

ANTECEDENTS OF EMPLOYEES JOB SATISFACTION AT PT SAMUDERA PERDANA



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ABSTRACT

This study aims to analyze the effects of psychological well-being, transformational leadership, employee engagement, and organizational culture on job satisfaction among employees of PT Samudera Perdana. The research was conducted using quantitative methods. Data was collected from 200 employees at PT Samudera Perdana. This research employs the partial least squares method with SmartPLS software. The results of hypothesis testing indicate that there is no positive effect of psychological well-being on job satisfaction and organizational culture on job satisfaction. However, there is a positive effect of transformational leadership on job satisfaction and employee engagement on job satisfaction. The findings of this study are expected to be utilized by companies to address existing issues and enhance the job satisfaction of employees at PT Samudera Perdana.

Keywords: *Psychological Well-being; Transformational Leadership; Job Satisfaction; Employee Engagement; Organizational Culture*

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INTRODUCTION

Human resources are an essential element that supports the success of every company. Quality human resources determine whether a company can achieve its organizational goals. Companies expect employees to provide satisfaction for themselves and achieve company goals. Conditions in which there are pleasant and conducive circumstances for their work are referred to as job satisfaction (Khan et al., 2023). Job satisfaction' measurements for employees can be seen from each individual's personal characteristics, needs, and expectations. Aspects that affect employee job satisfaction include salary, relationships with coworkers, promotions, supervisor involvement, and the nature of the work undertaken. If these factors are met on a large scale, employees will have high job satisfaction, but if these factors are not met, employees will not achieve job satisfaction (Unutmaz, 2014).

Other factors that can affect job satisfaction is employee psychological well-being. Psychological well-being influenced by several factors that form the measurement scale of an employee's psychological well-being. These factors include how the company's autonomy aligns with employees, employees' personal growth, talent, or potential, how employees master their company environment, and how employee relationships are established (Khan et al., 2023).

In addition, transformational leadership and employee engagement can also influence job satisfaction (Abolnasser et al., 2023). A leader's transformational leadership style can foster creativity, improve the quality of the work environment, and create open communication between employees, making each employee feel an important role that leads to job satisfaction (Charoensukmongkol & Puyod, 2021).

Employee engagement can be represent as a level of employee's loyalty to the company. High-level of employee engagement can improve the alignment between individual and company goals (Sugianingrat et al., 2019). Employees with a high sense of attachment are influenced by the benefits of their work, which include recognition and appreciation. Employees who experience this will be satisfied with their work (Huang et al., 2016)

Davies et al. (2016) revealed that organizational culture can affect employee job satisfaction. Aspects of the organization's culture include beliefs, norms, standards, and behaviors that form the culture within the organization. Tsai et al. (2014) found that organizational culture will positively affect the work atmosphere, which in turn will have a positive impact on employee job satisfaction.

Based on this background, this study was conducted to analyze the effect of psychological well-being, transformational leadership, employee engagement, and organizational culture on job satisfaction among employees of PT Samudera Perdana.

LITERATURE, HYPOTHESIS, AND RESEARCH FRAMEWORK

Psychological Well-being

Psychological well-being refers to individual's psychological state (Khan et al., 2023). Ismawati (2017) argues that psychological well-being is how individuals deal with things with themselves and others. Arni and Noor (2020) argues that psychological well-being refers to an individual's mental health and emotional condition, including factors such as positive and negative emotions, personality growth, and ways of seeing meaning in life. These factors will contribute to the way an individual feels satisfaction in their life as a whole.

Transformational Leadership

Transformational leadership is a type of leadership that can encourage employees to engage in personal growth, accept change, and strive to achieve higher levels of success (Yulianthi & Tanuwijaya, 2023). The right leadership style will certainly avoid conflicts that might occur among its members (Tewal et al., 2017).

Employee Engagement

Employee engagement discusses on how employees' emotions, minds, and bodies are emotionally connected to the company (Wardiansyah et al., 2024). According to Wardiansyah et al. (2024), employee engagement is the level of employee's attachment and commitment to the company, work, and coworkers. Basically, employee engagement is a positive emotional condition felt by employees, so that employees will have a sense of commitment or attachment to the company (Lockwood, 2005).

