ABSTRAK

Gilang Nur Fajar. 2026. Pengaruh *Transformational Leadership*, *work Environment* dan *Organizational Culture* terhadap *Job Satisfaction* Karyawan Gen Z PT Bank Rakyat Indonesia (Persero) Tbk Kantor Cabang Ngawi. Skripsi. Program Studi Manajemen, Fakultas Ekonomi dan Bisnis, Universitas PGRI Madiun. Pembimbing (I) Dr. Diyah Santi Hariyani, S. E., M. Si, Pembimbing (II) Robby Sandhi Dessyarti, S. E., M. M.

Penelitian ini bertujuan mengetahui pengaruh *Transformational Leadership, Work Environment*, dan *Organizational Culture* terhadap *Job Satisfaction* karyawan Generasi Z pada PT Bank Rakyat Indonesia (Persero) Tbk Kantor Cabang Ngawi. Penelitian dilatarbelakangi fenomena *conscious unbossing*, yaitu keengganan Gen Z menduduki posisi manajerial, yang berdampak pada rendahnya kepuasan kerja di sektor perbankan. Penelitian menggunakan pendekatan kuantitatif dengan metode survei melalui kuesioner kepada 149 responden dengan teknik sampel jenuh, dianalisis menggunakan regresi linier berganda. Hasil menunjukkan *Transformational Leadership, Work Environment*, dan *Organizational Culture* masing-masing berpengaruh positif dan signifikan terhadap *Job Satisfaction*, dengan *Work Environment* berpengaruh paling besar. Temuan ini menunjukkan bahwa kepemimpinan *transformasional* yang inspiratif, lingkungan kerja nyaman, serta budaya organisasi kuat meningkatkan kepuasan kerja karyawan Generasi Z sehingga membantu organisasi mempertahankan talenta dan menekan risiko turnover.

Kata Kunci: *Transformational Leadership, Work Environment, Organizational Culture, Job Satisfaction*, Generasi Z.

ABSTRACT

Gilang Nur Fajar. 2026. *The Influence of Transformational Leadership, Work Environment, and Organizational Culture on the Job Satisfaction of Generation Z Employees at* PT Bank Rakyat Indonesia (Persero) Tbk Ngawi *Branch Office. Undergraduate Thesis. Management Study Program, Faculty of Economics and Business, Universitas PGRI* Madiun. *Advisor* (I) Dr. Diyah Santi Hariyani, S.E., M.Si. *Advisor* (II) Robby Sandhi Dessyarti, S.E., M.M.

This study aims to determine the impact of Transformational Leadership, Work Environment, and Organizational Culture on the Job Satisfaction of Generation Z employees at PT Bank Rakyat Indonesia (Persero) Tbk, Ngawi Branch Office. The research is motivated by the phenomenon of "conscious unbossing" Generation Z's reluctance to assume managerial roles which contributes to low job satisfaction within the banking sector. A quantitative approach was employed, utilizing a survey method with questionnaires distributed to 149 respondents via a saturated sampling technique; the data were analyzed using multiple linear regression. The results indicate that Transformational Leadership, Work Environment, and Organizational Culture each have a positive and significant effect on Job Satisfaction, with Work Environment exerting the greatest influence. These findings demonstrate that inspirational transformational leadership, a comfortable work environment, and a strong organizational culture enhance job satisfaction among Generation Z employees, thereby helping the organization retain talent and mitigate turnover risks.

Keywords: *Transformational Leadership, Work Environment, Organizational Culture, Job Satisfaction, Generation Z.*