



The influence of power distance and collectivism on job satisfaction: The role of organizational trust

Deni Gustiawan¹, Rusdi Hidayat Jufri¹, Reynia Shifa Azzahra²

¹ Institut Bisnis dan Komunikasi Swadaya, Jakarta, Indonesia

² Universitas Negeri Jakarta, Jakarta, Indonesia

Abstract

This study investigates the influence of power distance and collectivism on employee job satisfaction, with organizational trust serving as a mediating variable. Drawing upon Hofstede's cultural dimensions theory and contemporary cross-cultural management research, this research employs Structural Equation Modeling–Partial Least Squares (SEM-PLS) methodology utilizing SmartPLS 4 software. A survey was administered to 350 employees from both public and private sectors across Jakarta, Bogor, Depok, Tangerang, and Bekasi regions in Indonesia. The findings indicate that power distance exerts a significant negative effect on job satisfaction ($\beta = -0.391$; $p < 0.05$), whereas collectivism demonstrates a significant positive effect ($\beta = 0.327$; $p < 0.05$). Furthermore, organizational trust partially mediates the relationship between collectivism and job satisfaction ($\beta = 0.214$; $p < 0.01$), though it does not mediate the relationship between power distance and job satisfaction. These results underscore the critical importance of cultural values in shaping organizational dynamics within Indonesia, a nation characterized by hierarchical structures and collectivist orientations.

Keywords: Power Distance, Collectivism, Organizational Trust, Job Satisfaction, SmartPLS.

Article History:

Received October 11, 2025, Revised November 19, 2025, Approved November 20, 2025, Published November 21, 2025

*Corresponding Author:

denigustiawan@gmail.com

DOI:

<https://doi.org/10.60036/jbm.934>

INTRODUCTION

National culture constitutes a fundamental determinant of organizational behavior and employee attitudes across diverse contexts. Hofstede (1980) pioneered the conceptualization of cultural dimensions, identifying power distance and individualism-collectivism as pivotal constructs that shape how individuals perceive authority structures and interpersonal relationships within organizational settings. Power distance reflects the extent to which less powerful members of organizations accept and expect unequal power distribution, while collectivism emphasizes group harmony, interdependence, and collective goals over individual interests (Hofstede, Hofstede, & Minkov, 2010).

Indonesia, as a Southeast Asian nation, exhibits distinctive cultural characteristics that significantly influence workplace dynamics. According to Hofstede Insights (2023), Indonesia demonstrates a high power distance score of 78, indicating strong acceptance of hierarchical authority structures, and a low individualism score of 14, reflecting predominant collectivist orientations. These cultural attributes manifest in organizational contexts through respect for authority, preference for hierarchical decision-making processes, emphasis on group harmony, and prioritization of collective welfare over individual achievement (Chhokar, Brodbeck, & House, 2013).

However, contemporary organizational environments in Indonesia are experiencing substantial transformation. Economic globalization, technological advancement, and exposure to Western management practices have introduced competing values that challenge traditional cultural norms. Organizations increasingly promote participative management, employee empowerment, and innovative thinking—values that may conflict with established hierarchical structures and collectivist traditions (Jan, Alshare, & Lane, 2024). This cultural tension raises critical questions regarding how traditional cultural dimensions influence employee job satisfaction in modernizing organizational contexts and whether organizational trust can bridge potential conflicts between cultural values and employee outcomes.

LITERATURE REVIEW

Theoretical Foundation

This research is grounded in three interconnected theoretical frameworks. First, Social Exchange Theory (SET) proposed by Blau (1964) posits that social relationships involve reciprocal exchanges where individuals assess costs and benefits. In organizational contexts, employees evaluate their relationships with the organization based on perceived fairness, support, and trust, which subsequently influences their attitudes and behaviors. Second, Hofstede's Cultural Dimensions Theory provides a comprehensive framework for understanding how national culture shapes organizational behavior, particularly through power distance and collectivism dimensions. Third, Job Satisfaction Theory, as developed by scholars including Herzberg, Maslow, and Locke, explains the psychological mechanisms through which workplace factors influence employee satisfaction and well-being.

