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Organizational Culture, Transformational Leadership, Burnout, Employee Engagement, and Job Satisfaction of Public Employees in the Brebes Regency Water Resources Office

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Abstract

Job satisfaction is an important factor that influences employee performance and service quality. This study analyzes the effect of organizational culture, transformational leadership, burnout, and employee engagement on the job satisfaction of employees at the Water Resources Management and Spatial Planning Office of Brebes Regency. The study uses a quantitative survey method. The population of 91 employees was sampled using the saturated sampling technique. Data were collected through a questionnaire and analyzed using validity, reliability, classical assumption, multiple linear regression, t, F, and coefficient of determination (R^2) tests. The results show that organizational culture, transformational leadership, and employee engagement have a positive and significant effect on job satisfaction, while burnout has a negative and significant effect. Simultaneously, all independent variables significantly affect job satisfaction, with an R Square of 0.534, indicating that the model explains 53.4% of the variation in job satisfaction. Organizations therefore need to strengthen work culture, apply transformational leadership, manage burnout, and increase employee engagement to improve employee job satisfaction.

Keywords: *Organizational Culture; Transformational Leadership; Burnout; Employee Engagement; Job Satisfaction*

I. INTRODUCTION

Job satisfaction is an important aspect of human resource management because it can affect motivation, engagement, performance, and the quality of public services. In government organizations, employee job satisfaction needs attention so that administrative and technical tasks can be carried out optimally.

The Water Resources Management and Spatial Planning Office of Brebes Regency faces several conditions that can affect employee job satisfaction. Preliminary data show that, of 91 employees, 21 have an educational background that is not well matched to their position and 18 are not assigned tasks that match their job. In addition, some work facilities are not in optimal condition, particularly air conditioning, whose feasibility level reaches only 61%. These conditions can hinder work, increase fatigue, and reduce employee comfort.

Job satisfaction is also influenced by internal organizational factors such as organizational culture, transformational leadership, burnout, and employee engagement. An organizational culture that supports cooperation and appreciation can raise job satisfaction. Transformational leadership can provide inspiration, support, and development opportunities for employees. Conversely, burnout, marked by emotional exhaustion, cynicism, and reduced personal accomplishment, can lower job satisfaction. Employee engagement, shown through vigor, dedication, and involvement in work, is expected to raise job satisfaction.

Previous studies have shown inconsistent results, particularly on the effect of burnout on job satisfaction, and some studies still test organizational and psychological factors separately. This study therefore tests the effect of organizational culture, transformational leadership, burnout, and employee engagement on employee job satisfaction, both partially and simultaneously, at the Water Resources Management and Spatial Planning Office of Brebes Regency. The research questions are: (1) Does organizational culture affect employee job satisfaction? (2) Does transformational leadership affect employee job satisfaction? (3) Does burnout affect employee job satisfaction? (4) Does employee engagement affect employee job satisfaction? (5) Do the four variables simultaneously affect employee job satisfaction?

A. Literature Review and Hypotheses

Social exchange theory. Social exchange theory (SET) explains that the relationship between individuals and an organization is built through a process of social exchange based on reciprocity. The exchange is not only material or financial but can also take the form of support, appreciation, trust, attention, fairness, and development opportunities. In an employment relationship, employees contribute to the organization according to the treatment they receive. When the organization provides support, a conducive work environment, good leadership, and fair rewards, employees tend to reciprocate through positive attitudes, greater engagement, commitment, and job satisfaction. Conversely, treatment perceived as unfair or unsupportive can create negative attitudes and reduce job satisfaction (Cropanzano & Mitchell, 2005). In this study, SET is the basic theory used to explain the relationship among organizational culture, transformational leadership, burnout, employee engagement, and job satisfaction. A positive organizational culture and transformational leadership can be viewed as forms of organizational support that encourage employees to respond positively through higher engagement and job satisfaction. Burnout, in contrast, indicates an imbalance between job demands and the resources employees receive, and can therefore reduce job satisfaction.

