

# ANALYSIS OF ORGANIZATIONAL COMMUNICATION, TRANSFORMATIONAL LEADERSHIP STYLE ON EMPLOYEE JOB SATISFACTION WITH INTRINSIC MOTIVATION AS AN INTERVENING VARIABLE AT PT SANMAS SURABAYA

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## Abstract

Study This aim For analyze influence communication organization and style leadership transformational to satisfaction Work employee with motivation intrinsic as intervening variables at PT Sanmas Surabaya, a companies operating in the field production and distribution rice . The underlying phenomenon study This is importance effectiveness internal communication as well role inspirational leadership in increase satisfaction Work employees , in particular through improvement motivation sourced work from in self employees . Approach research used is quantitative with Partial Least Square – Structural Equation Modeling (PLS-SEM) technique for analyze connection intervariable . Data obtained through distribution questionnaire to 83 respondents who were employees of PT Sanmas Surabaya from various divisions. Each variables measured use indicators that have been tested validity and reliability based on study literature previous research results show that communication organization influential positive and significant to motivation intrinsic and satisfaction Work employees . Likewise , the style leadership transformational own influence positive and significant to motivation intrinsic and satisfaction work . In addition , motivation intrinsic proven play a role as intervening variables that strengthen connection between communication organization and style leadership transformational to satisfaction Work .

**Keywords :** *Communication Organization , Leadership Style Transformational , Motivational Intrinsic , Job Satisfaction , PLS-SEM*

## INTRODUCTION

### 1. background Behind

In the dynamics of modern organizations, human resources (HR) are the most vital element in determining a company's success. Amidst the demands of globalization and increasingly fierce competition, companies are not only satisfied with the latest business strategies and technology, but also must ensure that their employees have a high level of job satisfaction. Job satisfaction can be defined as the extent to which an individual feels comfortable with their job, including aspects such as compensation, work environment, relationships with coworkers, and career development opportunities (Judge & Robbins, 2017). Satisfied employees tend to demonstrate high loyalty, strong motivation, and optimal productivity. Conversely, if employees feel dissatisfied with their jobs or work environment, this can have a negative impact on organizational performance, including increased internal conflict, work stress, and high turnover rates (Luthans, 2021).

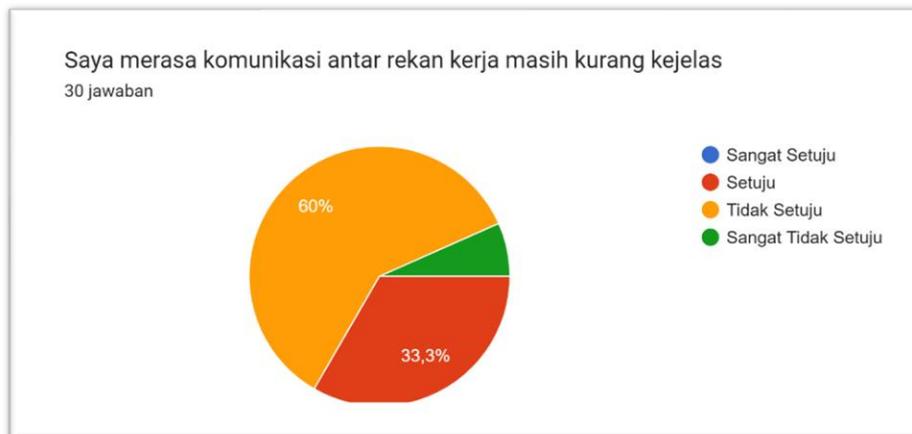
In the context of HR management, job satisfaction impacts not only individual employees but also the overall performance of the organization. According to Mathis & Jackson (2011), job satisfaction is an indicator of sustainable organizational effectiveness. This is increasingly important in labor-intensive sectors such as the food processing industry, which relies heavily on precision, teamwork, and workforce efficiency in every operational line. Therefore, it is important for companies to identify factors that can influence job satisfaction levels, in order to create a productive, healthy work environment that supports the achievement of the company's strategic goals. One company operating in this sector that is dependent on HR performance is PT Sanmas Surabaya. PT Sanmas relies on a significant workforce spread across various work units, including production, logistics, administration, marketing, finance, and purchasing. The company operates in a labor-intensive manner, particularly in production and distribution, which implement long working hours and strict daily targets. In these units, the majority of employees are male, while the administrative department is dominated by women, many of whom are homemakers. This

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situation indicates that both male and female employees face psychological challenges, both as heads of families and as homemakers, which can impact emotional stability, motivation, and job satisfaction. When role pressures aren't balanced with clear communication and emotional support from superiors, it can weaken motivation and work morale. This reinforces the importance of examining more deeply the various internal factors that can impact HR performance, such as the effectiveness of organizational communication, leadership style, and levels of work motivation, particularly intrinsic motivation.

