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## The Role of Organizational Culture as a Moderator in Increasing Job Satisfaction

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### Abstract:

This study determines the effect of servant leadership and job characteristics on employee job satisfaction by placing organizational culture as a moderator. Organizational culture plays an important role as a shared belief and attitude that develops and is embraced within the organization in increasing job satisfaction. The variables used in this study are job satisfaction as the dependent variable, and servant leadership and job characteristics as the independent variables, whereas organizational culture is the moderating variable. The data were obtained from existing and reputable private companies in the city of Semarang, with a total population of 111. The way to collect data is to use the census method, namely, the entire population of 111 employees is taken as a sample. Data analysis used multiple regression analyzes with moderating variables in the SPSS program. The results showed that servant leadership and job characteristics had a positive effect on job satisfaction. An important finding is that organizational culture is proven to be a moderating variable of servant leadership and job characteristics for job satisfaction. Organizational culture strengthens the influence of servant leadership and job characteristics in increasing employee job satisfaction. The role of organizational culture as a moderator is an important finding and is also an update from this research because the placement of the cultural variable as a moderator variable is associated with employee job satisfaction, which in previous studies was associated only with employee performance.

**Keywords:** servant leadership, job characteristics, job satisfaction, organizational culture.

## 组织文化在提高工作满意度中的调节作用

### 摘要:

本研究通过将组织文化作为调节因素来确定仆人式领导和工作特征对员工工作满意度的影响。组织文化作为一种共同的信念和态度发挥着重要作用，这种信念和态度在组织内发展并被接受，以提高工作满意度。本研究使用的变量是工作满意度作为因变量，仆人式领导和工作特征作为自变量，而组织文化是调节变量。数据取自三宝垄市现有的信誉良好的私人公司，总人口为 111 人。收集数据的方式是采用普查法，即

以 111 名雇员的全部人口为样本。数据分析在社会科学计划的统计包中使用了具有调节变量的多元回归分析。结果表明，仆人式领导和工作特征对工作满意度有正向影响。一项重要发现是，组织文化被证明是仆人式领导和工作特征对工作满意度的调节变量。组织文化加强了仆人式领导和工作特征对提高员工工作满意度的影响。组织文化作为调节者的作用是一项重要发现，也是本研究的更新，因为文化变量作为调节变量的位置与员工工作满意度相关，而在以前的研究中，这仅与员工绩效相关。

**关键词：** 仆人式领导、工作特征、工作满意度、组织文化。

## 1. Introduction

Job satisfaction is an important factor and needs to be considered in the company. The existence of an employee's job satisfaction can spur motivation and enthusiasm in increasing work productivity; therefore, employee job satisfaction can determine the results of his work. Job satisfaction can affect the behavior and attitudes of employees in the company. In addition to the ability and expertise factors of employees, behavior, cooperative relations between employees and acceptance by their superiors are still needed. Job satisfaction plays a critical role in influencing employee behavior both individually and in work teams within the organization.

According to Bullock (2003), job satisfaction is an attitude that results from balancing and summation of many specific likes and dislikes experienced in connection with the job. Meanwhile, according to Luthans (2011), job satisfaction is the result of employees' perceptions of how well their work can provide everything considered important. Because job satisfaction is an individual thing, meaning that every employee or every individual has a standard level of job satisfaction, respectively. Furthermore, according to Mullins (2016), job satisfaction is the attitude of employees toward work related to work situations, employee cooperation, rewards received at work, and matters relating to physical and psychological factors.

This research was conducted in a private company in the city of Semarang. The reason for choosing a private company is because in a private company, job satisfaction is a factor that really needs to be considered in the company. Based on the results of the pre-survey that was conducted, with only 38 respondents, it can be concluded that the average percentage of employee job satisfaction is 55.37% dissatisfied, and only 14.87% are satisfied, while the rest answered neutral to the salary, they received every month. This proves that the level of employee satisfaction in the company is still less than optimal.

When employee job satisfaction is low, there will be job dissatisfaction with employees, and it can influence the company's operations because it will influence each other's employee attitudes. Even though each employee has a different level of satisfaction, it does not rule out the possibility of a domino effect in the work environment and will impact the physical and mentality of an employee. For example, not focusing on work, not being enthusiastic at work, often daydreaming, not

being disciplined, and so on which will decrease the quality of employee performance. To increase employee job satisfaction, companies need a leader who can serve or prioritize the main needs of their employees so that employees feel satisfied and comfortable in the company.