Job satisfaction. Job satisfaction is employees' positive or negative feeling toward their work, arising after evaluating various characteristics of the job. Robbins and Judge (2021) define job satisfaction as a positive feeling about a job resulting from an evaluation of its characteristics, and Luthans (2011) describes it as a pleasant or positive emotional state arising from the appraisal of one's job or work experience. Job satisfaction also relates to the extent to which the job provides things employees consider important, such as appreciation, compensation, development opportunities, work relationships, and working conditions.

Based on the theory and previous studies, the following hypotheses are proposed (Fig. 1): H_1 : organizational culture affects employee job satisfaction; H_2 : transformational leadership affects employee job satisfaction; H_3 : burnout affects employee job satisfaction; H_4 : employee engagement affects employee job satisfaction; and H_5 : organizational culture, transformational leadership, burnout, and employee engagement simultaneously affect employee job satisfaction at the Water Resources Management and Spatial Planning Office of Brebes Regency.

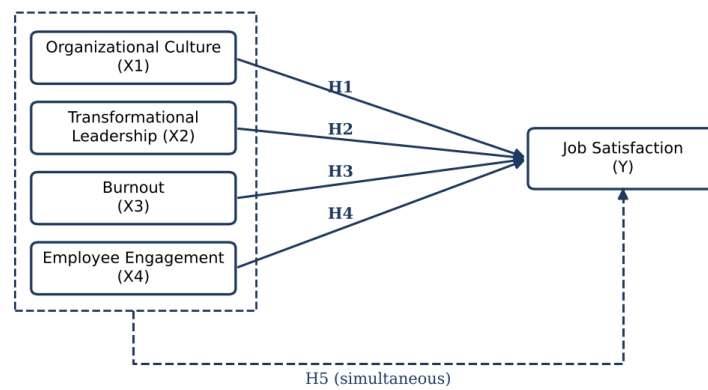


Fig. 1. Conceptual framework (solid lines: partial effects; dashed line: simultaneous effect).

II. METHOD

This study uses a quantitative approach with an explanatory design. The population comprises 91 employees of the Water Resources Management and Spatial Planning Office of Brebes Regency. Because the population is small, saturated sampling was used, so all employees became respondents. Data were collected through a questionnaire with a five-point Likert scale.

The independent variables are organizational culture, transformational leadership, burnout, and employee engagement, and the dependent variable is job satisfaction. Data were analyzed using multiple linear regression, with validity, reliability, classical assumption, t , F , and coefficient of determination (R^2) tests.

III. RESULTS AND DISCUSSION

A. Validity and Reliability Tests

Table I shows that all questionnaire items have a calculated r above the r table value of 0.361, so all items are valid. Table II shows Cronbach's alpha above 0.70 for every variable, so the instrument is reliable.

TABLE I. VALIDITY TEST

Items	Variable	Calculated r	r table	Sig.	Result
1-12	Job satisfaction	0.566–0.811	0.361	0.000–0.005	Valid
1-14	Organizational culture	0.613–0.826	0.361	0.000–0.0004	Valid
1-8	Transformational leadership	0.573–0.813	0.361	0.000–0.0004	Valid
1-6	Burnout	0.678–0.815	0.361	0.000–0.0002	Valid
1-6	Employee engagement	0.634–0.816	0.361	0.000–0.0002	Valid

Source: SPSS output (processed by the authors, 2026).

TABLE II. RELIABILITY TEST

Variable	Cronbach's alpha	Threshold	Result
Job satisfaction (Y)	0.899	0.70	Reliable
Organizational culture (X1)	0.922	0.70	Reliable
Transformational leadership (X2)	0.847	0.70	Reliable
Burnout (X3)	0.839	0.70	Reliable
Employee engagement (X4)	0.815	0.70	Reliable

Source: SPSS output (processed by the authors, 2026).

B. Classical Assumption Tests

Normality. The one-sample Kolmogorov–Smirnov test (Table III) gives an asymptotic significance of 0.200, which is above 0.05, so the residuals are normally distributed. The histogram of residuals is bell-shaped and the points of the normal P-P plot follow the diagonal line, which supports this conclusion.

