

The Effect of Organizational Culture and Transformational Leadership on Employee Performance through Job Satisfaction

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Abstract

Research related to employee performance show that many factors affect to the employee performance either directly or indirectly. The purpose of this study is to empirically examination the factors that influence employee performance, indirect factors are organizational culture and transformational leadership and indirect factor is job satisfaction. This research was conducted at Yayasan Gugah Nurani Indonesia/GNI affiliate of Good Neighbors International and used quantitative data (from questionnaires). The research sample consisted of 140 employees of the Yayasan Gugah Nurani Indonesia/GNI. SEM analysis was used to determine the effect of the research variables. The results showed, that there was a positive and significant influence of organizational culture on employee performance; a positive and insignificant effect of transformational leadership on employee performance; a positive and significant effect of job satisfaction on employee performance; a positive and significant influence of organizational culture on job satisfaction; a positive and significant effect of organizational culture on job satisfaction; a positive and significant effect of transformational leadership on job satisfaction; a positive and significant effect of organizational culture on employee performance through job satisfaction; a positive and significant effect of transformational leadership on employee performance through job satisfaction. This study proposes several recommendations for strong indicators that have a high contribution to organizational culture, transformational leadership and job satisfaction in order to improve employee performance

Keywords

employee performance; job satisfaction; organizational culture; transformational leadership



I. Introduction

Yayasan Gugah Nurani Indonesia/GNI is a non-governmental humanitarian organization that works based on the pillars of the Sustainable Development Goals (SDGs), especially the fulfilment of children's rights and community/community empowerment, is non-profit and an affiliate of Good Neighbors International which was established in Indonesia. since 2008. Good Neighbors International itself is an international humanitarian development non-governmental organization founded in Korean in 1991 to make the world a place without hunger, where people live together in harmony. Implementation in realizing the stated motto, mission and application of the 4 principles of global development, currently GNI works in 17 District in Indonesia with a program called CDP (Community Development Project) and special projects spread across 5 Sumatra Islands, Kalimantan Island, Java Island, Nusa Tenggara Island and Sulawesi Island. GNI as a non-governmental humanitarian organization which is generally value-based (value base

organizations), relies either partially or wholly on personal charitable donations and other institutions, assistance from private companies in the form of CSR (Corporate Social Responsibility) programs. Every service/job in general is voluntary service. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

The performance evaluation of the GNI employees since established in Indonesia in 2009 was carried out in the 2019 and 2020 periods only. The performance evaluation target of GNI employees during the two periods above were still in quantitative methods. All Key Performance Indicators/KPI employees are quantified in the form of numbers converted into percentages. The work target adjusts to the job description of employees and organizational targets. Performance targets are facilitated by direct supervisor together with the employees in a participatory manner, planned for a period of one working year (January – December) and evaluations are carried out every mid-year and end of the year. The average employee performance achievement is accumulated into the CDP performance achievement which is the average performance achievement of departments at the head office and GNI in general. According to the researcher's observations, employee performance appraisals are generally still not optimal in terms of both process and results. Furthermore, for more details can be seen in table 1 below.

Table 1. Data of Average of Employee Performance Average

No	Years	Target (%)	Average Achievement (%)	Gap (%)
1	2019	100 %	60,59 %	39,41 %
2	2020	100 %	48,29 %	51,71 %
	Average	100 %	54,44 %	45,56 %

Data Source: Yayasan Gugah Nurani Indonesia /GNI, 2021.

In addition, the researchers also conducted a preliminary survey that aims to assess the performance of thirty employees conducted by the direct supervisor concerned. This preliminary survey was conducted to see employee performance achievements based on five performance indicators, namely quality, quantity, accuracy of work, effective and efficient. The assessment is based on ten statements concerning five performance indicators. Based on the data from the preliminary survey of employee performance, it shows that there are employee performance problems. Furthermore, for more details can be seen in table 2 below.

Table 2. Data Preliminary Survey Result of Employee Performance

No	Indicator Employee Performance	Findings Problem (%)
1	Quality	46,67 %
2	Quantity	41,47 %
3	Work Accuracy	46,67 %
4	Effective	33,33 %
5	Efficient	41,67 %
	Average	41,96 %

Data Sources: Preliminary survey, 2021.