According to Achen et al. (2019), servant leadership is a leader who wants to help employees achieve common goals consistently and long-term prosperity. Servant leadership is synonymous with the desire and encouragement of a leader to help achieve employee success to achieve the goals and success of the company together. Wira and Ketut (2019) state that service leaders tend to involve their employees in the decision-making. Likewise, servant leadership will foster emotional closeness with his employees so that it can encourage good attitudes and performance. Meanwhile, Achen et al., (2019) in their research stated that servant leadership can build a sense of trust and togetherness with employees of a company that is successful in achieving its goals. Thus, it can be concluded that servant leaders create a healthy emotional and mental environment, which instills a feeling of cooperation among employees leading to job satisfaction (Singh & Ryhal, 2021).

Some differences in empirical findings from the results of previous studies related to servant leadership and job satisfaction prove the existence of a research gap on the effect of servant leadership on job satisfaction. The research results from Wira and Ketut (2019) found empirical evidence that servant leadership has a significant effect on job satisfaction. Meanwhile, Singh and Ryhal's research (2020) found a correlation only at a moderate level between servant leadership and job satisfaction in teachers. Also research from Güngör (2016) showed that servant leadership has no effect on job satisfaction. Also research from Güngör (2016) showed that servant leadership has no effect on job satisfaction. In addition, research from Güngör (2016), the results show that servant leadership has no effect on job satisfaction. Thus, still a research gap motivates this research to be conducted again with private employee respondents. This difference in the results of previous studies encourages the need for further research on the effect of servant leadership on job satisfaction. In this study, a model was built that job satisfaction is influenced by servant leadership and job characteristics, which are moderated by organizational culture.

Job characteristics are the internal aspects of the

work itself, which consist of work procedures, level of importance, authority, and responsibility, as well as feedback from work that has been carried out. Work characteristics are also useful for employees so they donot feel bored and bored with what they do every day and so they do not get stuck in a monotonous life where every day they always feel the same thing and do the same thing anyway. Hackman and Oldham (1976) stated that job characteristics will affect the psychological state of an employee. Job characteristics that are perceived as good in all dimensions will affect the psychological condition of good employees and can be an asset for individuals and groups in conducting their duties. Research related to job characteristics and job satisfaction also still finds different empirical evidence. Research from Al Khalil (2017), found that job characteristics have a positive effect on employee job satisfaction. Meanwhile, research from Dicky and Budiono (2021) shows the opposite. Based on the research gap, this research encourages this research to re-examine the effect of job characteristics on employee job satisfaction. The novelty of this study with previous studies is that this research includes organizational culture as a moderating variable to strengthen the influence of servant leadership and job characteristics on job satisfaction.

## 2. Literature Review

### 2.1. Job Satisfaction

As stated by Qazi et al. (2017), that the term job satisfaction is quite often used for individual attitudes toward specific aspects of the total work situation. Social scientists have focused their attention on the problem of job satisfaction since individual work is a significant social phenomenon. According to Mullins (2016), job satisfaction is a complex and diverse concept that can mean that each employee has a different level of satisfaction. Basically, job satisfaction is individual matter because each individual has a different level of satisfaction. Triraharjo et al. (2019) stated that job satisfaction is the quality of a person's feelings obtained from the view of his work.

One's job satisfaction can be measured through several dimensions and indicators. Luthans (2010) explains that employee job satisfaction occurs because of satisfaction with the work itself, meaning that employees are individually satisfied with the work assigned by the company. Additionally, employees will be more satisfied if there is satisfaction with pay, meaning that employees receive financial compensation in accordance with the work done. Likewise, the degree of employee satisfaction will be higher if employees also get satisfaction with promotion opportunities, meaning that employees working in a company have the opportunity to be promoted so that their career path is clear for the future while working in the company. Additionally, a dimension that is quite important to be

able to increase employee job satisfaction is support from direct superiors at work or satisfaction with supervision. An employee's job satisfaction also comes from getting support from his co-workers or satisfaction with co-workers so that a conducive, harmonious, and supportive work environment is formed.