TABLE III. KOLMOGOROV-SMIRNOV NORMALITY TEST (UNSTANDARDIZED RESIDUAL)

Statistic	Value
N	91
Normal parameters: mean	0.0000000
Normal parameters: std. deviation	6.96618076
Most extreme differences: absolute	0.067
Most extreme differences: positive	0.067
Most extreme differences: negative	-0.046
Test statistic	0.067
Asymp. Sig. (2-tailed)	0.200

Source: SPSS output (processed by the authors, 2026).

Multicollinearity. All variables have a VIF below 10 and tolerance above 0.10 (Table IV), so the regression is free from multicollinearity.

TABLE IV. MULTICOLLINEARITY TEST

Variable	Tolerance	VIF
Organizational culture	0.771	1.297
Transformational leadership	0.887	1.127
Burnout	0.803	1.245
Employee engagement	0.888	1.127

Source: SPSS output (processed by the authors, 2026). Dependent variable: job satisfaction.

Heteroskedasticity. The scatterplot of residuals shows no regular pattern, and the points spread above and below zero on the Y axis, indicating no heteroskedasticity. The Glejser test (Table V) gives significance values above 0.05 for all variables, which confirms this result.

TABLE V. GLEJSEK TEST (DEPENDENT VARIABLE: ABSOLUTE RESIDUAL)

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	10.141	3.370		3.009	0.003
Organizational culture	0.021	0.039	0.062	0.526	0.600
Transformational leadership	-0.170	0.069	-0.271	-1.162	0.158
Burnout	-0.016	0.089	-0.021	-0.179	0.859
Employee engagement	-0.057	0.090	-0.070	-0.638	0.525

Source: SPSS output (processed by the authors, 2026).

C. Multiple Linear Regression and Hypothesis Tests

TABLE VI. MULTIPLE LINEAR REGRESSION RESULTS (DEPENDENT VARIABLE: JOB SATISFACTION)

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	16.310	5.974		2.730	0.008
Organizational culture (X1)	0.259	0.069	0.314	3.742	0.000
Transformational leadership (X2)	0.317	0.122	0.203	2.594	0.011
Burnout (X3)	-0.520	0.158	-0.270	-3.284	0.001
Employee engagement (X4)	0.583	0.160	0.285	3.652	0.000

Source: SPSS output (processed by the authors, 2026).

The regression equation is:

$$Y = 16.310 + 0.259 X1 + 0.317 X2 - 0.520 X3 + 0.583 X4 \quad (1)$$

The constant of 16.310 means that if organizational culture, transformational leadership, burnout, and employee engagement are all zero, job satisfaction is predicted at 16.310. The coefficient of organizational culture (0.259) is positive: with other variables held constant, a one-unit improvement in organizational culture raises job satisfaction by 0.259. The

coefficient of transformational leadership (0.317) is positive: a one-unit improvement raises job satisfaction by 0.317. The coefficient of burnout (−0.520) is negative: a one-unit increase in burnout lowers job satisfaction by 0.520. The coefficient of employee engagement (0.583) is positive: a one-unit increase raises job satisfaction by 0.583.

The partial (*t*) test, based on the same table, shows that organizational culture ($t = 3.742$; Sig. = 0.000), transformational leadership ($t = 2.594$; Sig. = 0.011), burnout ($t = -3.284$; Sig. = 0.001), and employee engagement ($t = 3.652$; Sig. = 0.000) all have significance values below 0.05. H_1 to H_4 are therefore accepted. The simultaneous (*F*) test in Table VII gives $F = 24.663$ with Sig. = 0.000, below 0.05, so H_5 is accepted: the four variables jointly affect job satisfaction.

TABLE VII. SIMULTANEOUS TEST (ANOVA)

Source	Sum of squares	df	Mean square	F	Sig.
Regression	5010.114	4	1252.528	24.663	0.000
Residual	4367.491	86	50.785		
Total	9377.604	90			

Source: SPSS output (processed by the authors, 2026). Dependent variable: job satisfaction.

The model summary gives $R = 0.731$, $R^2 = 0.534$, adjusted $R^2 = 0.513$, and a standard error of the estimate of 7.126. The four independent variables therefore explain 53.4% of the variation in job satisfaction (51.3% after adjustment), and the remaining variation is explained by factors outside this study. Judging by the standardized coefficients, organizational culture (Beta = 0.314) has the largest effect, followed by employee engagement (0.285), burnout (−0.270), and transformational leadership (0.203).

