



Job Satisfaction: Its Mediating Role in the Effect of Transformational Leadership and Organizational Culture on Employee Performance



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Abstract

Employee performance is the foundation of a company because the company's progress is the collective effort of all its employees. The purpose of this study is to analyze the effect of transformational leadership, organizational culture, and job satisfaction on employee performance and the role of job satisfaction in mediating the effect of transformational leadership and organizational culture on employee performance. The population of this study is all employees actively working at PT Sinar Nusrapress Utama in Bali Province. The sample size was 157 employees determined by saturated sampling. The data were collected through questionnaires and analyzed by using Variance-Based Structural Equation Modelling, namely Partial Least Square. The results show that transformational leadership has a positive and significant effect on employee performance, organizational culture has a positive and significant effect on employee performance, and job satisfaction has a positive and significant effect on employee performance. Job satisfaction is able to mediate the effect of transformational leadership style and organizational culture on employee performance. For PT Sinar Nusrapress Utama, this research can be used as a reference that transformational leadership style, organizational culture, and job satisfaction are important to maintain company performance and progress.

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1 Introduction

Human resources (HR) have a very important role in an organization. The current position of HR is not only as a means of production but also as a determinant of the ongoing production process and all organizational activities. HR has a big role in determining the progress or development of the organization. Therefore, the progress of an organization is also determined by the quality and capability of the human resources in it. Human resource management needs to be managed professionally to create a balance between employee needs, company capabilities, and company demands for quality human resources for the company's progress. This balance is the main factor for the company to develop productively and achieve company goals. Therefore, employees are expected to work productively and professionally (Paais & Pattiruhu, 2020). In addition, the achievement of company goals is also very much determined by the attitudes, behaviors, actions, and skills of the leader as a whole, which is often interpreted as a leadership style. The stronger the leadership style applied, let alone supported by good organizational culture, it will improve the company's performance. Leaders are part of the organizational culture, but a leader also has the possibility to act as an agent of change in the organizational culture (Pors, 2008).

Leaders who are able to encourage the creation of a good organizational culture will cause employees to be more motivated to work, which of course has implications for achieving more optimal performance. In addition, a good organizational culture will also increase job satisfaction and high creativity (Sami et al., 2011). According to Saleem et al. (2010), job satisfaction is an emotional state of joy over its role and contribution in achieving organizational goals. Job satisfaction can be created if it is supported by a good organizational culture and leadership style and can be accepted by all employees in an organization.

The rapid development of technology provides convenience in various fields, including in terms of presenting information or news. The current shift in people's habits in how to find information or news, namely using an internet connection and starting to leave conventional print media, has become a threat to the sustainability of companies operating in print media, one of which is PT Sinar Nusrapress Utama, located in Bali. Although up to now, newspaper sales and print advertisements have not experienced a significant decline, PT Sinar Nusrapress Utama still anticipates the growth of digital readers by making various efforts, one of which is media convergence.

Media convergence is the development of mass media that involves many technological factors in it, whether in the form of audio, visual, data and so on in the context of providing information or news (Preston, 2000). In other words, media convergence means the process of unifying or developing a mass media technology in creating a digital presentation of information. This convergence from print media to digital media has given rise to a unique phenomenon within PT Sinar Nusrapress Utama, namely the existence of a generation gap that affects employee performance. Differences in the year of birth of employees bring differences in character between generations as can be seen in Table 1.

Table 1
Characteristics of intergenerational employees of PT Sinar Nusrapress Utama in 2021

No	Generation	Year of Birth	Number of Employees	Characteristics
1	Baby boomers	1946 -1964	5	A traditionalist who is optimistic, idealistic, and courageous.
2	Generation X	1965 -1976	37	Independent, creative and innovative.
3	Generation Y (millennial)	1977 -2000	106	The young generation, modern technology users, multitasking.
4	Generation Z	2001-2020	9	The generation born in the digital era, the native gadget or internet generation.

Sources: Kotler & Armstrong (2018); PT Sinar Nusrapress Utama (2021)

Two things make generations affect employee performance, namely the flow of change or modernization and technological developments. The biggest challenge for this multi-generational company is how to make each generation able to dispel biases or distorted perspectives and work together to achieve one company goal. Based on

employee performance data submitted by the HR department of PT Sinar Nusrapress Utama, there is a difference in the average performance of employees by generation related to the conversion from print media to digital media. This employee performance is measured using 5 assessment indicators, namely the accuracy of the work, the completeness of the work, the speed of completion of the work, the mastery of infrastructure, and the type of product produced (Eliyana & Ma'arif, 2019; Karatepe et al., 2006; Acar, 2012).

The assessment of each indicator is adjusted to the job description in each division. For example, for the editorial division, the indicator for the accuracy of the assessment work is seen from the accuracy of the data in the news that is made, and the indicator for the completeness of the assessment work is seen from the 5W1H (What, Who, Why, When, Where, and How) elements that must be present in the news made, the indicator for the speed of completion of the assessment work is seen from how quickly a news item is produced compared to the time it occurs, an incident in the field, an indicator of mastery of the assessment infrastructure is seen from the ability of employees to use the latest technology in completing work, and an indicator of the type of product produced by the assessment is seen from how various products are produced by employees in their work (only in the form of text or complete with photos and videos). Each indicator has a weight rating with a scale of 0-20, a value of 20 for the best performance, and a value of 0 for the worst performance. So that the accumulation of 5 assessment indicators will total a maximum of 100. The performance data based on key performance indicators (KPI) of employees at PT Sinar Nusrapress Utama in 2021 which has been classified by generation can be seen in Table 2.

