




The influence of transformational leadership style and organizational culture on employee performance through job satisfaction as an intervening variable

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Article Info	ABSTRACT
<p>Article history:</p> <p>Received Dec 30, 2026 Revised Jan 10, 2026 Accepted Jan 23, 2026</p> <hr/> <p>Keywords:</p> <p>Employee Performance; Job Satisfaction; Organizational Culture; Transformational Leadership.</p>	<p>This study looks at how organizational culture and transformational leadership style affect worker performance at PT Chandra Asri Pacific Tbk, using job satisfaction as an intervening variable. Purposive sampling was used to pick 81 employees for the study, which takes a quantitative approach utilizing a survey method. Multiple regression and path analysis approaches were used to examine the data, which were gathered using structured questionnaires. The findings show that corporate culture and transformational leadership significantly and favorably affect workers' job satisfaction. Additionally, employee performance is directly and significantly impacted by these factors. The association between organizational culture and performance was shown to be partially mediated by job satisfaction, which also had a substantial impact on employee performance. However, the association between transformative leadership and employee performance is not mediated by work happiness. These results imply that strong corporate cultures and effective leadership techniques are essential for improving worker performance, both directly and indirectly. The study highlights the importance of strengthening leadership quality, fostering a supportive organizational culture, and improving employee satisfaction to achieve sustainable organizational performance. The results provide practical implications for management in formulating human resource strategies aimed at improving productivity and organizational effectiveness in highly competitive industrial environments.</p> <p style="text-align: right;"><i>This is an open access article under the CC BY-NC license.</i></p> 

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1. INTRODUCTION

An organization's human resources are its most valuable asset as they are responsible for carrying out policies and directing day-to-day operations. Organizations must be able to successfully manage human resources in order to survive and prosper in the face of dynamic business developments and intensifying competition. Human resource management (HRM) has become a strategic aspect in modern organizational practices, considering that humans are a central factor in achieving organizational goals. Initially, human resources were viewed on a par with other resources such as capital, materials, machines, and markets (Sinambela, 2016). However, as management thinking has evolved, human resources have come to be understood as a key asset capable of mobilizing and optimizing all organizational resources.

Resource man own a very significant role in determining success organization. Ruyatnasih et al. (2013) state that resources humans are assets the most valuable and influential organization important in achieving objective organization. Employees are not only donate energy, but also creativity, skills, and innovation that contribute directly to performance organization. Therefore, resource management professional and strategic human resources are a necessity absolute. Armstrong & Taylor (2020) in Rowley and Jackson (2012:88) defines resource management human as an approach strategic and integrated in managing asset the most valuable organization, namely human resources work, which is collective contribute to achievement objective organization. Despite extensive research on leadership and performance, a specific research gap remains in high-risk and highly regulated industries such as the petrochemical sector. Existing studies tend to focus on the direct effects of leadership and organizational culture on performance, while giving limited attention to the mediating role of job satisfaction. In the petrochemical industry, strict safety regulations, high operational risks, and intense compliance demands often create psychological pressure and work stress that may weaken the direct relationship between leadership and performance. Consequently, job satisfaction becomes a critical intervening mechanism through which leadership and organizational culture influence employee performance. Testing job satisfaction as a mediating variable is therefore necessary to explain how performance outcomes are achieved under conditions of high risk and regulatory constraint.

Employee performance is an indicator main success organization. Organization with employee performing tall tends to be easier reach goals, vision and mission that have been determined, while low performance can hinder development as well as Power competition organization. Simamora (1997) defines strategy as an integrated and comprehensive framework of reference in directing activity organization going to achievement objectives. In this context, the increase performance employees cannot released from role leadership, culture organization, and level satisfaction work that employees feel. In addition, organizational culture plays a significant role in shaping employee behavior and performance by providing shared values, norms, and expectations that guide daily actions. A strong organizational culture aligned with safety, professionalism, and continuous improvement supports the effectiveness of transformational leadership and reinforces job satisfaction. Empirical evidence from previous studies indicates that positive organizational culture influences job satisfaction, leadership style affects employee performance, and job satisfaction contributes to improved organizational outcomes. However, the integrated examination of transformational leadership and organizational culture on employee performance through job satisfaction remains limited, particularly in industrial contexts characterized by high risk and strict regulation. Therefore, this study aims to analyze the influence of transformational leadership and organizational culture on employee performance with job satisfaction as an intervening variable, contributing both theoretically to human resource management literature and practically to organizational policy development oriented toward performance improvement and safety excellence.