## Results of the Pre-Survey of Organizational Communication in Companies



Source: Processed by Researchers (2025)

A pre-survey showed that 33.3% of respondents stated that communication between coworkers was ineffective and often caused confusion. This finding reflects weak horizontal communication in the workplace, which has the potential to hinder team coordination and collaboration. Furthermore, interviews revealed that several employees reported that workplace interactions lacked social warmth, given that most of them also carry the psychological burden of domestic roles at home. This results in communication in the workplace being functional, lacking depth, and rarely accompanied by active discussion or collaboration initiatives.

## Results of the Pre-Survey on Transformational Leadership in Companies



Source: Processed by Researchers (2025)

Furthermore, 83% of respondents stated they had never participated in development training or direct coaching from their superiors. This situation suggests that the prevailing leadership style is more administrative, focusing on daily operational techniques and less on individual development. According to Yukl (2019), a leadership approach that is solely transactional and non-participatory can weaken intrinsic motivation and job satisfaction. Therefore, a more inspirational, empowering leadership approach is needed, one that provides both emotional and professional guidance. Northouse (2021) emphasized that transformational leaders not only provide technical direction but also act as mentors and facilitators who encourage employees' psychological and professional growth. In the context of PT

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Sanmas Surabaya, the application of this dimension has the potential to create a more supportive work environment, thereby increasing job satisfaction, loyalty, and team spirit. In addition to leadership and organizational communication, another aspect that is no less important in influencing job satisfaction is intrinsic motivation. Intrinsic motivation is the drive from within a person to work because the work itself is considered enjoyable, challenging, or personally meaningful (Deci & Ryan, 2017). In the context of PT Sanmas, several employees stated that daily tasks are repetitive, lack challenges, and lack positive feedback. This causes some of them to work simply to fulfill their obligations, rather than from a sense of inner involvement. This indication of low intrinsic motivation can be one of the main causes of decreased job satisfaction. These three variables are interconnected and influence each other. Clear communication and empowering leadership can increase employee intrinsic motivation, which in turn leads to job satisfaction. Intrinsic motivation can act as a mediating variable in explaining the relationship between structural factors (communication and leadership) and psychological outcomes (job satisfaction). This relationship is explained through Attribution Theory (Heider, 1958), which states that individuals attribute their work experiences to internal or external causes. When employees perceive that the organization supports them through communication and leadership, they develop positive perceptions, increase intrinsic motivation, and ultimately feel satisfied with their work.

The discrepancies in findings across several previous studies have created a *research gap*, indicating contradictory results regarding the influence of organizational communication, transformational leadership style, and intrinsic motivation on job satisfaction. Several studies have found that these three variables have a significant influence individually, but few studies have integrated them into a comprehensive structural model. Yet, in organizational practice, the interactions between these three aspects are complex and mutually influential. Therefore, this study aims to explore how these three aspects simultaneously influence employee job satisfaction, particularly in the context of a labor-intensive industry like PT Sanmas Surabaya. To understand the relationship between these variables, this study uses attribution theory as a conceptual foundation. This theory was developed by Heider (1958) and refined by Kelly (2020) and Weiner (2021). It explains that individuals will try to interpret the causes of their own and others' behavior, and this interpretation will influence their attitudes toward the work environment. In an organizational context, how an employee interprets communication style, leadership, and motivational incentives will shape their perception of job satisfaction. Attribution theory is relevant because it allows us to understand *the psychological mechanisms* that link communication and leadership to intrinsic motivation, and ultimately influence job satisfaction.

Job satisfaction itself is an important aspect that must be studied because it directly impacts employee productivity, loyalty, and psychological well-being. Satisfied employees will be more motivated, committed, and contribute positively to the organization's work culture. Conversely, dissatisfaction can increase the risk of turnover, decrease performance, and create a stagnant work environment. Based on this framework, this study was conducted using a quantitative approach with path analysis to examine the influence of organizational communication and transformational leadership style on employee job satisfaction, with intrinsic motivation as a mediating variable. Through framework research that has been done explained, so that obtained a number of hypothesis in study This is as following :

H1: Organizational communication has a positive effect on job satisfaction.

