

The Influence of Organizational Culture and Transformational Leadership on Work Productivity Through Employee Job Satisfaction As An Intervening Variable

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Abstract

This research aims to determine the direct and indirect influence of organizational culture and transformational leadership on work productivity through employee job satisfaction at the Mona Plaza Hotel Pekanbaru. These respondents used a total sampling of 32 respondents. The data collection used was a questionnaire. This research's descriptive quantitative analysis technique uses SMART PLS 4 software. The results of this research show that organizational culture does not affect work productivity, organizational culture has a significant effect on employee job satisfaction, transformational leadership has no effect on work productivity, transformational leadership has a significant effect on employee job satisfaction, employee job satisfaction has a significant effect on work productivity, organizational culture has a significant effect on work productivity through employee job satisfaction, transformational leadership has a significant effect on work productivity through employee job satisfaction.

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INTRODUCTION

Nowadays, competition in the business world shows that competition is getting tougher and tougher (Noor, 2012). To be able to survive and develop amidst increasingly competitive business competition, businesses must be able to maintain their advantages. One of the advantages that must be maintained is the good and superior quality of human resources. Human resources are the first and main element in every activity carried out (Priyono and Marnis, 2008). Human resources are the most important assets owned by an organization (Sinambela, 2021). Human resources are the most important asset and are the driving force for every activity in the company. In every activity and effort to achieve business goals, the role of human resources is never separated from it, so the impact of human resources in terms of efficiency and business profits is considered very significant. For the company to be able to achieve the target, employee work productivity must be increased first, it is a good idea for the company to consider the job satisfaction factor (Lilia et al., 2020).

Productivity is important for companies to pay attention to (Lilia et al., 2020); (Madjidu et al., 2022). Decreased work productivity is usually caused by an imbalance between employee tasks and the results achieved, low employee readiness, inaccuracy in carrying out work a scope of work that is not by employee skills, and a lack of good communication between superiors and subordinates. This is what business management must pay attention to.

One way that business management can increase work productivity is by managing the organizational culture of the business. Organizational culture and values, organizational atmosphere, and managerial behavior originating from this culture will have a big influence on the best achievement results (Sinambela, 2021). According to Muslimat (2022), organizational culture is a set of values, principles, traditions, and ways of working that are shared by members of an organization and influence the way they act. Organizational culture is the values that exist in a business that are applied by all human resources in the business to create uniformity.

Apart from organizational culture, transformational leadership also influences work productivity. One type of leadership that emphasizes the importance of a leader creating a vision and environment that motivates subordinates to achieve beyond their expectations is transformational leadership (Kharis et al., 2015); (Budi et al., 2020). Transformational leadership encourages subordinates to do better than they can do and increases trust and confidence in subordinates thereby influencing employee work productivity. Leaders with a transformational leadership system play an important role in maintaining and increasing productivity because employees feel comfortable being under leadership that can motivate and inspire employees to work well thereby increasing productivity.

Organizational culture and transformational leadership do influence work productivity, but it is assumed that job satisfaction also influences work productivity. When employees have high job satisfaction, their work productivity will also increase. Job satisfaction is an evaluation that describes a person's feelings of being happy or unhappy, satisfied or dissatisfied at work (Hepiarti, 2016). Employee job satisfaction is a form of employee feeling where employees describe satisfaction or dissatisfaction caused by physical or psychological factors. This shows that job satisfaction motivates employees to work better thereby increasing work productivity (Sasuwe et al., 2018).

Hotel Mona Plaza Pekanbaru is a 2 (two) star accommodation services company that still exists in people's lives in Pekanbaru. To win the competition, Hotel Mona Plaza Pekanbaru strives to increase work productivity and employee job satisfaction by including organizational culture and transformational leadership as part of the main business strategy to achieve business goals. Hotel Mona Plaza Pekanbaru implements a family culture, where every human resource at the Hotel will support each other, not brush each other off, and will even fill each other's shortcomings from other departments so that existing problems will be resolved together. The transformational leadership implemented by the Mona Plaza Pekanbaru Hotel is also considered good, where the relationship and communication between leaders and subordinates are good, and leaders are also able to motivate employees to provide good work performance.