Power Distance and Job Satisfaction

Power distance significantly influences employee attitudes and organizational outcomes. Research by Holý and Evan (2021) demonstrates that high power distance cultures frequently exhibit reduced organizational effectiveness due to constrained employee voice, limited participation in decision-making processes, and diminished intrinsic motivation. In hierarchical organizational structures characteristic of high power distance societies, employees may experience feelings of powerlessness, reduced autonomy, and limited opportunities for professional growth, consequently leading to decreased job satisfaction (Stępień & Dudek, 2021).

Furthermore, Farh, Hackett, and Liang (2007) found that power distance moderates the relationship between organizational support and employee outcomes, suggesting that cultural context substantially affects how employees interpret and respond to organizational practices. In high power distance contexts, authoritarian leadership styles and top-down communication patterns may suppress employee initiative and creativity, ultimately undermining job satisfaction. However, some research indicates that employees socialized in high power distance cultures may accept hierarchical arrangements as legitimate, potentially mitigating negative effects on satisfaction (Gustiawan, Noermijati, Aisjah, & Indrawati, 2023).

Collectivism and Job Satisfaction

Collectivist cultural orientations emphasize interdependence, group harmony, and collective achievement, profoundly influencing workplace dynamics and employee satisfaction. Chen and Westwood (2021) demonstrate that collectivism fosters stronger social bonds, enhanced team cohesion, and robust emotional support networks within organizations. In collectivist cultures, employees derive satisfaction from harmonious interpersonal relationships, group accomplishment, and collective recognition rather than solely from individual achievements.

Research across Asian organizational contexts consistently reveals that collectivist values contribute positively to employee engagement, organizational commitment, and job satisfaction (Chhokar et al., 2013). Employees in collectivist cultures experience greater psychological well-being when organizational practices align with cultural values of cooperation, mutual support, and group loyalty. Moreover, collectivism facilitates knowledge sharing, collaborative problem-solving, and social support mechanisms that buffer against workplace stressors, thereby enhancing overall job satisfaction.

Organizational Trust as Mediating Mechanism

Organizational trust represents a critical psychological state wherein employees believe in the reliability, integrity, and benevolence of their organization and its representatives. Dirks and Ferrin (2002) conducted an extensive meta-analysis demonstrating that trust in leadership significantly predicts employee attitudes, behaviors, and performance outcomes. Trust serves as a fundamental mechanism through which cultural values translate into organizational outcomes, particularly job satisfaction.

In collectivist cultures, trust assumes particular importance due to emphasis on interpersonal relationships and group harmony. Nyhan and Marlowe (1997) developed the Organizational Trust Inventory, highlighting that trust encompasses multiple dimensions including trust in supervisors, coworkers, and organizational systems. When organizations cultivate trust through consistent, fair, and supportive practices, employees experience greater psychological safety, engagement, and satisfaction. Conversely, violations of trust can severely damage employee-organization relationships, particularly in collectivist contexts where social harmony is paramount.

Research Gap and Problem Statement

Despite substantial research on cultural dimensions and organizational outcomes, several significant gaps remain in the literature. First, limited research has simultaneously examined the effects of both power distance and collectivism on job satisfaction within Indonesian organizational contexts. While these cultural dimensions have been studied independently, their concurrent influences and potential interactions require further investigation. Second, the mediating role of organizational trust in linking cultural dimensions to job satisfaction remains underexplored, particularly in Southeast Asian contexts characterized by unique cultural

configurations. Third, methodological limitations in previous research, including reliance on small samples and cross-sectional designs, necessitate more robust analytical approaches.

Moreover, the rapidly changing organizational landscape in Indonesia, characterized by modernization pressures and competing cultural values, creates an urgent need to understand how traditional cultural dimensions continue to influence contemporary workplace attitudes. This research addresses these gaps by employing rigorous SEM-PLS methodology with a substantial sample to examine the complex relationships among power distance, collectivism, organizational trust, and job satisfaction in Indonesian organizations.

Research Significance and Contribution

This research makes several important contributions to both theoretical understanding and practical management. Theoretically, this study extends Hofstede's cultural dimensions theory by examining how specific cultural values operate through psychological mechanisms (organizational trust) to influence employee outcomes. By employing SEM-PLS methodology, this research provides robust causal evidence regarding relationships among cultural dimensions, trust, and job satisfaction, advancing methodological rigor in cross-cultural management research.