Table 2
Employee performance of PT Sinar Nusrapress Utama in 2021

No	Generation	Employee Performance from Converting Print Media to Digital Media					Average Value
		Work Accuracy (0-20)	Work Equipment (0-20)	Job Completion Speed (0-20)	Infrastructure Mastery (0-20)	Types of Products Produced (0-20)	
1	<i>Baby Boomers</i>	20	20	10	10	5	65
2	Generation X	20	20	10	10	10	70
3	Generation Y	10	10	20	20	20	80
4	Generation Z	10	10	20	20	20	80

Source: PT Sinar Nusrapress Utama (2021)

Table 2 shows that there is a gap in employee performance between generations at PT Sinar Nusrapress Utama which is not as expected by the company. The comparison of the average performance scores of Generation Y and Generation Z employees is better than that of Generation X and Baby Boomer employees. It can be seen that Generation X and Baby Boomer employees value the conversion from print media to digital media better in terms of accuracy and completeness of news, but Generation Y and Generation Z are better in terms of speed of news production, mastery of technology infrastructure used and types of products produced. according to their respective divisions. Thus, it is important to know the factors that hinder each employee's performance in converting from print media to digital media. Based on this dilemma, it is interesting to conduct a pre-survey study to obtain an initial picture of the factors that affect employee performance, because employee performance contributes to company performance (Narotama & Sintaasih, 2022; Burhanudin & Tambun, 2021).

Based on the results of the pre-survey research through interviews with 20 respondents representing each division at PT Sinar Nusrapress Utama, the results obtained as many as 9 respondents or 45% answered that their performance can be improved if they feel they receive support and attention from an inspirational and charismatic leader. This is in line with the findings of several previous studies which state that leadership style refers to an influence-based relationship between leaders and followers with the intention to achieve organizational results. Several leadership styles have been developed to understand leader effectiveness such as transactional and transformational leadership, as both are necessary for effective leadership (Hassi, 2018; Jermisittiparsert, 2020).

According to Nasra (2019), transformational leadership has a stronger positive effect on employee performance than transactional leadership. Transformational leadership involves an active behavior and emotional relationship between leaders and employees that changes employee standards and values so as to optimize employee performance

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that goes beyond individual interests to achieve organizational goals. Other studies have found that there is a positive and significant direct relationship between transformational leadership and employee performance (Chammas & Hernandez, 2019). However, Rana et al. (2019), found different things that leadership did not have a positive and significant relationship with employee performance.

Other pre-survey results show that there are 7 respondents or 35% answered that organizational culture creates great motivation for employees to give their best. This is in line with previous research which found a positive and significant direct relationship between organizational culture and employee performance (Sapada et al., 2018; Kim & Park, 2019; Soomro & Shah, 2019; Abdullahi et al., 2021). However, different results were found in studies conducted by Paais & Pattiruhu (2020); Pawirosumarto et al. (2017), organizational culture does not have a positive and significant relationship to employee performance.

Bassam & Adel (2018), define organizational culture as a set of values, beliefs, and ways of doing things in an organization. It defines the atmosphere in which an employee works and how he should behave in order to achieve his duties and his awareness of what is happening in the organizational environment. It also has an impact on decision-making, level of authority, and agency theory in organizations. Therefore, this aspect of the organization becomes very important and interesting to measure its ability to innovate and adapt to changing culture and how it affects employee performance.

The results of other pre-surveys also show that 4 respondents or 20% answered that job satisfaction can foster motivation and enthusiasm for work in him to show better performance. These results are in line with previous research which found that job satisfaction has a positive and significant effect on employee performance (Siengthai & Pila-Ngarm, 2016; Jain, 2016; Shafique et al., 2018; Soomro & Shah, 2019; Jameel & Ahmad, 2020). However, different things were found by Pawirosumarto et al. (2017), that job satisfaction has no significant effect on employee performance.

Job satisfaction is a function that describes a certain range of satisfaction experienced by employees for various aspects of their work, that employees may realize satisfaction or dissatisfaction in different jobs or with different aspects of the same job. High levels of employee job satisfaction often contribute to the success of an organization (Hua, 2020). Employees with higher satisfaction tend to have better performance than their counterparts with lower satisfaction (Tran, 2020).

Another antecedent of employee performance considered in this study is the mediation of job satisfaction. Kader Ali & Tang (2016), stated that the direct relationship between transformational leadership style has a positive effect on performance, and job satisfaction mediates the relationship between transformational leadership style on performance. Likewise, Jameel & Ahmad (2020), state that the direct relationship between transformational leadership style has a positive and significant effect on employee performance, and an indirect relationship between job satisfaction mediates the relationship between transformational leadership style on employee performance.

Sapada et al. (2018), found that organizational culture has a positive and significant effect on employee performance through mediating job satisfaction. Different results were found by Pawirosumarto et al. (2017), that job satisfaction does not act as a mediating variable between leadership and employee performance, nor as a mediating variable between organizational culture and employee performance.

Based on the social exchange theory, the way for individuals to receive certain resources from their organizations (such as a decent salary, recognition, or development opportunities), they feel obligated to respond favorably (payback) to the organization (Chou, 2016). So, if employees feel that they benefit from working in the organization, the tendency to perform well is higher, and vice versa. According to the results of interviews, some employees feel that the factors of leadership, organizational culture, and job satisfaction are not yet optimal which makes PT Sinar Nusrapress Utama employees not give their best work effort.

2 Materials and Methods

This study uses a quantitative approach conducted at PT Sinar Nusrapress Utama Denpasar. The variables in this study are transformational leadership, organizational culture, job satisfaction, and employee performance. Transformational leadership is measured by using indicators of idealized influence, inspirational motivation, intellectual stimulation, and individual considerations. Organizational culture is measured using indicators of innovation and risk-taking, direction from leaders, integrity, management support, control, identity, reward system, tolerance for conflict, and communication patterns. Job satisfaction is measured using indicators that there is a balance between work quality and social quality of life, there is a sense of pride in working in this company, there is motivation to continue to work actively and optimally, and the company and company elements inspire me and the people around me, there is

satisfaction in working with colleagues and teams in this company, all of our suggestions and complaints as employees are listened to and considered by the company, and the management shows enthusiasm for the employee's career. Employee performance is measured using indicators there are strict rules that make employees have to comply with the rules, there is a professional reward system so that all forms of assessment are carried out transparently, and the company continues to increase rewards and bonuses for employees who are able to achieve company targets, training and development motivate employees to work maximally, reduced employee absenteeism so far, targets given by the company are always achieved or even exceeded, and an increase in the value of assets and good company investments is reflected in the results of the company's profitable financial statements (Kim et al., 2011; Beebe et al., 2009; Raziq & Maulabakhsh, 2015).