Organizational Culture

Ayu and Tanuwijaya (2023) define organizational culture as a form of value that influences employees' behavior in the company. Organizational culture shows the general behavior practiced by employees through mindsets, symbols, and roles played (Khan et al., 2023). Organizational culture can be interpreted as how employees behave in getting things done at work. Organizational culture contains philosophy, experiences, expectations and values which will later be reflected in the behavior of employees interacting, both inside and outside the organizational environment (Habudin, 2020).

Job Satisfaction

According to Handayani and Tanuwijaya (2023), job satisfaction is a positive attitude shown by employees towards dedication and achieving optimal performance. Job satisfaction refers to feelings of happiness toward work resulting from factors including the nature of work, administrative models, peer relationships, working conditions, and job security (Torlak et al., 2021). Companies that can meet employee needs will make employees work more effectively, so that company goals can be achieved more easily (Adjunct & Marniati, 2020).

Effect of Psychological Well-being on Job Satisfaction

Jung et al. (2023) found that psychological well-being can positively affect job satisfaction. In the research of Esen et al. (2021) the psychological well-being of an employee is connected to his working life. The higher the employee's psychological well-being, the greater the employee's satisfaction with his job.

H1: There is a positive influence of psychological well-being on job satisfaction at PT Samudera Perdana

Effect of Transformational Leadership on Job Satisfaction

Allozi et al. (2022) found that transformational leadership will increase employee motivation and morale. High employee motivation and enthusiasm will create a positive cycle where employees will work enthusiastically and feel satisfied with the results.

H2: Transformational leadership has a positive influence on job satisfaction at PT Samudera Perdana.

Effect of Employee Engagement on Job Satisfaction

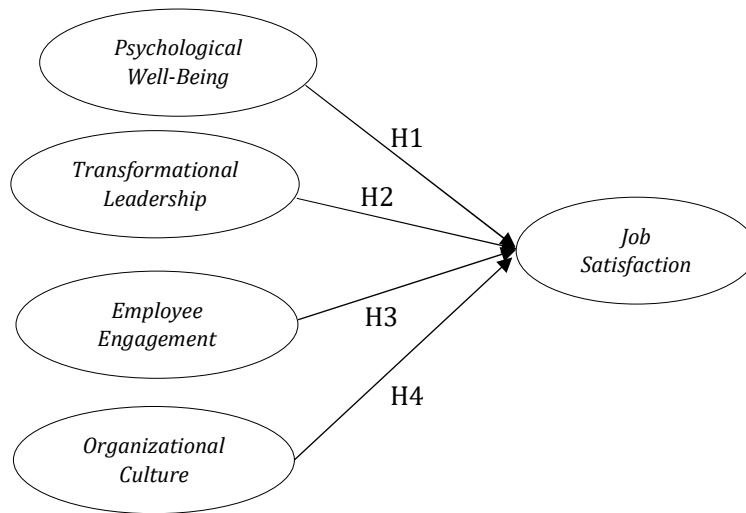
Jain (2018) found that employee engagement significantly impacts high job satisfaction among manufacturing workers. It is related to how employee engagement makes employees have long-term thoughts and are committed to achieving goals, thus getting a sense of satisfaction from employees.

H3: There is a positive influence of employee engagement on job satisfaction at PT Samudera Perdana

The Effect of Organizational Culture on Job Satisfaction

Khan et al. (2023) found a significant positive effect of organizational culture on job satisfaction. These results prove that a workplace with a culture that benefits employees will affect their sense of satisfaction.

H4: There is a positive influence of organizational culture on job satisfaction at PT Samudera Perdana



Source : Adapted from Jung et al. (2023); Abolnasser et al. (2023); dan Khan et al. (2023)

Figure 1
Research Framework

METHOD

This research used quantitative methods with purposive sampling techniques, namely sampling techniques with certain considerations (Hair et al., 2019). It was conducted to examine the effect of psychological well-being, transformational leadership, employee engagement, and organizational culture on job satisfaction in PT Samudera Perdana employees using Partial Least Square (PLS) analysis with SPSS 22 and SMART PLS 3.0

The research consists of 4 independent variables and 1 dependent variable. The independent variables consist of psychological well-being, transformational leadership, employee engagement, and organizational culture. The dependent variable is job satisfaction. The data source in this study was obtained by distributing questionnaires through Google Forms. The questionnaire about to be filled in by 200 employees of PT Samudera Perdana.

