

THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE: JOB SATISFACTION AS A MEDIATING VARIABLE AND TRANSFORMATIONAL LEADERSHIP AS A MODERATING VARIABLE



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Abstract

This study aims to examine the effect of organizational culture on employee performance, with job satisfaction as a mediating variable and transformational leadership as a moderating variable. Organizational culture is considered an important factor in shaping employee attitudes and behavior, which in turn influences job satisfaction and performance. This research applies a quantitative approach using a census sampling technique involving 86 civil servant employees. Data were collected through questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS 4.0. The results indicate that organizational culture does not have a significant direct effect on employee performance, but has a positive and significant effect on job satisfaction. Furthermore, job satisfaction has a positive and significant effect on employee performance and mediates the relationship between organizational culture and employee performance. However, transformational leadership does not significantly moderate the relationship between organizational culture and job satisfaction. These findings suggest that employee performance is more strongly influenced by psychological factors such as job satisfaction rather than direct organizational cultural practices.

Keywords: Organizational Culture, Job Satisfaction, Transformational Leadership, Employee Performance, Public Sector

INTRODUCTION

Organizational culture has become an important factor influencing employee attitudes, work behavior, and organizational effectiveness, particularly in public sector institutions responsible for delivering professional and responsive public services. In the context of bureaucratic reform and organizational modernization, government institutions are required not only to improve service quality but also to create productive and supportive work environments. One important element that shapes employee attitudes and work behavior within organizations is organizational culture.

Organizational culture refers to a system of shared meanings held by members of an organization that distinguishes one organization from another (Robbins & Judge, 2013). Schein (2010) that organizational culture consists of basic assumptions, values, and norms developed by organizational members to guide behavior and decision-making in dealing with internal and external challenges. In addition, Denison (1990) proposes that organizational culture can be reflected through four main dimensions, namely involvement, consistency, adaptability, and mission, which are closely associated with organizational effectiveness and employee performance.

Previous studies highlight the important role of organizational culture in shaping employee attitudes and organizational outcomes. Bagga et al. (2023) report that organizational culture significantly influences employee commitment and work attitudes within organizations. Similarly, Aggarwal (2024) finds that a strong organizational culture contributes to higher levels of employee productivity and organizational performance. Recent studies also emphasize that organizational culture plays a strategic role in strengthening employee engagement and organizational adaptability in dynamic work environments (Bogale & Debela, 2024). These findings indicate that organizational culture functions as an important mechanism that influences employee behavior and overall organizational effectiveness.

Employee performance is another crucial factor that determines the success of an organization. Performance reflects the extent to which employees are able to complete their tasks effectively and achieve organizational objectives. Bernardin & Russell (1993) define performance as the outcomes produced by individuals in carrying out their duties within a certain period. High employee performance contributes to improved organizational productivity and effectiveness. Empirical studies also indicate that organizational culture can influence employee performance through behavioral and motivational mechanisms within the workplace (Siddiq et al., 2024; Pham et al., 2024).

In addition to organizational culture, job satisfaction is considered an important psychological factor that influences employee performance. Job satisfaction refers to a positive emotional state resulting from the evaluation of one's job or job experiences (Robbins & Judge, 2013). Employees who experience higher levels of job satisfaction tend to demonstrate stronger motivation, higher commitment, and better job performance. Faturrahman & Yuniawan (2023) explain that job satisfaction functions as an important mechanism linking organizational factors with employee performance. Likewise, Putra & Nasution (2024) find that job satisfaction mediates the relationship between organizational culture and employee performance.

Leadership style also plays a significant role in shaping employee attitudes and behavior within organizations. Transformational leadership is widely recognized as a leadership approach that inspires and motivates employees to achieve higher levels of performance by internalizing organizational values and creating meaningful work experiences (Bass & Avolio, 1994). Chen et al. (2022) report that transformational leadership positively influences employee attitudes and job satisfaction by creating a supportive work environment. Furthermore, Belhaj (2024) explains that transformational leadership can strengthen the internalization of organizational values, particularly in bureaucratic organizations.

Despite the growing body of research on organizational culture, job satisfaction, and employee performance, empirical findings regarding the direct influence of organizational culture on employee performance remain inconsistent. Some studies report that organizational culture directly affects employee performance, while others indicate that the relationship occurs indirectly through psychological mechanisms such as job satisfaction. In addition, research examining the role of transformational leadership as a moderating variable in the relationship between organizational culture and job satisfaction remains relatively limited, particularly in public sector organizations.

