Modeling Organizational Culture, Transformational Leadership, Motivation, Job Satisfaction: Muhammadiyah Aisyiyah College's Nursing Lecturer

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Abstract: Research on the effect of organizational culture and transformational leadership on the job satisfaction of nursing lecturers mediated by motivation has never been conducted at Muhammadiyah Aisyiyah College (PTMA). The study's objective is to analyze the influence of organizational culture and transformational leadership on job satisfaction through motivation as mediation. 230 nursing faculty lecturers in Central Java, Indonesia became respondents to this study. SEM analysis is used to test hypotheses with the help of the SmartPLS analysis tool. The findings in this research specify that organizational culture and motivation have no direct consequence on job satisfaction. Organizational culture, besides transformational leadership, directly impacts motivation, and transformational leadership to job satisfaction. However, motivation does not have an intermediating role in the connection between organizational culture and transformational leadership to job satisfaction. The results of this study revealed that PTMA's organizational culture has become part of the work culture for lecturers at the nurse faculty.

1 INTRODUCTION

The character of higher education is significant, especially in implementing culture and leadership to motivate the academician and pursue job satisfaction. Therefore, research-based higher education must encourage more open knowledge that can improve human welfare (Asfahani, 2023). Healthy higher education will be a spring of life for the progress of the nation. Developed countries are always supported by a pool of talents and highly educated human capital who are creative, innovative, and productive. The human capital that has a noble character, with the soul of Pancasila, has competencies that are in line with the needs and changing times. Citizens of the world who are global-minded and have global competitiveness but are not uprooted from their nation's cultural roots (Idris et al., 2021). Sadya (2023) explains that based on its status, there were 184 units of state universities in Indonesia.

Meanwhile, 3,820 campuses are private universities. This shows the enormous level of competition to make tertiary institutions superior (Nusraningrum et al., 2023)

Teachers of Higher Education who have a strategic part in all academic actions must have a field of study of knowledge, skills in statement (written and verbal); control and application of information and communication technology (ICT); building extensive networks with the world of work and industry; sensitive to the changes and developments that occur around, as well as forward-looking (Nusraningrum et al., 2023). Based on data from the Global Competitiveness Report for Indonesia, the aspects that are considered weak and need to be improved are training higher education, and innovation (Japir Bataineh et al., 2023). Work involves collaboration with colleagues and leaders, subsequent organizational guidelines and policies, assembly performance standards, existing working situations that are fewer than perfect, and the like

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(Colquitt, 2023). Muhammadiyah is an Islamic movement that carries the mission of da'wah and tajdid, based on Islam, based on the Qur'an and As-Sunnah, aiming to create a truly Islamic society founded by Ahmad Dahlan. Muhammadiyah Aisyiyah Universities that hold nursing education, there are 44 universities. (PP Muhammadiyah, 2010).

Many factors can affect lecturer job satisfaction in tertiary institutions together with transformational leadership, organizational culture, and work motivation which can affect lecturer job satisfaction. Organizational culture affecting job satisfaction is rarely discussed in universities, especially the organizational culture of Muhammadiyah, which has become a color in the implementation of Catur Dharma of Muhammadiyah Higher Education, i.e.: Education and teaching, Research, Community Service, and strengthening of al-Islam Kemuhammadiyahan.

2 LITERATURE REVIEW

2.1 Job Satisfaction (JS)

Job satisfaction is an established of assessments, attitudes, moods, expectations, also desires of an individual/lecturer for his exertion, whether satisfied or dissatisfied as a result of someone's interaction related to aspects such as his work, work environment, awards, relationships with colleagues, culture and values and norms in the work environment, career development and organizational structure in the workplace, leadership attention, a sense of security at work (Kelly et al., 2020; Rafique et al., 2022). Human resource management strategies in an organization can be in the form of work climate, employee benefits, interpersonal relationships, employee welfare, and the nature of supervision contribute to job satisfaction (Aung et al., 2023; Cabaron & Oco, 2023; Dorta-Afonso et al., 2023; Huang et al., 2023; Mustafa et al., 2023). Based on the consequences of the study described there is a stimulus between organizational culture, leadership, and motivation on employee job satisfaction in various types of jobs.