Leadership hold role central in determining success organization. Bass & Avolio (1990) confirm that quality leadership often becomes the deciding factor success or failure organization. Effective leaders capable create environment conducive, motivating work employees, as well as direct resource potential humans to achieve objective organization. In the middle development technology rapid information and conditions. In an uncertain economy, adaptive leadership is becoming increasingly important. important to help the organization face uncertainty in the future (Katz and Khan, 1978; Kohl et al., 1995; Mowday (1982); Yukl (2020)).

One of the leadership models that is assessed effective in improving performance employees are leadership transformational leader transformational capable give influence positive to his subordinates through inspiration, role model, and motivation, so that employee driven to work exceeding expected standards. This leadership style emphasizes a relationship based on trust, loyalty and commitment between leaders and employees. When employees feel appreciated and supported, they tend show level satisfaction higher work and performance.

Besides leadership, culture organization is also a factor important things that influence behavior and performance employees (Sumarjo et al., 2024). Culture organization reflect system values, norms and beliefs held together by members organization and becomes a guideline for acting and working. Culture strong organization will help create harmony between objective organization and behavior employees, thus supporting the achievement optimal Sutanto Aftono (2002) performance. Gibson et al. (1995) in differentiate culture organization becomes culture strong and cultural weak, where culture is strong reflected from consistency behavior aligned employees with values organization.

Various previous studies show that culture positive influence organization to satisfaction Work (Habib et al., 2014), style leadership influences performance employees (Huu et al., 2014:109-121), as well as satisfaction Work contribute to improvement performance organization (Bakotic and Babic (2013); Kuzey, 2019:276-295). Suyono Bambang (2004) confirm that development culture effective organization influenced by leadership, communication, and motivation, which simultaneously drive formation satisfaction and performance employez.

Based on the description said, can concluded that style leadership transformational and cultural organization is a strategic variable in increasing satisfaction work and performance employees. However, the relationship between both variables with performance employee through satisfaction Work still needs to be studied more deeply in the context of modern organizations. Therefore, this study aims to analyze influence style leadership transformational and cultural organization to performance employee with satisfaction work as an intervening variable. The results of this study are expected can give contribution theoretical in development study resource management man as well as contribution practical for organizations in formulating policies that are oriented towards increasing performance employees and achievements objective organization.

2. RESEARCH METHOD

This study was carried out in PT Chandra Asri Pacific Tbk, Cilegon, which is situated on Jl. Raya Anyer, Ciwandan District, Cilegon City, Banten Province. It used a quantitative methodology. The study was carried out between June and August of 2025. 101 workers of the Human Capital Strategy Management Department made up the research population. Non-probability sampling with a purposive sample method that is, choosing respondents according to predetermined criteria was the sampling strategy employed. These requirements include: (1) having worked for at least three years; (2) not being under contract; (3) having a grade of four or above; and (4) occupying positions ranging from operator to section head. 81 responders were obtained by applying the Slovin method with a 5% error rate to determine the number of samples. The use of purposive sampling was intended to ensure that respondents possessed relevant experience, organizational tenure, and positional authority related to the variables under investigation, thereby enhancing the analytical relevance of the data. The application of the Slovin formula with a 5% margin of error was used to determine a statistically sufficient sample size from the defined population, balancing precision and feasibility. While this approach supports internal representativeness among employees who meet the predefined criteria, the findings are analytically generalizable within the organizational context and should be interpreted with caution when extended beyond similar industrial settings. A standardized questionnaire with a four-level Likert scale (1-4), spanning from strongly disagree to strongly agree, was used to gather the data. The use of a four-point scale aims to reduce the tendency of neutral responses and obtain a more assertive respondent attitude (Kinnear in Husein Umar, 2009). The research instrument was compiled based on variable indicators of transformational leadership style, organizational culture, job satisfaction, and employee performance. Before further analysis, the instrument was tested for validity through item-total correlation and its reliability was tested using the Cronbach's Alpha coefficient with the criteria of $\alpha > 0.70$ as an indicator of good reliability (Arikuntoro, 2019). All data processing and analysis processes were carried out using SPSS software version 30.