The types of data in this study are quantitative data and qualitative data sourced from primary data and secondary data. The population of this study was employees of PT Sinar Nusrapress Utama in Bali as many as 157 employees. The sampling method used in this study is a saturated sample which aims to see if it is true that all employees experience problems related to employee performance. Questionnaires were distributed to 157 employees of PT Sinar Nusrapress Utama in Bali. The data collection method used in this study was an interview using a questionnaire. Statements on the questionnaire were measured using a Likert scale. This study uses a component or variance-based SEM (Structural Equation Modeling) analysis technique, namely PLS (Partial Least Square).

3 Results and Discussions

Evaluation of goodness of fit from the outer model (Measurement model)

In evaluating the goodness of fit of the outer model (measurement model), three criteria are used, namely, convergent validity, discriminant validity, and composite reliability. Evaluation of the measurement model based on the outer loading for reflective indicators with criteria, namely the reflective indicator is considered valid if it has a loading value above 0.50 and or a t-statistic value above 1.96 which means the model has convergent validity. The following are the results of the convergent validity test of the indicators of transformational leadership style, organizational culture, job satisfaction, and employee performance variables, which are presented in Table 3.

Table 3
Convergent validity test results

Variable	Dimensions	Indicators	Loading Factor	Descriptions
Transformational Leadership (X ₁)	Idealized influence	X _{1.1}	0.779	Valid
		X _{1.2}	0.843	Valid
		X _{1.3}	0.848	Valid
		X _{1.4}	0.762	Valid
	Inspirational Motivation	X _{1.5}	0.797	Valid
		X _{1.6}	0.822	Valid
		X _{1.7}	0.890	Valid
		X _{1.8}	0.810	Valid
	Intellectual stimulation	X _{1.9}	0.861	Valid
		X _{1.10}	0.800	Valid
		X _{1.11}	0.873	Valid
		X _{1.12}	0.815	Valid
Organizational Culture (X ₂)	Individual considerations	X _{2.1}	0.797	Valid
		X _{2.2}	0.798	Valid
		X _{2.3}	0.727	Valid
	Innovation and risk-taking	X _{2.4}	0.843	Valid
		X _{2.5}	0.783	Valid
		X _{2.6}	0.762	Valid
		X _{2.7}	0.743	Valid

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Variable	Dimensions	Indicators	Loading Factor	Descriptions
		X _{2.8}	0.822	Valid
		X _{2.9}	0.826	Valid
		X _{2.10}	0.774	Valid
	Management support	X _{2.11}	0.793	Valid
		X _{2.12}	0.835	Valid
		X _{2.13}	0.794	Valid
	Control	X _{2.14}	0.795	Valid
		X _{2.15}	0.758	Valid
		X _{2.16}	0.737	Valid
	Identity	X _{2.17}	0.831	Valid
		X _{2.18}	0.773	Valid
		X _{2.19}	0.725	Valid
		X _{2.20}	0.713	Valid
	Reward system	X _{2.21}	0.729	Valid
		X _{2.22}	0.725	Valid
		X _{2.23}	0.754	Valid
	Tolerance to conflict	X _{2.24}	0.817	Valid
		X _{2.25}	0.787	Valid
		X _{2.26}	0.744	Valid
	Communication pattern	X _{2.27}	0.766	Valid
		X _{2.28}	0.722	Valid
		Y _{1.1}	0.810	Valid
		Y _{1.2}	0.861	Valid
		Y _{1.3}	0.843	Valid
Job Satisfaction (Y ₁)		Y _{1.4}	0.907	Valid
		Y _{1.5}	0.886	Valid
		Y _{1.6}	0.863	Valid
		Y _{1.7}	0.844	Valid
		Y _{2.1}	0.747	Valid
		Y _{2.2}	0.879	Valid
Employee Performance (Y ₂)		Y _{2.3}	0.885	Valid
		Y _{2.4}	0.835	Valid
		Y _{2.5}	0.715	Valid
		Y _{2.6}	0.727	Valid
		Y _{2.7}	0.788	Valid

Source: Primary data processed, 2022

The results of the analysis presented in Table 3. show that the loading factor of all variable dimensions has a value above 0.5, it shows that all indicators are valid. Results of the Discriminant Validity test are presented in Table 4.

Table 4
Discriminant validity test results

Variable	Dimensions	Indicators	X ₁	X ₂	X ₃	X ₄
		X _{1.1}	0.779	0.595	0.641	0.633
	Idealized influence	X _{1.2}	0.843	0.693	0.712	0.619
		X _{1.3}	0.848	0.661	0.683	0.659
Transformational Leadership (X ₁)	Inspirational	X _{1.4}	0.762	0.654	0.642	0.591
	Motivation	X _{1.5}	0.797	0.608	0.601	0.583
		X _{1.6}	0.822	0.611	0.640	0.607
	Intellectual stimulation	X _{1.7}	0.890	0.680	0.709	0.664
		X _{1.8}	0.810	0.588	0.606	0.551

