

The Effect of Transformational Leadership and Organizational Culture on Sustainable Employee Performance With Job Satisfaction as A Moderating

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ABSTRACT

This study aims to analyze the influence of transformational leadership and organizational culture on sustainable employee performance, with job satisfaction as a mediating variable at CV. Karya Indah Motor Bekasi. A quantitative approach was employed using purposive sampling, involving 98 respondents. The data was analyzed using SEM-PLS. The results indicate that transformational leadership has a positive but insignificant effect on both job satisfaction and sustainable employee performance. Organizational culture has a positive and significant effect on job satisfaction and sustainable employee performance. Job satisfaction has a negative and insignificant effect on sustainable employee performance. Furthermore, job satisfaction does not significantly mediate the relationship between transformational leadership and organizational culture on sustainable employee performance. These findings contribute to a deeper understanding of the importance of organizational culture in enhancing sustainable performance within organizations.

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INTRODUCTION

The automotive industry is a strategic sector driving national and global economic growth. Despite its continued expansion, companies face challenges such as technological innovation demands and strict regulatory changes (ACEA, 2022). To ensure business sustainability, the quality and performance of human resources (HR) are crucial, as employees with consistently high performance play a key role in organizational success amid dynamic industry changes (Haerani et al., 2023).

An interesting phenomenon in this context is the gap between the company's performance targets and the actual results achieved by employees in the field. At CV. Karya Indah Motor, although statistical trends indicate an annual increase in performance, the company has consistently failed to achieve its performance target of 85%. This reflects underlying issues related to the factors influencing employee performance and how these factors can be optimized to align with company targets and support business sustainability.

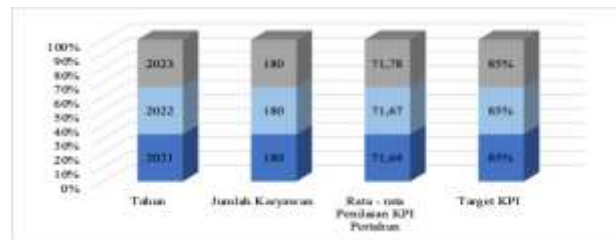


Figure 1. Employee Performance Assessment Diagram 2021-2023

Internal dynamics such as leadership and organizational culture have shown inconsistent and sometimes contradictory results compared to previous studies. Research by Azmy et al. (2023) and Fachrurazi (2023) highlights that transformational leadership does not always have a significant or positive impact on employee performance and satisfaction. Similarly, Yandi (2022) found that organizational culture does not consistently enhance productivity or work motivation, suggesting that these variables are multifactorial and context-dependent.

Although CV. Karya Indah Motor has implemented policies aimed at enhancing leadership practices and cultivating a strong organizational culture, employee performance still falls short of expectations, with targets often unmet and productivity delayed. Additionally, the mediating role of job satisfaction, which traditionally is believed to strengthen the relationship between leadership, culture, and performance, is not fully supported in this context; some recent studies even report negative or insignificant effects. This highlights a significant research gap: while previous literature emphasizes the influence of leadership, organizational culture, and job satisfaction on employee performance, findings remain inconsistent and context-dependent, particularly in small-to-medium-sized automotive companies like CV.

LITERATURE REVIEW

Transformational leadership (X1)

Transformational leadership is a leadership style that emphasizes positive change through inspiration, motivation, and attention to individual needs (Bakker et al., 2023).

Organizational Culture (X2)

Organizational culture is a shared system of meanings believed by members, which distinguishes one organization from another (Guterman, 2024). This culture includes values, norms, beliefs, and ways of working that shape the unique identity and decision-making of the organization. A strong and vision-aligned culture can create a conducive work environment, enhance productivity, and foster employee loyalty.

Sustainable Employee Performance (Y2)

Sustainable employee performance is consistent achievement that can be maintained or improved over time, including quantitative results and non-physical aspects such as interaction, adaptation to change, and continuous innovation (Xin et al., 2025).