Several methods of inferential statistics were applied to assess the data. To check the suitability of the regression model, common assumption tests were carried out, which included tests for heteroscedasticity, tests for multicollinearity using tolerance and Variance Inflation Factor (VIF), as well as tests for normality through the Kolmogorov–Smirnov approach. Furthermore, incorporating job satisfaction as an intermediary factor, multiple linear regression analysis and path analysis were utilized to explore the direct and indirect effects of organizational culture and the style of transformational leadership on employee performance (Sugiyono, 2019). Partial hypothesis evaluation was performed using the t-test, while the strength of the model was assessed using the coefficient of determination (R^2). The Sobel test, created by [1], was applied to evaluate the mediating function of job satisfaction, following the work of Abu-Bader & Jones (2021), with a significance threshold of 5%.

3. RESULTS AND DISCUSSIONS

Results

Characteristics of Respondents

This study involved 81 employees of PT Chandra Asri Pacific Tbk as respondents. Respondent characteristics were classified based on marital status, age, length of service, education level, and job grade. A summary of respondent characteristics is presented in Table 1.

Table 1. Characteristics of respondents (n=81)

Characteristics	Category	Frequency	Percentage
Marital Status	Married	52	64%
	Single	29	36%
Age	20–25 years	29	36%
	26–30 years	20	25%
	> 30 years	32	39%
Length of Service	< 5 years	31	38%
	5–10 years	19	24%
	> 10 years	31	38%
Education Level	Senior High School	8	10%
	Diploma (D3)	27	33%
	Bachelor (S1)	46	57%
Grade	Grade 4	10	12%
	Grade 5	24	30%
	Grade 6	25	31%
	Grade 7	14	17%
	Grades 8–9	8	10%

Source: Processed Data (2025)

The respondents were predominantly married employees (64%), aged over 30 years (39%), with either less than five years or more than ten years of work experience (each 38%). Most respondents held a bachelor's degree (57%) and occupied middle-level positions, particularly Grade 6 (31%). These characteristics indicate that the respondents possess adequate work experience, educational background, and organizational understanding to provide reliable assessments of transformational leadership, organizational culture, job satisfaction, and employee performance.

Instrument Testing

To make sure the questionnaire questions could precisely measure the research constructs, validity testing was carried out. A pre-test with thirty respondents was used to examine 50 items using the Pearson Product-Moment correlation. If the computed r value exceeded the table r (0.361) at a 5% significance level, the item was deemed genuine. The test results showed that 47 items met the validity criteria, while 3 items had correlation values below the table r and were therefore declared invalid and removed from the research instrument. Thus, 47 items were used in the primary data collection.

Table 2. Validity test results

Variables	Number of Items Tested	Valid Items	Invalid Item
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Transformational Leadership Style (X ₁)	14	13	1
Culture Organization (X ₂)	12	11	1
Satisfaction Work (Z)	16	15	1
Employee Performance (Y)	8	8	0
Total	50	47	3

Source: Processed Data (2025)

Determining the degree of internal consistency of the research instrument is the goal of the reliability test. The Cronbach's Alpha coefficient was used for reliability testing; if the α value is more than 0.60, the instrument is considered reliable. According to the reliability test results, all study variables were deemed reliable because their Cronbach's Alpha values were higher than the minimum threshold.

Table 3. Reliability test results

Variables	Cronbach's Alpha	Information
Transformational Leadership Style (X ₁)	0.744	Reliable
Culture Organization (X ₂)	0.756	Reliable
Satisfaction Work (Z)	0.773	Reliable
Employee Performance (Y)	0.732	Reliable
Instrument Overall	0.874	Very Reliable

Source: Processed Data (2025)

The overall Cronbach's Alpha value of 0.874 indicates that the research instrument has excellent reliability. Thus, the questionnaire used is considered consistent and reliable for further analysis.