Based on the data on the average employee performance evaluation in Table 1.1 and the data from the preliminary survey of employee performance in Table 1.2. This can be seen from the similarity of data related to employee performance indicator data quantitatively, each of which is 45.56% and 41.96%. The similarity of the data shows an average of 43.76% providing information on performance problems that are aligned.

In recent times employee performance has become a popular topic in many kinds of research. Organization needs to increase their employees performance. A high employee performance shows that a positive contribution to high performance of organization to achieve their goals. Robbins (2006; p.258), added that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his functions in accordance with the responsibilities given to him. The performance indicators are (1) Quality of work is an employee perceptions of the quality of the work produced and the perfection of tasks on the skills and abilities of employees, (2) Quantity of work is namely the amount produced which is expressed in terms such as the number of units, the number of activity cycles completed, (3) Timeliness is the degree to which activities are completed at the beginning of the stated time, viewed from the point of coordination and with output results as well as maximizing the time available for other activities, (4) Effectiveness is the level of use of organizational resources (labour, money, technology, raw materials) that are maximized with the aim of increasing the results of each unit in the use of resources, (5) Independence is the level of employees who will be able to carry out their work functions in the future, and (6) Work commitment is the level where employees have work commitments. with certain agencies and responsibilities to their offices.

Colquitt (2009) proposed a behavior organizational model that showed influencing job performance, there are job satisfaction, stress, motivation, organizational culture, leadership, etc. A generally accepted definition of job satisfaction by Robbins and Judge (2007; h.73-83), job satisfaction defined as a positive feeling about one's work which is the result of a characteristic. The indicators of job satisfaction are (1) The work itself, (2) The pay, (3) Promotion, (4) Supervision and (5) Co-workers. Kinicki and Fugate (2012: h.161-162), added that job satisfaction is an affective or emotional response to various aspects of one's work.

Past studies reported by Palagia et al (2010), in Darto et al (2015: 205), concludes that job satisfaction has a partial and significant effect on employee performance. Furthermore, research by Muhajir (2014: 343), concluded that job satisfaction has a positive effect on employee performance with a value of 0.0037 with a significant value of < 0.05 . Furthermore, research by Jahangir (2004) in Darto et al (2015: 205), concluded that job satisfaction was found to have a positive relationship with work performance, The research of Platis et al (2018), in their research, concluded that the relationship between job satisfaction and employee performance was very close to healthcare centers in Greece. Further research by Eliyana et al (2019), concluded that the effect of job satisfaction on employee performance is positive with a beta (β) coefficient score of 0.6461 and $t_{\text{statistic}}$ of more than 2.1, which is 5.0815. Robbins and Judge (2007; p.87), an important thing that managers can do to increase employee satisfaction is to focus on the intrinsic part of the job, such as making the job challenging and interesting. While paying employees poorly is unlikely to attract high-quality employees to the organization or maintain high performance, managers must recognize that high salaries alone are unlikely to create a satisfactory work environment. Managers should also be aware that employees will try to reduce cognitive dissonance.

Colquitt (2009) proposed a behavior organizational model that showed influencing job performance, one of them is organizational culture. A Generally acceptance definition

of organizational culture by Schein (2010; pp.18-330), organizational culture is a pattern of basic assumptions created, discovered or developed by certain groups to learn to cope with problems of external adaptation and internal integration, and which have worked well. Therefore, it is taught to new members to feel and think about the problem. Organizational culture is further divided into 3 levels and several indicators at the level, namely (1) Artifact level, which is the most visible dimension of organizational culture, the indicators are (a) Technology, (b) Written and oral culture, (c) Behavior, (2) Value level is the basic starting point for evaluation used by organizational members, actions, situations and other things that exist in the organization, the indicators are (a) Values and the environment, (b) Norms agreed by members and (3) The level of basic assumptions is the beliefs that organizational members have about themselves about other people and their relationships with others and the nature of their organizations. The indicators are (a) Relationships with the environment, (b) Views on humanity, (c) Relationships between individuals. Mcshane and Glinow (2010, p.416-419), suggest organizational culture is the set values and assumptions shared within an organization, to define what is important and not important in a company, directing everyone towards the right way in doing something within the organization. Indicators of organizational culture are (1) Innovation is experimenting, seeking opportunities and taking risks, (2) Stability is predictable, security and rule-oriented, (3) Respect for others is honesty and tolerance, (4) Oriented on results is focusing on action and high expectations, (5) Paying attention to detail is precise and can be analysis, (6) Team oriented is collaboration among members and focus on people and (7) Aggressiveness is competitive, low emphasis on social responsibility. Gibson et al (2006; pp.108-109), adding that organizational culture is a pattern of basic assumptions, which are formed, realized and developed by members of the organization. The performance indicators are (1) Initiative, (2) Responsibility, (3) Integrity of management support, (4) Control, (5) Reward system, (6) Tolerance and (7) Communication Pattern. Based on the theories of organizational culture presented by the experts above.