Job Satisfaction (Y1)

According to (Gazi et al., 2024), job satisfaction reflects a positive attitude toward the work being performed and directly contributes to employee performance. High satisfaction levels increase motivation, loyalty, and productivity, while dissatisfaction can lead to high levels of complaints, absenteeism, and turnover.

Hypothesis Development

Based on the background and literature review, this study developed seven hypotheses related to the influence of organizational factors on the sustainable performance of employees at CV. Karya Indah Motor. The first hypothesis states that transformational leadership has a significant positive effect on sustainable employee performance, because an inspirational and empowering leadership style can increase long-term motivation and commitment. Second, a positive and appropriate organizational

culture, such as the values of collaboration and innovation, has also been shown to significantly affect performance. Third, high job satisfaction is considered to increase employee productivity and loyalty, thereby positively affecting sustainable performance. Fourth, transformational leadership style is expected to have a direct effect on job satisfaction, where leaders who are able to inspire and give personal attention increase employee satisfaction. Fifth, a conducive organizational culture that supports cooperation can increase employee job satisfaction. Sixth and seventh, testing the mediating role, job satisfaction can strengthen the relationship between transformational leadership and organizational culture on employee sustainable performance. In other words, job satisfaction not only acts as a direct variable but also as a mediator that strengthens the influence of these organizational factors on long-term employee performance. Testing this hypothesis is important to obtain a comprehensive picture and practical solutions for improving the performance and sustainability of small organizations in the automotive industry.

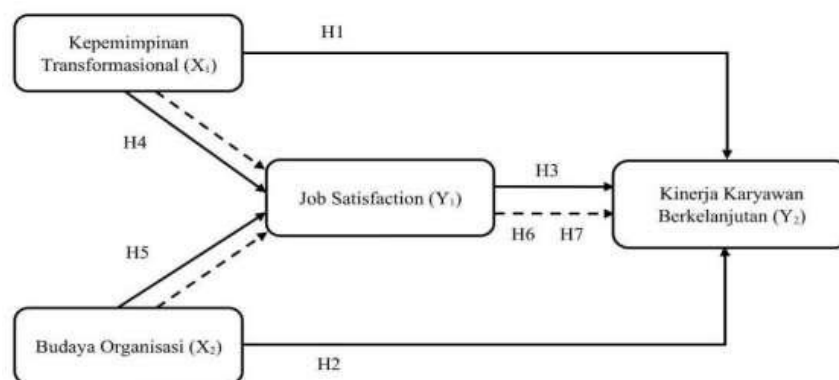


Figure 2. Conceptual Framework

METHOD

This study uses a quantitative approach that aims to measure and test the relationship between variables objectively and measurably. Quantitative method is suitable because it can provide valid numerical data for statistical analysis. This approach involves collecting data through questionnaires, which are then analyzed using statistical techniques to test the relationships, influences, and predictions between variables. The quantitative approach was chosen because it allows the researcher to evaluate the impact and interaction between variables in a measurable way and can be generalized (Sugiyono, 2017).

Definition and Operational Variables

The variables in this study were successfully defined operationally to ensure consistent and valid measurements. According to (Sugiyono, 2016), variables must have clear indicators and be quantifiable. In this study, there are three main variables: the independent variables of Transformational Leadership and Organizational Culture, the mediating variable of Job Satisfaction, and the dependent variable of Sustainable Employee Performance.

The indicators, measured using a 5-point Likert scale ranging from strongly disagree (1) to strongly agree (5). These dimensions and indicators were developed based on theory and previous research findings, as explained. This accurate and valid measurement ensures that the data obtained can represent real conditions, thereby supporting accurate inferential analysis.

Measurement Scale

Variable measurements were conducted using a five-point Likert scale, which is commonly used because it is capable of assessing respondents' attitudes, views, and perceptions of research variables (Sugiyono, 2016). In this study, each variable indicator was measured using five response levels: strongly disagree, disagree, undecided, agree, and strongly agree, each assigned a score from 1 to 5. This scale is considered sufficiently reliable and sensitive to describe respondents' perceptions in detail and objectively, and capable of supporting valid statistical analysis.

