

STRATEGIES FOR IMPROVING EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL CULTURE AND TRANSFORMATIONAL LEADERSHIP WITH JOB SATISFACTION AS AN INTERVENING VARIABLE: A STUDY OF EMPLOYEES IN THE SEWING SECTION OF A BEKASI GARMENT COMPANY



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Abstract

This research aims to analyze Employee Performance Improvement (Z) through Organizational Culture and Transformational Leadership, with Job Satisfaction as an intervening variable: Study of PT Sabena Cipta, Bekasi on Sewing Department Employees). The research population has 400 people, with a sample of research is 200 employees in the sewing department. The method used in this research uses quantitative methods, data collection for each variable studied uses a questionnaire with a rating scale. Data analysis techniques use descriptive statistics and path analysis techniques. The research results show: a) There is a direct positive influence of organizational culture on employee performance. b) There is a direct positive influence of transformational leadership on employee performance. c) There is a direct positive influence of job satisfaction on employee performance. d) there is a direct positive influence of organizational culture on job satisfaction e) There is a positive direct effect of transformational leadership on job satisfaction. f) there is an indirect positive influence of organizational culture on employee performance through job satisfaction. With a zcount value greater than ztable it can be concluded that job satisfaction mediates the influence of organizational culture on employee performance. g) there is an indirect positive influence of transformational leadership on employee performance through job satisfaction with a zcount value greater than ztable so it can be concluded that job satisfaction mediates the influence of transformational leadership on employee performance.

Keywords: Job Satisfaction, Organizational Culture, Performance, Transformational Leadership

INTRODUCTION

Human resources (HR) are a very valuable asset in every organization because human resources make an important contribution to the progress of the organization and are one of the determining factors in the progress or decline of an organization. Problems regarding performance will always be faced by the company's management, therefore management needs to know what factors affect the performance of its employees. Factors that can affect employee performance allow company management to take various necessary policies so that it can improve employee performance to meet company expectations.

The garment industry is one of the pillars of the development of the textile industry in Indonesia, and is one of the 3rd largest contributors of foreign exchange in Indonesia, after the palm oil industry and the tourism sector. The high trust of clients or buyers is inseparable from the role of the production department which strives to meet the demands of quality and quantity so that export shipments can be carried out on time. To achieve this goal, the company needs competent and qualified human resources.

This study focuses on the production department, especially the sewing department because the production department is considered to have problems with the mismatch between the realization and the target set by the company, so improvements need to be made to produce production results and achieve targets so that the company is expected to obtain maximum profit. The following is comparative data between the target and the realization of production results for the last three years 2020-2022.

Table 1.
Production Target Data 2020-2022

No	Year	Production Target	Production Realization	Reject	Realization Percentage
1	2020	1500,000 Pcs	1150,000 Pcs	350,000 Pcs	76.66%
2	2021	1600,000 Pcs	1100,000 Pcs	500,000 Pcs	68.75%
3	2022	1650,000 Pcs	1090,000 Pcs	560,000 Pcs	66.06%

Based on the table of production target data and its realization from 2020-2022 above, it shows a decrease in production every year. It can be seen that the lowest output was

achieved in 2022, which decreased with a target realization percentage of only 66.06% compared to the previous year. This decrease in production was caused by the quality of the goods produced or manufactured not following the standards required by the company (reject) so the goods could not participate in final exports. The non-compliance with garment production targets can be caused by various factors, including defective products found during the final inspection so that the goods could not pass for export according to the departure schedule due to defective goods (reject). Many factors affect employee performance, including organizational culture, transformational leadership, and job satisfaction. Organizational culture is one of the important factors driving the success of a company.

