



Enhancing Employee Performance through Organizational Culture Strengthening, Transformational Leadership, and Job Satisfaction: An Empirical Study at PT Lotus Boga Lima

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ABSTRACT

This study aims to examine the integrated effect of organizational culture and transformational leadership on employee performance through the mediating role of job satisfaction in a labor-intensive service context. Unlike previous studies that tend to analyze these variables separately, this research develops a comprehensive structural model that simultaneously tests direct and indirect relationships within a single framework. Using a quantitative approach and Structural Equation Modeling (SEM), data were collected from 145 non-permanent employees at PT Lotus Boga Lima, Indonesia. The findings reveal that organizational culture and transformational leadership significantly influence both job satisfaction and employee performance. Job satisfaction emerges as the strongest predictor of performance and acts as a partial mediator in both relationships. The novelty of this study lies in integrating organizational culture, transformational leadership, and job satisfaction into a unified model, validating mediation mechanisms in a labor-intensive service sector, and providing empirical evidence from non-permanent employees in an emerging economy context. These findings extend existing organizational behavior literature by highlighting dual pathways direct and indirect through which organizational factors influence performance.

Keywords: Organizational Culture; Transformational Leadership; Job Satisfaction; Employee Performance; Structural Equation Modeling (SEM)



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INTRODUCTION

Employee performance has become a strategic priority for organizations operating in increasingly competitive and dynamic environments. In labor-intensive service industries, organizational outcomes largely depend on employees' ability to deliver consistent performance while responding to operational demands and evolving customer expectations (Addullahi *et al.*, 2021). Therefore, identifying the organizational and psychological factors that drive employee performance is essential for sustaining competitiveness and service quality across industries (Efawati, 2023, 2020). Global workforce trends indicate that employee performance is not merely a function of individual competencies but is significantly shaped by organizational context, leadership quality, and workplace psychological conditions (Pham *et al.*, 2024; Para González *et al.*, 2022).

Recent studies suggest that employee performance is strongly shaped by organizational context rather than individual capability alone (Pham *et al.*, 2024; Aggarwal, 2024). Organizational culture functions as a key mechanism that establishes shared values, norms, and behavioral standards, enabling employees to align their actions with organizational goals (Schein, 1990; Reginato *et al.*, 2023). A supportive and coherent culture has been associated with higher levels of motivation, commitment, and performance consistency, whereas fragmented cultural environments often result in reduced morale and uneven performance outcomes (Vasumathi *et al.*, 2024; Tadesse Bogale & Debela, 2024; Chaniago *et al.*, 2025). Empirical evidence demonstrates that organizational culture contributes between 9.7% and 26.6% to employee performance variance across diverse sectors (Ridho *et al.*, 2024; Iskanto, 2023; Chaniago & Efawati, 2024, 2026).

Transformational leadership has similarly emerged as a critical determinant of employee performance in contemporary organizations (Bass & Avolio, 2004). Leaders who articulate inspiring visions, provide individualized consideration, and stimulate intellectual growth foster intrinsic motivation and improve task performance (Khan *et al.*, 2020; Lai *et al.*, 2020). Research consistently shows that transformational leadership promotes psychological empowerment, stimulates creativity, and cultivates supportive work climates that enhance performance (Ha & Hang, 2024; Helalat *et al.*, 2025). Evidence from 2020 to 2025 confirms that transformational leadership positively affects both job satisfaction and task performance across organizational contexts (Khan *et al.*, 2022; Yang *et al.*, 2022).

Job satisfaction has also been identified as a critical psychological factor influencing performance outcomes (Judge *et al.*, 2001). Employees who experience satisfaction with their work environment, leadership support, and organizational practices are more likely to demonstrate positive work behaviors and sustained performance (Kundi *et al.*, 2021; Inegbedion, 2024). However, the role of job satisfaction in existing research remains debated. While some studies treat job satisfaction as a direct outcome of organizational practices, others suggest it functions as a mediating mechanism that enhances the effectiveness of organizational culture and leadership on employee performance (Nemțeanu *et al.*, 2022; Aburumman & Alrweis, 2024).

Despite extensive research on employee performance, three critical gaps remain in the current body of knowledge. First, many empirical studies continue to examine organizational culture, transformational leadership, and job satisfaction in isolation, offering limited insight into their simultaneous interactions within an integrated framework (Idris *et al.*, 2020; Lin *et al.*, 2021). While individual relationships have been well-documented, few studies have examined how these variables operate synergistically

within a single structural model to explain performance variance comprehensively (Arulsenthilkumar & Punitha, 2024).