H2: Transformational leadership has a positive effect on job satisfaction.

H3: Organizational communication has a positive effect on job satisfaction through intrinsic motivation as a mediating variable.

H4: Transformational leadership has a positive effect on job satisfaction through intrinsic motivation as a mediating variable.

## LITERATURE REVIEW

### I. Theoretical Study

#### A. Grand Theory (Attribution Theory)

Attribution Theory developed by Heider (1958) who argued that behavior somebody determined by :

- Internal Forces are factors that originate from within a person, for example ability, knowledge, effort and motivation,
- External Forces are factors that come from outside, for example difficulties in work, luck, opportunity, environment, organizational communication and leadership style.

Both internal and external aspects external can influence satisfaction a person, for example in determine How attitude superior to subordinates and can influential to satisfaction somebody to work

## **B. Satisfaction Work**

According to Rusdi, Sulistyawati & Prabowo(2022) satisfaction Work own broad aspects , in meaning No understandable from aspect physique his job only , but from side non-physical as well. Every individual , each employee own level satisfaction different work caused by Because existence difference background behind each individual . While Mangkunegara (2022) satisfaction Work is something supportive feelings or No support self related employees with his job and with condition himself .

## **C. Communication Organization**

Communication can interpreted as a transfer process something information , ideas, understanding from somebody to others with other people 's expectations can interpret in accordance with intended purpose (Mangkunegara, 2022). Communication is activity transfer A information Good in a way oral and writing. However No everyone is capable do communication with good . Sometimes there are people who are capable convey all information in a way oral but No in writing or on the contrary . Communication effective happen if message that is conveyed communicator can accepted with Good or the same by the communicant , so that No there was a misperception .

## **D. Leadership Transformational**

In style transformational leadership , showing that a leader become figures that can give support and inspiration for employees . Leadership style own a very important role in this process occurs . A leader must capable adhere to style leadership that is not only focused on management organization , but also able to see objective welfare subordinates and interests overall organization in a way simultaneously . Busro (2018) that style leadership is system behavior that is carried out in a way continuously by someone leader in influence others. According to Sapri & Ruslan(2021) style leadership is ability somebody For influence , direct , control and encourage others to be able to do something activity with awareness and voluntary in achieving objective together . E. Motivation Intrinsic Motivation intrinsic is encouragement the inner drive of a person For Work with seriously . Motivation is very important thing in increasing productivity organization . In this context, manager or dreamer n acts as a spearhead for subordinates to be able to achieve the expected target organization . Mangkunegara (2022) stated that the determination is encouragement need in self someone who must fulfilled so that subordinate or individual capable adapt to the work ecosystem . While motivation is a situation that encourages employees to be capable reach objective from his determination .

## **II. Relationship between variables**

### **1. The Relationship between Communication Variables and Employee Job Satisfaction**

When communication ongoing with okay then will created clarity roles , interpersonal trust , and improvement involvement employees . Robbins and Judge (2017)also stated that clear and open communication allows employee understand not quite enough the answer in a way right , feel heard , and feel involved in the process of taking decision . Condition This will increase perception positive to the work area and make occurrence satisfaction work . Communication organization own significant relationship to satisfaction work owned employee .

### **2. Connection Leadership Transformational to Satisfaction Work Employee**

2021 ) emphasized that transformational leaders are able to create a participatory and supportive work culture, thus having a positive impact on employee job satisfaction. leadership transformational of course have significant and positive influence to satisfaction Work employee .

