

The Influence of Integrity Leadership and Organizational Culture on Job Satisfaction with Psychological Empowerment as a Moderating Variable (Case Study at the Defense Technology Agency of the Ministry of Defense of the Republic of Indonesia)

Abstract

This study examines the effects of Integrity Leadership and Organizational Culture on Job Satisfaction, with Psychological Empowerment as a moderating variable among employees of the Defense Technology Agency, Ministry of Defense of the Republic of Indonesia. A quantitative approach was employed using purposive sampling with 119 respondents. Data were collected through an online questionnaire and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0. The results show that Integrity Leadership has a positive and significant effect on Job Satisfaction ($\beta = 0.464$; $p = 0.000$), as does Organizational Culture ($\beta = 0.306$; $p = 0.000$). Furthermore, Psychological Empowerment negatively moderates the relationship between Integrity Leadership and Job Satisfaction ($\beta = -0.333$; $p = 0.000$), indicating a weakening effect at higher empowerment levels. In contrast, Psychological Empowerment strengthens the relationship between Organizational Culture and Job Satisfaction ($\beta = 0.437$; $p = 0.000$). The coefficient of determination indicates an R^2 value of 0.791, meaning that 79.1% of job satisfaction variance is explained by the model. These findings emphasize the importance of integrity-based leadership, a supportive organizational culture, and psychological empowerment in enhancing employee job satisfaction.

Keywords: *Integrity Leadership, Organizational Culture, Psychological Empowerment, Job Satisfaction*

**Pengaruh *Integrity Leadership* dan *Organizational Culture* terhadap *Job Satisfaction* dengan *Psychological Empowerment* sebagai Variabel moderasi
(Studi Kasus pada Badan Teknologi Pertahanan Kementerian Pertahanan
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Abstrak

Penelitian ini bertujuan menganalisis pengaruh *Integrity Leadership* dan *Organizational Culture* terhadap *Job Satisfaction* dengan *Psychological Empowerment* sebagai variabel moderasi pada pegawai Badan Teknologi Pertahanan Kementerian Pertahanan Republik Indonesia. Penelitian menggunakan pendekatan kuantitatif dengan teknik purposive sampling terhadap 119 responden. Data dikumpulkan melalui kuesioner daring dan dianalisis menggunakan PLS-SEM dengan bantuan SmartPLS 4.0. Hasil penelitian menunjukkan bahwa *Integrity Leadership* berpengaruh positif dan signifikan terhadap *Job Satisfaction* ($\beta = 0,464$; $p = 0,000$) dan *Organizational Culture* juga berpengaruh positif dan signifikan terhadap *Job Satisfaction* ($\beta = 0,306$; $p = 0,000$). *Psychological Empowerment* memoderasi pengaruh *Integrity Leadership* terhadap *Job Satisfaction* dengan arah negatif ($\beta = -0,333$; $p = 0,000$), sedangkan memperkuat pengaruh *Organizational Culture* terhadap *Job Satisfaction* ($\beta = 0,437$; $p = 0,000$). Nilai R^2 sebesar 0,791 menunjukkan bahwa 79,1% variasi *Job Satisfaction* dapat dijelaskan oleh model penelitian. Temuan ini menegaskan bahwa kepuasan kerja pegawai dipengaruhi oleh kepemimpinan berintegritas, budaya organisasi yang positif, serta tingkat pemberdayaan psikologis.

Kata kunci: *Integrity Leadership, Organizational Culture, Psychological Empowerment, Job Satisfaction*