Path Analysis Results Effect on Job Satisfaction

The initial phase of path analysis was carried out to examine how corporate culture and transformational leadership style affected workers' job satisfaction. According to regression analysis, work satisfaction was positively and significantly impacted by both independent factors.

Table 4. Effect on job satisfaction

Variables Independent	B	Std. Error	Beta	t	Sig.
Transformational Leadership Style	0.713	0.111	0.525	6,405	0,000
Culture Organization	0.554	0.105	0.434	5,302	0,000
Constant	1,198	2,310	-	0.519	0.605

Source: Processed Data (2025)

Both variables show a significance value below 0.05, which indicates that transformational leadership style and organizational culture have a significant influence on employee job satisfaction.

Table 5. Determination coefficient of job satisfaction model

R	R Square	Adjusted R Square	Std. Error
0.920	0.847	0.843	1,549

Source: Processed Data (2025)

The R Square score of 0.847 indicates that organizational culture and transformational leadership style account for 84.7% of the variation in employee job satisfaction. The R-square value of 0.847 indicates that organizational culture and transformational leadership jointly explain 84.7% of the variance in employee job satisfaction. Practically, this suggests that improvements in these two factors have a substantial influence on employees' perceptions of satisfaction at work, highlighting their central role in shaping positive work attitudes. The high explanatory power also implies that job satisfaction in the studied organization is strongly driven by internal organizational factors rather than external conditions. However, to avoid potential inflation of the R-square value due to construct overlap or common method bias, diagnostic checks such as variance inflation factor (VIF) analysis,

assessment of discriminant validity, and Harman's single-factor test should be conducted. The differences in standardized Beta coefficients indicate varying levels of influence of each predictor on employee performance and therefore provide clear guidance for prioritizing HR interventions. Transformational leadership has the strongest effect on performance ($\beta = 0.458$), suggesting that leadership development programs, such as managerial training, coaching, and leadership competency enhancement, should be the primary focus of HR strategies. Job satisfaction ($\beta = 0.395$) also demonstrates a substantial impact, implying that interventions aimed at improving compensation fairness, career development opportunities, and work-life balance are essential to sustaining high performance levels. Organizational culture, while still positively associated with performance ($\beta = 0.151$), shows a comparatively weaker effect, indicating that cultural initiatives should be implemented as a long-term, supportive strategy rather than as an immediate performance lever. Overall, these differences suggest that HR policies should prioritize leadership development first, followed by satisfaction-enhancing practices, while reinforcing organizational culture as a complementary factor to ensure sustainable performance improvement.

Effect on Employee Performance

To determine if organizational culture, job happiness, and transformational leadership style directly affect worker performance, a second-stage path analysis was carried out. According to the data, employee performance was positively and significantly impacted by all three factors.

Table 6. Effect on employee performance

Variables Independent	B	Std. Error	Beta	t	Sig.
Transformational Leadership Style	0.296	0.044	0.458	6,767	0,000
Culture Organization	0.092	0.039	0.151	2,365	0.021
Satisfaction Work	0.188	0.036	0.395	5,207	0,000
Constant	0.946	0.736	-	1,284	0.203

Source: Processed Data (2025)

The most significant direct impact on employee performance is a transformational leadership style, which is followed by corporate culture and work happiness.

Table 7. Determination coefficient of employee performance model

R	R Square	Adjusted R Square	Std. Error
0.966	0.932	0.930	0.493

Source: Processed Data (2025)

The R Square value of 0.932 shows that organizational culture, job happiness, and transformational leadership style account for 93.2% of the variation in employee performance.

Mediation Analysis

Mediation analysis was conducted to test the role of job satisfaction as an intervening variable. The results of the direct and indirect effects calculations are presented in the following table.

Table 8. Mediation analysis

Connection Variables	Direct Effect	Indirect Effect	Total Effect
$X_1 \rightarrow Z$	0.525	-	0.525
$X_2 \rightarrow Z$	0.435	-	0.435
$Z \rightarrow Y$	0.395	-	0.395
$X_1 \rightarrow Y$	0.458	-	0.458
$X_2 \rightarrow Y$	0.151	-	0.151
$X_1 \rightarrow Z \rightarrow Y$	-	0.207	0.665
$X_2 \rightarrow Z \rightarrow Y$	-	0.171	0.322

Source: Processed Data (2025)

The findings of the Sobel test indicate that the association between transformational leadership style and employee performance is not mediated by work satisfaction ($t = 0.203 < 1.990$).