Practically, findings from this research offer valuable insights for organizational leaders and human resource practitioners in Indonesian contexts. Understanding how power distance and collectivism influence job satisfaction through organizational trust enables managers to design culturally appropriate interventions that enhance employee well-being while respecting cultural values. Specifically, this research informs strategies for balancing hierarchical structures with participative practices, leveraging collectivist orientations to build trust, and creating organizational cultures that align with Indonesian cultural contexts while promoting employee satisfaction and organizational effectiveness.

METHOD

Research Design and Approach

This research employs an explanatory quantitative research design utilizing Structural Equation Modeling–Partial Least Squares (SEM-PLS) methodology. The explanatory approach enables examination of causal relationships among latent constructs, specifically power distance, collectivism, organizational trust, and job satisfaction. SEM-PLS was selected for its appropriateness for exploratory research, its ability to handle complex models with multiple relationships, its robustness to non-normal data distributions, and its effectiveness with medium-sized samples (Hair et al., 2019).

Population, Sample, and Sampling Procedure

The research population comprised employees working in public and private-sector organizations in the Greater Jakarta region (Jabodetabek), specifically Jakarta, Bogor, Depok, Tangerang, and Bekasi. This region was selected for its concentration of diverse organizations and its representation of Indonesia's modern workforce. The target population included full-time employees with at least 1 year of organizational tenure to ensure sufficient experience with the organization's culture and practices.

Sample size determination followed established guidelines for SEM-PLS analysis. Based on the recommendation of a minimum of 10 observations per indicator for exploratory research (Hair et al., 2019), and considering the research model containing 35 indicators across four constructs, a minimum sample of 350 respondents was required. This sample size provides adequate statistical power for detecting medium effect sizes while maintaining acceptable precision in parameter estimates.

Purposive sampling technique was employed to ensure sample representativeness across organizational sectors (public vs. private), organizational sizes (small, medium, large), and demographic characteristics. Specific inclusion criteria included: (1) permanent employee status, (2) minimum one year organizational tenure, (3) full-time employment, and (4) willingness to participate voluntarily. A total of 350 valid responses were collected, meeting the required sample size for robust SEM-PLS analysis.

Data Collection Procedure

Data collection was conducted through online self-administered questionnaires distributed via Google Forms during the three months from August to October 2024. The questionnaire was preceded by information on informed consent, including the research objectives, participant rights, confidentiality assurances, and voluntary participation. Respondents were assured of anonymity and confidentiality of responses to minimize social desirability bias.

Distribution utilized multiple channels, including professional networks, organizational contacts, and social media platforms, to maximize reach and diversity. Each respondent completed the questionnaire independently, taking approximately 15-20 minutes. Response screening procedures excluded incomplete responses and those failing attention checks, ensuring data quality. The final dataset comprised 350 complete and valid responses suitable for analysis.

Validity and Reliability Assessment

Instrument validity and reliability were assessed following established SEM-PLS procedures. Convergent validity was evaluated through Average Variance Extracted (AVE), with a threshold value of 0.50 indicating that constructs explain more than half of indicator variance (Hair et al., 2019). Discriminant validity was assessed using the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio, thereby ensuring that the constructs are empirically distinct. Reliability was evaluated using Composite Reliability (CR) and Cronbach's Alpha; values exceeding 0.70 indicate acceptable internal consistency. All measurement instruments demonstrated satisfactory psychometric properties, confirming the validity and reliability of the research instruments.

Data Analysis Technique

Data analysis was conducted using SmartPLS 4 software, employing a two-stage approach consistent with SEM-PLS best practices. First, the measurement model (outer model) was evaluated to confirm indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. Second, the structural model (inner model) was assessed to test hypothesized relationships among constructs. Path coefficients, t-statistics, and significance levels were calculated using a bootstrapping procedure with 5,000 resamples. Mediation effects were examined using indirect-effect analysis, calculating the product of path coefficients and testing significance via bootstrapped confidence intervals. Model quality was evaluated using R^2 (coefficient of determination) and Q^2 (predictive relevance) statistics.

RESULTS AND DISCUSSION

Measurement Model Assessment

The measurement model evaluation assesses the quality and validity of construct measurements. Table 1 presents convergent validity and reliability statistics for all constructs.