LITERATURE REVIEW

Employee Performance

According to Bernardin (2013), Performance is a record of the results obtained from certain job functions during a certain period. Performance has three dimensions, namely: a) Quality, namely, the level at which the process or results of completing an activity are close to perfect, b) Quantity, namely, the production produced can be shown in currency units, number of units, or number of activity cycles completed, c) Cost Effectiveness, namely, the level at which organizational resources such as humans, finances, technology, raw materials can be maximized in the sense of obtaining the highest profit or reducing losses arising from each unit or example of use of an existing resource.

Job Satisfaction

According to Wibowo (2017), job satisfaction is a general attitude toward one's work as the difference between the number of rewards received by workers and the number of rewards they believe they should receive. Job satisfaction has several dimensions, namely: a) The work itself, b) Salary/ Wages, c) Supervision, and d) Coworkers.

According to Robbins (2013), job satisfaction is a positive feeling about one's job which is the result of an evaluation of its characteristics. Performance dimensions: a) The job itself, b) Salary or wages, c) Promotion opportunities, d) Supervision, e) Coworkers.

Organizational Culture

According to Robbins (2013), organizational culture is a system of meaning held together by members that distinguishes the organization from other organizations, the dimensions of organizational culture are: a) Innovation and Risk Taking: The extent to which employees are encouraged to be innovative and take risks, b) Attention to Details: The extent to which employees are expected to demonstrate accuracy, analysis, and depth of attention to detail, c) Outcome Orientation: The extent to which management focuses on results and outcomes rather than techniques and processes to achieve those results, d) People Orientation: The extent to which management decisions consider the impact of work results on people in the organization, e) Team Orientation: The extent to which work activities are coordinated in teams rather than individuals, f) Aggressiveness: The extent to which people are aggressive and competitive rather than working for the easy way, g) Stability: The extent to which organizational activities emphasize the importance of maintaining the status quo rather than for growth.

Transformational Leadership

According to Colcuitt (2013), transformational leadership is leadership that links the ideas of all its members to commit to a chart leading to a shared vision and mission that provides meaning to the development of their abilities and as a case from a current perspective. The dimensions of Transformational Leadership are a) Idealized influence (charisma), b) Intellectual stimulation, c) Individualized consideration, and d) Inspirational motivation.

RESEARCH METHOD

The research method used in this study is by using quantitative descriptive research with survey methods and path analysis. Research with survey methods is used to obtain data from certain natural places (not artificial), but researchers collect data by distributing questionnaires.

This study describes the influence of independent variables in this case organizational culture (X1) and transformational leadership (X2) through the intervening variable of job satisfaction (Y) on the dependent variable of employee performance (Z). Based on the review

of theoretical foundations and previous research, in this study, the constellation of research variables can be described as follows.

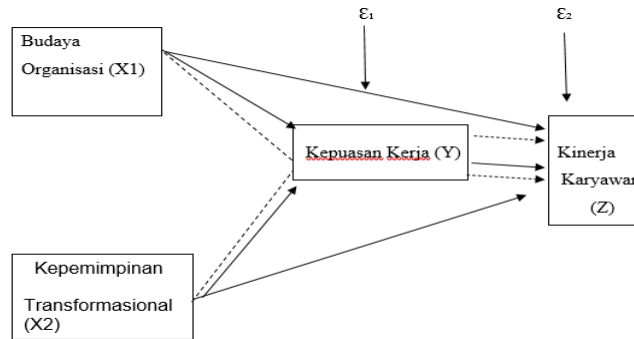


Figure 1.

The Constellation of Relationships Between Research Variables

Caption:

- ϵ : (epsilon) are other variables that were not studied
- \longrightarrow : direct influence line
- \dashrightarrow : line indirect influence

The population in this study was 400 sewing department employees, and the number of samples used in distributing the questionnaire was 200 respondents. To measure the variables of employee performance, organizational culture, transformational leadership, and job satisfaction in the form of a questionnaire. Assessment of statements, using a Likert scale to measure the variables of organizational culture, transformational leadership, and job satisfaction. In contrast, the rating scale is used to measure employee performance variables. Data analysis in this study was carried out with the help of the SPSS for Windows Version 26.0 program. The research data analysis results were processed using descriptive statistics, then used for research hypotheses using inferential statistics with simple and multiple regression and correlation techniques. This study uses correlation and regression analysis to calculate path coefficients.