This study is conducted in the context of the Balai Besar Perikanan Budidaya Air Payau (BBPBAP) Jepara, a technical implementation unit under the Ministry of Marine Affairs and Fisheries. Although the institution has implemented structured work systems and organizational values aligned with national bureaucratic reform programs, empirical research examining how organizational culture influences employee job satisfaction and performance within this organizational context remains limited. Therefore, this study aims to examine the effect of organizational culture on employee performance, with job satisfaction as a mediating variable and transformational leadership as a moderating variable in the context of BBPBAP Jepara.

REVIEW OF LITERATURE

In the development of organizational studies, organizational culture has been widely recognized as a key factor that shapes employee behavior within an organization. Organizational culture refers to shared values, beliefs, and norms that guide employee behavior (Robbins & Judge, 2013). Schein (2010) explains that organizational culture consists of basic assumptions developed by organizational members to address internal integration and external adaptation. Furthermore, Denison (1990) conceptualizes organizational culture through four dimensions, namely involvement, consistency, adaptability, and mission, which are associated with organizational effectiveness and employee performance. This model has been widely applied in organizational research, including studies examining organizational culture in public sector institutions (Alfianto & Nadhor, 2024).

In addition to organizational culture, job satisfaction is an important factor that reflects employees' attitudes toward their work. Job satisfaction refers to a positive emotional state resulting from employee evaluation of their work experiences (Robbins & Judge, 2013). Luthans (2011) explains that job satisfaction emerges when employees perceive their work

environment as supportive and fulfilling. Employees who experience higher job satisfaction tend to demonstrate stronger motivation, commitment, and positive work attitudes.

Employee performance represents the outcomes achieved by employees in carrying out their tasks within an organization (Bernardin & Russell, 1993). Mathis and Jackson (2008) explain that employee performance is influenced by employee abilities, motivation, and organizational support. High levels of performance indicate that employees are able to complete their responsibilities effectively and contribute to organizational goals.

Leadership also plays an important role in influencing employee behavior and organizational outcomes. Transformational leadership refers to a leadership style that inspires and motivates employees to achieve higher levels of performance (Bass & Avolio, 1994). Transformational leaders encourage employees to internalize organizational values and strengthen their commitment to organizational goals (Yukl, 2013). This leadership style is often associated with improved employee motivation, job satisfaction, and organizational outcomes.

Previous studies have examined the relationship between organizational culture and employee performance. Pham et al. (2024) found that organizational culture has a positive and significant effect on employee performance in logistics companies. Similarly, Siddiq et al. (2024) reported that organizational culture improves employee performance by encouraging collaboration, responsibility, and work discipline among employees. In addition, Aggarwal (2024) found that organizational culture contributes significantly to employee productivity and organizational performance. These findings indicate that organizational culture plays an important role in influencing employee performance.

Furthermore, organizational culture has also been found to influence employee job satisfaction. Dameria and Ekawati (2022) found that organizational culture has a significant positive effect on employee job satisfaction. Dewi and Supartawan (2023) reported that a supportive organizational culture contributes to higher levels of job satisfaction among employees. Similarly, Awang et al. (2022) also found that organizational culture positively influences employee job satisfaction in organizational settings. These findings suggest that organizational culture is an important factor in shaping job satisfaction.

Job satisfaction is also considered a key determinant of employee performance. Ratnasari et al. (2020) found that job satisfaction significantly improves employee performance. Similarly, Sabuhari et al. (2020) reported that employees who experience higher job satisfaction tend to demonstrate better work performance. In addition, Gazi et al. (2022) also confirmed that job satisfaction has a positive and significant effect on employee performance. These findings indicate that job satisfaction contributes to improved employee performance.

In addition to its direct effect, job satisfaction is also argued to function as a mediating variable in the relationship between organizational culture and employee performance. Fidyah and Setiawati (2020) found that organizational culture positively affects employee performance through job satisfaction as a mediating variable. Similarly, Safitri et al. (2024) reported that job satisfaction mediates the relationship between organizational culture and employee performance. These findings suggest that job satisfaction plays a mediating role in explaining how organizational culture influences employee performance.