### **3. Connection Motivation Intrinsic as a mediator between Communication Organization and Job Satisfaction**

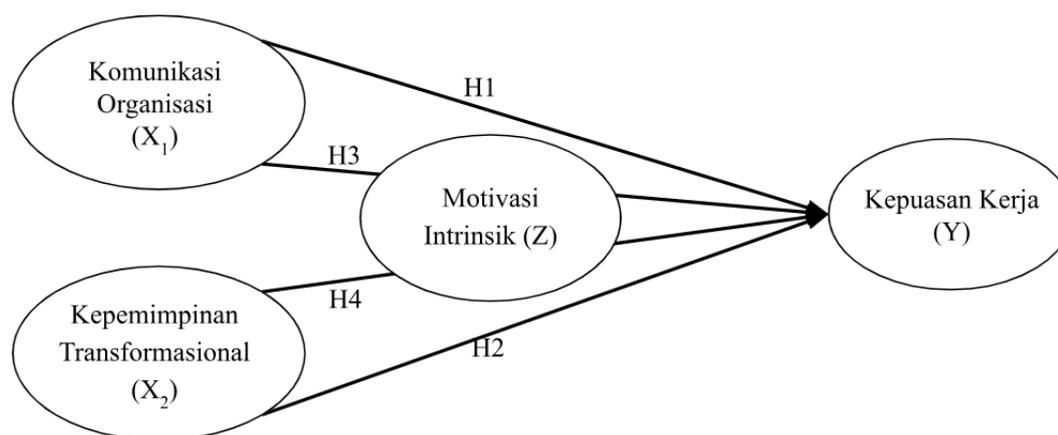
Deci and Ryan (2017), through theory *Self-Determination Theory* , explains that motivation intrinsic appear if need base psychological somebody fulfilled , namely need will freedom , competence , and connectedness social ( *relatedness* ). Environment supportive work need this , like communication an open , clear and participatory organization can increase motivation intrinsic , which ultimately push satisfaction work . Communication organization own significant influence to satisfaction Work employees , good in a way open and through motivation intrinsic That Alone as intervening variables .

#### 4. Connection Motivation Intrinsic as a mediator between Leadership Styles Transformational and Job Satisfaction

Research by Fauzan, Mariyah, and Setiaji (2021) revealed that motivation intrinsic mediate connection between leadership transformational and teacher performance in schools vocational . Also supported by research Oktafia , Prayani , and Hartono (2024) highlight that motivation intrinsic functioning as a mediator between leadership transformational and competence work , which in turn influence satisfaction teacher work in Cirebon. Based on description above , it can be concluded that leadership transformational No only own significant influence to satisfaction work , but also towards motivation intrinsic as intervening variables .

### III. Framework Study

Sugiyono (2019) said that framework thinking related in a way direct theoretical between variables studied that is between variables independent with variables dependent . The following This is framework thoughts that will studied by researchers . Based on framework research below this research This will conduct tests and analysis use four mark measuring variables that is communication organization as well as leadership transformational as variables independent , motivation intrinsic as intervening variables , and satisfaction Work as variables dependent .



Source: Processed by Researchers (2025)

## RESEARCH METHODOLOGY

### 1. Type & Design of Research

In research This use type study association focused on search correlation or association of two variables or more . Review This important in knowledge social For understand non- causal relationship between variables behavior or attitude This research uses a quantitative approach as a method that emphasizes objective measurement and (Arikunto, 2021)the use of statistics to analyze data. This research focuses on testing hypotheses and searching for generalizable patterns, which is carried out through survey techniques, experiments, or other structured and systematic methods (Sugiyono, 2019).

### 2. Measurement Variables

This study uses a measurement scale to measure variables. A measurement scale is a reference tool used to determine the length of a period in a measuring instrument, so the measuring instrument can create quantitative data (Sugiyono (2019)). This study uses an ordinal scale, namely the Likert Scale.

### 3. Population & Sample

Population in study This is all over employee permanent (*full-time*) PT Sanmas Surabaya, spread across various work units like production , distribution , checker, administration , marketing , finance , and purchasing . Based on internal company data by 2025, total employees *full-time* fulfilling criteria the totaling 83 people. Determination technique samples used is saturated sampling (*total sampling*), namely Where when all population used as respondents study Because the amount relatively small and still easy For reachable in a way comprehensive (Sugiyono, 2019).

### Sampling Techniques

Study This use technique taking sample with use *non-probability sampling* with saturated sampling approach . This technique used when all over member population become member sample Because fulfil similar and relevant characteristics to variables studied .

