ALEXANDRIA 7 (2) (2026)

Journal of Economics, Business, & Entrepreneurship

https://jurnalpasca.unram.ac.id/index.php/alexandria

The Effect of Transformational Leadership, Organizational Culture, and Work Motivation on Employee Job Satisfaction at PT XL Axiata Mataram

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Article Info
Received: July 30, 2026
Revised: August 19, 2026
Accepted: September 23, 2026
Published: September 30, 2026

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DOI: 10.29303/alexandria.v7i2.1811

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Abstract: This study aims to examine the effect of transformational leadership, organizational culture, and work motivation on job satisfaction among employees of PT XL Axiata Mataram Branch. This research employed a quantitative approach. The population and sample consisted of 40 employees, with data collected through questionnaires using a census method. Data were analyzed using Statistical Package for the Social Sciences (SPSS), including validity and reliability tests, classical assumption tests, multiple linear regression analysis, t-test, F-test, and coefficient of determination. The results show that transformational leadership has a positive and significant effect on job satisfaction, as indicated by a t-value of 4.686 with a significance level of 0.000. Organizational culture also has a positive and significant effect, with a t-value of 4.771 and a significance level of 0.000. Meanwhile, work motivation has a positive but not significant effect on job satisfaction, with a t-value of 2.373 and a significance level of 0.123. Simultaneously, transformational leadership, organizational culture, and work motivation significantly affect job satisfaction. The coefficient of determination indicates that the variables explain 54.8% of the variation in job satisfaction, while the remaining 45.2% is explained by other factors outside the research model.

Keywords: Transformational Leadership, Organizational Culture, Work Motivation, Job Satisfaction, Employees.

Introduction

The increasingly dynamic nature of the business environment requires companies to create working conditions that can enhance employee job satisfaction. Job satisfaction is an important aspect of human resource management because it is closely related to employees' attitudes and feelings toward their work. Employees who experience higher levels of job satisfaction tend to have more positive perceptions of their jobs and organizational environment. Therefore, companies need to pay attention to various factors that may influence job satisfaction in order to support the achievement of organizational goals.

PT XL Axiata Mataram Branch operates in the telecommunications sector, which continues to experience rapid business and technological developments. These conditions require the company to have human resources who are able to adapt to changes while maintaining positive working conditions and employee job satisfaction. Based on the background of this study, an employee turnover phenomenon was identified within the company. During the 2023–2025 period, 324 employees were recorded as having resigned, with an average annual turnover rate of 13.7%. This condition indicates the importance of examining factors that may influence employee job satisfaction at PT XL Axiata Mataram Branch.

One factor that is considered important in shaping employee job satisfaction is transformational leadership. Transformational leadership emphasizes the ability of leaders to provide inspiration, motivation, individual

How to Cite:
Sarmento, L. D. S. G., Marlina, F. N., Talidobel, S., Cahyadi, I., & Marswandi, E. D. P. (2026). The Effect of Transformational Leadership, Organizational Culture, and Work Motivation on Employee Job Satisfaction at PT XL Axiata Mataram. *ALEXANDRIA (Journal of Economics, Business, & Entrepreneurship)*, *7*(2), 151–156. https://doi.org/10.29303/alexandria.v7i2.1811

attention, and support for employee development. Leaders who are able to provide direction and support according to employee needs can create positive relationships between leaders and employees, thereby increasing job satisfaction. This argument is supported by Chen et al. (2021), who found that transformational leadership has a positive relationship with employee job satisfaction. Their study indicates that transformational leadership can increase job satisfaction through the creation of positive relationships between leaders and employees. Furthermore, Sugiarto et al. (2024) found that transformational leadership and organizational conditions can contribute to increased job satisfaction, while Fauzi (2024), Islam et al. (2024), and Yulianto (2024) consistently reported a positive and significant relationship between transformational leadership and job satisfaction.

In addition to transformational leadership, organizational culture is another factor that may influence employee job satisfaction. A positive organizational culture can create a comfortable working environment, effective communication, cooperation among employees, and clear organizational values. Such conditions may make employees feel valued and provide them with a positive work experience. Hamsal (2021) found that leadership and organizational culture have a positive effect on employee job satisfaction. The study, conducted among employees at Universitas Islam Riau, emphasizes the importance of organizational factors in shaping employee job satisfaction. In addition, Hashim et al. (2023) reported a positive effect of organizational culture on job satisfaction among Generation Z employees, while Kosidin and Widjaja (2024) found that organizational factors positively influence employee job satisfaction in the Indonesian telecommunications industry.

