

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE MEDIATED JOB SATISFACTION ON CV SUKINEM BAJA INDUSTRY

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ABSTRACT

An essential element in improving employee performance is a leader who can influence subordinates and actively involve them in achieving these goals through an appropriate leadership style. This study aims to uncover the relationship between dependent and independent variable variables. The type of research used in this study is quantitative research with an explanatory research approach that seeks to test the influence of dependent variables on independent variables involving 68 respondents using structural analysis methods using Partial Least Square or PLS software, resulting in the conclusion that transformational leadership style does not have a positive and insignificant effect on variables job satisfaction. Organizational culture has a positive and significant effect on job satisfaction. Transformational leadership style has no positive and insignificant effect on employee performance variables. Organizational culture has no positive and insignificant impact on employee performance variables. Job satisfaction has a positive and significant effect on employee performance. Transformational leadership style has no positive and insignificant effect on employee performance. Organizational culture positively and significantly affects employee performance by mediating job satisfaction.

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

INTRODUCTION

Researchers have various terms in social relations that define a relationship or attachment between individuals. The organization is one of them. The organization is a form of communion between two or more people who work together and are formally bound to achieve predetermined goals. In that bond, a person or group is called a subordinate (Tampubolon, 2018). Meanwhile, an organization is a group of people (two or more) who are formally united to collaborate through the division or allocation of specific tasks and responsibilities in a system of coordination, cooperation, encouragement, and arrangement to facilitate the achievement of some of the goals that have been established (Tampubolon, 2018).

CV Sukinem Baja Industry is a business unit within the organizational category. Of course, there are problems in any organization, including the Baja Industry Industries organization. A variety of factors causes the problems that occur. However, as previously stated, one of the most important is applying the organizational system in the Steel Industry Industries, mainly where the corporate system has not been professionally implemented on all resources, including leaders, staff, and employees. Companies require an effective management system to support the continuous operation of the company to achieve its goals, and the level of effectiveness of employee work must also be considered. The table below can help you see the problems that exist in the CV Sukinem Baja Industry more clearly.

Tabel 1 Data Issues

No.	Month	Production Result (Pcs)
1	January	8100
2	February	7980
3	March	8120
4	April	7800
5	May	7630
6	June	8060
7	July	7950
8	August	7500
9	September	6200
10	October	6100
11	November	6160
12	December	6000

Source: 2022 production data

According to the production results table, the production trend in the Convection Glatt Garment Industries has decreased. However, the decline is not constant and varies from month to month. Employee performance is critical in achieving good performance, so it is necessary to seek out positive factors to support the workforce to work optimally (Satriowati et al., 2016).

A leader who can influence subordinates and actively involve them in achieving these goals through an appropriate leadership style is essential for improving employee performance (Prayudi, 2020). Employee performance results from work in quality and quantity accomplished by an employee in carrying out his duties following his responsibilities (Prayudi, 2020). Another viewpoint holds that performance results from a person's work in carrying out tasks based on skills, experience, earnestness, and time. This performance combines three essential factors: a worker's ability and interest, the ability and acceptance of the explanation of task delegation, and the worker's role and level of motivation. The higher the three factors listed above, the better the employee's performance (Muis et al., 2018).

Organizations generally believe that striving for the highest individual performance is necessary to achieve excellence because individual performance affects the performance of a team or working group, which in turn affects the organization's overall performance. Employee performance is typically evaluated using a job description prepared by the organization. Employee performance is judged by their ability to carry out their duties following the work they are responsible for.

Performance appraisal measures and assesses an employee's success or failure in carrying out his duties by using job standards as a benchmark. In the business world, performance evaluation is a key performance indicator. The performance evaluation uses the company's standards, such as the elements contained in it, such as work performance, responsibility, obedience, honesty, cooperation, and leadership.

In this regard, research is required to determine which factors influence employee performance. According to Wibowo (2010) in (Muis et al., 2018), an organization is typically formed to achieve a goal by implementing all human resources. This is supported by Jufrizen and Radiman's (2010) opinion in (Muis et al., 2018), who state that organizational culture is related to how employees perceive the characteristics of an organization's culture rather than whether or not they like that culture. That is, culture is a descriptive term. Organizational culture expresses a shared perception shared by members of that organization.