Through exploratory research carried out in discussions with HRD, problems were found with work productivity and employee job satisfaction. Based on a pre-field survey at the Mona Plaza Pekanbaru Hotel, several phenomena were found that showed the low work productivity and job satisfaction of employees at the Mona Plaza Pekanbaru Hotel, including the high number of absenteeism and employee absence permits, there were still several employees who entered the office not by the requirements. working hours, and failure to achieve the target room occupancy rate as set (Zeindra & Lukito, 2020).

The purpose of this research is to determine and analyze the influence of organizational culture on work productivity, determine and analyze the influence of organizational culture on employee job satisfaction, determine and analyze the influence of transformational leadership on work productivity, determine and analyze the influence of transformational leadership on employee job satisfaction, determine and analyze the influence of employee job satisfaction on

work productivity, knowing and analyzing the influence of organizational culture on work productivity through employee job satisfaction, and knowing and analyzing the influence of transformational leadership on work productivity through employee job satisfaction at the Mona Plaza Hotel Pekanbaru

RESEARCH METHODS

The research conducted is classified as quantitative descriptive research. Quantitative research is the description, investigation, and explanation of something being studied as it is as well as concluding phenomena that can be observed with the help of numbers (Sulistiyawati et al., 2022). This research was conducted in the city of Pekanbaru with the research object at the Mona Plaza Hotel Pekanbaru Jl. Hr. Soebrantas No. 18, Tuah Karya, Kec. handsome, Pekanbaru City, right in front of the campus gate of the University of Riau Panam. The population of this study was all employees of the Mona Plaza Hotel Pekanbaru, namely 32 people, because the population was less than 100, the entire population was used as a research sample, namely 32 respondents.

Research data collection was carried out using a questionnaire distribution technique because respondents understood the statements and it was difficult to meet respondents (there was no time for interviews due to work factors). The measurement of this research variable uses a Likert scale with 5 answer categories (strongly agree, agree, quite agree, disagree, and strongly disagree). This research uses SEM-PLS analysis with SEM (Structural Equation Modeling) or structural equation modeling with SmartPLS version 4.0 to test variables. SMART PLS 4 is known for its easy-to-use and user-friendly interface. This makes it a good choice, especially for researchers who may not have a strong statistical background. One of the advantages of the SMART PLS 4 is its ability to handle small samples well. This allows researchers to draw significant conclusions despite using a limited sample. SMART PLS 4 provides considerable flexibility in analyzing models, including the ability to test reflective and formative models, as well as to evaluate models with latent variables or multiple measurements. Taking these factors into account, the selection of SMART PLS 4 as an analytical tool can be the right choice depending on the objectives and characteristics of the research being conducted.

RESULTS AND DISCUSSION

Validity test

The validity test measures the authenticity or validity of a questionnaire. In this research, there are two validity tests, namely the convergent validity test and the discriminant validity test using SmartPLS 4. Convergent validity is assessed based on loading factors and the average variance extracted (AVE) value. The rule of thumb used in the convergent validity test has a loading factor value of ≥ 0.6 and an AVE value greater than 0.5 (Dachlan, 2014).

Reliability Test

Reliability test scale to measure the internal consistency of measuring instruments. Two methods that can be used to test reliability in PLS are Cronbach's alpha and composite reliability. According to Dachlan (2014), an instrument is said to be reliable if Cronbach's alpha coefficient is ≥ 0.7 and composite reliability is ≥ 0.7 .

Outer Model

In the initial stage of the measurement model, the researcher designs a preliminary research model according to the existing hypothesis model and then processes existing data such as response scores from respondents with the SmartPLS application. This step is carried out to

identify good research, which is then used as an analysis of the researcher's hypothesis. The following are the results of estimating the initial model structural parameters.

