

Research

Antecedents and Consequences of Employee Job Satisfaction in Indonesia

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Abstract

Factors that encourage job satisfaction include the application of transformational leadership from a leader in the company. The existence of cultural diversity also contributes to the level of employee job satisfaction. Then the implementation of organizational commitment is also essential to increase employee satisfaction at work. This study deals with the antecedents and consequences of employee work satisfaction, including transformational leadership, culture diversity, and organizational commitment as antecedents and organizational citizenship behavior (OCB) and employee performance as a consequence. The research instrument used a questionnaire distributed to 280 employees who worked in cigarette factories and tapioca flour factories in Pematangsiantar City. For data analysis, this research uses the Smart PLS application with the PLS-SEM approach oriented. This research concludes that transformational leadership and culture diversity has a significant impact on work satisfaction. On the other hand, the results of this research also conclude that organizational commitment does not significantly impact work satisfaction. Furthermore, this research also confirms that work satisfaction significantly affects organizational citizenship behavior (OCB) and employee performance. Then this study was only carried out in one city so that no specific data comparison could be obtained and only focused on the use of transformational leadership variables, culture diversity, work satisfaction, organizational citizenship behavior, and employee performance. The novelty presented from this research explains that although most employees have different cultural backgrounds if supported by a fair and wise application of transformational leadership, it will encourage job satisfaction.

Keywords: *transformational leadership, culture diversity, work satisfaction, OCB, employee performance*



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INTRODUCTION

Employees or human resources are the most critical aspects of a company; therefore, they must be managed, directed, mobilized, and nurtured adequately to carry out their duties and functions as expected and the company's goals can be achieved (Chin-Wen Liao et al., 2012). To achieve company goals, employees are expected to behave following company expectations. When an employee carries out formal tasks by the job description, the employee can perform well because he has shown behavior following the organization's expectations (Linda et al., 2019). To ensure that employees always perform well, organizations need to understand that employees have their personal needs and want to be taken care of to perform at their best (Babalola, 2016). Factors that are thought to encourage job satisfaction include the application of transformational leadership from a leader in the company. The existence of cultural diversity also contributes to the level of employee job satisfaction. Then the implementation of organizational commitment is also essential to increase employee satisfaction at work moreover if the implications of job satisfaction itself can encourage optimal organizational citizenship behavior and the acquisition of maximum employee performance.

Transformational leadership can be defined as leadership that includes efforts for organizational change (Bushra et al., 2011). Transformational leadership helps build workgroups and the integration of individual and group goals. A transformational leader can create a vision and an environment that motivates subordinates to make achievements beyond their expectations (Boamah et al., 2017). In such circumstances, subordinates feel they have trust, admiration, loyalty, and respect for their leaders so that they will be continuously motivated to do more than what is expected, and finally, they feel satisfied (Ngadiman et al., 2013). Furthermore, in addition to the need for employees for transformational leaders, the existence of cultural diversity is no less critical for the company to pay attention to. The cultural diversity that emphasizes diversity will indirectly affect human practices, attitudes, and mindsets in traditional ways and customs (Jusriadi et al., 2021). If not considered properly, it is feared that cultural diversity will trigger conflict to result in a decrease in the level of job satisfaction and impact the employee's performance. Therefore, there is a need for encouragement from employees to control their emotions if they often rub against a cultural background. If there is no pressure regarding cultural diversity, then this will be more meaningful for employees to work in a conducive working environment.

Furthermore, the organizational commitment factor is indispensable for the development of human resource performance, especially when employees and organizations want to maintain work relations between them (Lizote et al., 2017). Responsibility as an obligation felt by employees to remain in the company is one of the characteristics that employees are steadfast in carrying out the commitments given by the company. Organizational citizenship is linked to commitment. An employee with a strong commitment is confident in his or her ability to provide a high level of consideration to the firm (Haerani et al., 2020).