Leadership style may influence the relationship between organizational culture and employee attitudes. Braun et al. (2013) found that transformational leadership increases

employees' trust and positive attitudes toward the organization, which ultimately enhances job satisfaction. Chen et al. (2022) also reported that transformational leadership strengthens positive workplace relationships and improves employee satisfaction. Furthermore, Belhaj (2024) found that transformational leadership strengthens the internalization of organizational values and employee job satisfaction. These findings indicate that transformational leadership may strengthen the relationship between organizational culture and job satisfaction.

RESEARCH METHOD

This study employed a quantitative approach to examine the relationships among organizational culture, job satisfaction, employee performance, and transformational leadership. The research was conducted at the Balai Besar Perikanan Budidaya Air Payau (BBPBAP) Jepara, Indonesia. The population consisted of 86 civil servant employees at BBPBAP Jepara. Given the relatively small and manageable population size, a saturated sampling technique was applied, in which all members of the population were included as respondents (Sekaran & Bougie, 2016). Therefore, the total sample size in this study was 86 employees. Data were collected through a structured online questionnaire and supported by secondary data obtained from organizational documents and the institution's official website. The questionnaire utilized a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) to measure respondents' perceptions.

The measurement of variables was adapted from established constructs in previous studies. Organizational culture was measured based on the dimensions proposed by Denison (1990), job satisfaction referred to indicators developed by Luthans (2011), employee performance was measured using indicators from Bernardin and Russell (1993), and transformational leadership was measured using the dimensions proposed by Bass and Avolio (1994).

The data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS software. This method is suitable for analyzing complex models involving mediation and moderation effects, allowing for the examination of both direct and indirect relationships among variables in the proposed research model.

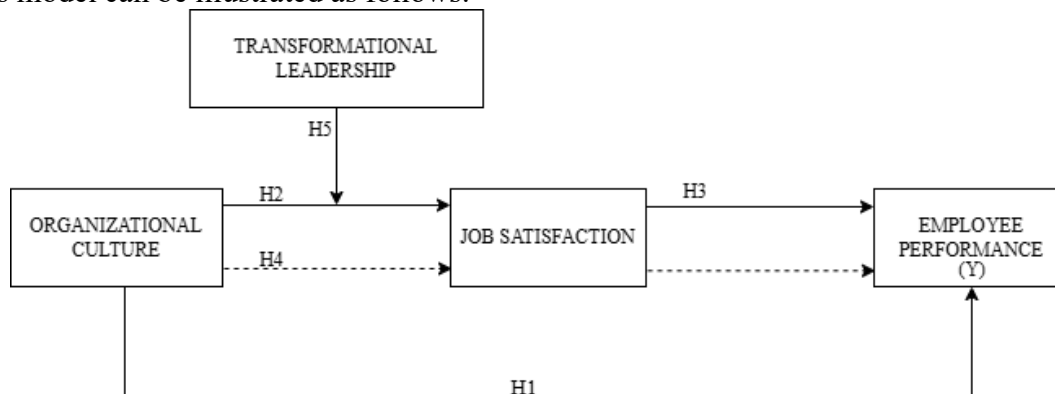
Research Hypothesis

This study aims to examine the relationships among organizational culture, job satisfaction, employee performance, and transformational leadership in the public sector context. Based on the theoretical framework and previous empirical findings, the hypotheses proposed in this study are as follows:

- H1: Organizational culture has a positive and significant effect on employee performance.
- H2: Organizational culture has a positive and significant effect on job satisfaction.
- H3: Job satisfaction has a positive and significant effect on employee performance.
- H4: Job satisfaction mediates the relationship between organizational culture and employee performance.
- H5: Transformational leadership moderates the relationship between organizational culture and job satisfaction.

Research Model

This research model describes the relationship between organizational culture as an independent variable and employee performance as a dependent variable, with job satisfaction as a mediating variable and transformational leadership as a moderating variable. This model can be illustrated as follows:



The image of this research model shows that organizational culture has a direct relationship with employee performance, as well as an indirect relationship through job satisfaction as a mediating variable. In addition, transformational leadership acts as a moderating variable that strengthens the relationship between organizational culture and job satisfaction. This study uses a quantitative approach with a survey method, where data are collected through a questionnaire using a Likert scale. The data analysis technique used is Partial Least Squares–Structural Equation Modeling (PLS-SEM) to examine the direct, mediating, and moderating relationships among variables. The results of this study are expected to provide deeper insights for public sector organizations in improving employee performance by strengthening organizational culture, enhancing job satisfaction, and optimizing transformational leadership.