In this study, the independent variables are Organizational Culture and Transformational Leadership, while the moderating variable is Job Satisfaction, and the dependent variable is employee performance. Based on that, the structural equation is as follows:

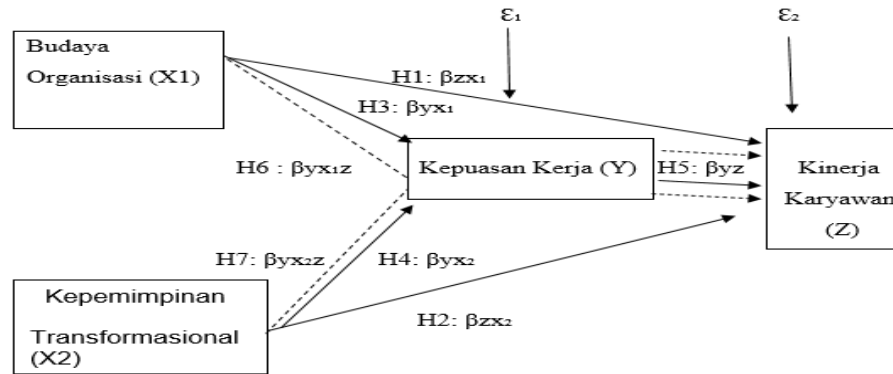


Figure 2.

- 1) Direct Influence of Organizational Culture (X1) on Employee Performance (Z)
 - Ho: $\beta_{zx_1} \leq 0$ (There is no significant direct influence of organizational culture on employee performance)
 - Ha: $\beta_{zx_1} > 0$ (There is a direct significant influence of organizational culture on performance)
- 2) Direct Influence of Transformational Leadership (X2) on Employee Performance (Z)
 - Ho: $\beta_{zx_2} \leq 0$ (There is no significant direct influence of transformational leadership on employee performance)
 - Ha: $\beta_{zx_2} > 0$ (There is a direct significant influence of transformational leadership on employee performance)
- 3) Direct Influence of Job Satisfaction (Y) on Employee Performance (Z)
 - Ho: $\beta_{yz} \leq 0$ (There is no direct significant influence of job satisfaction on employee performance)
 - Ha: $\beta_{yz} > 0$ (There is a direct significant influence of job satisfaction on employee performance)
- 4) Direct Influence of Organizational Culture (X1) on Job Satisfaction (Y)
 - Ho: $\beta_{yx_1} \leq 0$ (There is no significant direct influence of organizational culture on job satisfaction)
 - Ha: $\beta_{yx_1} > 0$ (There is a direct significant influence of organizational culture on job satisfaction)
- 5) Direct Influence of Transformational Leadership (X2) on Job Satisfaction (Y)

Ho: $\beta_{yx_2} \leq 0$ (There is no direct significant influence of transformational leadership on job satisfaction)

Ha: $\beta_{yx_2} > 0$ (There is a direct significant influence of transformational leadership on job satisfaction)

RESULTS AND DISCUSSION

Direct Influence of Organizational Culture on Employee Performance

The hypothesis to be tested is as follows:

Ho : $\beta_{zx_1} \leq 0$

Ha : $\beta_{zx_1} > 0$

Ho : There no is a significant direct influence of organizational culture on employee performance

Ha : There is a significant direct influence of organizational culture on performance.

Table 2.
Direct Influence of Organizational Culture on Employee Performance
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	22,764	5.435		4.188	.000
Organizational culture	.814	.037	.844	22.104	.000

a. Dependent Variable: Employee Performance

After conducting the analysis requirements testing through normality test, homogeneity test, and linearity test. The direct influence between organizational culture and employee performance obtained the following results:

- a. The direct influence between organizational culture on employee performance using simple regression analysis obtained a regression value of $\beta_{zx_1} = .844$. This means that there is a direct positive influence of organizational culture on employee performance.