Variable	Dimensions	Indicators	X ₁	X ₂	X ₃	X ₄
Organizational Culture (X ₂)	Individual considerations	X _{1.9}	0.861	0.636	0.665	0.597
		X _{1.10}	0.800	0.572	0.673	0.612
		X _{1.11}	0.873	0.608	0.661	0.609
		X _{1.12}	0.815	0.594	0.600	0.615
	Innovation and risk taking	X _{2.1}	0.560	0.797	0.569	0.507
		X _{2.2}	0.580	0.798	0.565	0.507
		X _{2.3}	0.545	0.727	0.586	0.526
	Directions from the leader	X _{2.4}	0.590	0.843	0.621	0.604
		X _{2.5}	0.563	0.783	0.602	0.524
		X _{2.6}	0.548	0.762	0.631	0.544
	Integrity	X _{2.7}	0.576	0.743	0.518	0.519
		X _{2.8}	0.632	0.822	0.628	0.617
		X _{2.9}	0.688	0.826	0.677	0.648
	Management support	X _{2.10}	0.636	0.774	0.598	0.616
		X _{2.11}	0.639	0.793	0.608	0.587
		X _{2.12}	0.695	0.835	0.656	0.579
		X _{2.13}	0.625	0.794	0.571	0.534
		X _{2.14}	0.615	0.795	0.568	0.557
	Control	X _{2.15}	0.572	0.758	0.600	0.572
		X _{2.16}	0.531	0.737	0.489	0.542
	Identity	X _{2.17}	0.558	0.831	0.664	0.542
		X _{2.18}	0.609	0.773	0.606	0.455
		X _{2.19}	0.502	0.725	0.584	0.529
	Reward system	X _{2.20}	0.573	0.713	0.617	0.475
		X _{2.21}	0.536	0.729	0.548	0.481
		X _{2.22}	0.547	0.725	0.588	0.565
		X _{2.23}	0.560	0.754	0.578	0.558
		X _{2.24}	0.630	0.817	0.640	0.636
Tolerance to conflict	X _{2.25}	0.627	0.787	0.593	0.641	
	X _{2.26}	0.620	0.744	0.569	0.641	
Communication pattern	X _{2.27}	0.492	0.766	0.569	0.566	
	X _{2.28}	0.556	0.722	0.586	0.506	
Job Satisfaction (Y ₁)	Y _{1.1}	0.676	0.623	0.810	0.702	
	Y _{1.2}	0.634	0.602	0.861	0.569	
	Y _{1.3}	0.609	0.620	0.843	0.582	
	Y _{1.4}	0.698	0.698	0.907	0.658	
	Y _{1.5}	0.671	0.697	0.886	0.608	
	Y _{1.6}	0.733	0.685	0.863	0.700	
	Y _{1.7}	0.721	0.680	0.844	0.819	
Employee Performance (Y ₂)	Y _{2.1}	0.612	0.619	0.623	0.747	
	Y _{2.2}	0.642	0.645	0.689	0.879	
	Y _{2.3}	0.688	0.611	0.747	0.885	
	Y _{2.4}	0.654	0.552	0.693	0.835	
	Y _{2.5}	0.495	0.495	0.530	0.715	
	Y _{2.6}	0.519	0.582	0.506	0.727	
	Y _{2.7}	0.497	0.518	0.513	0.788	

Source: Primary data processed, 2022

The results of the discriminant validity test show that the correlation value of the construct with its indicators is greater than the correlation value with other constructs. Thus it can be concluded that all latent constructs show good discriminant validity because they can predict indicators in their block better than indicators in others. Results of the Discriminant Validity test are presented in Table 5.

Table 5
Composite reliability test results

Variable	<i>Cronbach's Alpha</i>	<i>rho_A</i>	<i>Composite Reliability</i>	Descriptions
Transformational Leadership (X ₁)	0.957	0.958	0.963	Reliable
Organizational Culture (X ₂)	0.975	0.976	0.977	Reliable
Job Satisfaction (Y ₁)	0.941	0.943	0.952	Reliable
Employee Performance (Y ₂)	0.904	0.913	0.925	Reliable

Source: Primary data processed, 2022

Table 5 shows that both the composite reliability value and Cronbach's alpha value for all constructs are more than 0.60. Thus, in the research model, each research construct has good reliability. The result of the coefficient determination test is presented in Table 6.

Table 6
R-Square test results

Construct	<i>R-square</i>
Job Satisfaction	0.694
Employee Performance	0.664

Source: Primary data processed, 2022

Table 6 shows the R-square value of the job satisfaction variable of 0.694, this can be interpreted that 69.4 percent of construct variability is explained by transformational leadership variables and organizational culture while the remaining 30.6 percent of job satisfaction variables are explained by variables outside the model. Likewise, the employee performance variable R-square value of 0.664. It can be interpreted that 66.4 percent of employee performance construct variables are explained by variables of transformational leadership, organizational culture, and job satisfaction, while 33.6% of job satisfaction variables are explained by variables outside the model. Table 6 becomes a reference in calculating the value of predicate relevance (Q²), namely:

$$\begin{aligned}
 Q^2 &= 1 - (1-R_1^2) (1-R_2^2) \\
 &= 1 - (1-0.694) (1-0.664) \\
 &= 1 - (0.306) (0.336) \\
 &= 1 - 0.102816 \\
 &= 0.897
 \end{aligned}$$

The results of this calculation indicate that the value of Q² is greater than 0 (0.897), so it can be interpreted that the model is good because it has a relevant predictive value of 89.7 percent. This shows that variations in employee performance variables can be explained by the variables used, namely transformational leadership variables, organizational culture, and job satisfaction, while as much as 10.3 percent is explained by other variables outside this research model.

Respondent characteristic

The number of respondents in this study consisted of 157 people. Respondents in this study are described in general by presenting their characteristics consisting of gender, status, educational background, age, and length of work. There were 85 male (54 %) and 68 females (44 %). The data show that 105 employees who were married (67 %), 51 respondents were not married (32 %) and one of them was divorced. According to age, there were nine respondents (6%) in the age range of less than 20 years, 106 respondents (68%) at age range of 21-40 years, and five (3%) of them were 56 years old. In the classification of the length of work the range of working hours of less than one year as 17 respondents (11 %), 56 respondents (36 %) working years of 1-5 years, 35 respondents (22 %) working years of 6-10 years, and 49 respondents (31 %) work over 10 years. The majority of the educational backgrounds of the respondents

were Bachelors, which amounted to 89 respondents (57 %), then 22 respondents (24 %) high school, 19 respondents (14 %) Diplomas and 9 respondent (6 %) Masters.