### 2.2. Organizational Culture

According to Robbins and Judge (2014) state that organizational culture is a system of beliefs and values shared by employees in a company, where this system distinguishes the organization from other organizations. The dimensions of organizational culture used in this study include how strong the level of innovation and courage in taking risks, besides that a strong organizational culture is also seen from the level of company attention to details in planning activities. Organizational culture is getting stronger if the company is always result-oriented in every activity. The strength of organizational culture can also be generated due to the orientation of people and work teams. Additionally, the organizational culture of a company is getting stronger if the company's activities continue to maintain the level of aggressiveness and stability. The indicators from the dimensions of organizational culture will be used to measure organizational culture in this study. The placement of organizational culture as a moderating variable because it becomes a guideline for the behavior and attitudes of a person within the organization so that its nature can strengthen employee job satisfaction if the organizational culture is in accordance with employee attitudes.

In accordance with McKensy's concept, the systems, structure, strategy, style, staff, and skills within the company will then become share values, which are the core of organizational culture. Therefore, in this study, based on the process of forming an organizational culture, it becomes a moderating variable. This means that organizational culture does not directly affect job satisfaction but functions as a moderator that can strengthen or weaken the influence of servant leadership and job characteristics on job satisfaction.

### 2.3. Servant Leadership

Servant Leadership theory was first put forward by Robert Greenleaf as a trait that arises naturally, which then makes a person aware of becoming a leader (Spears, 1995). Servant leaders will lead the company with the principle of serving and will not easily follow the company's authority because they will freely pay attention to their individual subordinates to generate employee trust. Sendjaya and Pekerti (2010) also revealed the same thing, namely, servant leadership does not come from skills but is a person's internal character. Servant Leadership is about a leader who helps employees achieve common goals with consistency and prosperity in the long term. Serrat (2017) reveals that servant leadership is about a leader

who mobilizes and supports employees to a higher level of individual awareness to develop better employee potential. Sendjaya and Pekerti (2010) stated that a servant leader continues to try building a learning system where each employee can have his own values. According to Triraharjo et al. (2019), servant leadership is a leadership style that has humility and a strong commitment to its employees, and the purpose of servant leadership is to maximize the success of an employee to achieve common targets and goals.

Servant leaders do not come from a position but a servant who chooses to be a leader. Servant leaders depict unwavering convictions and strong character that demonstrate a commitment to serve. According to the theory from Greenleaf (2005), the main characteristic of servant leadership is listening, meaning that a leader who serves will listen and respond to any problems in his employees. Besides, empathy means that a leader who serves is important to be able to understand situations and conditions from the perspective of his employees. Servant leadership should have a healing character, meaning a leader who serves supports and helps grow the emotional and spiritual strength of his employees. Besides, awareness is needed, meaning that a leader who serves is aware of the strengths and weaknesses in himself. Another important servant leadership character is persuasion, meaning a leader who serves takes a personal approach to employees to build a team in achieving common goals. Also, the conceptualization character means that a serving leader needs to be able to plan and predict the possibilities that will come to lead the company. Foresight character is also needed, meaning that a serving leader should evaluate, analyze, and predict developments in the past, present, and future. Another characteristic that is needed is stewardship, meaning that a leader serves as the company's trust in holding and controlling the company's resources. Leaders also should have a commitment to the growth of people, meaning that a serving leader is obliged to serve the needs of his employees. Characteristics that are no less important than leaders are building a community, meaning that a serving leader must foster a sense of togetherness and kinship with employees.

#### **2.4. Job Characteristics**

Job characteristics are the internal aspects of the work itself, which consist of work procedures, level of importance, authority, and responsibility, as well as feedback from work that has been carried out. According to Hackman and Oldham (1976) that job characteristics are an employee's responsibility that must be completed and variations in work where employees get job satisfaction itself. So the characteristics of work are authority, responsibility, which must be completed by employees, which can increase individual satisfaction. Meanwhile, Robbins and Judge (2017) argue that job characteristics are the

basis for the productivity of company performance and the job satisfaction of its employees to achieve joint success.

A classic approach was put forward by Hackman and Oldham (1976) known as the term Job Characteristics Theory, which consists of 5 dimensions of job characteristics including, skill variety, namely, the level of skills that must be mastered by employees in doing work to reduce boredom at work. For employees to be more motivated, it is necessary to have a task identity, namely the level of involvement of employees in completing their work, its function is for employees to have a sense of responsibility, which will avoid feelings of dissatisfaction. Employees also require Task Significance, meaning the extent to which employees understand that the work carried out has a meaningful impact on other employees within the scope of the company. Employee autonomy is also needed, namely, the degree to which employees have the freedom or authority to make decisions in their work. The job characteristics dimension that is quite important for employees is the need for feedback, which means the degree to which employees receive reviews from their superiors about their performance results.

