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**STRATEGIES FOR IMPROVING EMPLOYEE PERFORMANCE THROUGH  
STRENGTHENING ORGANIZATIONAL CULTURE, TRANSFORMATIONAL  
LEADERSHIP, AND JOB SATISFACTION AT PT INDUSTRI BATERAI  
INDONESIA GROUP IN JAKARTA**



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**Abstract**

Employee performance is a strategic factor in supporting organizational success, including PT Industri Baterai Indonesia (IBC) Group, which plays an important role in the development of the national electric vehicle ecosystem. Differences in employee backgrounds, weak implementation of organizational culture, and suboptimal transformational leadership are thought to affect employee job satisfaction and performance. This study aims to analyze the influence of organizational culture and transformational leadership on employee performance with job satisfaction as an intervening variable. The study uses a quantitative approach through a survey of 113 permanent employees at the low management level of the IBC Group. Data were collected using questionnaires that had been tested for validity and reliability, then analyzed using path analysis techniques using SmartPLS version 4. The findings revealed that organizational culture and job satisfaction had a positive and significant influence on employee performance, whereas transformational leadership had a favorable but not significant direct impact. Organizational culture and transformational leadership have a beneficial and considerable influence on job satisfaction, as well as a substantial indirect impact on employee performance via job satisfaction.

**Keywords:** Employee Performance, Job Satisfaction, Organizational Culture, Transformational Leadership.

## INTRODUCTION

Human resources (HR) are a strategic factor in determining an organization's success in achieving both short-term and long-term goals. HR are not only viewed as operational implementers, but as key assets that contribute to the organization's competitive advantage through their competencies, skills, and performance (Dessler, 2015). Robbins and Judge (2017) emphasize that organizational effectiveness is largely determined by management's ability to manage the behavior and performance of individuals within the organization. Therefore, suboptimal HRM has the potential to reduce productivity, work quality, and organizational competitiveness.

Employee performance is a critical measure of HR management success. Poor performance not only jeopardizes the attainment of organizational goals, but it also indicates a reduction in organizational effectiveness and service quality (Nugraha, 2020). According to Muktamar et al. (2024), employee performance has a substantial impact on the quality of public services. Similar findings were also reported by Basri and Arsal (2022), who stated that the effectiveness and efficiency of employee work contribute directly to organizational performance. Thus, employee performance issues are crucial issues that need serious attention from management.

PT Industri Baterai Indonesia (IBC) Group, as a national strategic company engaged in the electric vehicle battery industry, faces increasingly complex human resource management challenges. IBC was formed to support the national agenda of energy transition and carbon emission reduction, this aligns with Indonesia's pledge to the Paris Agreement (Raihan et al. , 2022). Along with the relatively rapid growth of the organization, the number of IBC employees has increased significantly in a short period of time (IBC, 2023). This condition requires the organization to be prepared to develop an adaptive and performance-oriented HR management system.

However, the results of an internal evaluation presented at the IBC Townhall Meeting in April 2025 showed performance issues among operational-level employees. These problems were reflected in delays in completing work, low initiative, lack of responsibility for work results, and suboptimal levels of discipline. In addition, the lack of measurable individual performance indicators, such as Key Performance Indicators (KPIs), reinforced the indication that the performance management system was not yet running effectively.

These performance issues cannot be separated from the dynamics of organizational culture and leadership that have developed within IBC Group. Employees come from different organizational backgrounds, namely state-owned enterprises, the private sector, and civil servants, creating heterogeneity in values and work patterns. This condition has resulted in the core values of the organization not being consistently internalized in daily work activities. Yuliyanti and Hakim (2024) state that a weak organizational culture can significantly reduce employee performance. Wahjoedi (2021) underlines the importance of organizational culture in influencing employee motivation and job satisfaction.

On the other hand, the leadership style applied in several IBC work units does not fully reflect the characteristics of transformational leadership. Transformational leadership emphasizes the leader's ability to inspire, motivate, and empower employees to achieve optimal performance (Deddy, 2022). Research by Andayani and Zaini (2024) proves that transformational leadership has a significant effect on employee performance. The mismatch

between leadership expectations and employee capacity, as well as the weak implementation of standard operating procedures, has the potential to reduce employee job satisfaction.