## 4. Data Analysis Techniques

According to Hasan (2019), Statistics descriptive is member from statistics that examine about method collection and presentation of data so easy to be understood . In research this , analysis statistics descriptive done through calculation of the mean or average results from answer respondents . So , analysis descriptive in research This covering average result of results answer respondents for each variable tested , namely communication organization (X1), Transformational Leadership Style (X2), Motivation Intrinsic (Z), and Satisfaction Work Employee (Y). Processing and calculation in research This done using Partial Least Square (PLS). The method in use calculation PLS :

### a. Designing a Measurement Model (Outer Model)

Measurement of the outer model, namely see validity and reliability that connects indicator with latent variables. This test implemented and 4 stages that is :

- Validity Convergence: Convergent validity can also be seen from the Average Variance Extracted (AVE) value, with the rule of thumb  $AVE > 0.5$  Fatihin, Nurmayanti & Rinuastuti (2022).
- Discriminant Validity: Discriminant validity is assessed from the cross loading of the measurement with its construct, where the correlation value must be higher than the correlation value with other latent variables, namely  $> 0.7$ .

Composite Reliability: A variables it is said own mark good reliability If composite reliability value above 0.7.

Cronbach Alpha : This value used to measure internal consistency of something indicator with the minimum expected value namely 0.7.

### b. Designing Structural Model (Inner Model)

Structural model testing done For see connection between variable , value significance and R-Square of the research model . Criteria values used in this  $R^2$  in three classification , namely 0.67, 0.33, and 0.19. Where  $f^2$  can counted with formula as following :

$$f^2 = \frac{R_{include}^2 - R_{exclude}^2}{1 R_{include}^2}$$

Where :  $R_{include}^2$  and  $R_{exclude}^2$  is R-square is the dependent latent variable that is used or excluded in the structural equations .

### c. Path Diagram Convention to Equation

#### 1. Inner Model

Inner model for see specification the existing relationship between latent construct one with other latent constructs

$$\eta = \eta\beta + \xi T +$$

Information :

- $\eta$  : Dependent variable
- $\xi$  : Independent variable
- $\beta$  : Matrix coefficients
- $T$  : Dependent variables and independent variables
- $\zeta$  : Inner model residual matrix .

#### 2. Outer Model

Outer model inside see specification connection between latent constructs and their indicators .

$$\begin{aligned} \chi &= \pi_x \xi + \mathcal{E}_x \\ \gamma &= \pi_x \eta + \mathcal{E}_3 \end{aligned}$$

Information :

- x and y : Manifest variable matrix related to independent variables and dependent variables

$$\begin{aligned}\pi_x \text{ And } \pi_y & : \text{ Coefficient matrix} \\ \varepsilon_x \text{ And } \varepsilon_y & : \text{ Outer model residual matrix}\end{aligned}$$

### 3. Goodness of Fit Evaluation

The GoF index value obtained from averages communalities index multiplied with the R<sup>2</sup> model. The following is the GoF index formula :

$$GoF = \sqrt{Com \times R^2}$$

Striped Com on is *averages communalities* and R<sup>2</sup> striped on namely the average of the R<sup>2</sup> model. mark GoF This measurable between 0 – 1 with interpretation mark This is 0.1 ( GoF small ); 0.25 ( GoF moderate ); and 0.36 ( GoF big ).

### 4. Hypothesis Testing ( Resampling Bootstrapping )

Hypothesis test design that in study This served based on objective research . The level of confidence used is 95%, so level precision or limits of inaccuracy of ( $\alpha$ ) = 5% = 0.05. And produces mark table of 1.96. So :

- If the t-statistic value is smaller than the t-table value (t-statistic < 1.96), then Ho is accepted and Ha is rejected.
- If the t-statistic value is greater than or equal to the t-table [ t-statistic > 1.96], then Ho is rejected and Ha is accepted.

## RESEARCH RESULTS AND DISCUSSION

The majority of respondents in this study were female, at 61.4%, or 51 respondents. The remainder were male . Respondents in this study were aged 25 to 30 years. is the most numerous , namely 32.5 % or 27 respondents. The majority of respondents are in the Production Operations division namely 27.7% or 23 respondents . The majority of respondents have worked for more than 5 years in the company, namely 47% or 39 respondents. Whereas, respondents who worked for less than 1 year became the fewest respondents, namely 16.9% or 14 respondents. Respondents had married status, namely 75.9% or 63 people. Most others had unmarried status, namely 19.3% or 16 people. The rest, respondents had divorced status and divorced status, namely 2.4% or 2 respondents. The majority respondents had a bachelor's degree (S1) level, namely 63.8% or 53 respondents. The lowest level of education was a master's degree (S2), namely 2.4% or 2 respondents .