- b. To test the significance or not of the direct influence that occurs between organizational culture and employee performance, the t-test is used. Based on the table above, the t-count value is 22.104 with a t-table value at the sig. level of 0.05 (2-tailed) with $n - 2$ or $200 - 2 = 198$. It can be concluded that the t-count value $>$ t-table value or $22.104 > 1.96$ or a Sig. value of $0.000 < 0.05$ means that the direct influence of organizational culture on employee performance is significant.
- c. The functional relationship between organizational culture and employee performance is $= 22.764 + 0.844 X_1$. The constant of 22.764 states that if there is an organizational culture, employee performance is 22.764. The X_1 value of 0.844 indicates a positive functional relationship. This means that the organizational culture variable affects employee performance and can be used to predict employee performance. \hat{Z}
- d. To determine the extent of the contribution of organizational culture to employee performance, it is calculated based on the following determination coefficient values:

Table 3.
Coefficient of Determination of Organizational Culture on Employee Performance
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.844a	.712	.710	12.253

a. Predictors: (Constant), Organizational Culture

In the context of the study, the R Square R^2 value of 0.710 indicates that about 71% of the variation in the dependent variable can be explained by the independent variable. This means that 29% of the variation in the dependent variable cannot be explained by the independent variable and may be explained by other factors not included in the regression model.

The Direct Influence of Transformational Leadership on Employee Performance

The hypothesis to be tested is as follows:

H_0 : $\beta_{zx} \leq 0$

H_a : $\beta_{zx} > 0$

H_0 : There is no significant direct influence of transformational leadership on employee performance.

Ha : There is a significant direct influence of transformational leadership on employee performance.

Table 4.
The Direct Influence of Transformational Leadership on Employee Performance
Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	16,987	5,780		2,939	.004
Transformational Leadership	.827	.038	.840	21,769	.000

a. Dependent Variable: Employee Performance

After testing the analysis requirements through normality test, homogeneity test, and linearity test. The direct influence of transformational leadership on employee performance obtained the following results:

- a. The direct influence between transformational leadership on employee performance with simple regression analysis obtained a regression value of $\beta_{zx2} = 840$. This means that there is a direct positive influence of transformational leadership on employee performance.
- b. To test the significance or not of the direct influence that occurs between transformational leadership on employee performance, the t-test is used. Based on the table above, the t-count value is 21.769 with a t-table value at the sig. level. 0.05 (2-tailed) with $n - 2$ or $200 - 2 = 198$. It can be concluded that the t-count value $>$ t-table value or $21.769 > 1.96$ or a Sig. value of $0.000 < 0.05$ means that the direct influence of transformational leadership on employee performance is significant.
- c. The functional relationship between transformational leadership and employee performance is $= 16.987 + 0.840 X_2$. The constant of 16.987 states that if there is transformational leadership, employee performance is 16.987. The X_2 value of 0.840 indicates a positive functional relationship. This means that the transformational leadership variable affects employee performance and can be used to predict employee performance. \hat{Z}

d. To determine the extent of the contribution of transformational leadership to employee performance, it is calculated based on the following determination coefficient values:

Table 5.
Determination Coefficient of Transformational Leadership on Employee Performance
Model Summary

Model	R	RSquare	Adjusted R Square	Std. Error of the Estimate
1	.840a	.705	.704	12,386

a. Predictors: (Constant), Transformational Leadership

In the context of the study, the R Square R^2 value of 0.704 indicates that about 70.4% of the variation in the dependent variable can be explained by the independent variable. This means that 29.6% of the variation in the dependent variable cannot be explained by the independent variable and may be explained by other factors not included in the regression model.