RESULTS AND DISCUSSION

Convergent Validity

The loading factor represents the correlation between a latent variable and its indicators. An indicator item can be considered to have adequate convergent validity if its loading factor on the latent variable is greater than 0.70. When assessed using the Average Variance Extracted (AVE), the loading factors reflect the average proportion of variance captured by the construct. An AVE value greater than 0.50 indicates that the latent variable explains more than 50% of the variance of its indicators (Armaniah et al., 2023)

Convergent validity is used to measure the degree to which indicators of a latent variable are correlated with each other, and it is evaluated through the AVE value. Therefore, the expected AVE value for each latent variable should be greater than 0.50.

Table 1
Convergent Validity

	Average Variance Extracted (AVE)	Value Square Root of AVE
Employee Engagement	0.729	0.531
Job Satisfaction	0.705	0.498
Organizational Culture	0.615	0.378
Psychological Well-being	0.551	0.303
Transformational leadership	0.621	0.385

Source: Data processing results using SmartPLS 3.0, 2024

Based on the test results, all latent variables produce an AVE value of more than 0.5. Thus, the variable is valid when viewed through the AVE value.

Discriminant Validity

Discriminant validity is an evaluation test which states that if a reflective indicator is a good measure of its construct, each indicator must have a high correlation with its construct (Anggeraini et al., 2024).

Table 2
Discriminant Validity

	EE	JS	OC	PW	TL
EE1	0.853	0.715	0.085	0.127	0.060
EE2	0.836	0.704	0.149	0.165	0.105
EE3	0.866	0.737	0.129	0.158	0.135
EE4	0.856	0.676	0.175	0.182	0.124
EE5	0.848	0.730	0.156	0.203	0.033
EE6	0.895	0.720	0.174	0.211	0.156
EE7	0.855	0.721	0.069	0.115	0.146
EE8	0.848	0.720	0.151	0.170	0.172
EE9	0.824	0.729	0.095	0.143	0.132
JS1	0.773	0.839	0.121	0.153	0.048
JS2	0.761	0.860	0.123	0.189	0.137
JS3	0.685	0.854	0.218	0.214	0.260
JS4	0.707	0.848	0.129	0.137	0.145
JS5	0.576	0.797	0.170	0.192	0.156

OC1	0.054	0.091	0.773	0.562	0.320
OC2	0.056	0.035	0.713	0.647	0.311
OC3	0.137	0.147	0.813	0.603	0.327
OC4	0.135	0.142	0.777	0.576	0.655
OC5	0.101	0.127	0.782	0.761	0.327
OC6	0.161	0.194	0.843	0.705	0.434
PW1	0.073	0.064	0.541	0.699	0.218
PW10	0.201	0.224	0.588	0.776	0.300
PW2	0.148	0.152	0.664	0.751	0.284
PW3	0.127	0.094	0.474	0.693	0.211
PW4	0.135	0.152	0.532	0.735	0.351
PW5	0.176	0.159	0.566	0.754	0.212
PW6	0.115	0.163	0.605	0.765	0.242
PW7	0.129	0.141	0.722	0.776	0.290
PW8	0.140	0.177	0.726	0.766	0.378
PW9	0.038	0.029	0.591	0.697	0.244
TL1	0.105	0.124	0.499	0.374	0.827
TL2	0.117	0.170	0.389	0.262	0.806
TL3	0.134	0.149	0.458	0.311	0.800
TL4	0.149	0.177	0.408	0.335	0.820
TL5	0.067	0.109	0.287	0.161	0.779
TL6	0.089	0.102	0.484	0.406	0.728
TL7	0.050	0.070	0.350	0.221	0.749

Source: Data processing results using SmartPLS 3.0, 2024

The loading value of each indicator item on its construct is greater than the cross-loading value. Thus, it can be concluded that all constructs or latent variables already have good discriminant validity

Composite Reliability

A construct can be reliable if the composite reliability value is > 0.7. In testing, reliability in PLS is strengthened by the value of Cronbach's alpha, where the consistency of each answer is tested. Cronbach alpha can be said to be a reliable construct if the value obtained is > 0.6 (Hair et al., 2019). The detailed reliability statistics for each construct are presented in Table 3 showing that all variables meet the recommended criteria for reliability testing.