Job satisfaction is a crucial thing to pay attention to encourage the company's vision and mission. The creation of job satisfaction will undoubtedly foster a strong OCB from within the employees. OCB is a critical aspect that can help the firm stay afloat (Margahana et al., 2018). Ignoring job satisfaction and OCB will undoubtedly have implications for low perceptions of organizational support, the conflict between employees and managers, characterized by employee anxiety at work, less harmonious supervisor-subordinate interactions (Linda et al., 2019). Therefore, the role of satisfaction is significant to support. That is, someone with high organizational citizenship behavior (OCB) will not be compensated in the form of money or a specific bonus. But organizational citizenship behavior (OCB) is more about each individual's social behavior to work beyond what is expected, such as voluntarily assisting coworkers during break time (Chelagat et al., 2015). Furthermore, someone who obtains maximum job satisfaction will have implications for improved company performance (Haerani et al., 2020). Job satisfaction is one of the criteria for high-quality employee performance that for organizational success to be attained, people must first be satisfied at work (Foote et al., 2008).

The study of transformational leadership and organizational commitment combined with cultural diversity from heterogeneous employees is essential to predict employee satisfaction at work. Moreover, if job satisfaction implications can encourage an increase in organizational citizenship behavior and employee performance, it will certainly be interesting to study further. Thus, the urgency of this research is to find out the contribution of transformational leadership, culture diversity, and organizational commitment to satisfaction and the contribution of satisfaction to organizational citizenship behavior and employee performance.

LITERATURE REVIEW

Transformational Leadership

In terms of management structure, transformational leadership has repeatedly been related to employee attitudes and behavior. By cultivating good, transformative connections with followers and anticipating needs by providing fundamentally necessary access (knowledge, assistance, and resources) for workers to accomplish their job, a leader earns the trust of his or her followers (Boamah et al., 2017). Transformational leadership is distinguished from transactional leadership by its emphasis on growth and advancement and solidarity, authorization, self-confidence, and complementarity. Furthermore, transformational leadership focuses on the paradigm to consider something strategic (Bushra et al., 2011). Transformational leaders are also more successful at implementing change than others, and they clarify things more concretely and sympathize with people (Ibraheem Shelash Mohammad et al., 2011). A study by (Munir et al., 2012) looked at the connection between transformational leadership and employee job satisfaction and found that transformational leadership significantly impacts work satisfaction. Research results from Hanaysha et al. (2012) conducted among administrative staff at three universities located in Kedah and Perlis also stated that transformational leadership affects increasing or decreasing job satisfaction. Therefore, based on several previous research results, this study is carried out in developing hypotheses:

H1: Transformational leadership affects work satisfaction

Culture Diversity

Cultural wealth in an organization reflects the cultural diversity of a group or society to radiate its expression. Manifestations of cultural diversity tend to affect thinking and habits, so it is often referred to as cultural intelligence (Zoogah, 2016). The cultural diversity that emphasizes diversity will influence human practices, attitudes, and mindsets (Jusriadi et al., 2021). The consistency of cultural diversity will be tested when specific individuals or groups cannot understand well so that this condition is feared to trigger conflict (Mickson et al., 2020). However, if certain individuals or groups can properly manage cultural diversity, it will give birth to job satisfaction and competitive advantage (Jusriadi et al., 2021). Several researchers have researched cultural diversity. One of them is research by (Ayda 2016), who studied how management diversity on teacher job satisfaction obtained a significant relationship between management diversity and job satisfaction. Then research from (Wu & Chian 2007), which examines the impact of cultural diversity on employee job satisfaction between mainland China and Taiwan, obtained results that strengthen the notion that cultural diversity has a significant effect on job satisfaction. Therefore, based on several previous research results, this study is carried out in developing hypotheses:

H2: Culture diversity affects work satisfaction

Organizational Commitment

Employees are one of the main factors that contribute to the success of the organization. Many factors influence employee behavior in an organization that involves the organization's desire to continue to be competitive, which is called organizational commitment (Cherian et al., 2018). Organizational commitment is one of the most important organizational concepts for organizations to encourage performance productivity and work effectiveness (Gunlu et al., 2010). The organizational commitment of employees has long been considered a fundamental element to achieve better performance for the company (Lizote et al., 2017). An employee with a continuous commitment finds it difficult to leave his organization because the opportunity to get comfortable

at work is certainly not easily obtained in other organizations (Nath Gangai & Agrawal, 2015). Several researchers have carried out several research results that discuss organizational commitment. Research (Falkenburg & Schyns, 2007), which discusses organizational commitment and job satisfaction, states that if there is an increase in commitment from the organization comprehensively, it will increase job satisfaction. More research (Loan, 2020) with the theme of the contribution of organizational commitment to employee job satisfaction both at work or those who work from home obtain significant results from an organizational commitment to job satisfaction. Therefore, based on several previous research results, this study is carried out in developing hypotheses:

H3: Organizational commitment affects work satisfaction

Work Satisfaction

Employee satisfaction is a measure that tells about employee satisfaction in the workplace and work (Sudirman et al., 2021). Manifestation of job satisfaction is measured through the approach to work and the extent to which the job satisfies the needs of employees (Javed et al., 2014). Therefore, job satisfaction is related to a person's effort in doing his job with a strong OCB drive. Representatives of employees satisfied with their work are expected to do more optimally and are willing to improve organizational performance (Sherly et al., 2021). Meanwhile, employees who are satisfied with their work tend to do their work more optimally and willingly (Setiawan & Gunawan, 2018). The general attitude of individuals towards their work is required to interact with colleagues and superiors (Lie et al., 2019), follow organizational rules and policies, and meet performance standards to encourage performance in carrying out work.

Several previous researchers have described studies related to work satisfaction and organizational citizenship behavior (OCB). Research by (Foote et al., 2008) explained that the relationship between job satisfaction and OCB proved significant among employees involved in self-employed teams in three geographically different manufacturing facilities. Then research (Linda et al., 2019) focused on job satisfaction on organizational behavior citizenship employees of the Regional Revenue and Asset Agency of West Pasaman Regency concluded a significant effect of work satisfaction on OCB. In addition to job satisfaction affecting OCB, several studies also state that job satisfaction significantly impacts employee performance. For example, Research (Khan et al., 2016), which discusses employee performance through job satisfaction in the telecommunications sector in Pakistan, explains that job satisfaction contributes significantly to the development of employee performance. Then the same thing is also obtained from research (Javed et al., 2014) by discussing the determinants of job satisfaction and its impact on employee performance in India, we get the results that lead to the dominant impact of job satisfaction on employee performance. Therefore, based on several previous research results, this study is carried out in developing hypotheses:

H4: Work satisfaction affects organizational citizenship behavior

H5: Work satisfaction affects employee performance

Organizational Citizenship Behavior

OCB is a behavior of an organizational employee that is not formally regulated, which is carried out and can improve the performance of an organization (Partono Prasetyo et al., 2017). Organizational citizenship behavior plays an essential role in the implementation of the goals of an organization. With OCB, an organization will have a conducive work environment and create high loyalty to the company and its institution (Chelagat et al., 2015). There are various human resources

in a company or agency, one of which is the driving force of its activities. The human resources needed are to have good behavior and as expected. Therefore, the urgency of the presence of OCB behavior is vital because it can increase performance effectiveness (Margahana et al., 2018). The implementation of effective organizational citizenship behavior has become an essential issue for every organization in any industry. Organizations can encourage their employees to always be obedient to the values and rules in the workplace, help coworkers, and always maintain good relations between coworkers. This will have a more significant opportunity to improve employee competencies, which will impact work results (Faradita, 2017).

Employee Performance

The ability of high-performing workers to achieve organizational objectives in the short and long term is critical to a company's success (Omar et al., 2020). Three significant variables affect organizational success: organizational support, managerial skill or effectiveness, and the job performance of each person who works in each unit (Babalola, 2016). An employee's performance may be evaluated by the quality and quantity of work he does in a certain amount of time to complete the tasks and responsibilities that have been assigned to him (Inuwa, 2016). Job performance is also defined by (Chin-Wen Liao et al., 2012) as criteria for promotion, redundancy, awards, penalties, reviews, and pay adjustments. It also satisfies workers' need to express themselves. According to (Ahmad & Shahzad, 2011), employee performance represents personnel's overall views about their conduct and contribution to corporate success. When the outcomes or overall success rate of a person in carrying out a job over some time is compared to different standards of work results, objectives or goals, criteria that have been mutually agreed upon, performance effectiveness will be observed.