Direct Influence of Job Satisfaction on Employee Performance

The hypothesis to be tested is as follows:

Ho : $\beta_{yz} \leq 0$

Ha : $\beta_{yz} > 0$

Ho : There no is a significant direct influence of job satisfaction on employee performance.

Ha : There is a significant direct influence of job satisfaction on employee performance.

Table 6.
Direct Influence of Job Satisfaction on Employee Performance
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta		
(Constant)	10,490	6.274		,672	096
Job satisfaction	.834	.040	.832	1,076	000

a. Dependent Variable: Employee Performance

After testing the analysis requirements through normality test, homogeneity test, and linearity test. The direct influence between job satisfaction and employee performance obtained the following results:

- a. The direct influence between job satisfaction on employee performance with simple regression analysis obtained a regression value of $\beta_{zx_1} = 0.832$. This means that there is a direct positive influence of job satisfaction on employee performance.
- b. To test the significance or not of the direct influence that occurs between job satisfaction and employee performance, the t-test is used. Based on the table above, the t-count value is 21.076 with a t-table value at the sig. level of 0.05 (2-tailed) with $n - 2$ or $200 - 2 = 198$. It can be concluded that the t-count value $>$ t-table value or $21.076 > 1.96$ or a Sig. value of $0.000 < 0.05$ means that the direct influence of job satisfaction on employee performance is significant.
- c. The functional relationship between job satisfaction and employee performance is $= 10.490 + 0.832Y$. The constant of 10.490 states that if there is job satisfaction then employee performance is 10.490. The Y value of 0.832 indicates a positive functional relationship. This means that the job satisfaction variable affects employee performance and can be used to predict employee performance. \hat{Z}
- d. To determine the extent of the contribution of job satisfaction to employee performance, it is calculated based on the following determination coefficient values:

Table 7.
Coefficient of Determination of Job Satisfaction on Employee Performance
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.832a	.692	.690	12,669

a. Predictors: (Constant), Job Satisfaction

In the context of the study, the R Square R^2 value of 0.690 indicates that about 69% of the variation in the dependent variable can be explained by the independent variable. This means that 31% of the variation in the dependent variable cannot be explained by the independent variable and may be explained by other factors not included in the regression model.

Direct Influence of Organizational Culture on Job Satisfaction

The hypothesis to be tested is as follows:

Ho : $\beta_{yx_1} \leq 0$

Ha : $\beta_{yx_1} > 0$

Ho : There is no a significant direct influence of organizational culture on job satisfaction

Ha : There is a significant direct influence of organizational culture on job satisfaction.

Table 8.
Direct Influence of Organizational Culture on Job Satisfaction
Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	Sig.
	B	Std. Error	Beta	
(Constant)	37,719	5.313		.000
Organizational Culture	.818	.036	.850	.000

a. Dependent Variable: Job Satisfaction

After testing the analysis requirements through normality test, homogeneity test, and linearity test. The direct influence between organizational culture and job satisfaction obtained the following results:

- a. The direct influence between organizational culture on job satisfaction with simple regression analysis obtained a regression value of $\beta_{yx_1} = 0.850$. This means that there is a direct positive influence of organizational culture on job satisfaction.
- b. To test the significance or not of the direct influence that occurs between organizational culture and job satisfaction, the t-test is used. Based on the table above, the t-count value is 22.723 with a t-table value at the sig. level of 0.05 (2-tailed) with $n - 2$ or $200 - 2 = 198$. It can be concluded that the t-count value $>$ t-table value or $22.723 > 1.96$ or a Sig. value of $0.000 < 0.05$ means that the direct influence of organizational culture on job satisfaction is significant.
- c. The functional relationship between organizational culture and job satisfaction is $= 37.719 + 0.850 X_1$. The constant of 37.719 states that if there is an organizational culture then job satisfaction is 37.719. The X_1 value of 0.850 indicates a positive functional relationship. This means that the organizational culture variable affects job satisfaction and can be used to predict job satisfaction. \hat{Y}
- d. To determine the extent of the contribution of organizational culture to job satisfaction, it is calculated based on the following determination coefficient values:

Table 9.
Coefficient of Determination of Organizational Culture on Job Satisfaction
Model Summary

Model		R Square	Adjusted R Square	Std. Error of the Estimate
1	850a	.723	.721	11,977

a. Predictors: (Constant), Organizational Culture

In the context of the study, the R Square R^2 value of 0.721 indicates that about 72.1% of the variation in the dependent variable can be explained by the independent variable. This means that 27.9% of the variation in the dependent variable cannot be explained by the independent variable and may be explained by other factors not included in the regression model.

The Direct Influence of Transformational Leadership on Job Satisfaction

The hypothesis to be tested is as follows:

Ho: $\beta_{yx_2} \leq 0$

Ha: $\beta_{yx_2} > 0$

Ho: There is no significant direct influence of transformational leadership on job satisfaction.

Ha: There is a significant direct influence of transformational leadership on job satisfaction.

Table 10.
The Direct Influence of Transformational Leadership on Job Satisfaction
Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	29,861	5.412		5,518	.000
Transformational Leadership	.844	.036	.860	23,748	.000

a. Dependent Variable: Job Satisfaction

After testing the analysis requirements through normality test, homogeneity test, and linearity test. The direct influence between transformational leadership and job satisfaction obtained the following results:

- a. The direct influence between transformational leadership on job satisfaction with simple regression analysis obtained a regression value of $\beta_{yx_2} = 860$. This means that there is a positive direct influence of transformational leadership on job satisfaction.
- b. To test the significance or not of the direct influence that occurs between transformational leadership and job satisfaction, the t-test is used. Based on the table above, the t-count value is 23.748 with a t-table value at the sig level of 0.05 (2-tailed) with $n - 2$ or $200 - 2 = 198$. It can be concluded that the t-count value $>$ t-table value or $23.748 > 1.96$ or a Sig. value of $0.000 < 0.05$ means that the direct influence of transformational leadership on job satisfaction is significant.
- c. The functional relationship between transformational leadership and job satisfaction is $= 29.861 + 0.860 X_2$. The constant of 29.861 states that if there is transformational leadership then job satisfaction is 29.861. The X_2 value of 0.860 indicates a positive

functional relationship. This means that the transformational leadership variable affects job satisfaction and can be used to predict job satisfaction. \hat{Y}

d. To determine the extent of the contribution of transformational leadership to job satisfaction, it is calculated based on the following determination coefficient values:

Table 11.
Coefficient of Determination of Transformational Leadership on Job Satisfaction Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.860a	.740	.739	11,596

a. Predictors: (Constant), Transformational Leadership

In the context of the study, the R Square R^2 value of 0.739 indicates that about 73.9% of the variation in the dependent variable can be explained by the independent variable. This means that 26.1% of the variation in the dependent variable cannot be explained by the independent variable and may be explained by other factors not included in the regression model.

Indirect Influence of Organizational Culture on Employee Performance through Job Satisfaction

The hypothesis to be tested is as follows:

Ho : $\beta_{yx|z} \leq 0$

Ha : $\beta_{yx|z} > 0$

Ho : There is no significant indirect influence of organizational culture on employee performance through job satisfaction.

Ha : There is a significant indirect influence of organizational culture on employee performance through job satisfaction.

Table 12.
Output of Regression Coefficient of Independent Variables Against Mediating Variables Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	37,719	5.313		7.100	.000

Organizational culture	.818	.036	.850	22,723	.000
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a. Dependent Variable: Job Satisfaction

Table 13.
Output of Regression Coefficient of Mediating Variables Against Dependent Variables
Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7.138	5,581		1,279	.202
Organizational Culture	.475	.064	.492	7.410	.000
Job Satisfaction	.414	.067	.413	6.216	.000

a. Dependent Variable: Employee Performance

The table above shows that the regression coefficient value of organizational culture on job satisfaction is 0.818, the standard error value is 0.036, and the sig. value is 0.000. Furthermore, for job satisfaction on employee performance is 0.414 with a standard error of 0.067 and a sig. value of 0.000. So, organizational culture has a significant positive indirect effect on employee performance through job satisfaction.