On the other hand, the link between corporate culture and employee performance is substantially mediated by work satisfaction ($t = 3.714 > 1.990$).

Discussion

Effect of Transformational Leadership on Job Satisfaction

The results of the study indicate that transformational leadership style has a positive and significant effect on employee job satisfaction at PT. Chandra Asri Pacific, Tbk. This finding indicates that the implementation of inspirational, visionary, and individual development-oriented leadership can increase employee job satisfaction through the alignment between employee expectations and the treatment received from leaders.

This discovery is consistent with Kosasih's (2018) study, which showed that transformational leadership positively and significantly affects employee job satisfaction at the Regional Water Company (PDAM) in Banten Province, as well as Uli's (2018) research demonstrating the considerable impact of transformational leadership on job satisfaction and organizational commitment at Pesanggrahan Regional General Hospital. Theoretically, transformational leadership can transform followers' values, goals, and aspirations, enabling them to work based on internalized values, rather than solely for rewards (Ali et al., 2013). At PT. Chandra Asri Pacific, Tbk, leaders who are able to communicate the company's vision and mission in an inspiring manner, while also providing role models and individual support, have been shown to increase employee motivation, engagement, and loyalty. This leads to higher job satisfaction and supports long-term organizational adaptation.

Effect of Organizational Culture on Job Satisfaction

The study indicates that the culture within an organization positively and significantly influences employee satisfaction in their roles. These observations imply that a workplace environment that fosters creativity, accuracy, collaboration, and recognition of achievements can enhance overall job satisfaction among employees. These outcomes align with Suryadi's (2019) findings, which revealed a beneficial effect of organizational culture on the job satisfaction of fulltime lecturers at Telkom University, as well as Rojuaniah's (2016) research that demonstrated a substantial impact of organizational culture on the job satisfaction of project managers in a contracting firm located in DKI Jakarta. Robbins & Judge (2019) emphasized that organizational culture is a system of shared values that functions as an organizational glue, while Sobirin (2007) stated that culture can be observed through the behavior and habits of organizational members. As a large-scale petrochemical company, PT. Chandra Asri Pacific, Tbk has a work culture that emphasizes continuous innovation, open communication, and cross-functional collaboration. This culture provides space for employees to contribute optimally, feel appreciated, and build positive working relationships, thus having a direct impact on increasing job satisfaction.

Effect of Job Satisfaction on Employee Performance

Studies indicate that contentment in the workplace has a beneficial and substantial effect on the performance of employees. Workers who are content with their roles typically exhibit greater, more fruitful, and more reliable performance, whereas dissatisfaction in their jobs can diminish enthusiasm and the quality of their output.

These findings support the research of Dewi et al. (2018) at PT. Bank Mandiri (Persero) Tbk in the Jember area and Pekey (2018) at a general hospital in Nabire, Papua. Armstrong (2006) They Ali et al. (2013) define job satisfaction as an employee's positive attitude toward their work, which is a key prerequisite for optimal performance. In a complex and high-risk petrochemical industry like PT. Chandra Asri Pacific, Tbk, job satisfaction plays a crucial role in improving accuracy, efficiency, and compliance with safety standards. Furthermore, high job satisfaction also reduces absenteeism and turnover rates, thus supporting the company's operational stability.

Direct Effect of Transformational Leadership on Employee Performance

The findings of the study reveal that transformative leadership exerts a direct, affirmative, and considerable influence on employee performance. This indicates that transformative leadership can enhance performance levels independently of other factors.

These findings align with research Soetopo (2015) that Uli (2018) found a significant influence of transformational leadership on performance. [1 Yukl (2015)] emphasized that the essence of transformational leadership lies in the leader's ability to inspire commitment, increase social identification, and develop the potential of followers. At PT. Chandra Asri Pacific, Tbk, leaders who provide motivation, individual attention, and encourage creativity have been shown to increase employee responsibility and loyalty. This leadership style creates a proactive and results-oriented work environment, which is highly needed in the dynamic petrochemical industry.