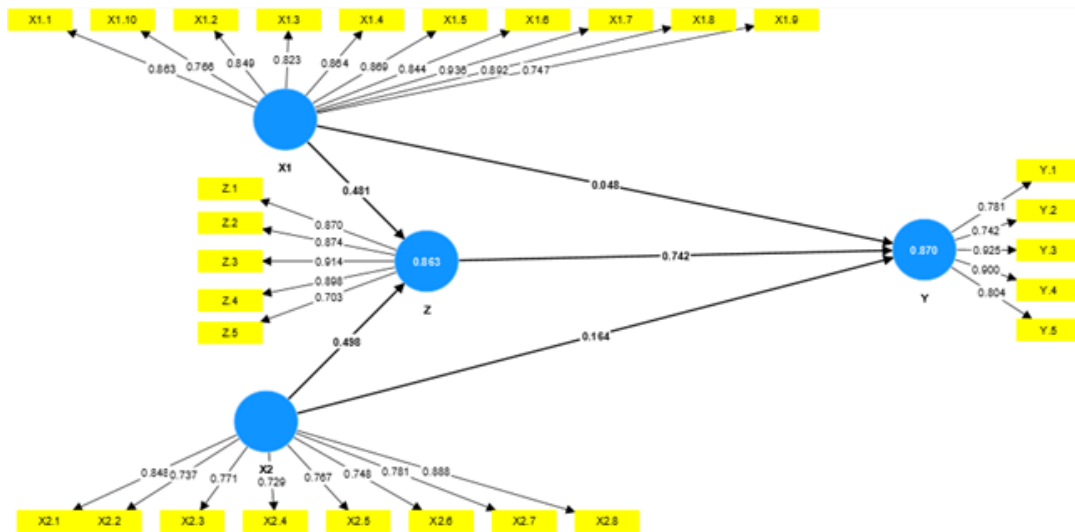


Figure 2 Evaluation of Measurement Models (Outer Model)
 Source: Smartpls 4 processed data, 2023

Convergent Validity Test

Evaluation of the measurement model in the first stage can begin by observing the results of the convergent validity test via loading factors. The expected value is ≥ 0.6 .

Table 1. Values Outer Loading

	X1	X2	Y	Z	Information
X1.1	0.863				Valid
X1.2	0.849				Valid
X1.3	0.823				Valid
X1.4	0.864				Valid
X1.5	0.869				Valid
X1.6	0.844				Valid
X1.7	0.936				Valid
X1.8	0.892				Valid
X1.9	0.747				Valid
X1.10	0.766				Valid
X2.1		0.848			Valid
X2.2		0.737			Valid
X2.3		0.771			Valid
X2.4		0.729			Valid
X2.5		0.767			Valid
X2.6		0.748			Valid
X2.7		0.781			Valid
X2.8		0.888			Valid
Y.1			0.781		Valid

	X1	X2	Y	Z	Information
Y.2			0.742		Valid
Y.3			0.925		Valid
Y.4			0.900		Valid
Y.5			0.804		Valid
Z.1				0.870	Valid
Z.2				0.874	Valid
Z.3				0.914	Valid
Z.4				0.898	Valid
Z.5				0.703	Valid

Source: Smartpls 4 processed data, 2023

In this research, there are 10 statements in the construction of organizational culture variables, 8 statements about transformational leadership, 5 statements about work productivity, and 5 statements about employee job satisfaction. For all statement items, the value is above 0.60 so it can be said that the data is valid.

Discriminant Validity Test

This test describes the results of the discriminant validity test. This test uses cross-loading. An indicator is declared to meet discriminant validity if the cross-loading of the indicator on that variable is higher compared to other variables. Following are the cross-loading values for each indicator.