Table 3
Composite Reliability

	Composite Reliability
Employee Engagement	0.960
Job Satisfaction	0.923
Organizational Culture	0.905
Psychological Well-being	0.924
Transformational leadership	0.920

Source: Data processing results using SmartPLS 3.0, 2024

Based on the results, the CR value generated from all variables is very high, which above 0.80. This means that the reliability between all latent variables is excellent.

Inner Model Analysis

The structural model is a test to predict the relationship between latent variables and measure the criteria of model quality in PLS by looking at the R-square value or coefficient determination (Fajri et al., 2019).

Table 4
R-Square

	R Square	R Square Adjusted
Job Satisfaction	0.711	0.705

Source: Data processing results using SmartPLS 3.0, 2024

The results show that the variables psychological well-being, transformational leadership, employee engagement, and organizational culture can explain the endogenous construct of the job satisfaction variable by 71.1% and 28.9% is influenced by other factors..

Hypothesis Testing

Hypothesis testing is conducted to examine the proposed hypotheses. The results of this testing are based on the analysis of the research data using the Partial Least Squares (PLS) method with SmartPLS version 3.0 software.

The path diagram obtained from the hypothesis testing results using Partial Least Squares (PLS) analysis with SmartPLS version 3.0 is presented in the figure. In this study, a significance level of 10% (0.10) is applied. Therefore, the decision criteria are as follows:

- a. If the p-value ≤ 0.10 , the null hypothesis (H_0) is not supported and the alternative hypothesis (H_a) is supported.
- b. If the p-value > 0.10 , the null hypothesis (H_0) is supported and the alternative hypothesis (H_a) is not supported.

Tabel 5
Hypotesis Testing

Hypothesis	Estimate	p-value 1 Tail	Conclusion
Psychological well-being has a positive effect on job satisfaction	0,031	0.152	Not supported
Transformational leadership has a positive effect on job satisfaction	0.047	0,067	Supported
Employee engagement has a positive effect on job satisfaction	0.828	0,000	Supported
Organizational culture has a positive effect on job satisfaction	0.002	0,245	Not supported

Source : Data processing results using SmartPLS 3.0, 2024

Based on the Table 5, it can be described as follows:

1. Psychological well-being does not affect job satisfaction (p-value $0.152 > 0.10$), with an estimated value of 0.031. Thus, it can be concluded that hypothesis one is not supported.
2. Transformational leadership positively affects job satisfaction (p-value $0.067 < 0.10$), with an estimated value of 0.047. Thus, hypothesis two is supported.

3. Employee engagement positively affects job satisfaction (p-value $0.000 < 0.10$) with an estimated value of 0.828. Thus, hypothesis three is supported.
4. Organizational culture does not affect job satisfaction (p-value $0.245 > 0.10$), with an estimated value of 0.002. Thus, hypothesis four is not supported.

CONCLUSION AND SUGGESTION

The results of this study indicate that transformational leadership and employee engagement have a positive effect on job satisfaction among employees of PT Samudera Perdana. This finding is consistent with previous research showing that transformational leaders inspire and motivate employees, enhancing both engagement and satisfaction (Putra, 2025) and aligns with Herzberg's Two-Factor Theory, which emphasizes that motivational factors such as recognition, responsibility, and achievement contribute positively to job satisfaction. Similarly, employee engagement positively influencing job satisfaction supports Maslow's hierarchy of needs, as engaged employees are more likely to have their social and esteem needs fulfilled, leading to higher satisfaction (Zufrie et al., 2024).

Conversely, the finding that psychological well-being and organizational culture do not have a positive effect on job satisfaction contrasts with earlier studies, which reported these factors as significant predictors (Khoir & Mahmudah, 2025). This suggests that their impact may be context-dependent, influenced by specific organizational characteristics or employee perceptions at PT Samudera Perdana. From a theoretical perspective, this aligns with contingency theories of organizational behavior, which posit that the effect of psychological and cultural factors on job satisfaction can vary according to situational and environmental conditions.