TABLE VIII. SUMMARY OF HYPOTHESIS TESTS

Hypothesis	Beta	t	Sig.	Decision
H1: Organizational culture → job satisfaction	0.314	3.742	0.000	Accepted (+)
H2: Transformational leadership → job satisfaction	0.203	2.594	0.011	Accepted (+)
H3: Burnout → job satisfaction	−0.270	−3.284	0.001	Accepted (−)
H4: Employee engagement → job satisfaction	0.285	3.652	0.000	Accepted (+)
H5: Simultaneous effect ($F = 24.663$)	—	—	0.000	Accepted

Source: Summary of Tables VI and VII.

D. Discussion

Organizational culture. Organizational culture has a positive and significant effect on job satisfaction ($t = 3.742 > 1.984$; Sig. = 0.000 < 0.05), so H_1 is accepted. The better the organizational culture, the higher the employees' job satisfaction. This is in line with Adil et al. (2025) and Syamsul and Raisnayah (2020), who found that organizational culture has a positive and significant effect on job satisfaction.

Transformational leadership. Transformational leadership has a positive and significant effect on job satisfaction ($t = 2.594 > 1.984$; Sig. = 0.011 < 0.05), so H_2 is accepted. Leaders who provide inspiration, role models, motivation, encouragement to innovate, and individual attention can raise employee job satisfaction. The finding is in line with Zulfikar et al. (2021), Syahidah et al. (2024), Deby et al. (2023), Aditya and Ardiansyah (2025), and Sabtoni et al. (2024), who report that transformational leadership has a positive and significant effect on job satisfaction.

Burnout. Burnout has a negative and significant effect on job satisfaction ($t = -3.284$, absolute value > 1.984; Sig. = 0.001 < 0.05), so H_3 is accepted. Emotional exhaustion, detachment from work, and a reduced sense of personal accomplishment can reduce employees' comfort and their positive evaluation of their jobs. This result agrees with Rian and Durotun (2022), who found that burnout has a negative and significant effect on job satisfaction.

Employee engagement. Employee engagement has a positive and significant effect on job satisfaction ($t = 3.652 > 1.984$; Sig. = 0.000 < 0.05), so H_4 is accepted. Employees with high vigor, dedication, energy, and concentration at work tend to feel better job satisfaction. This is in line with Ariel et al. (2025), who found that employee engagement has a positive and significant effect on job satisfaction.

Simultaneous effect. Organizational culture, transformational leadership, burnout, and employee engagement together have a significant effect on job satisfaction ($F = 24.663 > 2.70$; Sig. = 0.000 < 0.05). Job satisfaction is thus not influenced by a single factor but is the result of a combination of organizational and psychological factors: organizational culture and transformational leadership act as supporting factors, employee engagement is a motivational factor, and burnout is an

inhibiting factor. The finding is in line with Deby et al. (2023), Rian and Durotun (2022), Syamsul and Raisnaiyah (2020), and Sabtoni et al. (2024), who show that a combination of organizational and psychological factors significantly affects job satisfaction. Because the model explains about half of the variance in job satisfaction, the remaining share is attributable to other factors outside this study, for example the work facilities and job-fit conditions noted in the introduction.

IV. CONCLUSIONS

The study concludes that: (1) organizational culture has a significant (positive) effect on employee job satisfaction at the Water Resources Management and Spatial Planning Office of Brebes Regency; (2) transformational leadership has a significant (positive) effect; (3) burnout has a significant (negative) effect; (4) employee engagement has a significant (positive) effect; and (5) organizational culture, transformational leadership, burnout, and employee engagement simultaneously have a significant effect on employee job satisfaction, with an R^2 of 0.534.

The organization is therefore advised to strengthen its work culture, apply transformational leadership, manage burnout, and increase employee engagement in order to raise employee job satisfaction. Future studies may add variables such as work facilities and person-job fit, and use a larger or multi-agency sample to improve generalizability.

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