RESULTS AND DISCUSSION

The following are the research results obtained from the analysis using Partial Least Squares–Structural Equation Modeling (PLS-SEM), namely:

Table 1.
Respondent Profile

	Category	Frequency	Percentage
Gender	Male	42	48.84
	Female	44	51.16
Age	< 30 years	25	29.07
	30-40 years	17	19.77
	≥ 40 years	44	51.16
Education	Elementary School	1	1.16
	Junior High School	1	1.16
	Senior High School	25	29.07

	Category	Frequency	Percentage
	Diploma (D3)	16	18.60
	Bachelor's Degree (D4/S1)	37	43.02
	Master's Degree (S2)	7	8.14
	Doctoral Degree (S3)	0	0.00
Years of Service	< 5 years	23	26.74
	6-10 years	11	12.79
	11-15 years	16	18.60
	> 16 years	36	41.86

Source: Data processed (2026)

Table 1 shows the demographic characteristics of the respondents based on gender, age, education, and years of service. Most respondents were female employees and were aged above 40 years. In terms of educational background, the majority of respondents held a bachelor's degree, while most employees had worked for more than 16 years at BBPAP Jepara.

Table 2.
Loading Factor

Variable	Code	Loading Factor
Organizational Culture	OC2	0.835
	OC3	0.845
	OC4	0.840
	OC5	0.855
	OC6	0.859
	OC7	0.775
	OC8	0.798
	OC9	0.889
	OC10	0.920
	OC11	0.794
	OC12	0.921
	OC13	0.929
	OC14	0.840
	OC15	0.868
	OC16	0.893
	OC17	0.881
	OC18	0.841
	OC19	0.850
	OC20	0.841
	OC21	0.811
	OC22	0.846
	OC23	0.871
	OC24	0.802
	OC25	0.880
	OC26	0.911

Variable	Code	Loading Factor
	OC27	0.892
	OC28	0.842
	OC29	0.886
	OC30	0.893
Job Satisfaction	JS1	0.593
	JS2	0.633
	JS3	0.664
	JS4	0.600
	JS5	0.528
	JS6	0.765
	JS7	0.874
	JS8	0.885
	JS9	0.877
	JS10	0.850
	JS11	0.877
	JS12	0.831
	JS13	0.755
	JS14	0.718
	JS15	0.709
Employee Performance	EP1	0.786
	EP2	0.755
	EP3	0.840
	EP4	0.825
	EP5	0.787
	EP6	0.775
	EP7	0.829
	EP8	0.786
	EP9	0.737
	EP10	0.787
	EP11	0.822
	EP12	0.769
	EP13	0.652
	EP14	0.856
	EP15	0.760
	EP16	0.868
	EP17	0.822
	EP18	0.826
Transformational Leadership	TL1	0.902
	TL2	0.936
	TL3	0.934
	TL4	0.946
	TL5	0.950

Variable	Code	Loading Factor
	TL6	0.947
	TL7	0.932
	TL8	0.918
	TL9	0.947
	TL10	0.956
	TL11	0.927

Source: Data processed (2026)

Table 3.
Average Variance Etracted (AVE)

	Average variance extracted (AVE)
Oraniazational Culture	0.739
Job Satisfaction	0.567
Employee Performance	0.632
Transformational Leadership	0.876

Source: Data processed (2026)

Table 4.
Fornell-Larcker Criterion

	OC	JS	EP	TL
OC	0.860			
JS	0.816	0.753		
EP	0.457	0.618	0.795	
TL	0.802	0.766	0.348	0.936

Source: Data processed (2026)

Note: OC = Organizational Culture; JS = Job Satisfaction; EP = Employee Performance; TL= Transformational Leadership

Table 5.
Heterotrait Monotrait Ratio (HTMT)

	OC	JS	EP	TL	TL x OC
OC					
JP	0.816				
EP	0.454	0.658			
TL	0.812	0.763	0.346		
TL x OC	0.653	0.429	0.130	0.445	

Source: Data processed (2026)

Table 6.
Construct Reliability

	Cronbach's alpha	Composite reliability (rho a)	Composite reliability (rho c)
OC	0.987	0.988	0.988
JS	0.943	0.953	0.950
EP	0.966	0.970	0.969
TL	0.986	0.986	0.987