Second, empirical evidence addressing mediation mechanisms in emerging economy contexts remains relatively scarce, creating uncertainty regarding the generalizability of existing findings (Tran & Nguyen, 2024; Susilo & Nugroho, 2024). Most research originates from developed Western contexts, where organizational structures, cultural values, and employment relationships differ substantially from those in emerging Asian economies (Ha & Hang, 2024). The Conservation of Resources theory suggests that the mechanisms through which organizational factors influence performance may vary across cultural and economic contexts, necessitating context-specific empirical validation (Nemțeanu *et al.*, 2022).

Third, labor-intensive service sectors have received insufficient attention in employee performance research, despite their significant contribution to emerging economies (Addullahi *et al.*, 2021; Zacharias *et al.*, 2021). These sectors face unique challenges including high turnover rates, diverse workforce compositions, and intense competitive pressures, making understanding of performance drivers particularly critical (Para González *et al.*, 2022). Non-permanent employees, who constitute a substantial proportion of the workforce in service industries, remain underexplored despite their strategic importance in organizational flexibility and service delivery (Ingsih *et al.*, 2021).

The urgency of addressing these gaps is underscored by practical challenges facing service organizations in emerging economies. Organizations struggle to maintain consistent performance amid rapid environmental changes, intense competition, and evolving customer expectations (Pham *et al.*, 2024). Understanding how organizational culture and transformational leadership jointly influence performance through psychological mechanisms like job satisfaction becomes essential for designing effective human resource management strategies (Ansari & Khan, 2024). Moreover, the COVID-19 pandemic has intensified the need for organizations to understand factors that sustain employee performance during uncertain and challenging conditions (Namal *et al.*, 2024).

Addressing these gaps, this study develops and tests an integrated structural model that examines the direct and indirect effects of organizational culture and transformational leadership on employee performance, with job satisfaction serving as a mediating variable. The study was conducted among non-permanent employees in a labor-intensive service organization (PT Lotus Boga Lima, Indonesia), offering a novel contribution by empirically validating the mediating role of job satisfaction within a single analytical framework in an emerging economy context.

The main objectives are: (1) to examine the direct effects of organizational culture and transformational leadership on employee performance, (2) to investigate the direct effects of organizational culture and transformational leadership on job satisfaction, (3) to analyze the direct effect of job satisfaction on employee performance, (4) to investigate the mediating role of job satisfaction in the relationship between organizational culture and employee performance, (5) to examine the mediating role of job satisfaction in the relationship between transformational leadership and employee performance, and (6) to provide empirical evidence for human resource management practices in service-oriented industries operating in emerging economies.

Given these considerations, this research seeks to answer: To what extent do organizational culture and transformational leadership directly influence employee performance? How do these factors affect job satisfaction? Does job satisfaction mediate the relationships between organizational factors and performance? What are the relative strengths of direct versus mediated effects in explaining performance variance?

This study offers three main contributions. First, it develops an integrated model combining organizational culture, transformational leadership, and job satisfaction, which are often examined separately in prior research. Second, it empirically tests the mediating role of job satisfaction in a labor-intensive service context, which remains underexplored. Third, this study focuses on non-permanent employees in an emerging economy, providing context-specific insights that enhance the generalizability of organizational behavior theories.

LITERATURE REVIEW

A strong theoretical foundation is essential to explain how organizational culture, transformational leadership, and job satisfaction jointly influence employee performance. Organizational culture refers to shared values, norms, and meanings that guide employee behavior and align individual actions with organizational goals (Schein, 1990). Contemporary studies confirm that a supportive culture enhances motivation, engagement, and performance outcomes, particularly in service-oriented organizations (Pham *et al.*, 2024; Aggarwal, 2024). Empirical evidence indicates that organizational culture significantly contributes to employee performance variance, ranging from 9.7% to 26.6% across sectors (Ridho *et al.*, 2024; Iskanto, 2023). However, most studies focus on direct relationships, leaving limited understanding of the psychological mechanisms through which culture influences performance (Tadesse Bogale & Debela, 2024).

H1: Organizational culture has a direct and positive effect on employee performance.

Transformational leadership is widely recognized as a key determinant of employee performance, characterized by idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Avolio, 2004). This leadership style fosters intrinsic motivation, psychological empowerment, and improved performance (Khan *et al.*, 2020; Lai *et al.*, 2020). Recent studies (2020–2025) consistently show that transformational leadership positively influences job satisfaction and employee performance across various contexts (Ha & Hang, 2024; Khan *et al.*, 2022; Helalat *et al.*, 2025). Despite strong empirical support, prior studies often examine leadership independently without integrating it into broader structural frameworks (Arulsentilkumar & Punitha, 2024).