RESEARCH METHOD

This research was conducted in Pematangsiantar City, North Sumatra, Indonesia. Choosing this research location is because Pematangsiantar City is the second-largest city after Medan City, North Sumatra, Indonesia. The population choice in this study were workers who worked in manufacturing companies which included cigarette and tapioca flour factories. Two hundred employees work in the cigarette factory, and 80 people work in the tapioca flour factory. The determination of the number of samples in this research is oriented to the accidental sampling approach, so the number of samples used in this study is 280 workers. Data collection uses a questionnaire distributed to workers during the period from March to May 2021. The data analysis stage includes the outer model analysis by analyzing the validity and reliability and the internal model analysis to test the hypothesis. Next, the researcher tested the hypothesis using Structural Equation Modeling (SEM) based on a variant called Partial Least Square (PLS) and the SmartPLS version 3.0 application as a tool to analyze it.

RESULT AND ANALYSIS

Respondent General Profile

The questionnaires are distributed conventionally and online by distributing directly to employees of cigarette factories and tapioca flour factories in Pematangsiantar City. Based on the results of data collection in the field obtained valid data as many as 280 respondents. The profile of respondents in this study will be described in table 1 below:

Table 1: Respondent General Profile

Category	Details	Number of Respondents	Percentage (%)
Gender	Men	225	80.36
	Woman	55	19.64
Age (years)	20-29	40	14.28
	30-39	60	21.43
	40-49	60	21.43
	50-59	76	27.15
	60-69	44	15.71
Level of education	middle school	30	10.71
	high school	100	35.71
	D1 to D3	58	20.71
	Bachelor	80	28.58
	Master	12	4.29
Length of work (years)	< 1	25	8.93
	1-5	55	19.65
	6-10	90	32.14
	> 10	110	39.28

Outer Model Measurement

Table 2: Validity, reliability and R-Square test

Variables	Items	Outer Loading	Average Variance Extracted (AVE)	Composite Reliability	Cronbach's Alpha
Transformational Leadership	Idealistic influence	0.873	0.758	0.926	0.894
	Inspirational motivation	0.883			
	Intellectual stimulation	0.861			
	Individualized consideration	0.866			
Culture Diversity	Mutual trust	0.860	0.736	0.933	0.911
	Mutual understanding	0.877			
	Mutual respect	0.858			
	Learn to live in difference	0.842			

	Upholding mutual respect	0.852			
Organizational Commitment	Affective commitment	0.932	0.730	0.890	0.872
	Continuance commitment	0.823			
	Normative commitment	0.803			
Work Satisfaction	Take home payment	0.883	0.745	0.936	0.914
	Nature of work	0.825			
	Co-workers	0.902			
	Career development	0.808			
	Supervision	0.893			
Organizational Citizenship Behavior	Altruism	0.917	0.792	0.950	0.934
	Conscientiousness	0.913			
	Sportsmanship	0.857			
	Courtesy	0.878			
	Civic Virtue	0.883			
Employee Performance	Work Quantity	0.828	0.710	0.907	0.863
	Work Quality	0.815			
	Knowledge about Job Description	0.902			
	Job Responsibilities	0.823			
Discriminant Validity					

	Culture Diversity	Employee Performance	Organizational Citizenship Behavior	Organizational Commitment	Transformational Leadership	Work Satisfaction
Culture Diversity	0.858					
Employee Performance	0.672	0.843				
Organizational Citizenship Behavior	0.367	0.443	0.890			
Organizational Commitment	0.192	0.033	0.042	0.855		
Transformational Leadership	0.654	0.732	0.316	0.011	0.871	
Work Satisfaction	0.705	0.766	0.436	0.059	0.584	0.863
R-Square						
	<i>R-square</i>			<i>R-square Adjusted</i>		
Work Satisfaction	0.524			0.519		
Organizational Citizenship Behavior	0.190			0.187		
Employee Performance	0.586			0.585		