Table 2. Values Cross Loading

	X1	X2	Y	Z	Information
X1.1	0.863	0.711	0.766	0.806	Valid
X1.2	0.849	0.691	0.735	0.779	Valid
X1.3	0.823	0.662	0.707	0.774	Valid
X1.4	0.864	0.648	0.672	0.795	Valid
X1.5	0.869	0.639	0.612	0.739	Valid
X1.6	0.844	0.716	0.647	0.709	Valid
X1.7	0.936	0.730	0.780	0.801	Valid
X1.8	0.892	0.790	0.865	0.843	Valid
X1.9	0.747	0.529	0.544	0.495	Valid
X1.10	0.766	0.638	0.656	0.633	Valid
X2.1	0.731	0.848	0.840	0.778	Valid
X2.2	0.603	0.737	0.589	0.622	Valid
X2.3	0.649	0.771	0.589	0.656	Valid
X2.4	0.437	0.729	0.619	0.613	Valid
X2.5	0.605	0.767	0.597	0.662	Valid
X2.6	0.553	0.748	0.615	0.681	Valid
X2.7	0.614	0.781	0.644	0.679	Valid
X2.8	0.797	0.888	0.831	0.826	Valid
Y.1	0.648	0.651	0.781	0.664	Valid
Y.2	0.605	0.655	0.742	0.612	Valid

	X1	X2	Y	Z	Information
Y.3	0.799	0.751	0.925	0.869	Valid
Y.4	0.772	0.804	0.900	0.892	Valid
Y.5	0.624	0.704	0.804	0.788	Valid
Z.1	0.757	0.708	0.859	0.870	Valid
Z.2	0.788	0.743	0.858	0.874	Valid
Z.3	0.767	0.819	0.879	0.914	Valid
Z.4	0.873	0.827	0.781	0.898	Valid
Z.5	0.546	0.682	0.552	0.703	Valid

Source: Smartpls 4 processed data, 2023

Based on the data above, all indicators meet the criteria for discriminant validity, and the indicators for each variable are greater than the values of the other variables.

Reliability Test

To evaluate the external model, a reliability test was carried out by testing the reliability of the latent variable construct based on two criteria, namely measuring Cronbach's alpha and Composite reliability. A reliability test with Cronbach's alpha is said to be reliable if it obtains an alpha value ≥ 0.7 and a composite reliability value ≥ 0.7 . The following are the SmartPLS results.

Table 3. Quality Criteria (Cronbach Alpha and Composite Reliability)

Variable	Cronbach's alpha	Composite reliability (rho_A)	Information
Organizational culture	0.956	0.961	<i>Reliable</i>
Transformational leadership	0.910	0.919	<i>Reliable</i>
Work productivity	0.888	0.904	<i>Reliable</i>
Employee Job Satisfaction	0.906	0.919	<i>Reliable</i>

Source: Smartpls 4 processed data, 2023

From the table above you can see the values' alpha of all constructs are >0.7 . The composite reliability value of each construct is >0.7 so all of the constructs can be said to meet the discriminant reliability criteria. The table above shows that all variables have values greater than 0.7 so they can be said to be reliable.

Inner Model

After evaluating the model and determining that each construct meets the requirements of convergent validity, discriminant validity, and convergent reliability, the next step is to estimate the structural model. This structural model was created to test the relationship between latent constructs. Structural models include model fit and R-squared. The following is a picture of the structural model.