Work motivation is also considered an important factor influencing employee job satisfaction. Work motivation refers to the internal and external drives that encourage employees to perform their duties and achieve organizational goals. Appropriate motivation can encourage employees to work optimally, develop their abilities, and contribute to the organization. Islam et al. (2024) found that work motivation significantly increases job satisfaction, supporting the importance of motivation in creating positive employee work experiences. Similarly, Pratiwi and Djemain (2024) found that work motivation and transformational leadership have a positive and significant effect on employee job satisfaction. Their findings indicate that motivation is an important internal factor in improving employee job satisfaction.

Although previous studies generally provide evidence that transformational leadership, organizational culture, and work motivation are associated with employee job satisfaction, differences in research contexts and variables indicate the need for further investigation. Previous research has examined these relationships in various settings, including universities, Generation Z employees, small and medium enterprises, and the telecommunications industry. However, the present study specifically examines the simultaneous effects of transformational leadership, organizational culture, and work motivation on job satisfaction among employees at PT XL Axiata Mataram Branch, which is accompanied by an employee turnover phenomenon.

The research gap in this study therefore lies not only in the differences in previous research contexts but also in the need to examine the three factors simultaneously in the specific context of PT XL Axiata Mataram Branch. Kosidin and Widjaja (2024) examined organizational factors and job satisfaction in the Indonesian telecommunications industry, while other studies focused on transformational leadership, organizational culture, or work motivation in different organizational contexts. Thus, this study attempts to provide additional empirical evidence by integrating transformational leadership, organizational culture, and work motivation into one research model.

Based on the identified phenomenon and research gap, this study aims to analyze the effects of transformational leadership, organizational culture, and work motivation on employee job satisfaction at PT XL Axiata Mataram Branch. The findings are expected to provide empirical evidence concerning the factors influencing employee job satisfaction and provide useful input for the company in developing human resource management practices that can improve employee satisfaction and organizational effectiveness.

Method

The increasingly dynamic work environment requires companies to create working conditions that can enhance employee job satisfaction. Job satisfaction is an important aspect of human resource management because it is closely related to employees' attitudes and feelings toward their work. Employees who experience higher job satisfaction tend to have more positive perceptions of their jobs and organizational environment. Therefore, companies need to pay attention to various factors that may influence job satisfaction in order to support the achievement of organizational goals.

PT XL Axiata Mataram Branch operates in the telecommunications sector, which continues to experience rapid business and technological developments. These conditions require the company to have human resources who are able to adapt to changes

and maintain a positive level of job satisfaction. Based on the background of this study, an employee turnover phenomenon was identified within the company. During the 2023–2025 period, 324 employees were recorded as having resigned, with an average annual turnover rate of 13.7%. This condition provides an important basis for examining factors related to employee job satisfaction.

One factor that is considered important in shaping job satisfaction is transformational leadership. Transformational leaders not only provide direction to employees but also offer inspiration, individual attention, motivation, and support for employee development. Leadership that is able to meet employees' expectations can create more positive working relationships and ultimately increase job satisfaction. Previous research included in this study indicates that transformational leadership has a positive relationship with employee job satisfaction.

In addition to leadership, organizational culture is another important factor influencing job satisfaction. A positive organizational culture can create a comfortable working environment, effective communication, cooperation among employees, and clear organizational values. Such conditions may make employees feel valued and provide them with a positive work experience. Therefore, a stronger organizational culture is expected to contribute to higher employee job satisfaction.

Work motivation is also considered a factor that may influence job satisfaction. Motivation refers to the drive that encourages employees to perform their duties and achieve particular goals. Appropriate work motivation can encourage employees to work optimally and contribute to the organization. Therefore, this study examines work motivation as one of the factors that may affect employee job satisfaction.

Previous studies have reported inconsistent findings regarding the factors influencing job satisfaction. Several studies have demonstrated positive relationships between transformational leadership, organizational culture, and job satisfaction, while other studies have found that the effects of leadership and organizational culture may vary depending on organizational conditions and the characteristics of the work environment. These differences provide a research gap and indicate the need for further investigation in different organizational contexts.

Based on the existing phenomenon and research gap, this study aims to analyze the effects of transformational leadership, organizational culture, and work motivation on employee job satisfaction at PT XL Axiata Mataram Branch. The study is expected to provide empirical evidence regarding factors associated with employee job satisfaction and provide useful input for the company in improving its human resource management practices.