Past studies reported by research according to Mariam (2019), concludes that the influence of organizational culture on employee performance is significant and positive with a significance value of $p < 0.05$, which is 0.042, further research by Sagita et al (2018: 81), concludes that organizational culture has a significant effect on employee performance with the results path test path coefficient ($\beta = 0.542$). Research by Kawiana et al (2018), in their research, concludes that culture has a significant and positive effect on employee performance with a p value of < 0.05 , which is 0.048 and employee job satisfaction has a positive and significant impact on employee performance with a p value of < 0.05 , which is 0.002 in credit banks. People (BPR) in Bali. Research by Darto et al (2014), added that in their research organizational culture has an indirect effect on employee performance through OCB at the Institute of Public Administration in Indonesia, which is 0.316. Further research by Kotter and Heskett (1992), Terrence and Kennedy (2020; p.25) in Wibowo (2016, p.5), the role of organizational culture for achieving organizational goals. Companies that emphasize culture increase revenue by an average of 682%, while those that pay less attention to culture only increase 166%. Organizations with strong cultures show higher performance than those with weak cultures in terms of operating income, Return on Investment and stock price increases.

Colquitt (2009) proposed a behavior organizational model that showed influencing job performance, one of them is leadership. A Generally acceptance definition of leadership transformational by Ivancevich et al (2008; p.35), argues that transformational leadership is the behavior of leaders who can expand and increase interest in their followers to be able to do something beyond their own interests for the benefit of and for

the good of others. The transformational leadership indicators are (1) Idealized influence is charismatic, extraordinary talent, admiration based on individual personality qualities in terms of leading, (2) Inspirational motivation is moving the heart to work, (3) Intellectual stimulation is leaders who show high intelligence and (4) Individualized consideration is leaders who listen with special attention to the achievement and integrity needs of the people they lead. Transformational leadership is the behavior of leaders who can inspire others to accept the noble goals of their organization and strive to achieve them. A leader who can express his vision and encourage him to achieve it. The transformational leadership indicators are (1) Idealized influence is a leader who expresses his vision and gives encouragement to achieve it, (2) Inspirational motivation is a leader who has charisma, (3) Intellectual simulation is a leader who behaves effectively and (4) Individualized consideration/attention to individuals is a leader who have direct influence on their subordinates (Spector, 2008; pp.349-350).

Based on the theoretical review, the relevant research results and the framework of thinking above, the following hypotheses were formulated in the study:

- H1: There is a positive and significant effect of organizational culture on employee performance.
- H2: There is a positive and significant effect of transformational leadership on employee performance
- H3: There is a positive and significant effect of job satisfaction on employee performance
- H4: There is a positive and significant effect of organizational culture on job satisfaction
- H5: There is a positive and significant effect of transformational leadership on job satisfaction
- H6: There is a positive and significant effect of organizational culture on employee performance through job satisfaction.
- H7: There is a positive and significant effect of transformational leadership on employee performance through job satisfaction

II. Research Method

This study uses the quantitative method applied SEM (Structure Equation Modelling) analysis, as a regression extension model is used to test the alignment of the correlation matrix two or more causal models compared by researchers. The model depicts in the form of circle and arrow with single arrow indicates the cause. The predicted regression weights in a model compare with the observed correlation matrices for all variables, and a statistical congruence test is calculated. The study was conducted at GNI in Indonesia, from Mei – July 2022. The amount of 140 samples was calculated by slovin and proportionally taken from 202 employees as the population. The questionnaires were designed to assess indicators of Job Performance, Job Satisfaction, Organizational Culture and Transformational Leadership using the point 1 to 5 likert scale and rating scale.