Job satisfaction is an important psychological factor that acts as a link between management practices and employee performance. Emil et al. (2024) found that job satisfaction has a significant effect on employee performance. Fatin and Yanuar (2025) support this conclusion by stating that work satisfaction can enhance performance both directly and indirectly as a mediating component. Therefore, low job satisfaction can explain the suboptimal performance of employees at IBC Group.

Based on the above explanation, it can be inferred that staff performance difficulties at PT Industri Baterai Indonesia Group are not isolated, but are influenced by a weak organizational culture and the suboptimal implementation of transformational leadership, which has an impact on employee job satisfaction. This condition indicates a gap between organizational expectations and the reality of HR management implementation in the field. Therefore, this research is important to analyze the influence of organizational culture and transformational leadership on employee performance, with job satisfaction as an intervening variable, in order to formulate strategies for sustainable employee performance improvement.

## **REVIEW OF LITERATURE**

### **Employee Performance**

Employee performance is the degree of accomplishment of individual work outcomes in completing the duties and duties assigned to them in accordance with the organization's standards. Performance is assessed not just on the volume of work outcomes, but also on their quality, timeliness, and adherence to relevant rules (Robbins & Judge, 2017). Good performance indicates that personnel successfully use their skills and resources to help the company accomplish its objectives.

Dessler (2015) states that employee performance is influenced by the abilities, motivation, and work opportunities provided by the organization. If one of these elements does not function optimally, employee performance tends to decline. Employee performance is an essential measure for evaluating the efficacy of human resource management policies and practices in public institutions and organizations.

Research by Basri and Arsal (2022) shows that employee performance has a significant effect on overall organizational performance. Similar results were also found by Muktamar et al. (2024), who emphasized that improving individual performance will have a direct impact on improving service quality and organizational productivity.

### **Organizational Culture**

Organizational culture is described as a set of shared values, ideas, standards, and assumptions adopted by organization members and used to govern behavior and decision-making (Schein, 2017). Organizational culture functions as a social control mechanism that shapes the attitudes and behaviors of employees in carrying out their work activities.

Robbins and Judge (2017) state that a strong organizational culture can create harmony between individual and organizational goals. In contrast, a weak organizational culture can lead to conflict, decreased commitment, and a detrimental influence on employee performance. This illustrates that organizational culture plays a strategic function in creating a pleasant work environment.

According to Yuliyanti and Hakim's research (2024), organizational culture has a favorable and substantial influence on employee performance. According to Wahjoedi (2021), having clear and consistent cultural values can boost work motivation and employee job satisfaction, resulting in improved performance.

### **Transformational Leadership**

Transformational leadership is a leadership style that emphasizes the leader's ability to inspire, motivate, and encourage employees to go beyond their personal interests in order to achieve organizational goals (Bass & Riggio, 2006). Transformational leaders focus not only on achieving targets, but also on developing the potential and capacity of employees.

Deddy (2022) explains that transformational leadership consists of four main dimensions, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These four dimensions play an important role in shaping employee commitment and performance.

According to research by Andayani and Zaini (2024), transformational leadership has a substantial influence on employee performance. The findings of this study are consistent with those of Putri and Prasetyo (2023), who found that transformational leadership styles may boost employee trust and loyalty, resulting in a beneficial influence on performance.

### **Job Satisfaction**

Job satisfaction is an emotional state that is either pleasant or unpleasant, felt by employees as a result of their assessment of their work (Luthans, 2018). Job satisfaction reflects the extent to which employees' expectations of their work are met by the organization.

Salary, working conditions, relationships with supervisors and coworkers, and career growth prospects all have an impact on job satisfaction (Robbins & Judge, 2017). High job satisfaction promotes a good attitude at work and increases employee performance.

Emil et al. (2024) explain that job satisfaction has a beneficial and substantial impact on worker performance. Fatin and Yanuar (2025) discovered that job satisfaction acts as a mediating variable, amplifying the effect of organizational characteristics on employee performance.

## **RESEARCH METHOD**

Using a quantitative methodology with an explanatory research approach, this study attempts to identify the causal link between organizational culture and transformational leadership on employee performance, both directly and indirectly, using job satisfaction as an intervening variable. The quantitative approach was chosen because this study focuses on testing hypotheses formulated based on previous theories and empirical findings, as well as using numerical data analyzed statistically to obtain objective and measurable conclusions (Creswell & Creswell, 2018). Explanatory research attempts to understand the cause-and-effect link between factors through systematic hypothesis testing (Sekaran & Bougie, 2020).