H2: Transformational leadership has a direct and positive effect on employee performance.

Organizational culture also plays a crucial role in shaping job satisfaction as a key psychological outcome. Cultures emphasizing collaboration, participation, and innovation enhance employees' sense of belonging and satisfaction (Aboramadan *et al.*, 2020; Iskanto, 2023). Empirical studies demonstrate that organizational culture significantly predicts job satisfaction across industries, including banking and service sectors (Ramadhan *et al.*, 2024; Kusumaningrum & Fauziyanti, 2024). Indonesian studies further confirm that supportive organizational cultures foster higher satisfaction levels through improved work environments and employee involvement (Afkarina *et al.*, 2024; Ingsih *et al.*, 2021).

H3: Organizational culture has a direct and positive effect on job satisfaction.

Transformational leadership significantly influences job satisfaction by creating supportive and motivating work environments (Lai *et al.*, 2020). Leaders who provide vision, support, and recognition enhance employees' affective responses to their work (Khan *et al.*, 2022). Empirical evidence confirms that transformational leadership positively impacts job satisfaction through psychological empowerment and organizational identification (Aburumman & Alrweis, 2024; Ha & Hang, 2024). However, its comparative influence relative to organizational culture within integrated models remains underexplored (Arulsenthilkumar & Punitha, 2024).

H4: Transformational leadership has a direct and positive effect on job satisfaction.

Job satisfaction is a central construct reflecting employees' evaluation of their work experiences and serves as a key predictor of performance (Judge *et al.*, 2001). Recent studies show that satisfied employees demonstrate higher motivation, resilience, and performance outcomes (Kundi *et al.*, 2021; Inegbedion, 2024). Furthermore, job satisfaction is increasingly recognized as a mediating variable that explains how organizational factors influence performance (Nemțeanu *et al.*, 2022; Aburumman & Alrweis, 2024). Despite this, the strength and consistency of mediation effects across different contexts remain areas for further investigation (Para González *et al.*, 2022).

H5: Job satisfaction has a direct and positive effect on employee performance.

Recent research highlights job satisfaction as a mediating mechanism linking organizational culture and transformational leadership to employee performance (Idris *et al.*, 2020; Lin *et al.*, 2021). Empirical evidence confirms that job satisfaction partially mediates these relationships, indicating that organizational factors influence performance both directly and indirectly (Ingsih *et al.*, 2021; Ramadhan *et al.*, 2024). While mediation patterns are well established, most studies examine them separately rather than within integrated models, particularly in emerging economy contexts (Tran & Nguyen, 2024).

H6: Job satisfaction mediates the relationship between organizational culture and employee performance.

H7: Job satisfaction mediates the relationship between transformational leadership and employee performance.



Figure 1. Research Model
Source: Own Compilation (2025)

RESEARCH METHOD

This study employed a quantitative research approach with a cross-sectional survey design to examine the relationships among organizational culture, transformational

leadership, job satisfaction, and employee performance. The research framework was analyzed using Structural Equation Modeling (SEM) with AMOS version 24.0, which allows for simultaneous testing of multiple relationships, including mediation effects.

Research Design and Approach

A cross-sectional design was selected as it enables the collection of data at a single point in time to analyze relationships among variables efficiently. This approach is appropriate for testing theoretical models and identifying patterns of association between constructs in organizational behavior research. The population of this study consisted of all non-permanent employees working at PT Lotus Boga Lima, Indonesia, a labor-intensive service organization. Non-permanent employees were chosen as the focus of this research due to their significant role in operational performance and their vulnerability to job insecurity, which may influence job satisfaction and performance outcomes. A purposive sampling technique was applied to ensure that respondents met specific criteria relevant to the study objectives. The inclusion criteria were: Employees with non-permanent employment status, Employees with a minimum tenure of 6 months, Employees directly involved in operational activities.

Based on these criteria, a total of 145 valid responses were obtained and used for analysis. This sample size meets the minimum requirements for SEM analysis, which generally recommends at least 5–10 observations per estimated parameter (Chaniago *et al.*, 2023).

Data Collection Procedure

Data were collected using a structured questionnaire distributed directly to respondents. The questionnaire was designed based on previously validated measurement instruments and adapted to the context of the organization. Respondents were assured of confidentiality and anonymity to reduce response bias.