2.2 Organizational Culture (OC)

OC is a set of intellectual frameworks comprising of beliefs, morals, customs, and hopes that are owned by affiliates of the association that form harmony with indicators of adaptability, integrity, collaboration, result-oriented, customer-oriented, and detail-oriented memberships of the organization, and are adhered to by members that distinguish the society from other groups (Arabeche et al., 2022; Doghan et al., 2022; Ginting, 2023; Hung et al., 2022; Kaur Bagga et al., 2023). Organizational culture at Muhammadiyah Aisyiyah Higher Education (PTMA) is values such as professionalism, fingerprint, Amanah, fatonah, and sincerity in working as worship within an organizational culture originating on the Qur'an and the Sunnah of the Prophet will lead to a strong attitude of self-confidence because there is a sense of pride in having a high status as a member. A conducive organizational culture will foster work harmony within the organization in addition to encouraging work which will ultimately provide job satisfaction. Lecturers who have high work enthusiasm will always work firmly to overcome all kinds of complications in anticipation of completing satisfactory outcomes. Therefore, organizational culture is thought to directly influence lecturer work motivation (Cabaron & Oco, 2023; Qomariah et al., 2022).

2.3 Transformational Leadership (TL)

TL is a groundbreaker who encourages the cohorts to put aside the particular benefits for the respectability of the association and can focus on achieving the vision and mission, coping with change and innovation, building trust, and having the power to influence, move, guide, motivate and direct group members for the overall accomplishment of the areas and purposes set for better changes in the future (Awan et al., 2023; Ayik & Alpullu, 2022; Nastavia & Lista, 2022; Rahmawati et al., 2022). The indicators of TL include charisma, communication, controlling subordinates, responsibility, and emotional control. A good leader will always treat his subordinates well, fairly, and without favoritism (Nusraningrum, 2018). If the lecturer has a good impression of his boss, then the lecturer will be motivated to complete the assigned responsibilities with full seriousness and responsibility. If TL is not good, the lecturer will be less motivated to carry out the task which will eventually lead to dissatisfaction at work. A good leader will be able to foster the trust of the lecturers so that they will be able to carry out their duties properly (Hoai et al., 2022). Based on this framework, it can be presumed that there is an impact of Transformational Leadership on lecturer motivation (Ángeles López-Cabarcos et al., 2022).

2.4 Motivation (M)

Work motivation is a set of external and internal forces that arouse, direct, and maintain human behavior related to work, and determine the direction, intensity, and persistence to achieve a goal (Royani et al., 2022; Yusuf et al., 2022). Work enthusiasm can be perceived in how to exertion such as the will to work, irritation to practice the time to effort as proficiently as possible, and great responsibility for work with indicators; trying to excel at work, complete tasks well, and be rational in achieving success, like challenges, accept responsibility and like work circumstances with private responsibility, advice and a standard level of hazard (Smith et al., 2008). Work motivation can be seen from the way of work such as the readiness to work, irritation to use the time to effort as professionally as possible, and great responsibility towards work (Nusraningrum & Dores, 2018)Lecturers who have high motivation will get a high awareness of their duties and will try hard to reach outcomes and feel happy about their work (Shahzad et al., 2023), and get satisfaction. So, it can be said that motivation affects job satisfaction.
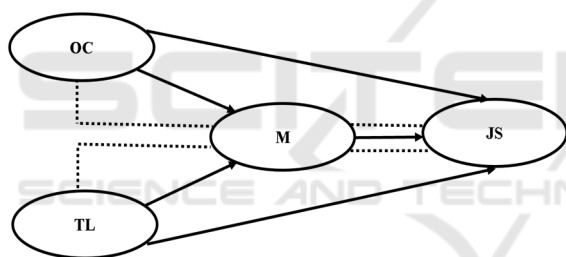

Figure 1: Conceptual Framework.

From the literature review and research conceptual framework, research hypotheses are compiled: − H1: OC affects JS − H2: TL affects JS − H3: OC affects M − H4: TL affects M − H5: M affects JS − H6 & H7:M can mediate OC against JS, and TL against JS.

3 METHOD

This research was conducted at the Muhammadiyah Aisyiyah College (PTMA) which is spread across the province of Central Java. The time of research was carried out from May to July 2023. This research method is quantitative research which is defined as a technique constructed on the positivist philosophy. Data assembly uses research tools through survey types. Testing a hypothesis by using statistical calculations using path analysis or variance-based path analysis known as Partial Least Square (PLS)

analysis. Muhammadiyah Aisyiyah College (PTMA), which organizes nursing education, has been accredited in the Central Java region with a total population of 230 lecturers, it consists of 11 colleges. The research sample used in this research has criteria, namely holding Nursing Education at both diploma, undergraduate, and nursing profession levels, being accredited, and having the status of a lecturer.