The research was conducted at PT Industri Baterai Indonesia (IBC) Group, a national strategic company engaged in the electric vehicle battery industry and currently in the organizational growth phase. The decision to focus on this study area was motivated by the knowledge that growing firms are increasingly experiencing difficult human resource

management difficulties, particularly those connected to employee performance (Robbins & Judge, 2017). This research was conducted in 2025, covering the stages of planning, data collection, data processing, analysis, and reporting of research results.

The population for this study was all employees of PT Industri Baterai Indonesia Group. Given the somewhat small and accessible community, a saturated sample or census was utilized, in which all members of the population were used as research respondents. The saturated sample approach is used when all members of the community may be utilized as data sources, allowing the research results to reflect the overall state of the population (Sugiyono, 2019).

The research data consisted of primary and secondary data. Primary data was obtained by distributing questionnaires to respondents, which were compiled using a five-point Likert scale to measure respondents' perceptions of the research variables (Sekaran & Bougie, 2020). The use of the Likert scale aimed to capture the level of respondent agreement in a systematic and measurable manner (Likert, 1932). Secondary data was obtained through documentation studies and relevant literature reviews to strengthen the research analysis (Creswell & Creswell, 2018).

Operational definitions of variables were developed to ensure consistency in understanding the concepts being measured. Organizational culture was measured through observable artifact, espoused value, and basic underlying assumptions indicators. Transformative leadership was assessed using markers of idealized influence, inspirational motivation, intellectual stimulation, and individualised consideration. Job satisfaction was measured through indicators of the job itself, salary, opportunities for advancement, supervision, and coworkers. Employee performance was measured through indicators of work efficiency, work effectiveness, work quality, work quantity, timeliness, and adaptability.

Data analysis was carried out using the Partial Least Squares-based Structural Equation Modeling (SEM-PLS) technique. The SEM-PLS approach was chosen since it can examine the links between latent factors at the same time while being suited for use with reasonably small sample sizes and predictive research models (Hair et al. , 2019). The study stages included assessing the instrument's validity and reliability using the measurement model and evaluating the causal linkages between variables using the structural model (Ghozali & Latan, 2020).

Validity testing was conducted through the evaluation of convergent validity and discriminant validity, while reliability testing was conducted to ensure the internal consistency of the research instrument. Furthermore, hypothesis testing was conducted by considering the path coefficient values, t-statistic values, and p-values generated from the SEM-PLS analysis. The research hypothesis was accepted if the p-value was less than the significance level of 0.05 (Hair et al., 2019). With this methodology, the study was expected to produce valid and reliable empirical findings as a basis for formulating managerial recommendations related to improving employee performance.

**RESULTS AND DISCUSSION**  
**Path Coefficient Analysis**

**Table 1.**  
**Path Coefficient Direct Indirect Effect**

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Organizational Culture -> Employee Performance	0.146	0.148	0.072	2.023	0.022
Transformational Leadership -> Employee Performance	0.005	0.006	0.085	0.059	0.476
Job Satisfaction -> Employee Performance	0.744	0.741	0.083	8.996	0.000
Organizational Culture -> Job Satisfaction	0.382	0.387	0.072	5.272	0.000
Transformational Leadership -> Job Satisfaction	0.553	0.548	0.072	7.636	0.000
Organizational Culture -> Job Satisfaction -> Employee Performance	0,284	0,286	0,062	4,552	0,000
Transformational Leadership -> Job Satisfaction -> Employee Performance	0,411	0,405	0,069	5,926	0,000

Source : Data Processing By Smart PLS 4, 2025

**1. The Direct Influence of Organizational Culture on Employee Performance**

Based on the test findings, a path coefficient value (Original Sample) of 0. 146 was calculated, indicating that organizational culture has a favorable impact on employee performance. The T-statistic value of 2. 023, which is more than 1. 96, and the p-value of 0. 000 show that this effect is statistically significant. As a result, it can be inferred that the better the Organizational Culture implemented, the better the Employee Performance.