Suggestions that can be given for further research are that research can be carried out using interviews so that the data received can be more clear according to actual conditions. Also, future research can examine other factors that influence job satisfaction, such as employee motivation (Wardiansyah et al., 2024).

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ABSTRACT

This study aims to analyze the effects of psychological well-being, transformational leadership, employee engagement, and organizational culture on job satisfaction among employees of PT Samudera Perdana. The research was conducted using quantitative methods. Data was collected from 200 employees at PT Samudera Perdana. This research employs the partial least squares method with SmartPLS software. The results of hypothesis testing indicate that there is no positive effect of psychological well-being on job satisfaction and organizational culture on job satisfaction. However, there is a positive effect of transformational leadership on job satisfaction and employee engagement on job satisfaction. The findings of this study are expected to be utilized by companies to address existing issues and enhance the job satisfaction of employees at PT Samudera Perdana.

Keywords: Psychological Well-being; Transformational Leadership; Job Satisfaction; Employee Engagement; Organizational Culture

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INTRODUCTION

Human resources are an essential element that supports the success of every company. Quality human resources determine whether a company can achieve its organizational goals. Companies expect employees to provide satisfaction for themselves and achieve company goals. Conditions in which there are pleasant and conducive circumstances for their work are referred to as job satisfaction (Khan et al., 2023). Job satisfaction' measurements for employees can be seen from each individual's personal characteristics, needs, and expectations. Aspects that affect employee job satisfaction include salary, relationships with coworkers, promotions, supervisor involvement, and the nature of the work undertaken. If these factors are met on a large scale, employees will have high job satisfaction, but if these factors are not met, employees will not achieve job satisfaction (Unutmaz, 2014).

Other factors that can affect job satisfaction is employee psychological well-being. Psychological well-being influenced by several factors that form the measurement scale of an employee's psychological well-being. These factors include how the company's autonomy aligns with employees, employees' personal growth, talent, or potential, how employees master their company environment, and how employee relationships are established (Khan et al., 2023).

In addition, transformational leadership and employee engagement can also influence job satisfaction (Abolnasser et al., 2023). A leader's transformational leadership style can foster creativity, improve the quality of the work environment, and create open communication between employees, making each employee feel an important role that leads to job satisfaction (Charoensukmongkol & Puyod, 2021).

Employee engagement can be represent as a level of employee's loyalty to the company. High-level of employee engagement can improve the alignment between individual and company goals (Sugianingrat et al., 2019). Employees with a high sense of attachment are influenced by the benefits of their work, which include recognition and appreciation. Employees who experience this will be satisfied with their work (Huang et al., 2016)

Davies et al. (2016) revealed that organizational culture can affect employee job satisfaction. Aspects of the organization's culture include beliefs, norms, standards, and behaviors that form the culture within the organization. Tsai et al. (2014) found that organizational culture will positively affect the work atmosphere, which in turn will have a positive impact on employee job satisfaction.

Based on this background, this study was conducted to analyze the effect of psychological well-being, transformational leadership, employee engagement, and organizational culture on job satisfaction among employees of PT Samudera Perdana.

LITERATURE, HYPOTHESIS, AND RESEARCH FRAMEWORK

Psychological Well-being

Psychological well-being refers to individual's psychological state (Khan et al., 2023). Ismawati (2017) argues that psychological well-being is how individuals deal with things with themselves and others. Arni and Noor (2020) argues that psychological well-being refers to an individual's mental health and emotional condition, including factors such as positive and negative emotions, personality growth, and ways of seeing meaning in life. These factors will contribute to the way an individual feels satisfaction in their life as a whole.

Transformational Leadership

Transformational leadership is a type of leadership that can encourage employees to engage in personal growth, accept change, and strive to achieve higher levels of success (Yulianthi & Tanuwijaya., 2023). The right leadership style will certainly avoid conflicts that might occur among its members (Tewal et al., 2017).