All data collected as the feedback from distributed questionnaire to 140 employees after test validity and reliability questionnaire. The analysis used SEM with two types of models, namely measurement models and structure models. The measurement models aim to describe how well each indicator can be used as an instrument for latent variables testing validity and reliability of the indicators and dimensions of the research variables. The structural model is a model where the goodness of fit for the inner model can be proven by examining the effect of each exogenous latent variable on the endogenous latent variable. Overall, this research consists of four variables, namely Organizational Culture (BO), Transformational Leadership (KT), Job Satisfaction (KS) and Employee Performance (KK).

III. Result and Discussion

After processing data with SEM using LISREL 8.80 version, the following results are obtained:

Table 3. SLF Value and $t_{\text{statistic}}$ Model

Variabel Laten	Indicator	Coefficient/SLF (λ)	T-value ($\geq 1,96$)	Reliability (CR $\geq 0,7$)	Conclusion
Organizational Culture (BO)	X1	1,27	8,07	0,89	Valid and Reliabel
	X2	0,82	6,80		
	X3	0,75	9,58		
Transformational Leadership (KT)	X4	0,84	12,15	0,92	Valid and Reliabel
	X5	0,85	12,33		
	X6	0,87	12,63		
	X7	0,87	12,63		
Job Satisfaction faction (KS)	Y1	0,57	5,43	0,80	Valid and Reliabel
	Y2	0,51			
	Y3	0,68			
	Y4	0,89			
	Y5	0,66			
Job Performance (KK)	Z1	0,77	9,64	0,89	Valid and Reliabel
	Z2	0,71			
	Z3	0,81			
	Z4	0,75			
	Z5	1,04			

Data source: Data processed from Lisrel Output

Based on the summary of the validity test in table 3.1 above, each of the indicators above (Coefficient/SLF/ λ) each has a value of ≥ 0.5 , then all indicators are declared valid. Likewise for the reliability test in table 3.1 above, each of the above reliability (CR) has a value of ≥ 0.7 , then all Reliability (CR) are declared reliable.

The next step is to test the structural equation model to get the value of the coefficient of the matrix and $t_{\text{statistic}}$. The calculation results are shown in figure 3.1 and figure 1 below.