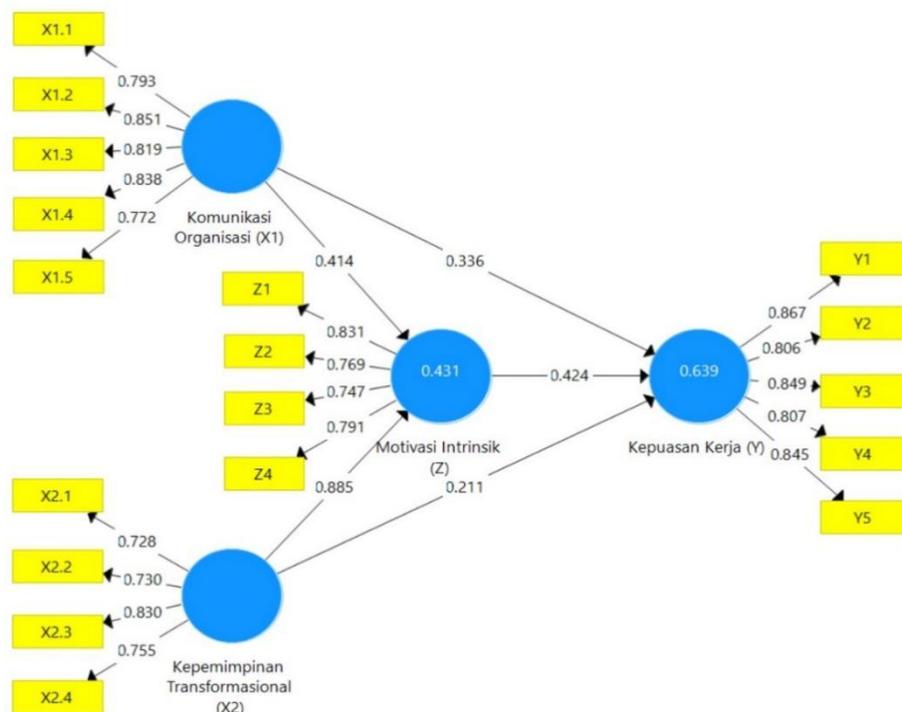
### Research result

#### 1. Measurement Model and Data Validity (Outer Model)

Estimation results the show that all over indicator has fulfil good validity Because own *loading factor* of 0.50 and/ or more of 0.50. Because the validity test with *outer loadings* has meets the requirements , then the measurement model has potential For tested more carry on .

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**PLS Model Image**

Source: Processing via SEM-PLS (2025)

## 2. Inner Model (Structural Model)

One of the parameters used is the R-Square value. The R-Square value indicates how much the independent (exogenous/free) variable is able to explain the dependent (endogenous/bound) variable. The following are the results of the inner model test in this:

	R Square	R Square Adjusted
Satisfaction Work (Y)	0.639	0.625
Motivation Intrinsic (Z)	0.431	0.417

Source: Processing via SEM-PLS (2025)

- Job Satisfaction (Y) : The R-Square value of 0.639 shows that this model is able to explain the phenomenon/problem of employee job satisfaction by 63.9% and the remaining 36.1% is explained by other variables (besides organizational communication, transformational leadership, and motivation/intrinsic) that have not been included in the model.
- Intrinsic motivation (Z): The R-Square value of 0.431 indicates that this model can explain 43.1% of the variation in intrinsic motivation. This means that the factors tested in this study, such as organizational communication variables, transformational leadership, and job satisfaction, have explained 43.1%, while the remaining 56.9% is influenced by other factors not included in this research.

## 3. Hypothesis testing

In hypothesis testing there are two tests, namely the for direct influence and the indirect influence.

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**of the Direct Effect Hypothesis Test**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>Communication Organization (X1) -&gt; Satisfaction Work (Y)</b>	0.336	0.350	0.119	2,815	<b>0.005</b>
<b>Leadership Transformational (X2) -&gt; Satisfaction Work (Y)</b>	0.211	0.207	0.095	2,235	<b>0.026</b>

Source: Processing via SEM-PLS (2025)

- H 1 : Communication has a positive and significant effect on Job Satisfaction. Based on the results of the path coefficient for the influence of Organizational Communication on Job Satisfaction is 0.336 with a t-statistic value 2.815 and with  $p\text{-values} = 0.000 < \alpha = 0.05$  (5%). The first hypothesis ( **H1** ) is **accepted** .
- H 2 : Transformational Leadership is influential positive and significant to Satisfaction Work, obtained the path coefficient is 0.211 and with t-statistic value is 2.235 and with p- value s = 0.000 <  $\alpha = 0.05$  (5%). Because the p-value is smaller than 0.05 . Hypothesis two ( **H 2** ) is **accepted**