Source: Data processed (2026)

Table 7.
R-Square and Q-Square

	R-Square	Q² Predict
JS	0.987	0.988
EP	0.943	0.953

Source: Data processed (2026)

Table 8.
Hypotesis testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P- Values
H1: OC -> EP	-0.141	-0.162	0.224	0.630	0.529
H2: OC -> JS	0.660	0.659	0.152	4.347	0.000
H3: JS -> EP	0.733	0.764	0.187	3.926	0.000
H4: OC -> JS -> EP	0.484	0.514	0.202	2.389	0.017
H5: TL x OC -> JS	0.077	0.079	0.043	1.791	0.073

Source: Data processed (2026)

Convergent Validity and Reliability

The measurement model was evaluated to assess convergent validity, discriminant validity, and construct reliability. Convergent validity was assessed using outer loading values and Average Variance Extracted (AVE). As presented in Table 2, most indicators showed outer loading values above the recommended threshold of 0.70. Several indicators with loading values below 0.70 were retained because the overall constructs still satisfied the required validity and reliability criteria. Furthermore, Table 3 shows that all constructs had AVE values above 0.50, indicating adequate convergent validity. Discriminant validity was evaluated using the Fornell-Larcker criterion and Heterotrait-Monotrait Ratio (HTMT). The results presented in Table 4 and Table 5 indicate that all constructs met the discriminant validity criteria, as the square root of AVE values exceeded inter-construct correlations and all HTMT values remained below the recommended threshold of 0.90.

Construct reliability was further assessed using Cronbach's Alpha and Composite Reliability. As shown in Table 6, all constructs demonstrated reliability values above 0.70, indicating strong internal consistency and confirming that the measurement model was reliable for further analysis.

Inner Model Evaluation

Inner model evaluation was conducted using the R-square (R^2) and Q-square (Q^2) values to assess the explanatory and predictive power of the model. As presented in Table 7, the R-square value for job satisfaction was 0.709, indicating that organizational culture, transformational leadership, and the interaction effect explained 70.9% of the variance in job satisfaction. Meanwhile, the R-square value for employee performance was 0.388, indicating that organizational culture and job satisfaction explained 38.8% of the variance in employee performance. Furthermore, the Q-square values for both endogenous variables were greater than zero, indicating that the model had predictive relevance and was capable of adequately predicting the observed data.

Hypothesis Testing

The analysis results show that organizational culture did not significantly affect employee performance, with a path coefficient of -0.141, a t-statistic of 0.630, and a p-value of 0.529. Therefore, H1 was not supported. In contrast, organizational culture had a positive and significant effect on job satisfaction, with a path coefficient of 0.660, a t-statistic of 4.347, and a p-value of 0.000, indicating that H2 was supported. Furthermore, job satisfaction had a positive and significant effect on employee performance, with a path coefficient of 0.733, a t-statistic of 3.926, and a p-value of 0.000. Thus, H3 was supported.

The indirect effect analysis also showed that job satisfaction significantly mediated the relationship between organizational culture and employee performance, with a path coefficient of 0.484, a t-statistic of 2.389, and a p-value of 0.017. Therefore, H4 was supported, indicating that organizational culture indirectly improved employee performance through job satisfaction. Meanwhile, transformational leadership did not significantly moderate the relationship between organizational culture and job satisfaction, with a path coefficient of 0.077, a t-statistic of 1.791, and a p-value of 0.073. Therefore, H5 was not supported.

The Effect of Organizational Culture on Employee Performance

The results showed that organizational culture did not have a significant effect on employee performance. This finding indicates that the organizational culture perceived by employees was not sufficient to directly improve employee performance. This result is consistent with Niken et al. (2022) and Syamsiana et al. (2023), who found that organizational culture may not directly influence employee performance without support from other psychological or organizational factors. Lonaldi (2023) also explained that organizational values may not significantly affect performance when they are not fully internalized in daily work practices.

From an empirical perspective, this insignificant effect may be related to employee characteristics and organizational conditions at BBPBAP Jepara. Differences in educational background may influence how employees understand and apply organizational values in their work (Putra et al., 2021; Palma-Moreira et al., 2024). In addition, employee performance at BBPBAP Jepara appears to be more strongly influenced by technical work

systems, formal task division, and structured performance control than by organizational culture.