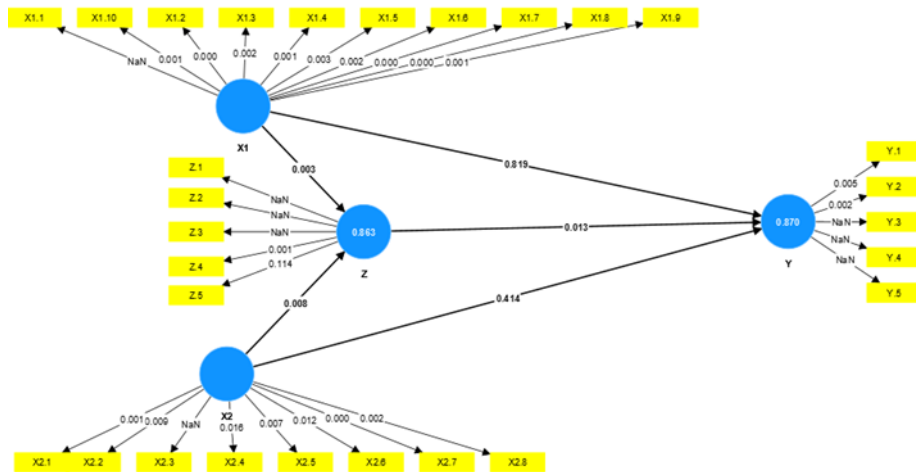


Figure 3 Structural Model (Inner Model)
 Source: Smartpls 4 processed data, 2023

Fit Model

A model is considered fit if the Standardized Root Mean Square Residual (SRMR) is <0.1 and the Normal Fit Index (NFI) value is between 0 and 1.

Table 4. Fit Models

	<i>Saturated models</i>	<i>Estimated model</i>
SUMMER	0.086	0.086
d_ ULS	2,969	2,969
d_G	12,430	12,430
<i>Chi-square</i>	902,833	902,833
NFI	0.454	0.454

Source: Smartpls 4 processed data, 2023

From the table above, it can be seen that the SRMR value is 0.086 (<0.1) and the NFI value is 0.454. Thus, it can be concluded that the construction model is appropriate.

R-Square

The explanatory power of the model can be assessed using the R-Square (R2) of the endogenous constructs. The higher the R-square (R2) value, the better the model is at predicting.

Table 5. Inner R-Square Model

	R-square
Work productivity	0.870
Employee Job Satisfaction	0.863

Source: Smartpls 4 processed data, 2023

Based on the table above, the R-squared value for work productivity is 0.870 or 87%, which means that the work productivity variable is influenced by organizational culture, transformational leadership, and employee job satisfaction. Meanwhile, the remaining 13 percent is influenced by other factors outside the scope of this research. Meanwhile, the R-square of the employee satisfaction variable is 0.863 or 86.3%, which means that organizational culture and transformational leadership influence employee satisfaction. Meanwhile, the remainder was influenced by other factors outside the scope of this research, namely 13.7%.

Hypothesis testing

Direct Effects

Table 6. Direct Effects (Direct Influence)

	T statistics (O/STDEV)	P values
Organizational Culture (X1) -> Work Productivity (Y)	0,229	0,819
Organizational Culture (X1) -> Employee Job Satisfaction (Z)	3,016	0,003
Transformational Leadership (X2) -> Work Productivity (Y)	0,818	0,414
Transformational Leadership (X2) -> Employee Job Satisfaction (Z)	2,657	0,008
Employee Job Satisfaction (Z) -> Work Productivity (Y)	2,493	0,013

Source: Smartpls 4 processed data, 2023

The table shows that organizational culture does not have a significant influence on work productivity at the Mona Plaza Pekanbaru Hotel, with a T-statistic value of 0.229 less than 1.96 and a p-value of 0.819 more than 0.5. Organizational culture has a significant effect on employee job satisfaction at the Mona Plaza Hotel Pekanbaru with a T-statistic value of 3.016, more than 1.96 and a p-value of 0.003, a p-value of less than 0.5. at the Mona Plaza Hotel Pekanbaru with t-statistics and values. Transformational leadership does not have a significant effect on work productivity at the Mona Plaza Hotel Pekanbaru, with a T-statistic value of 0.818 less than 1.96 and a p-value of 0.414 less than 0.5. Transformational leadership has a significant effect on employee job satisfaction at the Mona Plaza Hotel Pekanbaru, with a T-statistic value of 2.657, more than 1.96, and a p-value of 0.008, less than 0.5. Employee job satisfaction has a significant effect on work productivity at the Mona Plaza Pekanbaru Hotel, with a T-statistic value of 2.493, more than 1.96, and a p-value of 0.013, less than 0.5.

Indirect Effects

Indirect effects or indirect effects are the influence of the independent variable on the dependent variable through an intermediary variable. The following are the results of the indirect effects analysis.