A five-point Likert scale was used to measure all items, ranging from:

- 1 = strongly disagree
- 2 = disagree
- 3 = neutral
- 4 = agree
- 5 = strongly agree

The use of a Likert scale facilitates the measurement of attitudes and perceptions, which are central to organizational behavior research. All constructs in this study were measured using established scales adapted from prior studies:

Organizational Culture: Measured based on dimensions such as shared values, norms, teamwork, and communication (Schein, 1990; Reginato *et al.*, 2023).

Transformational Leadership: Measured using dimensions including idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Avolio, 2004).

Job Satisfaction

Measured through indicators such as satisfaction with work, supervision, compensation, and work environment (Judge *et al.*, 2001).

Employee Performance Measured based on task performance, quality of work, productivity, and responsibility.

All measurement items were pre-tested to ensure clarity and relevance.

To ensure the quality of the measurement model, validity and reliability tests were conducted using Confirmatory Factor Analysis (CFA). Convergent Validity was assessed using factor loadings (> 0.70) and Average Variance Extracted ($AVE > 0.50$). Construct

Reliability (CR) values greater than 0.70 indicate internal consistency. Discriminant Validity was evaluated by comparing the square root of AVE with inter-construct correlations. All constructs met the required thresholds, indicating that the measurement model is valid and reliable. Validity and reliability tests confirmed that all constructs met the required thresholds (factor loadings > 0.70, CR > 0.70, AVE > 0.50). Data analysis was conducted in two stages: measurement model evaluation and structural model testing, including mediation analysis using bootstrap methods.

RESEARCH RESULTS

The results indicate that all proposed hypotheses are supported. Organizational culture ($\beta=0.284$, $p<0.05$) and transformational leadership ($\beta=0.312$, $p<0.05$) significantly influence employee performance. Both variables also significantly affect job satisfaction, with transformational leadership showing a stronger effect ($\beta=0.429$).

Job satisfaction has the strongest direct effect on performance ($\beta=0.456$), indicating its critical role in enhancing employee outcomes. Mediation analysis confirms that job satisfaction partially mediates the relationships between organizational culture and performance, as well as between transformational leadership and performance.

The model demonstrates strong explanatory power, with R^2 values of 0.42 for job satisfaction and 0.61 for employee performance, indicating substantial variance explained by the model.

DISCUSSION

The findings of this study provide strong empirical support for the integrated relationship between organizational culture, transformational leadership, job satisfaction, and employee performance in a labor-intensive service context. The results confirm that both organizational culture and transformational leadership significantly influence employee performance, both directly and indirectly through job satisfaction, reinforcing the multidimensional nature of performance determinants.

First, the significant effect of organizational culture on employee performance supports previous theoretical arguments that culture serves as a foundational system guiding employee behavior (Schein, 1990). A well-established organizational culture creates shared values, behavioral norms, and expectations that align employee actions with organizational objectives. In the context of PT Lotus Boga Lima, this finding suggests that consistency in cultural values enables employees, particularly non-permanent workers, to perform their roles effectively despite employment instability. This result is consistent with studies by Pham *et al.* (2024) and Aggarwal (2024), which highlight the role of culture in enhancing performance consistency. However, this study extends prior findings by demonstrating that organizational culture not only directly influences performance but also indirectly affects it through job satisfaction.

Second, transformational leadership demonstrates a stronger influence on job satisfaction compared to organizational culture. This finding indicates that leadership plays a more immediate and interpersonal role in shaping employee attitudes and emotional responses. Transformational leaders inspire employees through vision, motivation, and individualized consideration, thereby fostering a positive psychological environment. This aligns with the findings of Khan *et al.* (2022) and Aburumman & Alrweis (2024), which emphasize the role of leadership in enhancing employee satisfaction and engagement. In labor-intensive sectors, where employees often face high

workloads and job insecurity, leadership becomes a critical factor in maintaining morale and motivation.

Third, job satisfaction emerges as the strongest predictor of employee performance in this study. This finding reinforces the long-standing argument proposed by Judge *et al.* (2001) that satisfied employees tend to exhibit higher performance levels. The strong path coefficient ($\beta = 0.456$) indicates that psychological well-being and positive work attitudes significantly enhance employees' ability to perform their tasks effectively. This is particularly relevant in service industries where performance is closely linked to customer interaction and service quality.