Employee Engagement

Employee engagement discusses on how employees' emotions, minds, and bodies are emotionally connected to the company (Wardiansyah et al., 2024). According to Wardiansyah et al. (2024), employee engagement is the level of employee's attachment and commitment to the company, work, and coworkers. Basically, employee engagement is a positive emotional condition felt by employees, so that employees will have a sense of commitment or attachment to the company (Lockwood, 2005).

Organizational Culture

Ayu and Tanuwijaya (2023) define organizational culture as a form of value that influences employees' behavior in the company. Organizational culture shows the general behavior practiced by employees through mindsets, symbols, and roles played (Khan et al., 2023). Organizational culture can be interpreted as how employees behave in getting things done at work. Organizational culture contains philosophy, experiences, expectations and values which will later be reflected in the behavior of employees interacting, both inside and outside the organizational environment (Habudin, 2020).

Job Satisfaction

According to Handayani and Tanuwijaya (2023), job satisfaction is a positive attitude shown by employees towards dedication and achieving optimal performance. Job satisfaction refers to feelings of happiness toward work resulting from factors including the nature of work, administrative models, peer relationships, working conditions, and job security (Torlak et al., 2021). Companies that can meet employee needs will make employees work more effectively, so that company goals can be achieved more easily (Adjunct & Marniati, 2020).

Effect of Psychological Well-being on Job Satisfaction

Jung et al. (2023) found that psychological well-being can positively affect job satisfaction. In the research of Esen et al. (2021) the psychological well-being of an employee is connected to his working life. The higher the employee's psychological well-being, the greater the employee's satisfaction with his job.

H1: There is a positive influence of psychological well-being on job satisfaction at PT Samudera Perdana

Effect of Transformational Leadership on Job Satisfaction

Allozi et al. (2022) found that transformational leadership will increase employee motivation and morale. High employee motivation and enthusiasm will create a positive cycle where employees will work enthusiastically and feel satisfied with the results.

H2: Transformational leadership has a positive influence on job satisfaction at PT Samudera Perdana.

Effect of Employee Engagement on Job Satisfaction

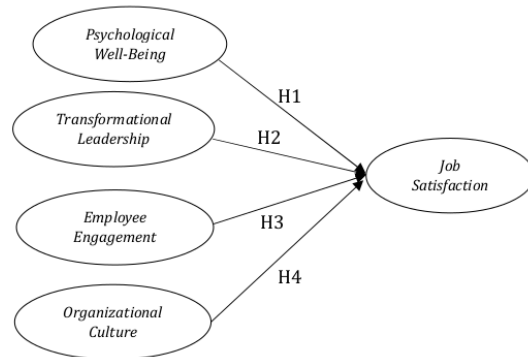
Jain (2018) found that employee engagement significantly impacts high job satisfaction among manufacturing workers. It is related to how employee engagement makes employees have long-term thoughts and are committed to achieving goals, thus getting a sense of satisfaction from employees.

H3: There is a positive influence of employee engagement on job satisfaction at PT Samudera Perdana

The Effect of Organizational Culture on Job Satisfaction

Khan et al. (2023) found a significant positive effect of organizational culture on job satisfaction. These results prove that a workplace with a culture that benefits employees will affect their sense of satisfaction.

H4: There is a positive influence of organizational culture on job satisfaction at PT Samudera Perdana



Source : Adapted from Jung et al. (2023); Abolnasser et al. (2023); dan Khan et al. (2023)

Figure 1
Research Framework

METHOD

This research used quantitative methods with purposive sampling techniques, namely sampling techniques with certain considerations (Hair et al., 2019). It was conducted to examine the effect of psychological well-being, transformational leadership, employee engagement, and organizational culture on job satisfaction in PT Samudera Perdana employees using Partial Least Square (PLS) analysis with SPSS 22 and SMART PLS 3.0

The research consists of 4 independent variables and 1 dependent variable. The independent variables consist of psychological well-being, transformational leadership, employee engagement, and organizational culture. The dependent variable is job satisfaction. The data source in this study was obtained by distributing questionnaires through Google Forms. The questionnaire about to be filled in by 200 employees of PT Samudera Perdana.