The Sample Mean value of 0. 148 is comparable to the Original Sample value, indicating that the parameter estimates are constant throughout the bootstrapping process. Furthermore, the Standard Deviation of 0. 072 indicates a reasonably low degree of variation, implying that the estimation findings are reliable.

The results of this study are consistent with previous studies, such as those conducted by Ardana (2020) and Widodo (2021), which found that Organizational Culture has a positive and significant effect on Employee Performance. These studies reveal that a strong, structured, and consistently implemented organizational culture can create a work environment that supports employee productivity, discipline, and work effectiveness.

The results of this study indicate that the Organizational Culture at PT Industri Baterai Indonesia Group has contributed to improved performance, although its influence is in the low-moderate category compared to other variables in the model. However, the statistical significance of this relationship proves that Organizational Culture remains an important factor influencing employee work performance. The company's work values, norms,

organizational practices, and interaction patterns form the basis for shaping effective work behavior oriented towards performance achievement.

As a result, based on the findings of statistical tests and prior research, it can be concluded that Organizational Culture has a direct positive and significant influence on Employee Performance, which must be maintained and constantly reinforced to enable the long-term growth of employee performance.

## **2. The Direct Influence of Transformational Leadership on Employee Performance**

According to the test findings, the path coefficient (Original Sample) was 0.005, with a T-statistic of 0.059 and a p-value of 0.476. It can be deduced from the p-value being larger than 0.05 and the T-statistic value being less than 1.96 that Transformational Leadership does not have a significant direct influence on Employee Performance. This suggests that a leader's transformational leadership style has no direct bearing on how well employees perform.

The Sample Mean value of 0.006, which is close to the Original Sample value, shows consistency in parameter estimation. Meanwhile, the Standard Deviation of 0.085 shows relatively low data variation so that the estimation results can be trusted, even though the effect is not significant.

This conclusion is consistent with prior studies, such as Sihombing (2020) and Hidayat (2021), which demonstrated that transformational leadership sometimes impacts employee performance through mediating variables, such as job satisfaction or organizational commitment, and does not always have a significant direct impact. In other words, the effectiveness of transformational leadership in improving employee performance is more dominant through intervening variables.

These findings support the notion that transformational leadership has a significant impact on employee attitudes, drive, and satisfaction, but that its impact on employee performance will be best mediated by factors such as job satisfaction. Thus, strategies for improving employee performance should not only rely on leadership style directly but also consider psychological and motivational factors that serve as mediating pathways.

## **3. The Direct Influence of Job Satisfaction on Employee Performance**

According to the test findings, the path coefficient (Original Sample) value was 0.744, suggesting that Job Satisfaction has a significant positive impact on Employee Performance. This effect is statistically significant, as evidenced by the p-value of 0.000 and the T-statistic value of 8.996, which is significantly higher than 1.96. This means that the higher the level of employee job satisfaction, the higher the performance achieved.

The Sample Mean value of 0.741, which is close to the Original Sample value, indicates the stability of parameter estimation during the bootstrapping process. Meanwhile, the Standard Deviation of 0.083 indicates low variation in the estimation results, so these results can be considered reliable.

These findings are in line with previous studies, including Munir and Arifin (2021) and Rahmi (2020), which state that job satisfaction significantly affects employee performance. These studies explain that employees who are satisfied with their work environment, supervision, work, and development opportunities will show more optimal, productive, and effective performance.

At PT Industri Baterai Indonesia Group, these findings support the conclusion that employee happiness plays a significant role in boosting job performance. Happy workers are more likely to be motivated, dedicated to finishing assignments, and better able to make use of their knowledge and experience in order to meet performance goals. Thus, increasing job satisfaction is an important strategy for companies in their efforts to improve employee performance on an ongoing basis.

#### **4. The Direct Influence of Organizational Culture on Job Satisfaction**

The path coefficient (Original Sample) value was determined to be 0.382 with a T-statistic value of 5.272 and a p-value of 0.000 based on the analysis findings. As the p-value is less than 0.05 and the T-statistic value is much higher than 1.96, we may infer that there is a favorable and significant correlation between Organizational Culture and Job Satisfaction. This implies that the greater the quality of the company's organizational culture, the more content its workforce will be with their positions.