Organizations that achieve their goals and fulfil their social responsibilities will rely heavily on their leaders. The organization will likely reach its objectives if the leadership can carry out their duties properly. An organization requires a professional leader who can influence the behaviour of his subordinates. As a result, an organizational leader will be recognized if he has influence and can direct his associates to achieve organizational goals.

The quality of the leader is frequently regarded as the most crucial factor in organizational success or failure, and the success

or failure of an organization, whether business-oriented or public, is commonly considered the success or failure of the leader. The role of the leader is so vital that it has become a factor that researchers in the field of organizational behaviour are interested in. This will ensure that every leader is responsible for fostering, mobilizing, and directing all potential employees in their environment to realize volume and workloads directed toward goals. Leaders must provide extensive coaching to employees to improve performance and increase job satisfaction. Employees will be able to learn the right behaviours to deal with their work when leaders demonstrate good leadership. The leader, like the public bureaucracy, plays a very strategic role. Because the position of the leader dominates all activities carried out, whether or not the public bureaucracy succeeds in carrying out its duties is primarily determined by the quality of its leadership.

Leadership persuades others to work together to achieve common goals and objectives (Tampubolon, 2018). Employees' ability to influence will determine how they achieve work results. This is based on the argument that a leader has authority over employee behaviour regarding planning, directing, coordinating, and supervising it. Organizational leaders can influence behaviour by developing corporate systems and processes that address individual, group, and organizational needs.

Basri (2017) defined these leadership behaviors as instructive, consultative, participatory, and delegation in his research. This study then discovered a strong link between leadership behavior and employee performance, job satisfaction, and organizational commitment.

Numerous leadership styles are well-known today. Bass (1997) distinguishes between transformational and transactional leadership styles (Yanthy et al., 2020). Individual influence, spiritual drive, and intellectual imitation are transformational leadership characteristics. They frequently consider individuals, create an open culture, trust employees to achieve their goals, and maximize employee potential.

So we can simply conclude that this transformational leadership style is oriented or dotted with an emphasis on employee development. In this case, the leader believes that

employee or staff development is a goal that must be met. The leadership style focuses on developing followers as well as meeting their needs. According to Ismail (2009) in (Yanthy et al., 2020), transformational leaders focus on the growth and development of employee value systems.

Organizational culture is one of the strategies for motivating employees to achieve peak performance. A good corporate culture will provide appropriate conditions and situations for employees at work if the culture is viewed as suitable and capable of supporting employees' development and welfare. A good organizational culture is directly related to an organization's performance, which will also improve (Kharisma et al., 2019).

An organizational culture genuinely managed as a management tool will impact and serve as an impetus for employees to behave positively, devotedly, and productively. Cultural values are not visible, but they are the forces that motivate behavior and result in performance effectiveness. According to Robert Kreitner and Angelo Kunicki in Sopiah (2008) (Muis et al., 2018), organizational culture impacts performance. Whereas an excellent corporate culture affects improving performance, according to (Fuadi et al., 2019) and Gultom (2014) (Muis et al., 2018), organizational culture has a positive and significant effect on employee performance.

It is expected to gain an understanding of things related to improving employee performance by researching and identifying various factors. This study attempted to investigate these factors, specifically the impact of transformational leadership styles and organizational culture on improving employee performance as mediated by employee job satisfaction in the Glatt Garment Industries convection.

To get better results from this research, it is necessary to use the results of previous studies as a reference and identify gaps or differences in each study.

The researchers listed below have conducted studies on the impact of transformational leadership styles and organizational culture on improving employee performance as mediated by employee job satisfaction:

Table 2 Research Gaps

No	Journal	Title	Variable reviewed	Results
1	Yanthy et al., 2020	The Influence of Transformational and Transactional Leadership Styles on Guarantee System Performance Halal HAS 23000	Transformational leadership style → Employee Performance	Significant
2	Verawati Wote & Patalatu, 2019	The Effect of Transformational Leadership Style and Job Satisfaction on Performance Primary school teachers	Transformational leadership style → Employee Performance	Significant
3	Putra & Surya, 2020	The mediating role of job satisfaction in the Transformational leadership style on performance Toyota Auto employee 2000 Denpasar	Transformational leadership style → Employee Performance	Significant
4	Kharisma et al., 2019	The Effect of Organizational Culture and Job Satisfaction on Employee Performance With Organizational Commitment As Intervening Variables	Organizational culture → Employee Performance	Significant
5	Wulandari & Qorfianalda, 2021	Organizational Culture Mediated Performance Against Job Satisfaction and Loyalty Employee	Job satisfaction mediates organizational culture → Employee Performance	Significant
6	Jufrizen & Rahmadhani, 2020	The Effect of Organizational Culture on Employee Performance With Work environment As Moderating Variable	Organizational culture □ Employee Performance	Significant
7	Yuwono et al., 2020	Analysis of the Influence of the Effectiveness of Transformational Leadership and Readiness to Change on the Performance of Female Employees in the Future Covid-19 pandemic	Transformational leadership style → Employee Performance	Not Significant

After compiling data from previous studies, the authors discovered inconsistencies in the existing conclusions. So, in this study, the author will include new variables, namely the job

satisfaction variable, to strengthen the influence of transformational leadership style variables and organizational culture on employee performance. The job satisfaction variable used as a mediation

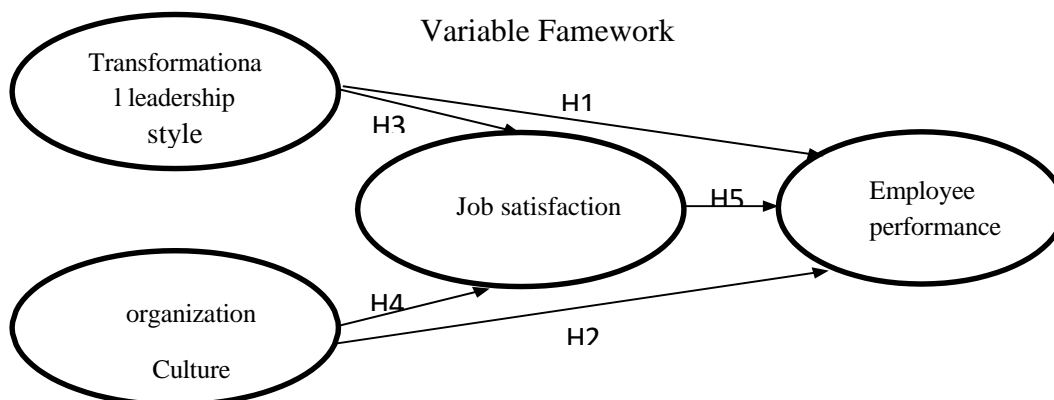
variable in this study is the same variable used in a previous study by Putra and Surya (2020) titled *The Role of Job Satisfaction Mediation in Transformational Leadership Styles Toward Toyota Auto 2000 Denpasar Employee Performance*. The job satisfaction variables that act as mediators are also similar to those found in Satriowati et al. (2016)'s study, *The Influence of Transformational Leadership Style, Compensation, and Communication on Employee Performance with Job Satisfaction as a Mediating Variable in Elephant King Laundry*.

A person's job satisfaction is a natural reaction felt by a person and is a psychological phenomenon to work done based on various job satisfaction determining variables. Gibson et al. (2008) stated in (Satriowati et al., 2016) that job satisfaction is an expression of a person's psychological phenomenon toward the work he does base on his perception of the various dimensions of the work environment, including tasks performed, co-workers, work environment, and job compensation.

The simple conclusion is that job satisfaction is a person's natural response to work, a psychological phenomenon. Then, we can understand that job satisfaction is also part of the strategy for improving employee performance. To achieve predetermined goals, every company and organization will strive to increase job satisfaction and employee performance (Satriowati et al., 2016).

So, based on the various points of view mentioned above, the author included the job satisfaction variable as a moderating variable in this study. Due to inconsistencies in previous studies, this variable is also being used to strengthen the influence of transformational leadership and organizational culture on employee performance.

Referring to some of the previous literature reviews provided in the preceding section, the conceptual framework of this study can be defined as depicted in Figure 1.