Direct Effect of Organizational Culture on Employee Performance

The findings indicate that the culture within an organization positively and substantially influences employee performance. A robust workplace culture not only directs employee actions but also imparts significance to the outcomes produced.

This finding is consistent with research by Andiarso and Putranti (2017) on the Batang Regency Education and Culture Office and Sari (2018) on auditors at a Public Accounting Firm. Gibson et al. state Soetopo (2015) that organizational culture is an organization's personality that influences individual behavior, while Robbins & Judge (2019) emphasizing that a strong culture increases employee satisfaction and performance. At PT. Chandra Asri Pacific, Tbk, a culture that emphasizes safety, integrity, innovation, and collaboration creates a disciplined and productive work environment. This culture strengthens employee loyalty and encourages the achievement of high performance standards.

Mediating Role of Job Satisfaction in the Relationship between Transformational Leadership and Employee Performance

The findings of the research suggest that while the transformational leadership style has a substantial impact on employee job satisfaction and performance, job satisfaction does not serve as a mediating variable in this connection. This is evidenced by the more pronounced direct influence compared to the indirect influence.

These findings are supported by research Soekardi (2020.) showing Hariandja (2020) that transformational leadership can directly improve performance without interfering with job satisfaction. In the context of PT. Chandra Asri Pacific, Tbk, visionary and assertive leadership can directly encourage employee focus, innovation, and responsibility, especially in a complex and highly demanding work environment.

Mediating Role of Job Satisfaction in the Relationship between Organizational Culture and Employee Performance

Conversely, in contrast to transformational leadership, research results show that job satisfaction serves as a mediating variable in the connection between organizational culture and employee performance. The indirect effect of organizational culture through job satisfaction appears to be more significant than its direct effect.

This finding aligns with research by Dewi et al. (2018) Paska (2019) that demonstrated the mediating role of job satisfaction in the relationship between organizational culture and performance Kotter & Heskett (1992). They emphasized that a strong organizational culture can significantly impact job satisfaction and performance, even surpassing other structural factors. At PT. Chandra Asri Pacific, Tbk, a work culture aligned with employee values and needs enhances a sense of security, recognition, and growth opportunities. The resulting job satisfaction serves as a crucial bridge connecting organizational culture with optimal employee performance, particularly in maintaining production stability, operational efficiency, and workplace safety.

4. CONCLUSION

This study concludes that transformational leadership and organizational culture play a significant role in improving employee performance at PT Chandra Asri Pacific Tbk. The results show that leadership that inspires, fosters open communication, and encourages the development of employee potential can significantly increase job satisfaction levels. Furthermore, an organizational culture that emphasizes collaboration, professionalism, and recognition for performance has also been shown to create a positive and supportive work environment.

Job satisfaction is known to have a big effect on how well employees perform. Workers who feel appreciated, at ease, and happy in their roles usually work harder, take more responsibility, and meet their job goals consistently. However, the findings indicate that job satisfaction does not serve as a middle factor between transformational leadership and employee performance. This indicates that transformational leadership can enhance performance directly, without needing to increase job satisfaction first. On the other hand, job satisfaction does appear to play a connecting role between organizational culture and employee performance. This means that if the organizational culture is positive and promotes well-being, engagement, and job satisfaction among workers, performance can improve. Overall, these results highlight how crucial it is to have visionary leadership and to develop a strong organizational culture as essential approaches to sustainably enhance employee performance.

Job satisfaction is shown to have a substantial influence on employee performance, as employees who feel valued, comfortable, and satisfied with their work tend to demonstrate higher effort, greater responsibility, and more consistent achievement of work targets. However, the results reveal that job satisfaction does not mediate the relationship between transformational leadership and employee performance. This suggests that transformational leadership is capable of directly enhancing performance without necessarily increasing job satisfaction as an intervening mechanism. In contrast, job satisfaction does mediate the relationship between organizational culture and employee performance, indicating that a positive organizational culture improves performance primarily by enhancing employee well-being, engagement, and satisfaction. Overall, these findings underscore the importance of visionary leadership and the development of a strong organizational culture as key strategies for achieving sustainable improvements in employee performance.

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