Research related to the effect of servant leadership on job satisfaction was conducted by Wira and Ketut (2019), and found that there was a positive and significant effect of servant leadership on job satisfaction. In contrast to the research conducted by Triraharjo (2019), the results show that servant leadership has no effect on employee job satisfaction. Research conducted by Güngör (2016) also does not support that servant leadership affects job satisfaction.

Research related to the effect of job characteristics on job satisfaction was conducted by Burmad (2018) also proved that there is an effect of job characteristics on job satisfaction. Djamilah and Surengkono (2021) in their research also found a positive and significant influence on job characteristics on employee job satisfaction. These findings are different from the results of research conducted by Mejarshin and Bahloli (2014), who found a negative relationship between the dimensions of job characteristics and dimensions of job satisfaction. The theoretical concept explains that job characteristics and job satisfaction have a positive correlation.

The emergence of organizational culture as a moderation of leadership influence on job satisfaction has been tested by Imran and Ismail (2018). Also previous research conducted by Sutaryo and Purwana (2017), which found empirical evidence that organizational culture can moderate the effect of leadership on job satisfaction. Organizational Culture in this study is a pure moderator variable (Sharma et al., 1981).

Research from Hauff et al. (2015), showed that culture between countries can moderate the effect of job characteristics on job satisfaction. By the same logic,

organizational culture can also be a moderator. This study emphasizes more on organizational culture as a moderator variable because different organizational cultures can strengthen or weaken the relationship between job characteristics and job satisfaction.

## 2.5. Hypothesis Development and Research Framework

### 2.5.1. Influence of Servant Leadership on Job Satisfaction

Research conducted by Wira and Ketut (2019) proved that there is a positive and significant effect of servant leadership on job satisfaction. Likewise the research conducted and Guillaume (2013) also supports that there is a positive influence on servant leadership on teacher job satisfaction. The results of research from Hasanuddin et al. (2021) state that servant leadership has a positive effect on job satisfaction, which is moderated by individual character. Using the Structural Equation Model, Singh and Ryzal (2021) succeeded in proving that servant leadership has a positive effect on job satisfaction. Unlike the research conducted by Triraharjo et al. (2019) where results show that servant leadership has no effect on employee job satisfaction. Research conducted by Güngör (2016) also does not support that servant leadership affects job satisfaction. Based on a review of previous research results, it turns out that there are different research results or there is a research gap. Then hypothesis 1 which is compiled in this study is as follows:

$H_1$ : Servant leadership has a positive effect on employee job satisfaction.

### 2.5.2. Influence of job Characteristics on Job Satisfaction

The results of research by Fan et al., (2014) state that there is a significant effect on job characteristics on job satisfaction. Another study by Burmad (2018) also proved that there is an effect of job characteristics on job satisfaction. Djamilah and Surenggono (2021) in their research also show that there is a positive and significant effect of job characteristics on employee job satisfaction.

In contrast to the results of research conducted by Mejarshin and Bahloli (2014), where the investigation found a negative relationship between the dimensions of job characteristics and dimensions of job satisfaction. Job characteristics and job satisfaction should have a positive correlation. Based on the results of the previous studies, there are inconsistent conclusions or there is a research gap; therefore, so the second hypothesis in this study is arranged as follows:

$H_2$ : Job characteristics have a positive effect on employee job satisfaction.

### 2.5.3. Organizational Culture Moderates the Influence of Servant Leadership on Job Satisfaction

The study of organizational culture as a moderation of leadership influence on job satisfaction has been tested by Imran and Ismail (2018). Jigjiddorj et al. (2021) in their research results stated that organizational culture is an important issue in influencing company survival. Organizational culture is the uniqueness of the company, which is the shared value of its employees and shapes employee behavior. Job satisfaction is part of employee behavior that can be strengthened by organizational culture. It is proven in the research of Jigjiddorj et al. (2021), which shows that there is a strong and positive relationship between organizational culture and perceived job satisfaction by employees. Previous research conducted by Sutaryo and Purwana (2017) also proved that organizational culture can moderate the influence of leadership on job satisfaction. Organizational Culture in this study is a pure moderator variable (Sharma et al., 1981). Based on the results of previous studies that support the third hypothesis in this study as follows:

$H_3$ : Organizational culture moderates the effect of servant leadership on job satisfaction.

