 76$ (k is the number of independent variables, n is the number of samples) obtained a Ttabel value of 1.991. Calculate the $T_{hitung} \geq T_{tabel}$ or $2.466 \geq 1.991$ with an error rate of 5% ($\alpha=0.05$) and a

positive regression coefficient of 0.280 and has a significance level (P-value) of $\leq a$ or $0.016 \leq 0.05$, therefore $H_0: \beta_1 \neq 0$ or H_0 is rejected and H_a is accepted. That is, it can be said that partially there is a positive and significant influence between the variables of work-life balance on job satisfaction.

Table 4.18 Determination Test Results (R Square)

| Model Summary^b | | | | |
|----------------------------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .845 ^a | .714 | .703 | 2.260 |

a. Predictors: (Constant), Work-Life Balance, Budaya Organisasi, Gaya Kepemimpinan

b. Dependent Variable: Kepuasan Kerja

Based on table 4.18, it is known that Adjust R Square's score is 0.703 which shows that simultaneously organizational culture, leadership style and work-life balance affect job satisfaction by 70.3% while the remaining 29.7% is influenced by other factors.

IV. Discussion

Based on the results of a study conducted on 80 respondents, it showed that organizational culture had a positive and significant effect on job satisfaction with a Thitung value of 2,673 greater than 1,991 (Thitung \geq Ttabel) with a significance of 0.009 smaller than 0.05 ($0.009 \leq 0.05$). This means that the better the organizational culture, the better the job satisfaction of its employees. Conversely, the lower the organizational culture, the lower the level of employee satisfaction.

The results of this study are in line with research conducted by explaining that organizational culture has a significant positive effect on employee job satisfaction(Sasuwe et al., 2018)

Based on the results of a study conducted on 80 respondents, it was shown that leadership style had a positive and significant effect on job satisfaction with a calculation of 2,416 greater than 1,991 (Thitung \geq Ttabel) the significance value of 0.018 was smaller than 0.05 ($0.018 \leq 0.05$). This means that the better the level of leadership style, the better the level of employee job satisfaction. Conversely, the lower the level of leadership style, the lower the level of employee job satisfaction

This is in line with the research conducted by explaining that leadership style has a positive and significant effect on employee job satisfaction(Prayatna&Subudi, 2016)

Based on the results of a study conducted on 80 respondents, it was shown that work-life balance had a positive and significant effect on job satisfaction with a Thitung value of 2,446 greater than 1,991 (Thitung \geq Ttabel) with a significance of 0.016 smaller than 0.05 ($0.016 \leq 0.05$). That is, the higher the level of work-life balance of employees, the higher the job satisfaction of employees.on the contrary, the lower the level of work-life balance of employees, the lower the job satisfaction of employees

This is in accordance with research conducted by which explains that there is a positive and significant relationship between work-life balance and employee job satisfaction. According to Sutrisno (2011:74) in Job satisfaction is a complex emotional reaction. This emotional effect is caused by the impulses, needs, expectations, and expectations of employees towards their work that are related to the reality experienced, causing emotional reactions in the form of feelings of pleasure, satisfaction, or disappointment.(Wenno, 2018)(Sasuwe et al., 2018)

V. Conclusion

Based on the results of research and testing that has been carried out on the problem, the following conclusions can be drawn:

1. Organizational Culture partially has a significant effect on the Job Satisfaction of PT. Solar Rengo Containers.
2. Leadership Style partially affects the Job Satisfaction of PT. Solar Rengo Containers.
3. *Work-Life Balance* partially has a significant effect on the Job Satisfaction of PT. Solar Rengo Containers.

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