The Sample Mean value of 0.387, which is close to the Original Sample value, indicates a stable parameter estimate during the bootstrapping process. Meanwhile, the Standard Deviation value of 0.072 indicates that the data variation is low, so the model has good reliability in estimating the influence of Organizational Culture on Job Satisfaction.

The results of this study are consistent with prior research, including those by Ardana (2020) and Hermawan (2021), which found that organizational culture has a favorable and substantial influence on job satisfaction. These studies demonstrate that a strong organizational culture can foster a pleasant and encouraging work atmosphere while also clarifying work values and standards, allowing individuals to be happier in performing their responsibilities. The findings of these previous studies support the conclusions of this study that organizational culture is a significant element in boosting job satisfaction.

When viewed from the relationship between indicators, organizational culture indicators such as company values, work norms, daily work practices, and interaction patterns have a strong relationship with job satisfaction indicators such as relationships between coworkers, satisfaction with tasks, supervision, and opportunities for development. This shows that an organizational culture that is in line with the needs and expectations of employees can create a more positive work experience and increase job satisfaction.

#### **5. The Direct Influence of Transformational Leadership on Job Satisfaction**

According to the test findings, the path coefficient value (Original Sample) of 0.553 suggests that transformational leadership has a beneficial impact on job satisfaction. The T-statistic of 7.636, which is much greater than 1.96, and the p-value of 0.000, suggest that this impact is statistically significant. The more successful the transformational leadership style employed by leaders, the greater the job satisfaction among employees.

The Sample Mean value of 0.548, which is close to the Original Sample value, indicates the stability of parameter estimation during the bootstrapping process. Meanwhile, the Standard Deviation of 0.072 indicates that the variation in estimation results is low, so these results can be considered reliable.

These results are consistent with previous research, such as Munir and Arifin (2021) and Rahmi (2020), which show that transformational leadership considerably boosts employee job satisfaction. These researches show that transformational leaders who can

inspire, encourage, give individualized attention, and intellectually stimulate will foster a more supportive and pleasant work environment for subordinates.

The results of this study confirm that Transformational Leadership not only functions as a guide in work, but also increases employee satisfaction through the creation of a positive work climate, recognition of individual contributions, and the provision of motivation for development. Thus, it can be concluded that Transformational Leadership is a major factor that significantly affects employee job satisfaction at PT Industri Baterai Indonesia Group.

#### **6. The Indirect Influence of Organizational Culture on Employee Performance through Job Satisfaction**

Based on the test results, the Original Sample value obtained was  $\beta = 0.284$ , which indicates that Organizational Culture has a positive effect on Employee Performance through Job Satisfaction. The t-statistic value of 4.552, which is greater than 1.96, and the p-value of 0.000, which is less than 0.05, indicate that this indirect effect is statistically significant. As a result, Job Satisfaction serves as a mediating factor in the link between Organizational Culture and Employee Performance.

The Sample Mean value of 0.286, which is close to the Original Sample value, indicates that the parameter estimates are stable during the bootstrapping process. Meanwhile, the Standard Deviation value of 0.062 indicates a low level of estimation variability, so that the results of this test can be declared reliable.

The results of this study support the conclusions of earlier research by Ardana (2020) and Hermawan (2021), which discovered that the relationship between an organization's culture and its employees' performance is mediated by job satisfaction. These studies demonstrate that a strong organizational culture, as seen in its values, norms, work practices, and positive work relationships, may boost employee job satisfaction, which in turn leads to better performance.

The coefficient of the direct effect of Organizational Culture on Employee Performance is  $\beta = 0.146$  ( $p = 0.000$ ), but the coefficient of the indirect effect of Organizational Culture on Employee Performance via Job Satisfaction is  $\beta = 0.284$  ( $p = 0.000$ ). The indirect impact of organizational culture on employee performance, as mediated by job satisfaction, is more effective than the direct effect, according to these results.

According to this description, enhancing the indicators of Organizational Culture, which include Observable Artifacts, Espoused Values, and Basic Underlying Assumptions, as well as the indicators of Job Satisfaction, which include the Job Itself, Salary, Opportunities for Advancement, Supervisors, and Coworkers, is expected to increase the Employee Performance of PT Industri Baterai Indonesia Group.