### 2.5.4. Organizational Culture Moderates the Effect of Job Characteristics on Job Satisfaction

Research from Hauff et al., (2015) showed that culture between countries can moderate the effect of job characteristics on job satisfaction. Using the same concepts and logic means that organizational culture can also be moderating. In this study, more emphasis on organizational culture as a moderator variable because different organizational cultures can strengthen or weaken the relationship between job characteristics and job satisfaction. Based on the concepts and support from previous research, the fourth hypothesis proposed in this study is:

$H_4$ : Organizational culture moderates the effect of job characteristics on job satisfaction.

Job satisfaction is a very individual perception, while organizational culture is a mutually agreed value for organizational progress. Therefore, organizational culture in this research model is used as a moderating variable, which is expected to strengthen the effect of job characteristics on job satisfaction. Based on the development of the first to fourth hypotheses, the research framework in this study can be described in Figure 1.

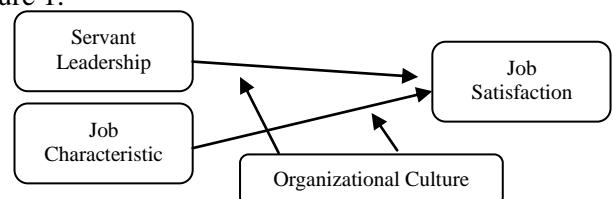


Figure 1. Research framework

### 3. Methodology

#### 3.1. Population and Sample

The population in this study included 111 permanent employees of private companies engaged in the distribution of food and consumer goods in the city of Semarang. All employees were taken as respondents, so the sampling method used was the census method.

#### 3.2. Data

Data from respondents were collected by the survey method to respondents. Respondents' answers were measured using a Likert scale from strongly agree to strongly disagree. Each question in the variable was given an alternative answer consisting of a scale of 1 meaning strongly disagree, scale 2 meaning disagree, scale 3 meaning neutral, scale 4 meaning agree, and scale 5 strongly agree.

#### 3.3. Servant Leadership Variables

The variable dimensions of servant leadership were developed from previous research conducted by Serrat (2017) and research by Singh and Ryhal (2021), which consist of listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community. Of the 10 dimensions of servant leadership, it is then measured by 20 questions.

#### 3.4. Job Characteristic Variables

Based on the concept of Hackman and Oldham (1976), it consists of five dimensions, namely: skill variety, task identity, task significance, autonomy, and feedback. Then, this study used 10 questions to measure job characteristic variables.

#### 3.5. Organizational Culture Variables

The dimensions of organizational culture in this study were developed from the concept of Robbins and Judge (2014) consisting of 7 dimensions: innovation and risk taking, attention to detail, result-oriented, people-oriented, team-oriented, aggressiveness, and stability. Then organizational culture in this study was measured using 14 questions.

#### 3.6. Job Satisfaction Variables

The variable dimensions of job satisfaction according to Mullins (2016) consist of 5 dimensions, namely: Satisfaction with the work itself, satisfaction with pay, satisfaction with promotion opportunities, satisfaction with supervision, and Satisfaction with coworkers. Based on the 5 dimensions, these are then translated into 10 questions to measure job satisfaction variables.

#### 3.7. Data Analysis

For the purposes of analysis, the research data were analyzed using the regression analysis model with the SPSS program.

*Regression Model:*

$$Y = a_1 + \beta_1 X_1 + \beta_2 X_2 + e_1 \quad (1)$$

$$Y = a_2 + \beta_3 X_1 + \beta_4 X_1 M + e_2 \quad (2)$$

$$Y = a_3 + \beta_5 X_2 + \beta_6 X_2 M + e_3 \quad (3)$$

*Note:*

Y - job satisfaction

X<sub>1</sub> - servant leadership

X<sub>2</sub> - job characteristics

M - organizational culture

a<sub>1</sub> - a<sub>3</sub> - constanta

β<sub>1</sub> - β<sub>6</sub> - regression coefficient

e<sub>1</sub> - e<sub>3</sub> - error

### 4. Results

#### 4.1. Description of Respondents

The description of the respondents, amounting to 111 based on gender, 79 respondents or 63.10% were male, and 41 respondents or 36.90% were female. This means that the respondents in this study were dominated by men. Based on age, the dominant respondents were aged 23 to 35 years, namely, 74.70%. Employees who are less than 23 years old are only 4.60% and employees who are more than 35 years old are 20.70%.