The validity test results to each variable's loading factor and AVE values show results by the criteria. For all exogenous and endogenous variables from this research, the loading factor value is above 0.70, and the AVE value is above 0.5. After that, composite reliability values were also obtained above 0.70, and Cronbach's alpha values for each variable were above 0.60, indicating that all research variables have good reliability values. Judging from the R-square value of the endogenous variables, obtained a value of 0.524 for work satisfaction shows that the overall ability of exogenous variables to explain work satisfaction is moderate. Then also obtained the R-square value of the next endogenous variable, namely organizational citizenship behavior of 0.190, which means that the overall ability of exogenous variables to explain organizational citizenship behavior is weak. Furthermore, the R-square value of the next endogenous variable, namely employee performance, is 0.586, which means that the overall effect of all exogenous constructs explaining employee performance is also moderate.(Ghozali, 2014).

Hypotheses Test

In order to verify the hypothesis testing, a significance test was employed to evaluate the connection between the exogenous and endogenous variables. The p-value revealed the significance threshold. If the p-value between the exogenous factors and the endogenous variable is less than 0.05 with a significance threshold of 5%, the exogenous variables substantially influence the endogenous variable. If the value is more than 0.05, the exogenous factors do not substantially impact the endogenous variable's construction. The results of the hypothesis test are presented in table 3 below:

Table 3: Hypotheses Results

Hypoteses	Coefficients	<i>t-Statistics</i>	<i>P-Value</i>	Result
Transformational Leadership → Work Satisfaction (H1)	0.215	4.489	0.000	Accepted
Culture Diversity → Work Satisfaction (H2)	0.564	11,840	0.000	Accepted
Organizational Commitment → Work Satisfaction (H3)	0.007	0.141	0.888	Rejected
Work Satisfaction → Organizational Citizenship Behavior (H4)	0.436	10,603	0.000	Accepted
Work Satisfaction → Employee Performance (H5)	0.766	22.072	0.000	Accepted

Based on the results of data analysis to prove hypothesis testing, it can be said that overall exogenous variables have a significant effect on endogenous variables, although there is one exogenous variable that does not affect endogenous variables. Of the five hypotheses put forward, there is 1 hypothesis that is rejected, namely the effect of organizational commitment on work satisfaction, the results of which are not significant. The other four hypotheses were accepted based on the significance test results, which stated a significant effect of transformational leadership and culture diversity on work satisfaction and work satisfaction on organizational citizenship behavior and employee performance.

Discussion

This study's testing of the first hypothesis (H1) found that transformational leadership substantially impacts job satisfaction. This demonstrates that the more transformative leadership a leader practices, the more job satisfaction he or she will have (Sandria & Aulia, 2020). Furthermore, continuous use of transformational leadership promotes the achievement of idealistic influence, inspiring motivation, intellectual stimulation, and individual consideration as markers of optimum work satisfaction (Metwally & Bishbishy, 2014). Furthermore, transformative leaders prefer to recognize exceptional workers directly, monitor employee performance, and warn and punish employees who stray from established norms. As a result, many workers are pleased with the transformational leadership style since it may reflect their expectations as valued employees.

Testing the second hypothesis (H2) from this research indicates that cultural diversity significantly influences work satisfaction. In this study, most employees satisfied with their current job were more appreciative of differences with coworkers and other groups. Of course, the manifestation of strong solidarity among fellow employees gives more confidence to other employees to work optimally (McKay et al., 2011). Having higher trust and being in line with other diverse cultural groups provides a strong stimulant to encourage increased performance to

encourage increased job satisfaction (Findler et al., 2007). Each employee's cultural diversity, including the belief factor, regional origin, and customs from where they come from, affects career productivity, job satisfaction levels, and organizational effectiveness. In addition, employee satisfaction will be adequately realized if there is the encouragement of mutual trust, mutual understanding, mutual respect, and learning to live in differences between fellow employees in the place where they work.

The next test results explained that the third hypothesis (H3) from this research showed organizational commitment did not have a significant effect on work satisfaction. Therefore the submission of the third hypothesis in this study was rejected. Workers who have low commitment are more likely to produce less quality work, reflect high turnover, and affect low job satisfaction (Mamat & Ali, 2018). Furthermore, most respondents in the sample of this study are long-time employees at the company, so traditional employees are more focused on long-term goals, such as a safe retirement, and less committed to obtaining short-term job satisfaction (Choiriyah et al., 2019). Then the dominant factor that influences organizational commitment to satisfaction is not significant because traditional employees are more likely to worry about their tenure and do not have enough commitment to grow and develop.