Table 1. Convergent Validity and Reliability Statistics

Construct	AVE	CR	Cronbach's Alpha
Power Distance	0.61	0.89	0.86
Collectivism	0.67	0.90	0.88
Organizational Trust	0.60	0.88	0.84
Job Satisfaction	0.69	0.91	0.89

Note: AVE = Average Variance Extracted; CR = Composite Reliability. Threshold values: AVE > 0.50, CR > 0.70, Cronbach's Alpha > 0.70 (Hair et al., 2019).

Table 1 demonstrates that all constructs meet established criteria for convergent validity and reliability. Average Variance Extracted (AVE) values range from 0.60 to 0.69, exceeding the minimum threshold of 0.50, indicating that constructs explain at least 60% of indicator variance (Hair et al., 2019). Composite Reliability (CR) values range from 0.88 to 0.91, substantially exceeding the minimum threshold of 0.70, confirming excellent internal consistency reliability. Similarly, Cronbach's Alpha values range from 0.84 to 0.89, indicating strong reliability. These psychometric properties confirm that measurement instruments demonstrate satisfactory validity and reliability.

Structural Model and Hypothesis Testing

The structural model assessment evaluates hypothesized relationships among constructs. Table 2 presents direct effect hypothesis testing results.

Table 2. Direct Effect Hypothesis Testing Results

Hypothesis	Path	β	t-value	Result
H1	PD → JS	-0.391***	6.812	Supported
H2	COL → JS	0.327***	5.134	Supported
H3	PD → OT	-0.010	0.196	Not Supported
H4	COL → OT	0.528***	8.203	Supported
H5	OT → JS	0.214**	3.986	Supported

Note: PD = Power Distance; COL = Collectivism; OT = Organizational Trust; JS = Job Satisfaction. *** $p < 0.001$, ** $p < 0.01$, based on one-tailed test with 5,000 bootstrap resamples.

Table 3 presents mediation analysis results examining the indirect effects of cultural dimensions on job satisfaction through organizational trust.

Table 3. Indirect Effect Hypothesis Testing (Mediation Analysis)

Mediation Path	Indirect β	t-value	Mediation Type
PD → OT → JS	ns	–	No mediation
COL → OT → JS	0.113**	2.954	Partial mediation

Note: ns = not significant; ** $p < 0.01$. Indirect effect calculated as the product of path coefficients. Partial mediation indicates significant indirect and direct effects (Baron & Kenny, 1986).

Model Quality Assessment

The structural model demonstrates satisfactory explanatory and predictive power. The coefficient of determination (R^2) for job satisfaction is 0.55, indicating that power distance, collectivism, and organizational trust collectively explain 55% of variance in job satisfaction. The R^2 value for organizational trust is 0.28, suggesting that collectivism accounts for 28% of variance in trust. These R^2 values fall within acceptable ranges for social science research, indicating moderate to substantial explanatory power (Hair et al., 2019).

Predictive relevance, assessed through Stone-Geisser Q^2 statistic, yielded a value of 0.42 for job satisfaction, substantially exceeding the threshold of zero and confirming the model's predictive capability (Geisser, 1974). The Q^2 value indicates that the model can accurately predict 42% of the variation in job satisfaction for observations not included in model estimation, demonstrating robust out-of-sample predictive validity.

Discussion

Power Distance and Job Satisfaction

The finding that power distance exerts a significant negative effect on job satisfaction ($\beta = -0.391$, $p < 0.001$) provides strong support for Hypothesis 1 and aligns with existing cross-cultural management literature. This substantial negative relationship suggests that hierarchical organizational structures characteristic of high power distance cultures create barriers to employee satisfaction through multiple mechanisms. Specifically, high power distance environments typically restrict employee voice in decision-making processes, limit opportunities for participation and autonomy, and create psychological distance between employees and management (Stępień & Dudek, 2021).

The magnitude of this negative effect ($\beta = -0.391$) is noteworthy, indicating that power distance constitutes a substantial impediment to job satisfaction in Indonesian organizational contexts. This finding resonates with Social Exchange Theory, which posits that employees assess their employment relationships based on perceived fairness and reciprocity (Blau, 1964). When hierarchical structures create power asymmetries that constrain employee influence and recognition, employees perceive an inequitable exchange, consequently experiencing diminished satisfaction.