#### 4.2. Validity Test

The validity test in this study uses factor analysis with the provision that the KMO value must be more than 0.5. If the KMO value is less than 0.5, it means that the sample in the study is insufficient. The results of the validity test in this study on all variables, namely, servant leadership, job characteristics, organizational culture, and job satisfaction, have a KMO value of greater than 0.5. This means that the sample of this study, which consisted of 111 respondents, is sufficient and can be analyzed further. Meanwhile, the loading factor for each question in each variable is declared to be valid if the value is greater than 0.4). In this validity test, almost all of the question items were valid, except for one question on the servant leadership variable, which did not meet the requirements because the loading factor was less than 0.4, so it was excluded in further analysis.

#### 4.3. Reliability Test

After the validity test was carried out, each variable in this study was tested with an instrument test using Cronbach's alpha value. If Cronbach's alpha > 0.7 is declared reliable. Table 1 below shows the results of the instrument reliability test.

Table 1. Reliability test

Variables	Number of Item	Cronbach's Alpha Value	Remark
Servant Leadership	19	0.950	Reliable
Job Characteristics	10	0.850	Reliable
Organizational Culture	14	0.913	Reliable
Job Satisfaction	10	0.874	Reliable

#### 4.4. Regression Analysis

Table 2 presents the results of multiple linear regression analysis, which includes model testing and hypothesis testing. In testing this research model, it can be seen that the value of Adjusted R Square ( $Adj R^2$ ) or the coefficient of determination and the results of the F test in each equation. The first equation uses the linear regression model to produce  $Adj R^2 = 0.564$ , meaning that the independent variable consisting of servant leadership and job characteristics can explain the dependent variable, namely, job satisfaction of 56.4%.

The second equation uses a pure moderator regression model (Sherna, 1981). The independent variables consist of servant leadership, interactions between servant leadership and organizational culture,

and the dependent variable job satisfaction. The model test results show the value of  $Adj R^2 = 0.628$ . This means that the variable servant leadership and the interaction of servant leadership with organizational culture can explain job satisfaction by 62.8%.

The third equation also uses a pure moderator regression model with the independent variable job characteristics, and the interaction of job characteristics with organizational culture, and the dependent variable job satisfaction. The results of the third equation linear regression test show the value of  $Adj R^2 = 0.509$ . This means that the ability of job characteristic variables and job characteristics interactions with organizational culture in explaining job satisfaction is 50.9%.

Table 2. Results of the regression analysis

No.	Equation I	Results of Test						Remark
		Model Test			Hypothesis Test			
		Adj. $R^2$	F	Sig.	B	t	Sig.	
1	Influence of servant leadership to job satisfaction	0.564	72.012	0.000	0.483	6.731	0.000	$H_1$ accepted
2	Influence of job characteristics on job satisfaction				0.394	5.494	0.000	$H_2$ accepted
No.	Equation II	Results of Test						Remark
		Model Test			Hypothesis Test			
		Adj. $R^2$	F	Sig.	B	t	Sig.	
3	Influence of interaction servant leadership and organizational culture to job satisfaction	0.628	93.718	0.000	1.065	7.348	0.000	$H_3$ accepted
No.	Equation III	Results of Test						Remark
		Model Test			Hypothesis Test			
		Adj. $R^2$	F	Sig.	B	t	Sig.	
4	Influence of interaction job characteristics and organizational culture to job satisfaction	0.509	58.068	0.000	0.999	5.324	0.000	$H_4$ accepted

After discussing the model test through the coefficient of determination, the model test can also be analyzed from the results of the F test. The F test in this study is used to see the fit model of the regression equation for each regression equation. Based on Table 2 above, it shows that the first equation produces a value of  $F = 72,012$  and a significant level at 0.000 is below 0.05 or 5%. This means that in the first equation model, the independent variables consisting of servant leadership and job characteristics together have a significant effect on job satisfaction.

The F test in the second equation produces a value of  $F = 93,718$  and a significant level at 0,000 below 5%. This means that the two independent variables of servant leadership and the interaction variable of servant leadership and organizational culture together have a significant effect on job satisfaction.

In the third equation, still in Table 2, it also shows that the F test produces a value of  $F = 58,068$  and a significant level at 0,000 below 5%. This means that together the variable job characteristics and the interaction of job characteristics with organizational culture have a significant effect on job satisfaction.