Table 1: Number of Samples.

No	PTMA name	Sample	%
1	Muhammadiyah Surakarta University	18	8,12
2	Semarang Muhammadiyah University	28	12.55
3	PKU Solo Health and Science Technology Institute	19	7,38
4	Muhammadiyah University Purwokerto	30	12.92
5	Gombong Muhammadiyah University	23	11.44
6	Muhammadiyah University of Magelang	17	7.75
7	Muhammadiyah University of	26	8.86
8	Aisyiyah University Surakarta	21	6,64
9	Pekajangan Muhammadiyah University	23	11.44
10	Muhammadiyah University of Kudus	16	7,38
11	Muhammadiyah Kendal University	9	5.54
	Total	**230**	**100%**

The study respondents were dominated by women, married, aged between 31 to 40 years, who had experience as lecturers for more than five years, undergraduate, with positions as assistant professors.

4 RESULTS AND DISCUSSION

Table 2: Measurement Model Evaluation.

Variables	Cronbach's Alpha	Composite Reliability	AVE
JS	0.904	0.922	0.598
OC	0.868	0.901	0.602
TL	0.953	0.960	0.684
M	0.920	0.933	0.609

The construction factor loading is obtained which ranges from 0.7 and 0.90, offering a satisfactory good-of-suitable for the approach. Cronbach's α is bigger than 0.8, which means the variables can explain the latent variable to a quite high level.

Table 3: Fornell-Larcker Criterion.

	OC	TL	JS	M
OC	0.776			
TL	0.639	0.827		
JS	0.612	0.788	0.774	
M	0.750	0.600	0.530	0.781

The chi-square of the goodness-of-fit of the hypothetical design has 4 degrees of freedom, i.e.: $\chi^2 = 7.196$ and $p = 0.126$ (good fit between the theoretical model and the sample data). The other indices, $\chi^2/df = 1.799$, AGFI = 0.939, GFI = 0.993, RMR = 0.010, CFI = 0.997, RMSEA = 0.055, IFI = 0.997, and NFI = 0.994, all show a satisfactory goodness-of-fit in the overall model.

Table 4: Structural equation modeling analysis.

	O	M	STDEV	O/STDEV|	P values
OC -> JS	0.199	0.210	0.109	1,825	0.069
OC -> M	0.619	0.623	0.079	7,815	0.000
TL -> JS	0.676	0.670	0.080	8,436	0.000
TL -> M	0.205	0.207	0.082	2,507	0.013
M -> JS	-0.025	-0.027	0.105	0.239	0.811
OC-> M -> JS	-0.016	-0.020	0.067	0.231	0.818
TL -> M -> JS	-0.005	-0.002	0.022	0.229	0.819

We found that OC has a direct effect on JS, TL has a direct effect on JS, and M. Table 6 also presents that motivation does not have a mediating part in the connection between OC and TL to JS.
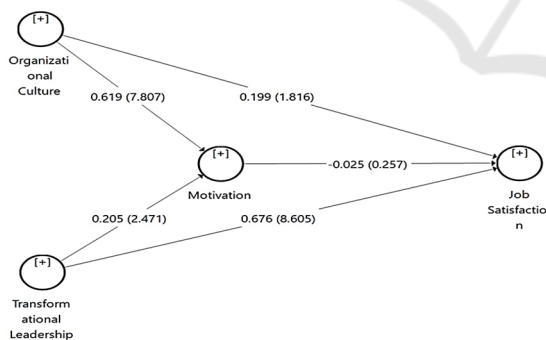

Figure 2: PLS Bootstrapping.