**of the Indirect Effect Hypothesis Test**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>Leadership Transformational (X2) -&gt; Motivation Intrinsic (Z) -&gt; Satisfaction Work (Y)</b>	0.163	0.157	0.071	2,307	<b>0.021</b>
<b>Communication Organization (X1) -&gt; Motivation Intrinsic (Z) -&gt; Satisfaction Work (Y)</b>	0.175	0.173	0.054	3,236	<b>0.001</b>

Source: Processing via SEM-PLS (2025)

- H 3 : Organizational Communication has a positive and significant effect on Job Satisfaction through Intrinsic Motivation. Based on the test results, the path coefficient for the effect of Organizational Communication on Job Satisfaction through Intrinsic Motivation is 0.175, with a t-statistic of 3.236 and a p-value of 0.001. Because the p-value is smaller than 0.05, the results support the third hypothesis ( **H3** ) **accepted** .
- H4: Transformational has a positive and significant effect on Job Satisfaction Intrinsic Motivation. Based on the test results, the path coefficient for the effect of Transformational Leadership Satisfaction through Intrinsic Motivation is 0.163, with a t-statistic of 2.307 and a p-value of 0.001. Since the p-value is smaller than 0.05, the results support hypothesis four ( **H4** ) **are accepted** .

**DISCUSSION**

**1. The Influence of Organizational Communication on Employee Job Satisfaction**

Organizational Satisfaction has a positive and significant effect on Employee Job Satisfaction PT Sanmas Surabaya. Job satisfaction can be influenced by Organizational Communication, where employees need good and effective communication interactions to help them company goals.

**2. The Influence of Transformational Leadership on Employee Job Satisfaction**

Transformational Leadership has a strong and clear influence on employee job satisfaction at PT Sanmas Surabaya. Supportive leaders , employees will make employee feel guided . With thus , leadership transformational form attribution positive that strengthens the sense of trust self and satisfaction Work .

### 3. The Influence of Organizational Communication on Employee Job Satisfaction through Intrinsic Motivation

Motivation Intrinsic play a role as a mediator in Influence Communication Organization to Satisfaction Work employees at PT Sanmas Surabaya. Influence No direct Communication Organization to Satisfaction Work employee through Motivation Intrinsic proven significant . In other words, besides influence direct communication organization also has an impact on satisfaction Work through role motivation intrinsic .

### 4. Influence Leadership Transformational to Satisfaction Work Employee through Motivation Intrinsic

Motivation Intrinsic play a role as a mediator in influence Leadership Transformational to Satisfaction Work Employees at PT Sanmas Surabaya. The influence of is not direct Leadership Transformational to Satisfaction Work through Motivation Intrinsic proven significant . In other words, besides influence , leadership transformational also impact on satisfaction work motivation intrinsic .

## CONCLUSION AND SUGGESTIONS

### Conclusion

1. communication contributes to job Clear, open, and two-way organizational communication within a company can improve employee understanding of tasks, strengthen interpersonal relationships, and create a sense of appreciation, thereby increasing job
2. leadership contributes to job Leaders who inspire, lead by example, and encourage innovation and employee engagement have been shown to increase employee ownership and emotional engagement, leading to higher job satisfaction.
3. Motivation intrinsic play a role as variables mediation important . Good communication organization and leadership transformational no only influential directly , but also through improvement motivation intrinsic employees , such as desire For growing , sense of responsibility answer , and search meaning in work .
4. In a way overall , combination communication organization , leadership transformational , and motivational intrinsic capable increase satisfaction Work in a way significant . This is confirm that Company management needs to look at factor psychological and motivational employee as key success in increase loyalty , productivity , and sustainability organization .

### Suggestion

#### 1. *Suggestions for the Management of PT Sanmas Surabaya*

- a. Strengthen System Communication A Transparent and Two-Way Organization
- b. Implement Leadership Transformational in a way Consistent
- c. Build Career and Skills Development Programs Sustainable
- d. Create Environment Work that Supports Satisfaction and Engagement Employee

#### 2. *Suggestions for researchers furthermore*

- a. Expanding Variables Study
- b. Expansion Research Objects and Locations
- c. Analysis Long- Term (Longitudinal Study)

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