Based on the model test, which consists of the coefficient of determination and the F test for the first, second, and third equations, the equation model can be considered quite good because the coefficient of determination is above 50%, and the significance level on the F test for all equations is less than 5%.

The results of the hypothesis testing, which can be seen in Table 2, show that all hypotheses, namely hypothesis 1, hypothesis 2, hypothesis 3, and hypothesis 4 are accepted. The first equation is used to test Hypotheses 1 and 2. The results show that the

standardized beta value shows a positive 0.483 and is significant at the 0.000 level. This means that hypothesis 1 is the positive and significant influence of servant leadership on job satisfaction, so Hypothesis 1 is accepted. In testing hypothesis 2 in Table 2, it also shows that the standardized beta value shows a positive 0.394 and is significant at the 0.000 level. This means that job characteristics have a positive and significant effect on job satisfaction, and the better job characteristics in the organization will increase employee job satisfaction.

Hypothesis 3 beta on the interaction variable between servant leadership and organizational culture is positive and significant. This has the meaning that the organizational culture variable in this study can be a pure moderator variable on the influence of servant leadership on job satisfaction so that hypothesis 3 is accepted. Likewise, hypothesis 4 is also accepted because the interaction between job characteristics and organizational culture produces a positive and significant beta. Therefore, the organizational culture variable moderates the effect of job characteristics on job satisfaction, meaning that hypothesis 4 is accepted.

## 5. Conclusion

The findings of this study provide empirical evidence that servant leadership has a positive impact on job satisfaction. Good servant leadership increases employee job satisfaction. These findings imply that leadership that is highly oriented toward listening, empathy, persuasion, commitment to growing people, and building a community is proven to increase job satisfaction. Employees will be very satisfied and appreciate their leadership; in the end, it is hoped that this will impact performance, both individual and group performance. The findings of this study compared with previous studies are corroborative, thus supporting research conducted by Lee et al. (2018), Wira and Ketut (2019), and Uktutias et al. (2022).

Other empirical evidence from the findings of this study is that job characteristics have a positive effect on job satisfaction. Good job characteristics have a direct impact on increasing job satisfaction. This finding also implies that skill diversity, task identity, task meaning, autonomy, and feedback increase job satisfaction. Employees are very satisfied with the diversity of skills, task identity, task meaning, autonomy, and feedback that occurs in the company. This finding is also in accordance with the concept of Hackman and Oldham (1976), which states that good organizational management, employees have diverse skills, task identity, task significance, autonomy, and feedback at work, which will increase job satisfaction and in turn have a direct or indirect impact on individuals and groups. Compared to the results of previous studies, this study also corroborates the findings of the studies of Al Khalil (2017), and Brahmana et al. (2021).

The main finding of this study is that organizational

culture acts as a moderating variable that strengthens the influence of servant leadership and job characteristics on job satisfaction. This is an important finding because organizational culture is a key factor in increasing employee job satisfaction. The company's organizational culture keeps employees motivated to work in companies with good servant leadership, and there is a diversity of skills, task identity, task meaning, autonomy, and feedback.

### 5.1. Implications, Limitations, and Future Study

Finding empirical evidence of organizational culture as a moderating variable of servant leadership and job characteristics on job satisfaction, the implication is that company must have servant leadership. Job characteristics described in five core dimensions, namely, skill diversity, task identity, task meaning, autonomy and feedback must be emphasized and become a priority for the company. Likewise, organizational culture must be maintained and enhanced to become the basis of good behavior for company employees.

The strength of this research lies in placing organizational culture as a moderating variable, so that it makes an important contribution to human resource management. Although this research has made an important contribution in adding empirical references related to job satisfaction, this research also has limitations. The limitation of this research is that it was conducted only in private companies with a relatively small sample so it cannot be generalized to other companies. Thus, the future research agenda can be carried out in industry, not only in one private company. Another variable that can also be added is motivation, or performance variables after employee job satisfaction increases.

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## Authors' Contributions

Bambang Suko Priyono oversaw the overall research direction and planning, the data collection, analysis, and interpretation.

Askar Yuniarto made substantial contributions to the research design, methodological design of the work, analysis data, overall research supervision, and summarizing relevant publications.

Tristiana Rijanti performed data analysis, collection, and interpretation.

Bambang Sudyatno reviewed the literature, synthesizing, and data collection.

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