RESULTS AND DISCUSSION

Convergent Validity

The loading factor represents the correlation between a latent variable and its indicators. An indicator item can be considered to have adequate convergent validity if its loading factor on the latent variable is greater than 0.70. When assessed using the Average Variance Extracted (AVE), the loading factors reflect the average proportion of variance captured by the construct. An AVE value greater than 0.50 indicates that the latent variable explains more than 50% of the variance of its indicators (Armaniah et al., 2023)

Convergent validity is used to measure the degree to which indicators of a latent variable are correlated with each other, and it is evaluated through the AVE value. Therefore, the expected AVE value for each latent variable should be greater than 0.50.

Table 1
Convergent Validity

	Average Variance Extracted (AVE)	Value Square Root of AVE
Employee Engagement	0.729	0.531
Job Satisfaction	0.705	0.498
Organizational Culture	0.615	0.378
Psychological Well-being	0.551	0.303
Transformational leadership	0.621	0.385

Source: Data processing results using SmartPLS 3.0, 2024

Based on the test results, all latent variables produce an AVE value of more than 0.5. Thus, the variable is valid when viewed through the AVE value.

Discriminant Validity

Discriminant validity is an evaluation test which states that if a reflective indicator is a good measure of its construct, each indicator must have a high correlation with its construct (Anggeraini et al., 2024).

Table 2
Discriminant Validity

	EE	JS	OC	PW	TL
EE1	0.853	0.715	0.085	0.127	0.060
EE2	0.836	0.704	0.149	0.165	0.105
EE3	0.866	0.737	0.129	0.158	0.135
EE4	0.856	0.676	0.175	0.182	0.124
EE5	0.848	0.730	0.156	0.203	0.033
EE6	0.895	0.720	0.174	0.211	0.156
EE7	0.855	0.721	0.069	0.115	0.146
EE8	0.848	0.720	0.151	0.170	0.172
EE9	0.824	0.729	0.095	0.143	0.132
JS1	0.773	0.839	0.121	0.153	0.048
JS2	0.761	0.860	0.123	0.189	0.137
JS3	0.685	0.854	0.218	0.214	0.260
JS4	0.707	0.848	0.129	0.137	0.145
JS5	0.576	0.797	0.170	0.192	0.156

OC1	0.054	0.091	0.773	0.562	0.320
OC2	0.056	0.035	0.713	0.647	0.311
OC3	0.137	0.147	0.813	0.603	0.327
OC4	0.135	0.142	0.777	0.576	0.655
OC5	0.101	0.127	0.782	0.761	0.327
OC6	0.161	0.194	0.843	0.705	0.434
PW1	0.073	0.064	0.541	0.699	0.218
PW10	0.201	0.224	0.588	0.776	0.300
PW2	0.148	0.152	0.664	0.751	0.284
PW3	0.127	0.094	0.474	0.693	0.211
PW4	0.135	0.152	0.532	0.735	0.351
PW5	0.176	0.159	0.566	0.754	0.212
PW6	0.115	0.163	0.605	0.765	0.242
PW7	0.129	0.141	0.722	0.776	0.290
PW8	0.140	0.177	0.726	0.766	0.378
PW9	0.038	0.029	0.591	0.697	0.244
TL1	0.105	0.124	0.499	0.374	0.827
TL2	0.117	0.170	0.389	0.262	0.806
TL3	0.134	0.149	0.458	0.311	0.800
TL4	0.149	0.177	0.408	0.335	0.820
TL5	0.067	0.109	0.287	0.161	0.779
TL6	0.089	0.102	0.484	0.406	0.728
TL7	0.050	0.070	0.350	0.221	0.749

Source: Data processing results using SmartPLS 3.0, 2024

The loading value of each indicator item on its construct is greater than the cross-loading value. Thus, it can be concluded that all constructs or latent variables already have good discriminant validity

Composite Reliability

A construct can be reliable if the composite reliability value is > 0.7 . In testing, reliability in PLS is strengthened by the value of Cronbach's alpha, where the consistency of each answer is tested. Cronbach alpha can be said to be a reliable construct if the value obtained is > 0.6 (Hair et al., 2019). The detailed reliability statistics for each construct are presented in Table 3 showing that all variables meet the recommended criteria for reliability testing.