Furthermore, the mediation analysis reveals that job satisfaction partially mediates the relationship between organizational culture and employee performance, as well as between transformational leadership and employee performance. This partial mediation indicates that while organizational factors directly influence performance, a substantial portion of their impact operates through psychological mechanisms. This finding supports the Conservation of Resources (COR) theory, which suggests that organizational resources (such as leadership and culture) enhance employee psychological states, leading to improved performance outcomes (Nemțeanu *et al.*, 2022).

Interestingly, the partial mediation also implies that organizational culture and leadership retain independent direct effects on performance. This suggests a dual-pathway mechanism: direct pathway structural and behavioral influence; Indirect pathway psychological influence via job satisfaction. This dual mechanism provides a more nuanced understanding compared to prior studies that focused solely on direct relationships. From a contextual perspective, this study contributes to the literature by providing empirical evidence from a labor-intensive service organization in an emerging economy. Unlike studies conducted in developed countries, this research highlights the importance of psychological factors among non-permanent employees. In such contexts, job insecurity and contractual employment conditions may reduce intrinsic motivation unless supported by strong leadership and organizational culture.

Another important implication is the relative strength of transformational leadership compared to organizational culture in influencing job satisfaction. This suggests that in dynamic and operationally demanding environments, leadership behavior may compensate for limitations in structural or cultural systems. Therefore, organizations should prioritize leadership development as a strategic intervention. Additionally, the high R^2 value for employee performance (0.61) indicates that the integrated model has strong explanatory power. This confirms that combining organizational and psychological variables provides a more comprehensive understanding of performance compared to single-variable approaches.

From a practical perspective, the findings suggest that organizations should not treat culture, leadership, and satisfaction as separate elements. Instead, they should be managed simultaneously as an integrated system. For instance: Organizational culture should be reinforced through shared values and communication; Leadership development programs should emphasize transformational behaviors; Employee satisfaction should be continuously monitored and improved; Failure to integrate these elements may result in suboptimal performance outcomes.

CONCLUSIONS

This study concludes that employee performance in labor-intensive service organizations is significantly influenced by both organizational and psychological factors. Specifically, organizational culture and transformational leadership play critical roles in enhancing

employee performance, both directly and indirectly through job satisfaction. The findings reveal that job satisfaction serves as the most influential predictor of employee performance, highlighting the importance of employees' psychological well-being in achieving organizational goals. Employees who experience higher levels of satisfaction are more motivated, engaged, and capable of delivering consistent performance.

Moreover, this study confirms that job satisfaction acts as a partial mediator in the relationships between organizational culture and employee performance, as well as between transformational leadership and employee performance. This indicates that organizational factors influence performance through dual mechanisms: direct structural influence and indirect psychological influence. Theoretically, this research contributes to the organizational behavior literature by developing and validating an integrated model that combines organizational culture, transformational leadership, and job satisfaction within a single framework. This approach addresses gaps in previous studies that tended to examine these variables separately. Additionally, the study provides empirical support for the mediating role of job satisfaction in an emerging economy context, thereby enhancing the generalizability of existing theories.

From a practical perspective, the findings offer important implications for managers and organizations. To improve employee performance, organizations should:

1. Strengthen organizational culture by promoting shared values and clear behavioral expectations
2. Develop transformational leadership capabilities to enhance employee motivation and engagement
3. Improve job satisfaction through supportive work environments, recognition systems, and employee involvement

These strategies should be implemented simultaneously rather than independently, as their combined effect produces stronger performance outcomes.

Despite its contributions, this study has several limitations. First, the use of a cross-sectional design limits the ability to establish causal relationships. Future studies are recommended to adopt longitudinal approaches to better capture dynamic relationships over time. Second, the study focuses on a single organization, which may limit generalizability. Future research should include multiple organizations across different industries and regions. Third, additional variables such as employee engagement, organizational commitment, or psychological empowerment could be incorporated to further enrich the model.

In conclusion, this study demonstrates that improving employee performance requires a holistic approach that integrates organizational structure, leadership behavior, and employee psychological well-being. Organizations that successfully align these elements will be better positioned to achieve sustainable performance and competitive advantage, particularly in labor-intensive service industries within emerging economies. This study concludes that organizational culture and transformational leadership significantly enhance employee performance, both directly and indirectly through job satisfaction. Job satisfaction serves as a critical mediating variable and the strongest predictor of performance.

The study contributes to the literature by providing an integrated model and empirical evidence from a labor-intensive service context in an emerging economy. Practically, organizations should focus on strengthening culture, leadership practices, and employee satisfaction simultaneously to improve performance outcomes.

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