Tabel 3 Hypothesis

H1	Transformational leadership style → Employee performance	(Satriowati et al., 2016) dan (Prayudi, 2020)
H2	Organizational culture → Employee performance	(Wulandari & Qorfianalda, 2021) dan (Kharisma et al., 2019)
H3	Transformational leadership style → Job satisfaction → Employee performance	(Putra & Surya, 2020)
H4	Organizational culture → Job satisfaction → Employee performance	(Wulandari & Qorfianalda, 2021)
H5	Job satisfaction → Employee performance	(Nabawi, 2019)

Tabel 4 Operational Variables

Variabel	Indikator	Skala	Item
Employee Performance	1. Quality of Work	Interval 1 - 10	KN1.1
	2. Quantity of Work		KN1.2
	3. Punctuality		KN2.1
	4. Efficiency		KN2.2
Job Satisfaction	1. Rewards or salaries	Interval 1 – 10	KN3.1
			KN3.2
			KN4.1
			KN4.2
	2. Co-workers		KK1.1
			KK1.2
			KK2.1
			KK2.2
3. Suitability of work	KK3.1		
	KK3.2		
	KK4.1		
	KK4.2		
5.	1. Charisma	Interval 1 – 10	KT1.1
			KT1.2
2. Inspire	KT2.1		
	KT2.2		
	KT3.1		
	KT3.1		

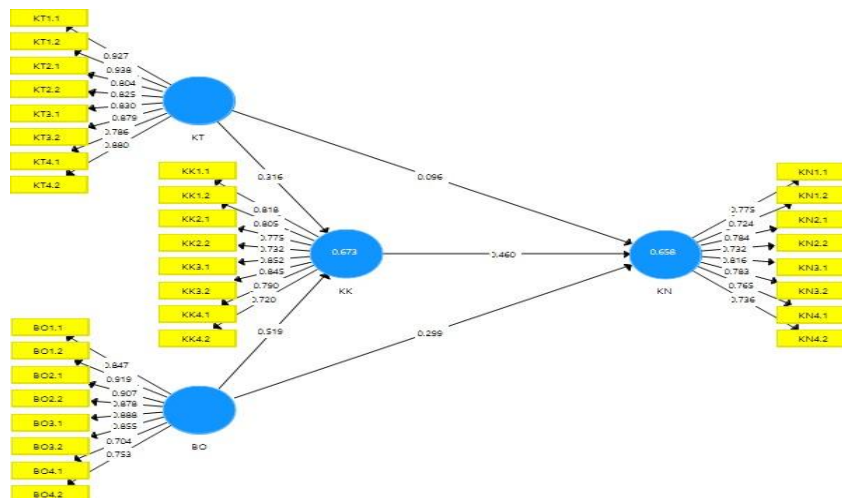
RESEARCH METHODS

The type of research used in this study is quantitative research with an explanatory research approach that seeks to test the influence of dependent variables on independent variables. Quantitative research starts from a research hypothesis with concepts in the form of clear variables, to then make calculations and systematic data processing before collecting data with existing standardization. Data is collected in the form of numbers from careful calculations with analysis using statistics or tables and then discussed the

relationship with the initial hypothesis that was built/

The analysis used in this study was a structural analysis using a partial least square approach where the processing used Partial Least Square or PLS software by testing 68 respondents. The analysis begins with outer testing, namely the test of variable instruments and variable description, continues with testing the feasibility of the model, and ends with hypothesis testing.

RESULTS AND DISCUSSION



Based on the description of figure 2 validity test results, it is known that 8 instruments from the Transformational Leadership variable, 8 instrument items from the Organizational Culture variable, 8 instrument items from the Job Satisfaction variable, and 8 instrument items from

the Employee Performance variable, are all declared valid because the data processing results from each instrument produce a value above > 0.7 or more significant than > 0.7 so that the statement can be used in research.

Table 5 Construct Reliability

Variable	<i>Cronbach's Alpha</i>	<i>rho_A</i>	<i>Composite Reliability</i>	<i>Average e Vairanc e Extract ed (AVE)</i>	KET
Transformational Leadership Style	0.949	0.951	0.958	0.740	Reliable
Organizational culture	0.943	0.950	0.953	0.717	Reliable
Job Satisfaction	0.916	0.919	0.931	0.630	Reliable
Employee Performance	0.899	0.901	0.919	0.585	Reliable

Based on data from table 5, it is known that all instrument statements from the Transformational Leadership variable, Organizational Culture variable, Job Satisfaction variable and Employee Performance variable produce Cronbach's alpha value, composite reliability, rho_A above 0.7 or > 0.7 and AVE

value above 0.5 or > 0.5 so that all instruments are declared reliable and can be used for data collection in measuring the Transformational Leadership variable, organizational culture variable, job satisfaction variable and employee performance variable in this study.