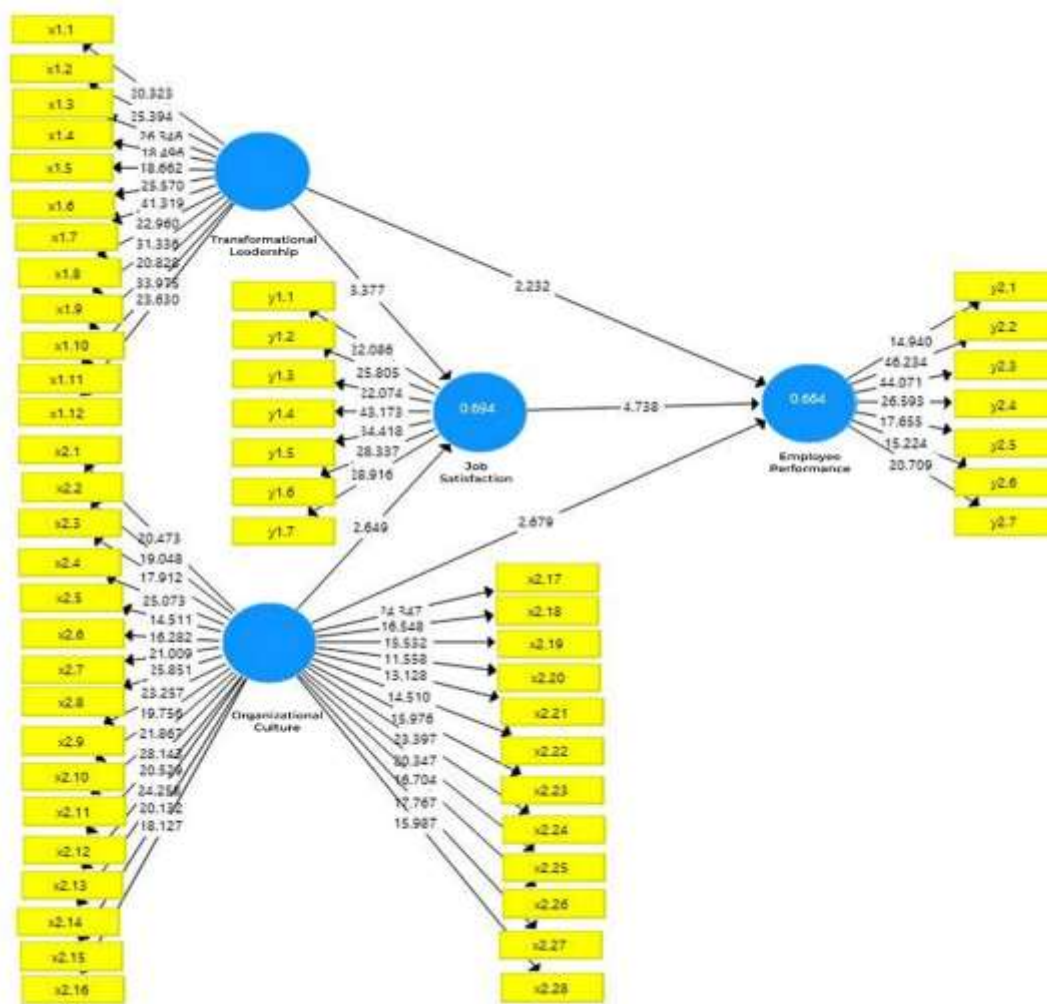


Figure 1. Bootstrapping

Figure 1 describes the results of bootstrapping in this study and is explained further in the following Table 7.

Table 7
Hypothesis testing results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Description
X1 → Y1	0.493	0.475	0.146	3.377	0.001	Accepted
X1 → Y2	0.253	0.244	0.113	2.232	0.026	Accepted
X2 → Y1	0.395	0.416	0.149	2.649	0.008	Accepted
X2 → Y2	0.208	0.213	0.078	2.679	0.008	Accepted
Y1 → Y2	0.419	0.423	0.088	4.738	0.000	Accepted

X1 → Y1 → Y2	0.207	0.204	0.085	2.438	0.015	Accepted
X2 → Y1 → Y2	0.165	0.173	0.068	2.431	0.015	Accepted

Source: Primary data processed, 2022

Hypothesis testing is done by using t-statistics and looking at the p-value. If the t-statistics value $t > t_{table}$ value (1.96) or p-value < 0.05 , then H_0 is rejected and the research hypothesis is accepted.

The effect of transformational leadership on employee performance

The results of hypothesis testing show that transformational leadership has a positive and significant effect on employee performance. The results of employee assessments, transformational leadership seen from the idealized influence, inspirational motivation, intellectual stimulation, and individual considerations, have a strong impact on the tendency of employees to give high performance to the company. The stronger the employee's perception of the leadership's transformational leadership, the higher the performance of PT Sinar Nusrapress Utama's employees will be. The results in this study are in line with the results of research conducted by [Chammas & Hernandez \(2019\)](#); [Eliyana et al. \(2019\)](#); [Manzoor et al. \(2019\)](#); [Top et al. \(2020\)](#); [Buil et al. \(2019\)](#); [Jameel & Ahmad \(2020\)](#); [Jermstipparsert \(2020\)](#), who also found that transformational leadership has a positive and significant effect on employee performance and effective leadership always plays a positive role in improving employee performance.

The assessment of PT Sinar Nusrapress Utama employees on transformational leadership namely the ability of company leaders to inspire their employees shows that employees have a very strong sense of trust in company leaders. The attitude of the company's leadership who always considers the needs of employees more than their own needs, and always consistently behaves based on ethics is felt to have a strong influence on the company. The condition of PT Sinar Nusrapress Utama with cross-generational employees requires that leaders must be able to behave based on ethics, considering that employees faced by leaders are not only young but also old. The feeling of employees who feel they are treated well by the leadership encourages employees to have more confidence in the leadership so that the decisions and regulations made by the leadership will be supported and done seriously by the employees.