Table 3
Composite Reliability

	Composite Reliability
Employee Engagement	0.960
Job Satisfaction	0.923
Organizational Culture	0.905
Psychological Well-being	0.924
Transformational leadership	0.920

Source: Data processing results using SmartPLS 3.0, 2024

Based on the results, the CR value generated from all variables is very high, which above 0.80. This means that the reliability between all latent variables is excellent.

Inner Model Analysis

The structural model is a test to predict the relationship between latent variables and measure the criteria of model quality in PLS by looking at the R-square value or coefficient determination (Fajri et al., 2019).

Table 4
R-Square

	R Square	R Square Adjusted
Job Satisfaction	0.711	0.705

Source: Data processing results using SmartPLS 3.0, 2024

The results show that the variables psychological well-being, transformational leadership, employee engagement, and organizational culture can explain the endogenous construct of the job satisfaction variable by 71.1% and 28.9% is influenced by other factors.

Hypothesis Testing

Hypothesis testing is conducted to examine the proposed hypotheses. The results of this testing are based on the analysis of the research data using the Partial Least Squares (PLS) method with SmartPLS version 3.0 software.

The path diagram obtained from the hypothesis testing results using Partial Least Squares (PLS) analysis with SmartPLS version 3.0 is presented in the figure. In this study, a significance level of 10% (0.10) is applied. Therefore, the decision criteria are as follows:

- a. If the p-value ≤ 0.10 , the null hypothesis (H_0) is not supported and the alternative hypothesis (H_a) is supported.
- b. If the p-value > 0.10 , the null hypothesis (H_0) is supported and the alternative hypothesis (H_a) is not supported.

Tabel 5
Hypotesis Testing

Hypothesis	Estimate	p-value 1 Tail	Conclusion
Psychological well-being has a positive effect on job satisfaction	0,031	0.152	Not supported
Transformational leadership has a positive effect on job satisfaction	0.047	0,067	Supported
Employee engagement has a positive effect on job satisfaction	0.828	0,000	Supported
Organizational culture has a positive effect on job satisfaction	0.002	0,245	Not supported

Source : Data processing results using SmartPLS 3.0, 2024

Based on the Table 5, it can be described as follows:

1. Psychological well-being does not affect job satisfaction (p-value $0.152 > 0.10$), with an estimated value of 0.031. Thus, it can be concluded that hypothesis one is not supported.
2. Transformational leadership positively affects job satisfaction (p-value $0.067 < 0.10$), with an estimated value of 0.047. Thus, hypothesis two is supported.

3. Employee engagement positively affects job satisfaction (p-value 0.000 < 0.10) with an estimated value of 0.828. Thus, hypothesis three is supported.
4. Organizational culture does not affect job satisfaction (p-value 0.245 > 0.10), with an estimated value of 0.002. Thus, hypothesis four is not supported.

CONCLUSION AND SUGGESTION

The results of this study indicate that transformational leadership and employee engagement have a positive effect on job satisfaction among employees of PT Samudera Perdana. This finding is consistent with previous research showing that transformational leaders inspire and motivate employees, enhancing both engagement and satisfaction (Putra, 2025) and aligns with Herzberg's Two-Factor Theory, which emphasizes that motivational factors such as recognition, responsibility, and achievement contribute positively to job satisfaction. Similarly, employee engagement positively influencing job satisfaction supports Maslow's hierarchy of needs, as engaged employees are more likely to have their social and esteem needs fulfilled, leading to higher satisfaction (Zufrie et al., 2024).

Conversely, the finding that psychological well-being and organizational culture do not have a positive effect on job satisfaction contrasts with earlier studies, which reported these factors as significant predictors (Khoir & Mahmudah, 2025). This suggests that their impact may be context-dependent, influenced by specific organizational characteristics or employee perceptions at PT Samudera Perdana. From a theoretical perspective, this aligns with contingency theories of organizational behavior, which posit that the effect of psychological and cultural factors on job satisfaction can vary according to situational and environmental conditions.

Suggestions that can be given for further research are that research can be carried out using interviews so that the data received can be more clear according to actual conditions. Also, future research can examine other factors that influence job satisfaction, such as employee motivation (Wardiansyah et al., 2024).

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