Table 6 R Square test

	<i>R Square</i>	<i>Adjusted R Square</i>
Job Satisfaction	0.673	0.663
Employee Performance	0.658	0.642

Based on data from table 6, the R Square value of the job satisfaction variable shows a value of 0.673 or above the importance of 0.2 (> 0.2), so the modeling is considered feasible and meets the criteria with substantial categories. Meanwhile, the

employee performance variable shows a value of 0.658 or above 0.2 (> 0.2), so modeling is also still considered feasible and meets the criteria with the moderate category.

Table 7 Path Coefficient

Pengaruh Variabel	Sampel Asli (O)	Rata-rata Sample (M)	Standar Deviasi (STDEV)	T Statistik (O/STDEV)	P Values
TL→EP	0.096	0.112	0.245	0.390	0.697
OC→EP	0.299	0.280	0.219	1.364	0.173
JS→EP	0.460	0.466	0.123	3.753	0.000
TL→JS→EP	0.145	0.152	0.106	0.137	0.172
OC→JS→EP	0.239	0.238	0.113	2.118	0.035

The Effect of Transformational Leadership Styles on Employee Performance

The results of hypothesis tests carried out with the path coefficient resulted in the conclusion of the original sample value of 0.096 with a Statistical T value of 0.930 and a P-Value of 0.697 or greater than the α value ($0.697 > 0.05$). These findings intertwine that the influence of leadership style variables on employee performance variables is not positive and insignificant.

This is in line with the findings of previous research, which stated that transformational leadership does not significantly affect employee performance in the industry—proven by the t-statistics value of 0.930, more diminutive than 1.96 and the p-values of 0.353 greater than 0.05 (Asbari et al., 2020).

The influence of organizational culture on employee performance

The results of hypothesis tests carried out with the path coefficient resulted in the conclusion of the original sample value of 0.299 with a Statistical T value of 1.364 and P Values of 0.173 or greater than the α value ($0.173 > 0.05$). These findings suggest that the influence of organizational culture on employee performance is not positive and insignificant.

This is in line with the findings of previous research, which stated that organizational culture and organizational citizenship behavior have a positive but not significant effect on the performance of employees of the Bank Indonesia Jember Branch (Nurhalim et al., 2015).

The influence of organizational culture on employee performance

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The effect of transformational leadership style on employee performance with job satisfaction as mediation

The results of hypothesis tests carried out with the path coefficient resulted in the conclusion of the original sample value of 0.145 with a Statistical T value of 0.1369 and a P-Value of 0.172 or greater than the α value ($0.172 > 0.05$). These findings intertwine that the effect of transformational leadership style on employee performance and job satisfaction as mediation is not positive or insignificant.

This is in line with the findings of previous research, which states that transformational leadership styles have an indirect and significant effect on employee performance mediated by job satisfaction (Ardiaz, 2017).

The influence of organizational culture on employee performance with job satisfaction as a mediation

The hypothesis test results carried out with the path coefficient resulted in the conclusion of the original sample value of 0.229 with a Statistical T value of 2.118 and a P-Value of 0.035 or greater than the α value ($0.035 > 0.05$). These findings intertwine organizational culture's influence on employee performance and job satisfaction, as mediation is a positive and significant effect.

This is in line with the findings of previous research, which stated that Organizational culture on performance mediated by satisfaction has a positive effect. This means satisfaction mediates culturally positively with performance. Employees of PT. Cikarang Golf Course, which has a high organizational culture, tends to be more easily satisfied so that its performance improves (Wulandari & Qorfianalda, 2021).

This section presents the results of the study. The results can be completed with tables, graphs (drawings), and / or charts. The section discusses the results of data processing, interprets the findings logically, relates them to the relevant referral source. [Times New Roman, 11, normal], single space.Format image png / jpg.

CONCLUSION

This research is expected to be a reference in management making decisions, including:

1. The transformational leadership style of CV Sukinem Baja Industry should be reviewed, considering that there is no direct or mediated impact on employee performance.
2. Management needs to review when recruiting for leadership positions requires the right leader so that employee job satisfaction improves employee

performance.

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