Table 7. Indirect Effects (Indirect Influence)

	T statistics (O/STDEV)	P values
Organizational Culture (X1) -> Employee Job Satisfaction (Z) -> Work Productivity (Y)	2,200	0,028
Transformational Leadership (X2) -> Employee Job Satisfaction (Z) -> Work Productivity (Y)	2,030	0,042

Source: Smartpls 4 processed data, 2023

In the table above it is found that organizational culture has a significant effect on work productivity which is mediated by employee job satisfaction at the Mona Plaza Pekanbaru Hotel, with a T-statistic value of 2.200 more than 1.96 and a p-value of 0.028 more than 1.96. Transformational leadership has a significant effect on work productivity mediated by employee job satisfaction at the Mona Plaza Hotel Pekanbaru, with a T-statistic value of 2.030 more than 1.96 and a p-value of 0.042 less than 0.5.

Discussion

The Influence of Organizational Culture on Work Productivity

Based on hypothesis testing carried out on organizational culture variables on work productivity at the Mona Plaza Pekanbaru Hotel, it shows that the p-value of 0.819 is greater than 0.5 and the t-statistic value of 0.229 is smaller than 1.96. This proves that there is no influence of organizational culture on work productivity at the Mona Plaza Hotel Pekanbaru.

This is supported by research by Asnora (2020) which states that organizational culture does not have a significant effect on work productivity at CV. Medan Independent Academy. The differences between this research and previous research can be seen from the dimensions of organizational culture and dimensions of work productivity as well as the analytical tool used by previous researchers was SPSS but this research used SmartPLS. From this description, it can be concluded that the existence of organizational culture does not significantly influence work productivity at the Mona Plaza Hotel Pekanbaru.

The Influence of Organizational Culture on Employee Job Satisfaction

Based on hypothesis testing carried out on organizational culture variables on employee job satisfaction at the Mona Plaza Hotel Pekanbaru, it shows that the p-value of 0.003 is smaller than 0.5 and the t-statistic value of 3.016 is greater than 1.96. This proves that there is an influence of organizational culture on employee job satisfaction at the Mona Plaza Hotel Pekanbaru.

This is supported by research by Primasheila et al (2017) which states that there is a positive and significant influence between organizational culture and employee job satisfaction at PT Telkom Palembang Regional Office. The differences between this research and previous research can be seen from the analytical tool used by previous researchers, namely SPSS, but in this research, SmartPLS was used. From this description, it can be concluded that the existence of organizational culture has a significant influence on employee job satisfaction at gas stations in the Rokan Hilir district.

The Influence of Transformational Leadership on Work Productivity

Based on hypothesis testing carried out on the transformational leadership variable on work productivity at the Mona Plaza Hotel Pekanbaru, it shows that the p-value of 0.414 is smaller than 0.5 and the t-statistic value of 0.818 is smaller than 1.96. This proves that there is no influence of transformational leadership on work productivity at the Mona Plaza Hotel Pekanbaru.

This is supported by research by Fatimah (2022) which states that transformational leadership affects HR productivity at PT. Kai Daop 6 Yogyakarta has a negative and insignificant effect. The differences between this research and previous research can be seen from the dimensions of productivity and the analysis tool used by previous researchers was SPSS, but in this study, SmartPLS was used. From this description, it can be concluded that the presence of transformational leadership does not significantly influence work productivity at the Mona Plaza Hotel Pekanbaru.

The Influence of Transformational Leadership on Employee Job Satisfaction

Based on hypothesis testing carried out on the transformational leadership variable on employee job satisfaction at the Mona Plaza Hotel Pekanbaru, it shows that the p-value of 0.008 is smaller than 0.5 and the t-statistic value of 2.657 is greater than 1.96. This proves that there is an influence of transformational leadership on employee job satisfaction at the Mona Plaza Hotel Pekanbaru.

This is supported by research by Lilia et al., (2020) which states that transformational leadership has a positive and significant effect on PT productivity. Intertama Trikencana shines in Medan. The differences between this research and previous research can be seen from the analysis tool used by previous researchers, namely SPSS, but in this research, SmartPLS was used. From this description, it can be concluded that the existence of transformational leadership has a significant influence on employee job satisfaction at the Mona Plaza Hotel Pekanbaru.