H1 shows that there is no organizational influence on job satisfaction. Muhammadiyah organizational culture can vary from one educational institution to another, although there are general principles held. This culture usually includes Islamic values, ethics, morality, and approaches to education. Muhammadiyah's organizational culture may not directly influence lecturer satisfaction in the nursing faculty, including; lecturers at the nursing faculty may have values or expectations that are different from the values espoused in the Muhammadiyah organizational culture, policies or rules implemented by Muhammadiyah institutions may not always support the needs or desires of lecturers in nursing faculties. Lecturers in nursing faculties may feel that opportunities for career development or skill improvement are inadequate or do not meet their expectations, even though there is a strong organizational culture. A strong organizational culture may place additional pressure on faculty to adhere to organizational values or demands, which may impact work-life balance and personal satisfaction. The most important thing is to create an organizational culture that includes Islamic values that exist within the Muhammadiyah organization so that these values can provide competitive value for organizational culture in running the organization (Arifin et al., 2023; Rachma et al., 2023). H2 result is matched with (Ginting, 2023) when employees are capable of comprehending organizational culture well, they will be capable of increasing their motivation. Organizational culture as social knowledge that is carried out together fosters shared motivation in an association concerning norms, rules, and values that form the behavior and attitudes of the employees, in this case, lecturers. The emergence of organizational culture as a conventional of traditions, norms, values, and beliefs that are owned by the lecturer of Higher Education. Every organization has its specific cultural values, and it plays an imperative role in the organization (Cherian et al., 2021). H3 result corresponds to the findings of (Fütterer et al., 2023; Ginting, 2023) which show that transformational leadership and organizational culture are proven to be able to raise job satisfaction, but are not able to encourage civil servant performance. The important point that leaders need to consider when they carry out their functions. Then a leader with a transformational style is needed who works through other staff to optimally transform administrative resources to complete meaningful goals by the accomplishment aims, which has been set up. This can be seen from the organizational culture under the auspices of Muhammadiyah. The applied transformational leadership style used by a manager in the Muhammadiyah organization by widening the boundaries and performance beyond the status quo of the organization so that the organization can achieve a whole new set of organizational goals, and also try to make cultural changes (Kaur Bagga et al., 2023). H4 result is consistent with previous research (Nurjanah et al., 2020) which shows transformational leadership can encourage an

intensification in worker motivation directly and has a significant positive relationship with the intrinsic motivation of the mediator (Khan et al., 2020). H5 is rejected. Some studies have also found that motivation does not affect job satisfaction because one of them is age. H5 found that there is no influence between motivation to job satisfaction, the results of this study are in line with the results of (Riyanto et al., 2023; Widyanty et al., 2020) which show that motivation has no significant effect on employee job satisfaction. In general, for employees who have worked for a long time and do not get a promotion, it can affect their motivation for job satisfaction.

The results of testing the beta coefficient -0.016, the t-statistic 0.231 is less than the T table 1.96, the p-value is 0.818 greater than 0.05 with these results there is no indirect impact of organizational culture over motivation on job satisfaction. (Nie et al., 2015) research illustrates which organizational culture can encourage job satisfaction that has competitiveness, although other aspects of work culture such as employee treatment can have an impact on job satisfaction that is different. Therefore, organizational culture and satisfaction have a relationship to create organizational competitiveness.

Finally, there is no direct relationship between organizational culture and transformational leadership through motivation to job satisfaction (H6 & H7). Intrinsic motivation is a key factor in encouraging employee satisfaction (Adeel et al., 2023; Saleh & Atan, 2021). The motivation for Muhammadiyah's charitable efforts is influenced by several factors, originating from a). biographical characteristics of the individual; gender, age, marital status, years of service, number of dependents, and level of education are factors in individual biographies that influence work motivation (Akunne et al., 2023; Alamri, 2023; Arifin et al., 2023; Rachma et al., 2023; Taryana et al., 2023). Age has a close relationship with maturity in organizational life and task skills. Gender has implications for the treatment that will be received by individuals according to organizational members which affects motivation at work.

4 CONCLUSIONS

Faculty satisfaction can be influenced by many factors, including work environment, compensation, development opportunities, leadership qualities, institutional policies, and organizational culture. Muhammadiyah organizational culture can vary from one educational institution to another, although there are general principles held. This culture usually includes Islamic values, ethics, morality, and approaches to education. Identifying factors such as management quality and others and improving them can help increase the motivation and satisfaction of lecturers in nursing faculties. It is important to conduct further research to understand in depth why Muhammadiyah's organizational culture does not have a significant effect on lecturer satisfaction in nursing faculties. This may involve interviews with faculty, analysis of institutional policies, and an in-depth assessment of the organization's culture and values.

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