Find the Z value.

Information:

a : Regression coefficient of independent variables on mediating variables.

b : Regression coefficient of the mediating variable on the dependent variable.

SEa : Standard Error of the influence of the independent variable on mediation.

Seb : Standard Error of the influence of the mediating variable on the dependent variable.

$$Z = \frac{a \times b}{\sqrt{(b^2 \times SE^2) + (a^2 \times SE^2)}}$$

$$Z = \frac{0,818 \times 0,414}{\sqrt{(0,414^2 \times 0,036^2) + (0,818^2 \times 0,067^2)}}$$

$$Z = \frac{0,3386}{0,0567} = 5.97$$

Thus, the results of the calculation show that the z-count value is $5.97 > z\text{-table } 1.96$, based on the comparative value of $z\text{-count} > z\text{-table}$, it can be concluded that job satisfaction mediates the influence of organizational culture on employee performance.

Indirect Effect of Transformational Leadership on Employee Performance through Job Satisfaction

The hypothesis to be tested is as follows:

Ho: $\beta_{yx_2z} \leq 0$

Ha: $\beta_{yx_2z} > 0$

Ho: There is no significant indirect influence of transformational leadership on employee performance through job satisfaction.

Ha: There is a significant indirect influence of transformational leadership on employee performance through job satisfaction.

Table 14.
Output of Regression Coefficient of Independent Variables Against Mediating Variables
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	29,861	5.412		5,518	.000
Transformational Leadership	.844	.036	.860	23,748	.000

a. Dependent Variable: Job Satisfaction

Table 15.
Output of Regression Coefficient of Mediating Variables Against Dependent Variables
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.406	5,720		770	.442

Transformational Leadership	.471	.069	.478	,862	000
Job satisfaction	.421	.070	.420	.025	000

a. Dependent Variable: Employee Performance

The table above shows that the value of the regression coefficient of transformational leadership on job satisfaction is 0.844, the standard error value is 0.036, and the sig. value is 0.000. Furthermore, for job satisfaction on employee performance is 0.421 with a standard error of 0.070 and a sig. value of 0.000. So, transformational leadership has a significant positive indirect effect on employee performance through job satisfaction.

Find the Z value.

Information:

a :Regression coefficient of independent variables on mediating variables.

b :Regression coefficient of the mediating variable on the dependent variable.

SEa : Standard Error of the influence of the independent variable on mediation.

SEb : Standard Error of the influence of the mediating variable on the dependent variable.

$$Z = \frac{a \times b}{\sqrt{(b^2 \times SE^2) + (a^2 \times SE^2)}}$$

$$Z = \frac{0,844 \times 0,421}{\sqrt{(0,421^2 \times 0,036^2) + (0,844^2 \times 0,070^2)}}$$

$$Z = \frac{0,3553}{0,0609} = 5.83$$

So, the calculation results show that the z-count value is 5.83 > z-table 1.96, based on the comparative value of z-count > z-table, it can be concluded that job satisfaction mediates the influence of transformational leadership on employee performance.