Transformational leadership motivates subordinates to work better to increase subordinates' self-confidence or self-confidence, thereby having an impact on employee productivity. With leaders who can understand employees, employees feel happy and challenged to do better to achieve the best results. Transformational leaders change subordinates' awareness of problems, helping them see old problems in new ways, and they can inspire, awakening employees to do everything possible to achieve goals.

The Influence of Employee Job Satisfaction on Work Productivity

Based on hypothesis testing carried out on the employee job satisfaction variable on work productivity at the Mona Plaza Pekanbaru Hotel, it shows that the p-value of 0.013 is smaller than 0.5 and the t-statistic value of 2.493 is greater than 1.96. This proves that there is an influence of employee job satisfaction on work productivity at the Mona Plaza Hotel Pekanbaru.

This is supported by research by Lilia et al., (2020) which states that job satisfaction has a positive and significant effect on PT productivity. Intertama Trikencana shines in Medan. The differences between this research and previous research can be seen from the analytical tool used by previous researchers, namely SPSS, but in this research, SmartPLS was used. And the number of samples in the previous study was 110 while in this study there were 32 samples. From this description, it can be concluded that employee job satisfaction has a significant effect on work productivity at the Mona Plaza Hotel Pekanbaru.

Job satisfaction is an important thing for an employee in a company because job satisfaction influences the employee's attitude towards work, such as being lazy, slow, hardworking, productive, and so on, which greatly influences the productivity of both the employee and the company. The relationship between job satisfaction and employee productivity is positive, which means that every increase in job satisfaction plays a role in increasing employee productivity.

The Influence of Organizational Culture on Work Productivity Through Employee Job Satisfaction

Based on hypothesis testing carried out on organizational culture variables on work productivity through employee job satisfaction at the Mona Plaza Pekanbaru Hotel, it shows that the p-value of 0.028 is smaller than 0.5 and the t-statistic value of 2.200 is greater than 1.96. This proves that there is an influence of organizational culture on work productivity through employee job satisfaction at the Mona Plaza Hotel Pekanbaru.

This is supported by research by Ramlah et al., (2023) which states that employee job satisfaction has a role as a mediator between the relationship between organizational culture and employee productivity. The differences between this research and previous research can be seen from the number of samples used by previous researchers, namely 98, but this research used a sample of 32. From this description, it can be concluded that job satisfaction mediates the influence of organizational culture on work productivity at the Mona Plaza Hotel. Pekanbaru.

This shows that job satisfaction is an important factor that links the influence of organizational culture on work productivity. Therefore, management must pay attention to and prioritize factors that can increase job satisfaction and work productivity. To improve overall organizational performance, managers and leaders must pay attention to the importance of creating and maintaining a positive organizational culture and look for employee job satisfaction as a mediator who plays an important role in this matter.

The Influence of Transformational Leadership on Work Productivity Through Employee Job Satisfaction

Based on hypothesis testing carried out on the transformational leadership variable on work productivity through employee job satisfaction at the Mona Plaza Pekanbaru Hotel, it shows that the p-value of 0.042 is smaller than 0.5 and the t-statistic value of 2.030 is greater than 1.96. This proves that there is an influence of transformational leadership on work productivity through employee job satisfaction at the Mona Plaza Hotel Pekanbaru.

This is supported by research by Lilia et al (2022) which states that transformational leadership plays a very important role in maintaining and increasing employee productivity because in general employees like working under managers who can motivate and encourage employees to progress with good performance. It is better if employee job satisfaction has a positive value because, with good job satisfaction, employees will be more motivated to progress and willing to follow all internal company rules. The differences between this research and previous research can be seen from the analytical tool used by previous researchers, namely SPSS, but in this research, SmartPLS was used. From this description, it can be concluded that employee job satisfaction influences transformational leadership on work productivity at the Mona Plaza Hotel Pekanbaru.