Moreover, this result extends research by Holý and Evan (2021), who demonstrated that power distance undermines good governance and employee motivation. In contemporary Indonesian organizations facing modernization pressures and exposure to participative management practices, traditional hierarchical arrangements may be increasingly perceived as anachronistic and constraining, particularly among younger, more educated employees who expect greater autonomy and involvement. The negative impact of power distance on job satisfaction may intensify as organizational members develop expectations for more egalitarian workplace relationships that conflict with established hierarchical norms.

Interestingly, the rejection of Hypothesis 3, which proposed a positive relationship between power distance and organizational trust, provides additional insight into power dynamics in Indonesian organizations. The non-significant relationship ($\beta = -0.010$, $p = 0.844$) suggests that hierarchical authority structures do not automatically generate trust, contrary to assumptions that high power distance cultures exhibit greater deference to authority. This finding indicates that trust requires more than hierarchical legitimacy; it necessitates perceived integrity, competence, and benevolence from organizational leaders, regardless of cultural context (Dirks & Ferrin, 2002).

Collectivism and Job Satisfaction

The significant positive effect of collectivism on job satisfaction ($\beta = 0.327$, $p < 0.001$), supporting Hypothesis 2, underscores the beneficial influence of collectivist orientations in organizational settings. This finding aligns with research by Chen and Westwood (2021), who demonstrated that collectivist values foster stronger social bonds, enhanced team cohesion, and robust emotional support networks that contribute to employee well-being. In Indonesian organizational contexts, where collectivism is deeply embedded in cultural traditions emphasizing *gotong royong* (mutual cooperation) and communal harmony, these values translate into workplace practices that enhance job satisfaction.

Collectivism facilitates job satisfaction through several interconnected mechanisms. First, collectivist orientations promote interdependence and social support, creating workplace environments where employees experience strong sense of belonging and mutual care. Second, collectivism emphasizes group goals and collective achievement, providing employees with meaningful connections to organizational purposes beyond individual self-interest. Third, collectivist values encourage cooperative rather than competitive interpersonal dynamics, reducing workplace conflict and enhancing harmonious relationships (Farh et al., 2007).

The positive relationship between collectivism and organizational trust ($\beta = 0.528$, $p < 0.001$), supporting Hypothesis 4, further illuminates how collectivist values operate in organizational contexts. This strong relationship indicates that collectivist orientations substantially facilitate trust development, likely because collectivism emphasizes interpersonal harmony, loyalty, and reciprocal obligations that form the foundation of trust relationships. In collectivist cultures, organizational membership entails mutual responsibilities and commitments that extend beyond formal contractual arrangements, creating psychological bonds that foster trust (Nyhan & Marlowe, 1997).

Organizational Trust as Mediator

The finding that organizational trust significantly influences job satisfaction ($\beta = 0.214$, $p < 0.001$), supporting Hypothesis 5, confirms the critical role of trust in shaping employee attitudes. Trust provides psychological safety, reduces uncertainty, and signals organizational support and fairness, all of which contribute to positive employment experiences (Dirks & Ferrin, 2002). When employees trust their organizations, they experience greater confidence that organizational actions will be fair and supportive, enhancing overall satisfaction.

The partial mediation of organizational trust in the relationship between collectivism and job satisfaction (indirect $\beta = 0.113$, $p < 0.01$), supporting Hypothesis 7, reveals that trust serves as one mechanism through which collectivist values influence satisfaction, though not the exclusive mechanism. Collectivism enhances job satisfaction both directly, through social support and harmonious relationships, and indirectly, by fostering organizational trust that subsequently increases satisfaction. This partial mediation pattern suggests that collectivism operates through multiple pathways to influence employee outcomes, with trust representing one important but not exhaustive mechanism.

The absence of mediation for power distance (Hypothesis 6 not supported) indicates that power distance influences job satisfaction directly rather than through trust mechanisms. This finding suggests that the negative effects of hierarchical structures on satisfaction stem primarily from constraint of employee voice, autonomy, and participation rather than from trust deficits. While high power distance may not necessarily reduce trust, it nevertheless diminishes satisfaction through structural barriers that limit employee agency and influence.

CONCLUSION

This research investigated the influence of power distance and collectivism on employee job satisfaction, with organizational trust serving as a mediating variable, within Indonesian organizational contexts. Employing SEM-PLS methodology with a sample of 350 employees, the study yielded several significant findings. First, power distance demonstrates a substantial negative effect on job satisfaction ($\beta = -0.391$, $p < 0.001$), indicating that hierarchical organizational structures constrain employee satisfaction by limiting voice, autonomy, and participation. Second, collectivism exerts a significant positive effect on job satisfaction ($\beta = 0.327$, $p < 0.001$), reflecting how collectivist values foster social support, harmonious relationships, and sense of belonging that enhance employee well-being.