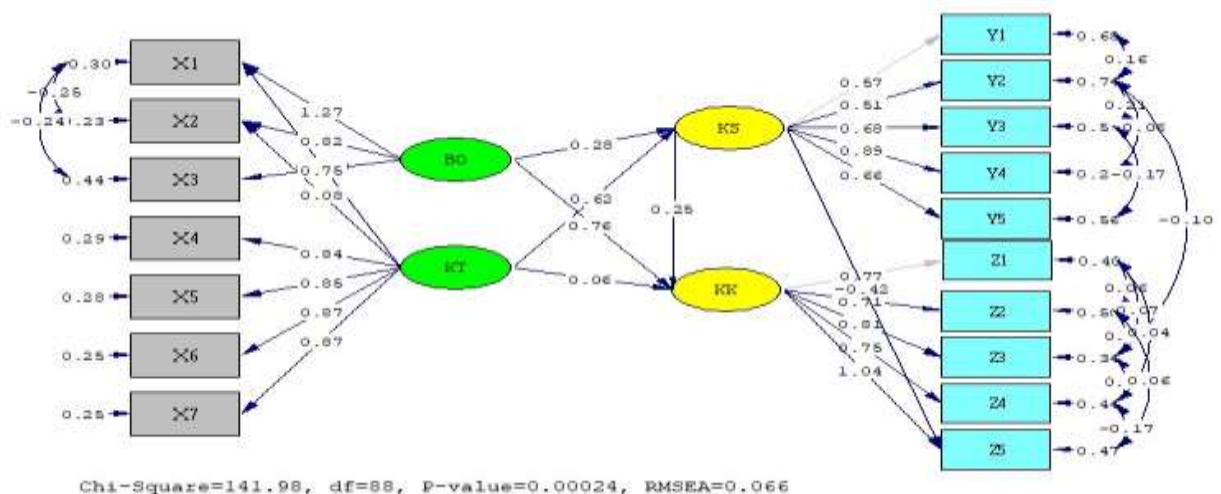


Figure 1. Structural Equation Model Testing

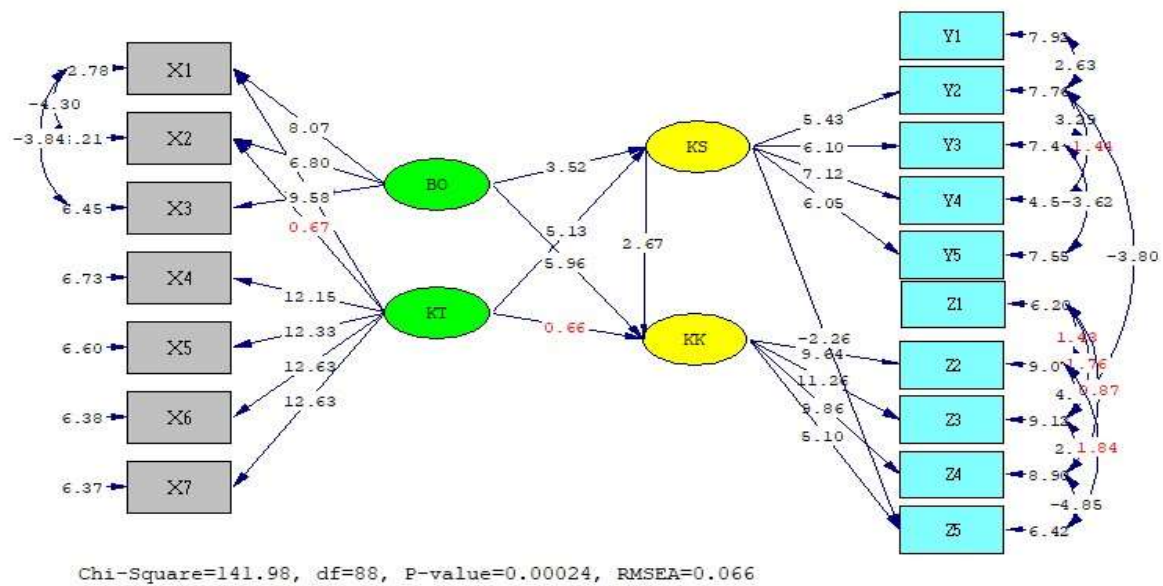


Figure 2. $t_{Statistic}$

Based on Figure 3 for the path coefficient value and Figure 3.2 for the statistical value ($t_{Statistic}$), the influence of Organizational Culture/BO (X_1), Transformational Leadership/KT (X_2) on Employee Performance/KK (Z) through Job Satisfaction/KS (Y) is shown in the summary in table 4 below.

Table 4. Summary Hypothesis Test Result

Alternative Hypothesis	Path	$t_{statistic}$ ($\geq 1,96$)	Influence			Hypothesis Conclusion
			Direct	Indirect	Total	
H1	BO \rightarrow KK	5,96	0,76		0,76	Accepted
H2	KT \rightarrow KK	0,66	0,06		0,06	Accepted
H3	KS \rightarrow KK	2,67	0,25		0,25	Accepted
H4	BO \rightarrow KS	3,52	0,28		0,28	Accepted
H5	KT \rightarrow KS	5,13	0,62		0,62	Accepted
H6	BO \rightarrow KS \rightarrow KK	2,13			0,83	Accepted
H7	KT \rightarrow KS \rightarrow KK	2,38			0,22	Accepted

3.1. Discussion

a. The Effect of Organizational Culture on Employee Performance

The results of table 3.2 above, the effect of organizational culture on employee performance is 0.76 which means positive and the value of $t_{statistic}$ is 5.96 with $\alpha = 0.975$, Z score is 1.96, so the value of $t_{statistic} > 1.96$, which is $5.96 > 1.96$, it's means that the effect of organizational culture on employee performance is significant. So, it can be concluded that there is a positive and significant effect of organizational culture on employee performance. This study findings' support research of Kawiana et al (2018), in their research concluded that organizational culture has a significant and positive effect on employee performance with a value of < 0.05 , namely 0.048 at Rural Banks (BPR) in Bali. Terrence and Kennedy (2020; p.25) in Wibowo (2016, p.5), the role of organizational culture for achieving organizational goals. Companies that emphasize culture increase

revenue by an average of 682%, while those that pay less attention to culture only increase 166%. Organizations with strong cultures show higher performance than those with weak cultures in terms of operating income, Return on Investment, and stock price increases.