The assessment of PT Sinar Nusrapress Utama employees on the transformational leadership on the inspirational motivation indicator has the highest average score. This shows that the company's leadership has succeeded in emphasizing the importance of a sense of togetherness in the mission and motivating employees through providing work challenges. Working conditions in the media world which require employees to always be alert and ready to work in any situation, make the leadership of PT Sinar Nusrapress Utama to be able to build a sense of togetherness and cohesiveness among employees. In addition, to be the most superior among media companies, PT Sinar Nusrapress Utama must be at the forefront and accurate in reporting news and information to the public. To achieve this, when providing work challenges to employees, the leadership of PT Sinar Nusrapress Utama must be able to motivate employees, one of which is through a professional reward system so that all forms of employee performance contributions can be assessed transparently by all parties within the company. When employees are able to achieve the targets set by the company, their performance will be appreciated through rewards and bonuses ([Roberts & David, 2020](#); [Shao et al., 2012](#); [Jung et al., 2003](#)).

The assessment of PT Sinar Nusrapress Utama employees on the transformational leadership on intellectual stimulation indicators shows that employees have strong trust in the company's leadership because it has succeeded in encouraging them to be creative in solving problems with new approaches. This is related to the current development of technology and the internet which requires media companies to enter the era of digitalization. The company leadership's decision to convert from print media to digital media caused PT Sinar Nusrapress Utama employees to adapt to new approaches to completing their tasks. Optimizing the use of smartphones, sending photo files, videos, and articles, to coordinating meetings using the WhatsApp application, as well as integrating of the job appraisal system using the website are some examples of the new approach experienced by PT Sinar Nusrapress Utama employees during the media conversion process that occurred. The company gradually and consistently provides training and development to motivate employees to give maximum performance to the company.

The assessment of PT Sinar Nusrapress Utama employees on the transformational leadership on individual consideration indicators shows that the leadership of PT Sinar Nusrapress Utama is considered capable enough to act as a mentor for employees and has realized that every employee is an individual who has different needs in building their strengths so that they can excel to achieve their goals. company. This is related to the ability of the leadership of PT Sinar Nusrapress Utama to act as a mentor who understands work problems and has succeeded in generating strong trust because the leaders care about the work problems they face. The safer and more cared for at work, the employees

will give their maximum work contribution. One of them is shown through the reduced absenteeism of PT Sinar Nusrapress Utama employees. Feelings of security and being protected by the leadership can increase the contribution of employees' work because they feel calm in completing their work. If the leadership is deemed unable to understand the problem, employees will tend to be afraid to do risky work, such as making investigative news, which has the potential to cause offense and pressure from various parties.

The influence of organizational culture on employee performance

The results of hypothesis testing indicate that organizational culture has a positive and significant effect on employee performance. The results of the assessment of PT Sinar Nusrapress Utama employees, organizational culture is measured by innovation and risk-taking, direction from the leadership, integrity, management support, control, identity, reward system, tolerance for conflict, and communication patterns, a strong impact on the tendency of employees to provide high performance on the company. The stronger the organizational culture of the company, the higher the performance of PT Sinar Nusrapress Utama employees. The results in this study are in line with the results of research conducted by [Sapada et al. \(2018\)](#); [Kim & Park \(2019\)](#); [Soomro & Shah \(2019\)](#); [Aboramadan et al. \(2020\)](#); [Abdullahi et al. \(2021\)](#), found that organizational culture has a positive and significant effect on employee performance. PT Sinar Nusrapress Utama's employee assessment of organizational culture on the indicators of innovation and risktaking shows that employees perceive the company as giving a very good response to employee initiatives and innovations. In the process of convergence from print media to digital media, PT Sinar Nusrapress Utama warmly welcomes the initiatives and innovations born by its employees. The presence of a variety of new products such as Youtube NusaBali TV, Senggol NusaBali Marketplace, Podcast Gong Democracy, Bali Maknyus Culinary Program, and Info Weekend Vacation Program are some examples of initiatives and innovations from PT Sinar Nusrapress employees and was very well received by the company. These various innovations and initiatives are possible because PT Sinar Nusrapress Utama always provides support and facilities for employees who apply for training and self-development programs that are deemed necessary to improve employee performance for the company.

The assessment of PT Sinar Nusrapress Utama employees on organizational culture on indicators of direction from the leadership shows that the goals and priorities in the company have been conveyed by the leadership and well understood by the employees. During the convergence of print media to digital media, PT Sinar Nusrapress Utama must make adjustments to the goals and priorities within the company. In the digital era, the most significant change for media companies is the demand to present news quickly, while still adhering to the basic principles and code of journalistic ethics. This of course requires various adjustments as outlined in company regulations and employee work SOPs. The existence of clear regulations in the company that is run strictly allows employees to work more optimally and so that they are able to produce high performance. The assessment of PT Sinar Nusrapress Utama employees on the organizational culture on the indicators of integrity shows that both at the leadership level and at different parts of the company have worked in a coordinated manner and in accordance with the agreements that have been made. The more effective each part in coordinating and directing goals in accordance with company goals, the more optimal PT Sinar Nusrapress Utama employees will be to work. This is because there are clear and effective rules that serve as guidelines for employees to do a good job.

PT Sinar Nusrapress Utama's employee assessment of organizational culture on management support indicators shows that employees feel supported in every activity and effort they undertake within the company. Changes in work patterns and activities that occurred during the convergence of print media to digital media were balanced with PT Sinar Nusrapress Utama management support through employee training and development as well as the fulfillment of all supporting facilities such as making studio rooms in the office, purchasing equipment, and supplies for videography and editing needs. , as well as providing internet allowances for employees in the regions to facilitate the delivery of digital data. Management support that is felt strongly by employees has an impact on the level of employee performance being higher. The assessment of PT Sinar Nusrapress Utama employees on organizational culture on control indicators shows that employees feel they have the trust of the leadership in completing their tasks. Employees of PT Sinar Nusrapress Utama have been given the freedom by the company in determining and developing what coverage will be done every day. Employees who are given this freedom feel more trusted and responsible for the targets given by the company, trying to achieve these targets or even exceed them, because they want to give their best performance.

PT Sinar Nusrapress Utama employee assessment of organizational culture on identity indicators shows that the success of the company is very important for employees and they are ready to do their best for the company's success.