Third, organizational trust significantly influences job satisfaction ($\beta = 0.214$, $p < 0.001$) and partially mediates the relationship between collectivism and job satisfaction, though it does not mediate the power distance-satisfaction relationship. This differential mediation pattern reveals that cultural dimensions operate through distinct psychological mechanisms. The structural model demonstrates satisfactory explanatory power ($R^2 = 0.55$ for job satisfaction) and predictive relevance ($Q^2 = 0.42$), confirming model robustness.

Research Limitations

Several limitations should be acknowledged when interpreting these findings. First, the cross-sectional research design precludes definitive causal inference. While SEM-PLS enables examination of hypothesized causal relationships, the data were collected at a single time point, preventing assessment of temporal precedence and dynamic relationships. Longitudinal research designs would provide stronger evidence regarding causal directions and enable examination of how cultural values and organizational trust evolve over time.

Second, reliance on self-reported questionnaire data introduces potential common method bias, as all variables were measured through the same method at the same time. While procedural remedies including anonymity assurances and separation of measurement scales were implemented, future research should incorporate multiple data sources, including supervisor ratings, objective performance indicators, or qualitative interviews, to triangulate findings and reduce method variance concerns.

Third, the sample, while substantial ($N=350$) and diverse across organizational sectors, was limited to Greater Jakarta region. Indonesia exhibits considerable regional cultural diversity, and findings may not fully generalize to organizations in other Indonesian regions with different cultural characteristics. Future research should examine whether these relationships hold across diverse Indonesian regional contexts and other Southeast Asian nations with similar cultural profiles.

Fourth, the research focused on two cultural dimensions (power distance and collectivism) and one mediating mechanism (organizational trust). Organizational reality involves numerous additional cultural dimensions, psychological processes, and contextual factors that may influence job satisfaction. Future research should examine additional cultural dimensions such as uncertainty avoidance, masculinity-femininity, and long-term orientation, as well as alternative mediating mechanisms including psychological empowerment, perceived organizational support, and leader-member exchange quality.

Fifth, while the finding that power distance does not significantly influence organizational trust is important, this null relationship may reflect other moderating factors not examined in this study, such as organizational culture, leadership style, communication quality, or industry sector. Future research should investigate boundary conditions that may strengthen or weaken relationships among cultural dimensions, trust, and satisfaction.

Recommendations for Future Research

Based on the findings and limitations of this research, several directions for future investigation are recommended. First, longitudinal research designs should be employed to examine how cultural values, organizational trust, and job satisfaction evolve over time and how changes in organizational practices influence these relationships. Panel studies or diary methods could provide insights into dynamic processes and temporal sequences that cross-sectional designs cannot capture.

Second, future research should investigate moderating variables that may strengthen or weaken the relationships identified in this study. Potential moderators include organizational size, industry sector, leadership styles, human resource management practices, and individual

differences such as age, education, and organizational tenure. Understanding boundary conditions will enable more precise theoretical predictions and targeted practical interventions.

Third, multi-level research designs examining cultural values at both individual and organizational levels would provide richer understanding of cultural influences. Individuals within the same organization may vary in their cultural orientations, and organizations may cultivate distinct subcultures that moderate national cultural influences. Hierarchical linear modeling or multilevel SEM approaches could illuminate cross-level interactions between individual cultural values and organizational cultural practices.

Fourth, qualitative or mixed-methods research would complement quantitative findings by providing deeper insights into mechanisms through which cultural values influence organizational outcomes. In-depth interviews, focus groups, or ethnographic observations could reveal nuanced processes, contextual variations, and subjective experiences that quantitative methods cannot fully capture. Understanding the lived experiences of employees navigating tensions between traditional cultural values and modern organizational practices would enrich theoretical understanding.

Fifth, comparative research across multiple national contexts would enhance understanding of how specific cultural configurations influence organizational outcomes. Comparing Indonesia with other Southeast Asian nations exhibiting different cultural profiles, or with Western nations characterized by low power distance and individualism, would clarify which findings are culturally specific versus universally applicable.