b. The Effect of Transformational Leadership on Employee Performance

The results of table 3.2 above, the effect of transformational leadership on employee performance is 0.06 which means positive and the value of $t_{\text{statistic}}$ is 5.96 with $\alpha = 0.975$, Z score is 1.96, so the value of $t_{\text{statistic}} > 1.96$, which is $0.66 < 1.96$, it's means that the the effect of transformational leadership on employee performance is insignificant. So, it can be concluded that there is a positive and insignificant effect of transformational leadership on employee performance. This finding's unsupported with the research of Mangkunegara et al (2019), in their research concluded that transformational leadership has a positive and significant effect on employee performance with $t_{\text{statistic}} > t_{\text{table}}$ i.e., $2,080 > 2,021$ with a significance of $0.042 < 0.05$. This study is in line with Almutari's research (2016), adding that his research concluded that transformational leadership is positively correlated with employee performance in hospitals with coefficient score 0.894 and < 0.001 in Riyadh UAE.

c. The Effect of Job Satisfaction on Employee Performance

The results of table 3.2 above, the effect of transformational leadership on employee performance is 0,25 which means positive and the value of $t_{\text{statistic}}$ is 2,67 with $\alpha = 0.975$, Z score is 1.96, so the value of $t_{\text{statistic}} > 1.96$, which is $2,67 > 1.96$, it's means that the the effect of job satisfaction on employee performance is significant. So, it can be concluded that there is a positive and significant effect of job satisfaction on employee performance. This finding support research of Platis et al (2018), in their research concluded that the relationship between job satisfaction and employee performance is very close at healthcare center in Greece. Further research by Eliyana et al (2019), concluded that the effect of job satisfaction on employee performance is positive with a beta (β) coefficient score of 0.6461 and a $t_{\text{statistic}}$ more than 2.1, which is 5.0815.

d. The Effect of Organizational Culture on Job Satisfaction

The results of table 3.2 above, the effect of organizationa culture on job satisfaction is 0,28 which means positive and the value of $t_{\text{statistic}}$ is 3,52 with $\alpha = 0.975$, Z score is 1.96, so the value of $t_{\text{statistic}} > 1.96$, which is $2,67 > 3,52$, it's means that the the effect of organizational culture on job satisfaction is significant. So, it can be concluded that there is a positive and significant effect of organizational culture on job satisfaction. This finding support research by Riyanto and Panggabean (2019), in their research, they conclude that organizational culture has a positive and significant effect on job satisfaction, namely aggressiveness towards promotion opportunities, which is 0.563 and aggression towards co-workers, which is 0.552 at PT Garuda Indonesia (Persero), Tbk. Mesfin et al (2020), added in their research that organizational culture has a positive and significant effect on employee job satisfaction where r is 0.168 and < 0.002 at Jimma zone Hospital in Zima City, Ethiopia.

e. The Effect of Transformational Leadership on Job Satisfaction

The results of table 3.2 above, the effect of transformational leadership on employee performance is 0.62 which means positive and the value of $t_{\text{statistic}}$ is 5.13, with $\alpha = 0.975$, Z score is 1.96, so the value of $t_{\text{statistic}} > 1.96$, which is $5,13 < 1.96$, it's means

that the the effect of transformational leadership on job satisfaction is significant. So, it can be concluded that there is a positive and significant effect of transformational leadership on employee performance. This finding's supported with the research of Muhajir (2014), in his research examining the effect of leadership style on job satisfaction which shows a CR value of 3.843 and a value of 0.000. Where the CR value is greater than 1.96 and < 0.05 which concludes that leadership style on job satisfaction at PT. Dok & Perkapalan Kodja Bahari (Persero) Semarang Branch has a positive effect. Supported research of Ryu et al (2013), in their research proves the effect of transformational leadership (Charisma) on job satisfaction where the value of < 0.01 concluded that transformational leadership has a positive effect on job satisfaction in Korea. Furthermore, Kouni et al (2018), in their research looked at the relationship of transformational leadership to job satisfaction which concluded that teachers were satisfied when principals lead with a transformational style in junior and senior high schools in Greece and also supported research of Benarto et al (2020), in their research concluded that transformational leadership has a positive influence on teacher job satisfaction in Indonesia with a standard coefficient value of 0.430.

f. The Effect of Organizational Culture on Employee Performance through Job Satisfaction