Conceptual Model

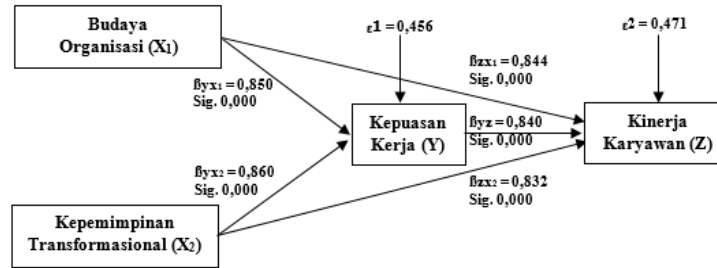


Figure 3.
Conceptual Model

Table 16.
Hypothesis Results

No.	Influence	Path Coefficient	Count	Table	Conclusion
1	X1 On Z	0.363	5,210	1.96	Ho is rejected and Ha is accepted. There is a direct positive and significant influence of organizational culture on employee performance.
2	X2 On Z	0.323	4,495	1.96	Ho is rejected and Ha is accepted. There is a positive and significant direct influence of transformational leadership on employee performance.
3	Y To Z	0.245	3,326	1.96	Ho is rejected and Ha is accepted. There is a direct and significant positive effect of job satisfaction on employee performance.
4	X1 On Y	0.432	7,205	1.96	Ho is rejected and Ha is accepted. There is a direct positive and significant influence of organizational culture on job satisfaction.
5	X2 On Y	0.496	8,278	1.96	Ho is rejected and Ha is accepted. There is a positive and

No.	Influence	Path Coefficient	Count	Table	Conclusion
					significant direct influence of transformational leadership on job satisfaction.
6	X1 On Z through Y	0.432 0.245 0.106	x = Zcount 5.97	Ztable 1.96	Ho is rejected and Ha is accepted. There is a positive and significant indirect influence of organizational culture on employee performance through job satisfaction.
7	X2 On Z through Y	0.496 0.245 0.121	x = Zcount 5.83	Ztable 1.96	Ho is rejected and Ha is accepted. There is a positive and significant indirect effect of transformational leadership on employee performance through job satisfaction.

CONCLUSION

- 1) There is a direct positive and significant influence of organizational culture on employee performance.

This is proven by the regression value obtained of $\beta_{zx_1} = 844$, Sig. value $0.000 < 0.05$ and tcount value $22.104 > ttable$ value 1.96

- 2) There is a direct positive and significant influence of transformational leadership on employee performance.

This is proven by the regression value obtained of $\beta_{zx_1} = 840$, Sig. value $0.000 < 0.05$ and tcount value $21.769 > ttable$ value 1.96

- 3) There is a direct and significant positive influence of job satisfaction on employee performance.

This is proven by the regression value obtained of $\beta_{zx_1} = 832$, Sig. value $0.000 < 0.05$ and tcount value $21.076 > ttable$ value 1.96

- 4) There is a direct positive and significant influence of organizational culture on job satisfaction.

This is proven by the regression value obtained of $\beta_{zx_1} = 850$, Sig. value $0.000 < 0.05$ and tcount value $22.723 > t_{table}$ value 1.96

- 5) There is a direct positive and significant influence of transformational leadership on job satisfaction.

This is proven by the regression value obtained of $\beta_{zx_1} = 860$, Sig. value $0.000 < 0.05$ and tcount value $23.748 > t_{table}$ value 1.96.

- 6) There is a positive and significant indirect influence of organizational culture on employee performance through job satisfaction.

This is proven by the acquisition of the regression coefficient value of organizational culture on job satisfaction of 0.818, standard error value of 0.036, and sig. value of $0.000 < 0.05$. Furthermore, for job satisfaction on employee performance of 0.414 with a standard error of 0.067 and sig. value of $0.000 < 0.05$. From the regression coefficient value, the comparison value of zcount $5.97 > z_{table}$ 1.96 was obtained.

- 7) There is a positive and significant indirect influence of transformational leadership on employee performance through job satisfaction.

This is evidenced by the value of the transformational leadership regression coefficient on job satisfaction of 0.844, a standard error value of 0.036, and a sig. value of $0.000 < 0.05$. Furthermore, for job satisfaction on employee performance of 0.421 with a standard error of 0.070 and a sig. value of $0.000 < 0.05$. From the regression coefficient value, the comparison value of zcount $5.83 > z_{table}$ 1.96 was obtained.

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