As a media company, apart from being a business entity, PT Sinar Nusrapress Utama also carries out the public's mandate to become an independent, neutral, accurate, honest and true source of information. This identity is automatically attached directly to its employees because to present quality information it can only be obtained through compact and solid teamwork, which leads to a high level of performance from the employees of PT Sinar Nusrapress Utama. The assessment of PT Sinar Nusrapress Utama employees on organizational culture on the reward system indicators shows that employees feel that the company has a professional reward system so that performance appraisals can be carried out transparently. Rewards and bonuses received by employees are given based on performance and in accordance with reality. During the convergence of print media to digital media, the company provides additional bonuses for journalist employees whose writings are read by more than 10,000 readers every month. The company prepares a performance monitoring system that can be monitored by both the company and the employees. The existence of a transparent reward and performance appraisal system motivates employees to perform higher.

The assessment of PT Sinar Nusrapress Utama employees on organizational culture on the indicator of tolerance for conflict shows that employees expect problems that occur within the company to be resolved in an effective way without confrontation. The problem most often occurs at PT Sinar Nusrapress Utama because of the different perspectives of employees across generations in seeing changes in technology development and convergence carried out by the company. The concerns of employees of the older generation regarding products in the digital era will erode the loyal readers of conventional printed products. Meanwhile, employees of the younger generation hope that the company's management will immediately accelerate the convergence to digital media so that it is not too late to rejuvenate readers. If the company fails to handle this conflict properly, employees across generations can experience demotivation from each other because they feel that their opinions are not being taken into account, thus triggering a decline in employee performance. PT Sinar Nusrapress Utama's employee assessment of organizational culture on indicators of communication patterns shows that employees expect to get help from colleagues and company leaders when facing work problems. This can only be realized if there is a good communication pattern within the company that creates a feeling of belonging within the company. If employees already feel part of the company, the achievement of company goals is also a goal in employees so that they will contribute to the best work and performance in the company.

The effect of job satisfaction on employee performance

The results of hypothesis testing show that job satisfaction has a positive and significant effect on employee performance. The results of the assessment of PT Sinar Nusrapress Utama employees, job satisfaction as measured by the balance of work quality and social quality of life, a sense of pride in working in the company, motivation to continue to work actively and optimally, an inspiring work environment, cooperative colleagues, feel suggestions and complaints being listened to by the company, and management's enthusiasm for employee careers, has an impact on the tendency of employees to give high performance to the company. The higher the job satisfaction felt by employees, the higher the performance of PT Sinar Nusrapress Utama employees. The results in this study are in line with the results of research conducted by [Siengthai & Pila-Ngarm \(2016\)](#), research by [Paais & Pattiruhu \(2020\)](#); [Shafique et al. \(2018\)](#); [Soomro & Shah \(2019\)](#), found that job satisfaction has a positive and significant effect on employee performance.

The assessment of PT Sinar Nusrapress Utama employees on the job satisfaction indicator, namely a sense of pride in working in the company, has the highest average score. This shows that the feeling of pride of PT Sinar Nusrapress Utama employees at work increases the employee's efforts to maintain membership in the company so that they can continue to work actively and optimally. Employees of PT Sinar Nusrapress Utama are satisfied with the way their superiors behave and inspire their employees, feel they have colleagues and a team that support them and feel comfortable with their current careers. One of the causes of the pride of PT Sinar Nusrapress Utama employees is the company's success in surviving the pandemic and being willing to listen to suggestions and complaints from its employees not to cut salaries and employee rights during the pandemic. This is a matter of pride for the employees of PT Sinar Nusrapress Utama because at the same time many other media companies in Bali are actually cutting their employees' salaries to survive bankruptcy. Salary cuts made unilaterally by the company will certainly disrupt the balance of the quality of work and social life of its employees, which can have an impact on employee performance.

The effect of transformational leadership on job satisfaction

The results of hypothesis testing show that transformational leadership has a positive and significant effect on job satisfaction, which means that the stronger the transformational leadership felt by employees, the higher the satisfaction of PT Sinar Nusrapress Utama employees. The test results show that what should be the focus to increase employee job satisfaction through transformational leadership include the way company leaders try to solve existing problems from a different perspective, the way the leader behaves and is aware of the differences in the individual needs of employees, and the way company leaders try to help employees to build on their strengths.

The results in this study are in line with the results of research conducted by [Kader Ali & Tang \(2016\)](#); [Eliyana et al. \(2019\)](#); [Al-Sada et al. \(2017\)](#); [Jermstittiparsert \(2020\)](#), found that transformational leadership has a strong positive influence on job satisfaction. The assessment of PT Sinar Nusrapress Utama employees on the transformational leadership on the idealized influence indicator shows that employees have very strong trust in their leaders because they consistently behave based on ethics. As a company engaged in the media sector, PT Sinar Nusrapress Utama has an obligation to always uphold the journalistic code of ethics.

The condition of PT Sinar Nusrapress Utama with cross-generational employees requires that leaders must be able to behave based on ethics, considering that the employees faced by leaders are not only young but also old. The feelings of employees who are treated well by the leadership encourage employees to have more confidence in the leadership so that the decisions and regulations made by the leadership will be supported and done seriously by the employees. The assessment of PT Sinar Nusrapress Utama employees on the transformational leadership on the inspirational motivation indicator has the highest average score. This shows that the leadership of the company succeeds in the importance of a sense of togetherness in the mission and motivates employees to provide work challenges. Working conditions in the media world that require employees to always be alert and ready to work in any situation, make the leadership of PT Sinar Nusrapress Utama to be able to build a sense of togetherness and cohesiveness among employees. In addition, to be the most superior among media companies, PT Sinar Nusrapress Utama must be at the forefront and accurate in conveying news and information to the public. To achieve this, when it comes to working challenges for employees, the leadership of PT Sinar Nusrapress Utama must be able to motivate employees, one of which is through professional awards so that all forms of employee performance contributions can be assessed transparently by all parties within the company. When employees are able to achieve the targets set by the company, their performance will be appreciated through rewards and bonuses.