Result and Discussion

The data were analyzed using SPSS version 26. The analysis consisted of reliability testing, multiple linear regression analysis, partial hypothesis testing, simultaneous hypothesis testing, and coefficient of determination analysis.

Reliability Test

Table 1. Reliability Test Results

Variable	Cronbach's Alpha	Standard	Decision
Transformational Leadership	0.948	0.70	Reliable
Organizational Culture	0.948	0.70	Reliable
Work Motivation	0.937	0.70	Reliable
Job Satisfaction	0.948	0.70	Reliable

Source: Processed primary data, 2026.

Table 1 shows that the Cronbach's Alpha values for all research variables exceed the minimum standard of 0.70. Transformational leadership and organizational culture each obtained a value of 0.948, while work motivation obtained 0.937 and job satisfaction obtained 0.948. These results indicate that the questionnaire items used to measure each variable have a high level of internal consistency. Therefore, the research instrument can be considered reliable and appropriate for measuring the variables examined in this study.

Multiple Linear Regression and Partial Test

Table 2. Multiple Linear Regression and t-Test Results

Variable	B	Std. Error	Beta	t	Sig.	Decision
Constant	9.144	6.864	-	1.332	0.191	-
Transformational Leadership (X1)	0.582	0.124	0.510	4.686	0.000	Significant
Organizational Culture (X2)	0.373	0.078	0.520	4.771	0.000	Significant
Work Motivation (X3)	0.303	0.128	0.258	2.373	0.023	Significant

Source: Processed primary data, 2026.

Table 2 presents the results of multiple linear regression analysis and the partial hypothesis test. The regression equation obtained is Y = 9.144 + 0.582X1 + 0.373X2 + 0.303X3 + e. The positive regression coefficients indicate that transformational leadership, organizational culture, and work motivation have

positive directions in relation to employee job satisfaction.

Transformational leadership has a regression coefficient of 0.582, with a t-value of 4.686 and a significance value of 0.000. Since the significance value is below 0.05, transformational leadership has a positive and significant effect on job satisfaction. This finding indicates that stronger transformational leadership is associated with higher employee job satisfaction. Leaders who provide direction, inspiration, motivation, and individual attention can create a work environment in which employees feel supported and valued. Consequently, employees are more likely to develop positive perceptions toward their work.

Organizational culture has a regression coefficient of 0.373, with a t-value of 4.771 and a significance value of 0.000. These results demonstrate that organizational culture has a positive and significant effect on job satisfaction. A positive organizational culture can encourage cooperation, effective communication, shared values, and a more supportive work environment. When employees perceive that the organizational environment is consistent with their expectations, their satisfaction with their work is likely to increase.

Meanwhile, work motivation has a positive regression coefficient of 0.303, indicating a positive direction of relationship with job satisfaction. However, the significance value reported in the regression table is 0.123, which is greater than 0.05. Therefore, based on the reported statistical output, work motivation does not have a statistically significant partial effect on job satisfaction. This means that although higher motivation tends to be associated with higher job satisfaction, the relationship is not sufficiently strong to be considered statistically significant in this sample.

Simultaneous Test

Table 3. F-Test Results

Model	F	Sig.	decision
Transformational Leadership, Organizational Culture, and Work Motivation → Job Satisfaction	16.783	0.000	Significant

Source: Processed primary data, 2026.

Table 3 shows that the F-test produces an F-value of 16.783 with a significance value of 0.000, which is lower than 0.05. These results indicate that transformational leadership, organizational culture, and work motivation simultaneously have a positive and significant effect on employee job satisfaction. Therefore, the hypothesis stating that transformational leadership, organizational culture, and work motivation simultaneously affect employee job satisfaction is accepted.

The simultaneous effect indicates that employee job satisfaction is influenced by the combination of several organizational factors rather than by a single factor. Transformational leadership provides direction, motivation, and support to employees, while organizational culture creates shared values and working conditions that shape employees' work experiences. At the same time, work motivation provides the drive that encourages employees to perform their duties and achieve organizational goals. When these three factors are managed effectively and operate together, they can create working conditions that support higher levels of employee job satisfaction.

This finding is consistent with Pratiwi and Djemain (2024), who found that transformational leadership and work motivation have a positive and significant effect on employee job satisfaction. The finding is also in line with the previous research reviewed in this study, which indicates that organizational factors, including leadership and organizational culture, are important in shaping employee job satisfaction. Therefore, companies need to consider transformational leadership, organizational culture, and work motivation collectively when developing human resource management strategies aimed at improving employee job satisfaction.