The results of table 3.2 above, the effect of organizational culture on employee performance through job satisfaction is 0.83 which means positive and the value of $t_{statistic}$ is 2.13 with $\alpha = 0.975$, Z score is 1.96, so the value of $t_{statistic} > 1.96$, which is $2.13 > 1.96$, it's means that the effect of organizational culture on employee performance through job satisfaction is significant. So, it can be concluded that there is a positive and significant effect of organizational culture on employee performance through job satisfaction. This finding's supported with the research of Mariam (2009), which concludes that there is an indirect effect of organizational culture on employee performance through job satisfaction, which is 0.07. The direct influence of organizational culture on employee performance directly is 0.21. The total indirect and direct influence of organizational culture on employee performance through job satisfaction is 0.28 at the head office of PT. Asuransi Jasa Indonesia (Persero).

g. The Effect of Transformational Leadership on Employee Performance through Job Satisfaction

The results of table 3.2 above, the effect of transformational leadership on employee performance is 0.22 which means positive and the value of $t_{statistic}$ is 2.38 with $\alpha = 0.975$, Z score is 1.96, so the value of $t_{statistic} > 1.96$, which is $2,38 > 1.96$, it's means that the effect of transformational leadership on employee performance through job satisfaction is significant. So, it can be concluded that there is a positive and significant effect of transformational leadership on employee performance through job satisfaction. The finding's supported research of Mariam (2009), which concludes that there is an indirect effect of leadership style on employee performance through job satisfaction, which is 0.11. The direct influence of leadership style on employee performance directly is 0.24. The total direct and indirect influence of leadership style on employee performance through employee job satisfaction at the head office of PT. Asuransi Jasa Indonesia (Persero) is 0.35. Mangkunegara (2016) in his research concluded that employee performance variables are simultaneously influenced by transformational leadership variables and job satisfaction variables. Then, the results of the calculation of the correlation of determination show that there is an effect of the two dependent variables on the performance at PT. Citibank Indonesia.

IV. Conclusion

The findings in this study are there is a positive and significant effect of organizational culture on employee performance, there is a positive and significant effect of job satisfaction on employee performance, that there is a positive and significant effect of organizational culture on job satisfaction, there is a positive and significant effect of transformational leadership on employee performance, there is a positive and significant effect of organizational culture on employee performance through job satisfaction, there is a positive and significant effect of transformational leadership on employee performance through job satisfaction and also there is a positive and insignificant effect of transformational leadership on employee performance.

This research is still limited to be carried out only on employees of GNI in Indonesia only so that the conclusions drawn from this study are limited to the population of this study. A wider scope is needed so that the results of this study have a much wider impact, for example the expansion of the population coverage area or the addition of respondents from Good Neighbors International affiliates in Asia Pacific.

It is also recommended to the top management of GNI To improve employee performance, organizations need to increase employee job satisfaction. These are management facilitated new opportunities for employees to develop careers, management develop harmonious relationships between subordinates and supervisors, management facilitate to increase a feeling pride of pride work at social side and also personal side and management facilitate periodically salary adjustments referring to employee performance.

Also, from the research findings, it is strengthened organizational culture. The recommendation is (a) Organization should be more focus on results than on the technical and process to achieve results. (b) Organization are should consider the impact and results of the work on people who are in the organization. (b) Organization should be facilitated that every work activity is coordinated in a team rather than individually. (c) Organization should be facilitated that every staff to be more aggressive and competitive rather than just looking for easy work. (d) Organization facilitates to maintain the status quo rather than growth.

To Enhance transformational leadership style, recommendation are: (a) Leaders should make a decision and action regardless of the interests of their subordinates, (b) Leaders should providing an opportunities for subordinates to make decisions, through this initiate hopefully staff will give more comprehensive input that make leader decisions taken more effectively, (c) Leader shoule be sometimes needing to distrust their subordinates regarding their concern for work and (d) Leaders should be give more attention to subordinates who work hard and always guide their subordinates who are ready to be promoted and happy directing their subordinates according to their level of maturity.

The last is increase employee job satisfaction, recommendation are: (a) Management should be aware that salary increaseses also need to be considered with the burden of responsibility given to employees equally, (b) Management should facilitate promotion because employees are satisfied with the promotion because ethrough promotion that they show good show good performance and level of progress in responsibilities, (c) Supervisor should provide support and work motivation to keep them motivated at work.

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