CONCLUSION

Based on the research results, conclusions can be drawn based on theoretical studies and the formulation of the problems discussed: First, in general, it can be concluded that the implementation of organizational culture values at the Mona Plaza Pekanbaru Hotel is classified in the very strong category, meaning that the majority of employees at the Mona Plaza Pekanbaru Hotel are assigned to Hotel Mona Plaza Pekanbaru fulfills the same organizational cultural values, namely the value of innovation, the value of attention to details, the value of results orientation, the value of team orientation, and the value of stability. The application of organizational cultural values creates an orderly and calm atmosphere at the Mona Plaza Hotel Pekanbaru. However, if we look at its dimensions, organizational cultural values, namely results-oriented values, are still relatively low. Second, the leadership implemented by the management of the Mona Plaza Pekanbaru Hotel tends to focus on transformational leadership. This is reflected in the attitude of leaders who provide ideal influence, motivate employees, stimulate employee intelligence, and provide individual attention to employees. However, in terms of dimensions, the leadership aspect that provides ideal influence on employees is still relatively low. Third, the work productivity of the Mona Plaza Pekanbaru Hotel is generally very high, meaning that the majority of employees already have high work productivity while working, including workability, work enthusiasm, and desire to develop. improve the quality and ability to carry out tasks optimally. However, in terms of dimensions, it is known that the dimension of labor productivity is still relatively low, namely the workability of the employees.

Fourth, employee job satisfaction at Hotel Mona Plaza Pekanbaru is generally very satisfied, which means that the majority of employees have a positive attitude when working at Hotel Mona Plaza Pekanbaru including satisfaction with salary, satisfaction with the job itself, satisfaction with colleagues, satisfaction with job promotion policies and satisfaction with management behavior. However, in terms of dimensions, it was found that job satisfaction still has a relatively low dimension, namely employee attitudes toward leadership behavior. Fifth, the research results show that hypothesis 1 (H1) is rejected, namely that organizational culture has no direct significant effect on the productivity of the Mona Plaza Pekanbaru Hotel. Hypothesis 2 (H2) is accepted, which means that organizational culture has a direct significant effect on employee job satisfaction at the Mona Plaza Hotel Pekanbaru. Hypothesis 3 (H3) is rejected, which means that transformational leadership has no direct significant effect on work productivity at the Mona Plaza Pekanbaru Hotel. Hypothesis 4 (H4) is accepted, which means that transformational leadership has a direct and significant effect on employee job satisfaction at the Mona Plaza Hotel Pekanbaru. Hypothesis 5 (H5) is accepted, which means employee job satisfaction has a direct and significant influence on the productivity of the Mona Plaza Pekanbaru Hotel. Hypothesis 6 (H6) is accepted, which means there is a significant indirect influence of organizational culture on work productivity through employee job satisfaction at the Mona Plaza Hotel Pekanbaru. Hypothesis 7 (H7) is accepted, which means that transformational leadership has a significant indirect effect on work productivity through employee job satisfaction at Mona Plaza Hotel Pekanbaru. This research shows that employee job satisfaction can be an intermediary variable to increase work productivity at the Mona Plaza Hotel Pekanbaru.

Based on the research results and conclusions that have been explained, the researchers' suggestions are as follows: first, to strengthen the application of organizational cultural values at the Mona Plaza Pekanbaru Hotel, it is recommended that hotel managers increase the socialization of results-oriented cultural values. To improve transformational leadership at the Mona Plaza Hotel Pekanbaru, it is recommended that leaders provide the ideal influence on employees. To increase the productivity of the Mona Plaza Pekanbaru Hotel, it is recommended that leaders pay attention to employee skills while working. To increase employee job satisfaction at the Mona Plaza Pekanbaru Hotel, it is recommended that leaders improve leadership behavior to be even better. Second, with the proven indirect influence of organizational culture on work productivity through employee job satisfaction and the indirect influence of transformational leadership on work productivity through employee job satisfaction, it is recommended that the leadership of the Mona Plaza Hotel Pekanbaru implement organizational culture and transformational leadership to improve Work productivity focuses more on increasing employee job satisfaction.

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