#### **7. The Indirect Effect of Transformational Leadership on Employee Performance through Job Satisfaction**

The indirect influence coefficient (Original Sample) value was determined to be  $\beta = 0.411$ , with a t-statistic value of 5.926 and a p-value of 0.000, according to the test results. Because the t-statistic value is higher than 1.96 and the p-value is lower than 0.05, it may be argued that Transformational Leadership has a positive and significant indirect effect on employee performance via job satisfaction. Consequently, it has been shown that Job Satisfaction acts as a mediator between Transformational Leadership and Employee Performance.

The Sample Mean value of 0.405, which is close to the Original Sample value, indicates that the bootstrapping results are stable and consistent. In addition, the Standard Deviation value of 0.069 illustrates a relatively low level of estimation variability, so that the results of this test can be declared reliable.

These findings reinforce the concept that transformational leaders who are able to provide inspiration, motivation, intellectual stimulation, and individual attention to employees can increase job satisfaction levels, which ultimately has an impact on performance improvement. This shows that the influence of leadership is not only direct but also works indirectly through the creation of working conditions that can create satisfaction for employees.

The findings of this research align with prior investigations by Sihombing (2020) and Hidayat (2021), which established job satisfaction as a mediating variable in the association between Transformational Leadership and Employee Performance. These preceding studies posited that when employees experience contentment with their work environment, the guidance they receive, and the support from their leaders, their work motivation escalates, subsequently contributing to more optimal performance outcomes. The capacity of transformational leaders to cultivate a supportive work atmosphere has been demonstrated as a critical element in enhancing employee performance by way of job satisfaction.

Examining the interrelationships among specific indicators, the attributes of Transformational Leadership namely Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration have been shown to positively impact indicators of Job Satisfaction, such as contentment with the work itself, supervision, interpersonal relationships at work, and remuneration. These, in turn, contribute to improvements in Employee Performance indicators, including the quality, punctuality, effectiveness, quantity, and efficiency of work.

The direct influence of Transformational Leadership on Employee Performance is quantified by a coefficient of  $\beta = 0.005$  ( $p = 0.000$ ), whereas the indirect influence, mediated by Job Satisfaction, registers a coefficient of  $\beta = 0.411$  ( $p = 0.000$ ). These statistical results indicate that the indirect effect significantly outweighs the direct effect. Consequently, Job Satisfaction effectively functions as an intervening variable, mediating the impact of Transformational Leadership on Employee Performance.

In light of this analysis, it can be inferred that reinforcing the components of Transformational Leadership, specifically Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration, alongside the dimensions of Job Satisfaction, such as the nature of the task, compensation, prospects for advancement.

## CONCLUSION

Based on the research objectives, it can be concluded that this study successfully identified strategies for improving the performance of PT Industri Baterai Indonesia Group employees through strengthening organizational culture, implementing transformational leadership, and increasing job satisfaction. Organizational culture significantly influences employee performance, as indicated by the findings. When an organizational culture is robust, uniform, and commonly held, it fosters beneficial work habits that directly enhance how well employees perform.

In addition to other discoveries, the research indicates that transformational leadership does not directly influence how well employees perform. This indicates that the role of transformational leadership in improving performance does not occur instantly, but requires psychological mechanisms that mediate this relationship. In this situation, job satisfaction is a major element explaining the impact of transformational leadership on employee performance.

Job satisfaction has been proven to be a dominant factor that directly improves employee performance. Employees who are satisfied with their jobs tend to show higher levels of responsibility, commitment, and productivity. Thus, job satisfaction is a strategic element that needs to be given primary attention in efforts to improve employee performance.

In addition, organizational culture and transformational leadership have been proven to have a positive effect on employee job satisfaction. A supportive, fair, and adaptive organizational culture can create a conducive work environment, while inspirational transformational leadership that pays attention to the individual needs of employees can increase employees' sense of appreciation and attachment to the organization.

Additionally, the findings of the research support that happiness at work is an important factor that affects the link between company culture and how well employees perform, along with the connection between transformational leadership and employee performance. These findings indicate that employee performance improvement will be more optimal if the organization not only focuses on strengthening culture and leadership but also simultaneously pays attention to the level of employee job satisfaction. Therefore, strategies to improve employee performance at PT Industri Baterai Indonesia Group need to be directed towards building a strong organizational culture, developing effective transformational leadership, and creating working conditions that can continuously improve job satisfaction.

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