Coefficient of Determination

Table 4. Coefficient of Determination

R	R Square	Adjusted R Square
0.764	0.583	0.548

Source: Processed primary data, 2026.

Table 4 shows an R value of 0.764, indicating a strong relationship between transformational leadership, organizational culture, work motivation, and employee job satisfaction. The R Square value of 0.583 indicates that 58.3% of the variation in employee job satisfaction can be explained by the three independent variables included in the research model.

The Adjusted R Square value of 0.548 provides a more appropriate measure of the explanatory ability of the multiple regression model after accounting for the number of independent variables. This value indicates that transformational leadership, organizational culture, and work motivation collectively explain 54.8% of the variation in employee job satisfaction, while the remaining 45.2% is explained by other factors that are not included in this research model.

Overall, the findings indicate that transformational leadership, organizational culture, and work motivation are important factors associated with employee job satisfaction at PT XL Axiata Mataram Branch. The partial test results show that each independent variable has a positive and significant effect

on job satisfaction, while the simultaneous test confirms that the three variables collectively have a significant effect on employee job satisfaction. These findings suggest that improving employee job satisfaction requires an integrated approach that considers leadership practices, organizational culture, and employee work motivation simultaneously.

Conclusion

This study concludes that transformational leadership, organizational culture, and work motivation have positive and significant effects on employee job satisfaction at PT XL Axiata Mataram Branch. Partially, transformational leadership has a positive and significant effect on job satisfaction, indicating that effective leadership practices involving direction, motivation, inspiration, and individual support can contribute to higher employee satisfaction. This finding is consistent with Chen et al. (2021), who found that transformational leadership has a positive effect on employee job satisfaction. It is also in line with Fauzi (2024), Islam et al. (2024), and Yulianto (2024), who reported a positive and significant relationship between transformational leadership and job satisfaction.

Organizational culture also has a positive and significant effect on employee job satisfaction. This finding indicates that a strong organizational culture, reflected in shared values, cooperation, communication, and a supportive working environment, can create a more positive work experience for employees. The result is consistent with Hamsal (2021), who found that organizational culture has a positive effect on job satisfaction, and with Hashim et al. (2023), who reported a positive relationship between organizational culture and job satisfaction. The finding is also supported by Kosidin and Widjaja (2024), who found that organizational factors positively influence job satisfaction in the Indonesian telecommunications industry.

Work motivation has a positive and significant effect on employee job satisfaction. This finding suggests that employees who receive appropriate motivational support and have stronger motivation to achieve work goals tend to experience higher levels of job satisfaction. The result is consistent with Islam et al. (2024), who found that work motivation significantly increases job satisfaction, and with Pratiwi and Djemain (2024), who reported that work motivation and transformational leadership have a positive and significant effect on employee job satisfaction.

Simultaneously, transformational leadership, organizational culture, and work motivation have a significant effect on employee job satisfaction, as indicated by an F-value of 16.783 and a significance value of 0.000. The coefficient of determination shows an Adjusted R Square value of 0.548, indicating that the three variables collectively explain 54.8% of the variation in employee job satisfaction, while the remaining 45.2% is explained by other factors outside the research model. This overall finding strengthens previous research showing that leadership, organizational culture, and motivational factors are important in shaping employee job satisfaction across different organizational contexts.

Based on these findings, PT XL Axiata Mataram Branch should consider an integrated approach to improving employee job satisfaction by strengthening transformational leadership practices, maintaining a supportive organizational culture, and increasing employee work motivation. Future research may examine other factors that account for the remaining 45.2% of variation in job satisfaction and may involve broader organizational contexts or larger samples to provide more comprehensive evidence.

Acknowledgments

The author would like to express sincere gratitude to Universitas Bumigora for providing academic facilities, knowledge, and support throughout the completion of this research. The author also extends sincere appreciation to the management and employees of PT XL Axiata Mataram Branch for their cooperation, valuable time, and willingness to provide the information and responses required for this study.

The author would also like to express appreciation to the supervisors who provided guidance, constructive suggestions, and valuable feedback throughout the research process, from the preparation of the research proposal to the completion of this article. Special thanks are also extended to the academic community, colleagues, family, and all parties who provided encouragement, assistance, and support during the completion of this research.

Finally, the author gratefully acknowledges everyone who contributed directly or indirectly to the successful completion of this study. Although not all contributions can be mentioned individually, every form of support and assistance has been highly valuable to the completion of this research.

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