The assessment of PT Sinar Nusrapress Utama employees on the transformational leadership on intellectual stimulation indicators shows that employees have strong trust in the company's leadership because it has succeeded in encouraging them to be creative in solving problems with new approaches. This is related to the current development of technology and the internet which requires media companies to enter the era of digitalization. The company leadership's decision to convert from print media to digital media caused PT Sinar Nusrapress Utama employees to adapt to new approaches in completing their tasks. Optimizing the use of smartphones, sending photo files, videos, and articles, to coordinating meetings using the WhatsApp application, as well as integrating of the job appraisal system using the website are some examples of the new approach experienced by PT Sinar Nusrapress Utama employees during the media conversion process that occurred. The company gradually and consistently provides training and development to motivate employees to give maximum performance to the company.

The assessment of PT Sinar Nusrapress Utama employees on the transformational leadership on individual consideration indicators shows that the leadership of PT Sinar Nusrapress Utama is considered capable enough to act as a mentor for employees and has realized that every employee is an individual who has different needs in building their strengths so that they can excel to achieve their goals. company. This is related to the ability of the leadership of PT Sinar Nusrapress Utama to act as a mentor who understands work problems and has succeeded in generating strong trust because the leaders care about the work problems they face. The safer and more cared for at work, the employees will give their maximum work contribution. One of them is shown through the reduced absenteeism of PT Sinar Nusrapress Utama employees. Feelings of security and being protected by the leadership can increase the contribution of employees' work because they feel calm in completing their work. If the leadership is deemed unable to understand the problem, employees will tend to be afraid to do risky work, such as making investigative news, which has the potential to cause offense and pressure from various parties.

The influence of organizational culture on job satisfaction

Organizational culture has a positive and significant effect on job satisfaction. The test results show that the focus is on organizational culture and job satisfaction, in this company, employees get help from the leadership when they make mistakes, if they face problems, employees can rely on support from their leaders, and it is not difficult to contact the leadership when problems occur. The results in this study are in line with the results of research conducted by [Sow \(2017\)](#); [Isac et al \(2021\)](#); [Soomro & Shah \(2019\)](#); [Ramli \(2019\)](#); [Kim & Park \(2019\)](#), found that organizational culture has a very positive and significant impact on job satisfaction. Further observations found that the significant influence between organizational culture and job satisfaction was mainly caused by the company welcoming innovation well, the company welcoming initiative well, and the leadership supporting employee activities within the company. Thus it can be stated that the stronger the organizational culture, the higher the employee satisfaction.

The mediating role of job satisfaction on transformational leadership and employee performance

Job satisfaction is able to mediate the effect of transformational leadership on employee performance. strict rules that require employees to comply with the rules, and a balance between quality of work and quality of social life. The results in this study are in line with the results of research conducted by [Kader Ali & Tang \(2016\)](#); [Eliyana et al. \(2019\)](#); [Paais & Pattiruhu \(2020\)](#), found that transformational leadership had a positive and significant effect on job satisfaction and job satisfaction had a positive and significant effect on employee performance. Likewise, research by [Edward & Kaban \(2020\)](#), found that transformational leadership through job satisfaction has a positive effect on employee performance. Further observations found that the significant effect of transformational leadership on employee performance through mediating job satisfaction was mainly due to the leader always considering the needs of employees more than their own needs, training and development motivated employees to work optimally, and employees' own motivation to continue to work optimally. active and optimal. Thus it can be stated that strong transformational leadership will lead to higher employee satisfaction, which in turn will increase employee performance as well.

The role of job satisfaction mediates the influence of organizational culture on employee performance

Job satisfaction is able to mediate the influence of organizational culture on employee performance. The test results show that the focus on job satisfaction in mediating organizational culture on employee performance includes employee goals that are not different from company goals, in this company the leaders pay attention to employee opinions even though they do not agree and all employee suggestions and complaints are listened to and considered by the company. The results in this study are in line with the results of research conducted by [Sapada et al. \(2018\)](#); [Soomro & Shah \(2019\)](#); [Ramli \(2019\)](#); [Edward & Kaban \(2020\)](#), found that organizational culture has a positive and significant effect on job satisfaction and job satisfaction has a positive and significant effect on employee performance. Research conducted by [Khan et al., \(2019\)](#), also found that satisfaction plays a very important role as a mediating variable between organizational culture and employee performance. Further observations found that the positive influence of job satisfaction in mediating organizational culture on employee performance was caused by the leadership and employees of each different part of the company, working in a coordinated manner, to achieve or even exceed the targets given by the company and the company continues to increase rewards and bonuses for employees. employees who are able to achieve company targets. Thus, it can be stated that a strong organizational culture will lead to higher employee satisfaction, which in turn will improve employee performance.

4 Conclusion

Based on the results of the discussion, the conclusions obtained are that transformational leadership has a positive and significant effect on employee performance. The results of this study explain that the stronger the transformational leadership felt by PT Sinar Nusrapress Utama employees, the employee's performance will increase. Organizational culture has a positive and significant effect on employee performance. The results of this study explain that the stronger the organizational culture of PT Sinar Nusrapress Utama, the employee's performance will increase. Job satisfaction has a positive and significant effect on employee performance. The results of this study explain that the higher the job

satisfaction felt by the employees of PT Sinar Nusrapress Utama, the employee performance will increase. Transformational leadership has a positive and significant effect on job satisfaction. The results of this study explain that the better the transformational leadership felt by the employees of PT Sinar Nusrapress Utama, the employee performance will increase. Organizational culture has a positive and significant effect on job satisfaction. The results of this study explain that the stronger the organizational culture of PT Sinar Nusrapress Utama, the higher the job satisfaction felt by employees. Job satisfaction partially mediates the relationship of transformational leadership to employee performance. The higher the job satisfaction felt by the employees of PT Sinar Nusrapress Utama, it will be able to increase the positive influence of transformational leadership on employee performance. Job satisfaction partially mediates the relationship between organizational culture and employee performance. The higher the job satisfaction felt by the employees of PT Sinar Nusrapress Utama, it will be able to increase the positive influence of organizational culture on employee performance.

Conflict of interest statement

The authors declared that they have no competing interests.

Statement of authorship

The authors have a responsibility for the conception and design of the study. The authors have approved the final article.

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