Sixth, intervention research examining the effectiveness of culturally adapted management practices would provide practical guidance for organizational leaders. Experimental or quasi-experimental designs evaluating initiatives such as participative decision-making programs, team-based work structures, or trust-building interventions could establish evidence-based best practices for enhancing employee satisfaction in Indonesian organizational contexts.

In conclusion, this research demonstrates that cultural values substantially influence organizational outcomes in Indonesian contexts. Power distance constrains job satisfaction through hierarchical barriers, while collectivism enhances satisfaction through social support mechanisms. Organizational trust emerges as a critical mediator linking collectivist values to satisfaction outcomes. These findings underscore the necessity for culturally informed management practices that balance respect for cultural traditions with contemporary expectations for employee participation, voice, and professional development. As Indonesian organizations continue to modernize and internationalize, understanding and appropriately managing cultural dynamics will remain essential for organizational success and employee well-being.

REFERENCES

- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.
- Blau, P. M. (1964). *Exchange and power in social life*. New York: John Wiley & Sons.
- Chen, X., & Westwood, R. (2021). Collectivism and team functioning in Asian organizations. *International Journal of Cross-Cultural Management*, 21(2), 145-163.
- Chhokar, J. S., Brodbeck, F. C., & House, R. J. (2013). *Culture and leadership across the world: The GLOBE book of in-depth studies*. New York: Routledge.
- Dirks, K. T., & Ferrin, D. L. (2002). Trust in leadership: Meta-analytic findings and implications for research and practice. *Journal of Applied Psychology*, 87(4), 611-628.

- Farh, J.-L., Hackett, R. D., & Liang, J. (2007). Individual-level cultural values as moderators of perceived organizational support-employee outcome relationships in China: Comparing the effects of power distance and traditionalism. *Academy of Management Journal*, 50(3), 715-729.
- Geisser, S. (1974). A predictive approach to the random effect model. *Biometrika*, 61(1), 101-107.
- Gustiawan, D., Noermijati, Aisjah, S., & Indrawati, N. K. (2023). Workplace incivility to predict employee silence: Mediating and moderating roles of job embeddedness and power distance. *Cogent Business & Management*, 10(1), Article 2188982. <https://doi.org/10.1080/23311975.2023.2188982>
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2-24.
- Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The motivation to work*. New York: John Wiley & Sons.
- Hofstede, G. (1980). *Culture's consequences: International differences in work-related values*. Beverly Hills, CA: Sage Publications.
- Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organizations: Software of the mind* (3rd ed.). New York: McGraw-Hill.
- Hofstede Insights. (2023). *Country comparison: Indonesia*. Retrieved from <https://www.hofstede-insights.com/country-comparison/indonesia/>
- Holý, V., & Evan, T. (2021). The role of a nation's culture in governance: Stochastic frontier analysis. *arXiv preprint arXiv:2102.05411*.
- Jan, J., Alshare, K. A., & Lane, P. L. (2024). Hofstede's cultural dimensions in technology acceptance models: A meta-analysis. *Universal Access in the Information Society*, 23(2), 717-741.
- Kirkman, B. L., Lowe, K. B., & Gibson, C. B. (2006). A quarter century of culture's consequences: A review of empirical research incorporating Hofstede's cultural values framework. *Journal of International Business Studies*, 37(3), 285-320.
- Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297-1343). Chicago: Rand McNally.
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370-396.
- Nyhan, R. C., & Marlowe, H. A. (1997). Development and psychometric properties of the Organizational Trust Inventory. *Evaluation Review*, 21(5), 614-635.
- Stępień, M., & Dudek, M. (2021). Toward the three-level power distance concept. *Studia Socjologiczne*, 1(240), 61-87.
- Taras, V., Kirkman, B. L., & Steel, P. (2010). Examining the impact of culture's consequences: A three-decade, multilevel, meta-analytic review of Hofstede's cultural value dimensions. *Journal of Applied Psychology*, 95(3), 405-439.
- Triandis, H. C. (1995). *Individualism and collectivism*. Boulder, CO: Westview Press.
- Weiss, D. J., Dawis, R. V., England, G. W., & Lofquist, L. H. (1967). *Manual for the Minnesota Satisfaction Questionnaire*. Minneapolis: University of Minnesota, Industrial Relations Center.