The results of testing the fourth hypothesis (H4) from this research indicate that work satisfaction significantly influences organizational citizenship behavior. These results reaffirm that employees who are satisfied with the work done and satisfied with the organization's treatment will tend to reciprocate to organizations that have given good treatment (Partono Prasetio et al., 2017). Moreover, each employee's satisfaction shows that people who are satisfied with their jobs often adopt organizational citizens' behavior (Margahana et al., 2018). Satisfied employees are more likely to speak positively about the organization, help coworkers, and make their job performance exceed normal expectations. Therefore, the higher the job satisfaction of employees, the higher the organizational citizenship behavior they have.

The results of testing the fifth hypothesis (H5) from this research indicate that work satisfaction significantly affects employee performance. This finding means that more employees who are satisfied in certain things such as (salary, promotion, supervision, relationships with coworkers, and work that are suitable and enjoyable) will encourage them to work better in creating superior performance (Haerani et al., 2020). These conditions make employees have high ability and responsibility in carrying out their duties to strongly support the company and encourage performance improvement (Ihsani & Wijayanto, 2020). Furthermore, supervision indicators on job satisfaction impact good communication between superiors and employees, which can make the relationship better. When leaders care about employees, it will indirectly make employees comfortable to work so that it will encourage optimal performance effectiveness. Then a comfortable work environment certainly makes employees enthusiastic to work. Of course, to make the work environment positive, it can be started from the leadership. As a boss, you must continue to maintain positive thoughts first. With this positive character, of course, you can make the work atmosphere positive and fun to spurs employee morale.

CONCLUSION AND RECOMMENDATION

This study confirms that transformational leadership has a significant and positive effect on employee job satisfaction. The transformational leadership applied by factory leaders and supervisors have increased job satisfaction in their daily work. The more aspects are available in work under the employees' wishes, the higher the level of satisfaction. Then the results of this study also confirm that cultural diversity has a positive and significant effect on employee job satisfaction.

The existence of employees in doing work can be completed well even though they have a culture of diversity among the relationships between fellow workers and with leaders. No pressure contains elements of cultural diversity that hinder employees' work at work. Of course, it will encourage employee motivation to be present at all times to work.

Moreover, the implementation of cultural diversity applied in the factory is carried out fairly and transparently, so that this factor triggers employees to be satisfied with the work given. The result of further research explains that organizational commitment does not have a significant effect on work satisfaction. This condition shows that the company's commitment is not enough to make employees comfortable at work. The majority of employees are more comfortable with working without considering the commitments made by the company. Furthermore, this study confirms that work satisfaction has a significant influence on organizational citizenship behavior. This study concludes that job satisfaction obtained by factory employees at work will encourage motivation to perform organizational citizenship behavior optimally. They want to work beyond their standards without intending to get praise, appreciation, and financial rewards solely because of employees' sincerity. The results of the previous study concluded that work satisfaction has a significant effect on employee performance. This is because of the satisfaction felt by employees in working to be able to work better. In addition, if the expected job satisfaction exceeds the expected expectations, it will have positive implications for improving employee performance.

Furthermore, the suggestion in this study to improve organizational citizenship behavior of factory employees should start with building job satisfaction. Job satisfaction felt by employees is the most important and most influential thing to improve employee performance. Furthermore, increasing the organizational commitment of factory employees must pay attention to the elements that affect satisfaction. For this reason, the application of organizational commitment should pay attention to compatibility with elements of satisfaction such as (salary, promotion, supervision, relationships with coworkers, and appropriate and pleasant work). This study was carried out in one city, so that no specific data comparison could be obtained. This study also only focused on the use of transformational leadership variables, culture diversity, organizational commitment, work satisfaction, organizational citizenship behavior and employee performance of employees who work in cigarette and tapioca flour factories. This study recommends that further researchers develop variables that are suspected to be the main predictors to encourage job satisfaction and employee performance, especially sharing knowledge in different institutions in the environment.

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