The Effect of Organizational Culture on Job Satisfaction

The findings indicate that organizational culture had a positive and significant effect on job satisfaction, suggesting that a better organizational culture was associated with higher employee job satisfaction. A supportive organizational culture can foster shared values, consistent work practices, and a positive work environment, which may strengthen employees' satisfaction with their jobs.

This result is supported by Dewi and Supartawan (2023), who found that alignment between organizational values and employees' perceptions of the work environment can enhance job satisfaction. Similarly, Dameria and Ekawati (2022) explained that work practices consistent with organizational values help build positive work attitudes.

Wardhani (2022) also emphasized that organizational practices encouraging initiative, cooperation, and performance-based appreciation can create a more positive work experience. Overall, this finding suggests that the implementation of organizational values and practices can improve employees' positive perceptions of work and strengthen their job satisfaction.

The Effect of Job Satisfaction on Employee Performance

The analysis showed that job satisfaction had a positive and significant effect on employee performance, indicating that higher job satisfaction was associated with better employee performance. This finding suggests that employees who feel satisfied with their jobs tend to demonstrate greater responsibility, involvement, and effectiveness in carrying out their tasks. Ratnasari et al. (2020) explained that job satisfaction contributes to employee performance because the fulfillment of important work aspects can encourage positive work attitudes and stronger commitment to assigned duties.

Sabuhari et al. (2020) also found that job satisfaction improves employee performance through stronger intrinsic motivation, work engagement, and task commitment. In addition, Rinny et al. (2020) emphasized that job satisfaction reflects the alignment between employee expectations and actual working conditions, which can foster initiative, responsibility, and better task completion. Overall, these findings indicate that higher job satisfaction can strengthen positive work attitudes and support employees in achieving more optimal performance.

The Mediating Role of Job Satisfaction

The findings indicate that organizational culture had a significant indirect effect on employee performance through job satisfaction. This suggests that organizational culture was able to improve employee performance by creating positive work perceptions and higher job satisfaction among employees. Research by Alfianto and Nadhor (2024) and Safitri et al. (2024) supports this result by showing that job satisfaction acts as an intervening variable in the relationship between organizational culture and employee performance. These studies imply that organizational values and norms may not always influence performance directly, but can first shape how employees perceive and experience their work.

In addition, Fidyah and Setiawati (2020) explained that job satisfaction is closely related to better work quality, responsibility, and effectiveness in completing tasks. In the context of BBPBAP Jepara, the implementation of organizational values appears to be more

effective in improving employee performance when accompanied by higher employee job satisfaction.

The Moderating Role of Transformational Leadership

The analysis indicated that transformational leadership did not significantly moderate the relationship between organizational culture and job satisfaction. This finding suggests that transformational leadership was not proven to strengthen or weaken the influence of organizational culture on job satisfaction. From the perspective of organizational culture theory, organizational values and norms that have been consistently internalized tend to shape employees' work attitudes in a relatively stable manner (Schein, 2010).

In line with this view, transformational leadership tends to influence employee attitudes more directly rather than functioning as a strengthening factor in every organizational relationship (Avolio et al., 2004; Judge & Piccolo, 2004). This result is also supported by Lester et al. (2024) and Firdaus et al. (2023), who found that in formal and structured organizational settings, job satisfaction is more strongly influenced by work systems, role clarity, and organizational practices than by leadership style as a moderating factor.

CONCLUSION

This study concludes that organizational culture did not have a significant direct effect on employee performance, while organizational culture had a positive and significant effect on job satisfaction. Job satisfaction was also found to positively influence employee performance and significantly mediate the relationship between organizational culture and employee performance. These findings indicate that organizational culture contributes more effectively to employee performance when it first creates positive work perceptions and higher job satisfaction among employees. However, transformational leadership was not proven to significantly moderate the relationship between organizational culture and job satisfaction.

The findings reinforce the view that organizational culture does not always directly influence employee performance but may operate through employees' work attitudes, particularly job satisfaction. In addition, leadership style may not always function as a significant strengthening factor, especially when organizational values and work systems are already relatively established. Practically, organizations should not rely solely on strengthening organizational culture to improve employee performance. Greater attention should also be given to creating positive work experiences, supportive work practices, and conditions that enhance employee job satisfaction.

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