Population and Sample

1. Population

The population is all elements that meet certain characteristics that are the object of research. In this study, the population consists of all permanent employees at CV. Karya Indah Motor Bekasi according to the latest data as of October 2024, totaling 130 people (Arbiyanto, 2021).

2. Sample

Due to time and resource limitations, this study applied purposive sampling (non-probability sampling) to select respondents. Based on the Slovin formula (Sugiyono, 2016), a minimum of 98 samples was determined from a population of 130. The sample consisted of permanent employees who voluntarily and honestly completed the questionnaire. Purposive sampling was chosen as it best suited the criteria and relevance of the study's focus.

Data Collection

Data collection was conducted through an online questionnaire (web-based questionnaire). The questionnaire was designed using simple language, avoiding ambiguity, and adhering to the principle of clarity so that respondents could easily understand each statement. (Sugiyono, 2019) states that valid and reliable measurement instruments are very important to ensure high-quality data that can be used in further statistical analysis.

Data Analysis

The data will be analyzed using the Partial Least Square-Structural Equation Modeling (PLS-SEM) method with SmartPLS version 4.0 software, in accordance with the guidelines of Hair et al. (2014). PLS was chosen because it is capable of performing predictive and causal analysis with minimal assumptions, without having to meet multivariate normal distribution. Initial analysis will be conducted descriptively to describe respondent characteristics and variable distributions. Next, construct validity testing is conducted through convergent validity and discriminant validity; indicators are considered valid if factor loadings > 0.50 and AVE > 0.50 (Ghozali & Latan, 2015). Reliability is tested using Cronbach's Alpha and Composite Reliability, both of which must be ≥ 0.70 (Kim et al., 2015). In the structural model testing stage, Path Coefficients, R^2 , Effect Size (f^2), and Predictive Relevance (Q^2) were evaluated. Hypotheses were tested using a bootstrap level of 5% (p-value < 0.05) and a minimum t-statistic of 1.96 (Hafiz & Soleha, 2023).

RESULT AND DISCUSSION

Company and Respondent Description

This section provides an overview of the company where the research was conducted and the characteristics of the respondents. CV. Karya Indah Motor is an automotive service company engaged in body repair, vehicle maintenance, and car painting, located in Bekasi. The company has a good reputation and has met the standards for state-of-the-art tools and facilities in accordance with its business license. The characteristics of the respondents, drawn from 98 employees, show a fairly even distribution in terms of gender, age, highest level of education, and length of service. This data serves as the basis for analyzing the relationships between the variables under study.

Descriptive Analysis Results

**Table 1. Respondent Characteristics
Based on Gender**

Gender	Number Of Respondent	Persentase (%)
Male	64	65%
Female	34	35%
Age	Number Of Respondent	Persentase (%)
>20 – 30 Years Old	32	33%
>30 – 40 Years Old	44	45%
>40 – 50 Years Old	21	21%
>50 Years Old	1	1%
Highest Level of Education	Number Of Respondent	Persentase (%)
SMA/SMK	11	11%
Diploma	8	8%
S1	59	61%
S2	18	18%
S3	2	2%
Length of Service	Number Of Respondent	Persentase (%)
>1 – 10	42	43%
>10 – 20	41	42%
>20	15	15%
Total	98	100%

The descriptive analysis results show that the majority of respondents are male (65%). The most common age group is 30–40 years old (45%), followed by the 20–30 age group (33%). The majority of employees have a bachelor's degree (61%), and the most common length of service is 1–10 years (43%). These data show that employees at CV. Karya Indah Motor are generally of productive age and have fairly stable work experience.

Data Validity and Reliability Analysis

Validity and reliability testing was conducted using the Partial Least Square (PLS-SEM) approach with SmartPLS version 4.0 software. In the first stage, the measurement model (outer model) was tested through convergent validity, discriminant validity, and indicator reliability.

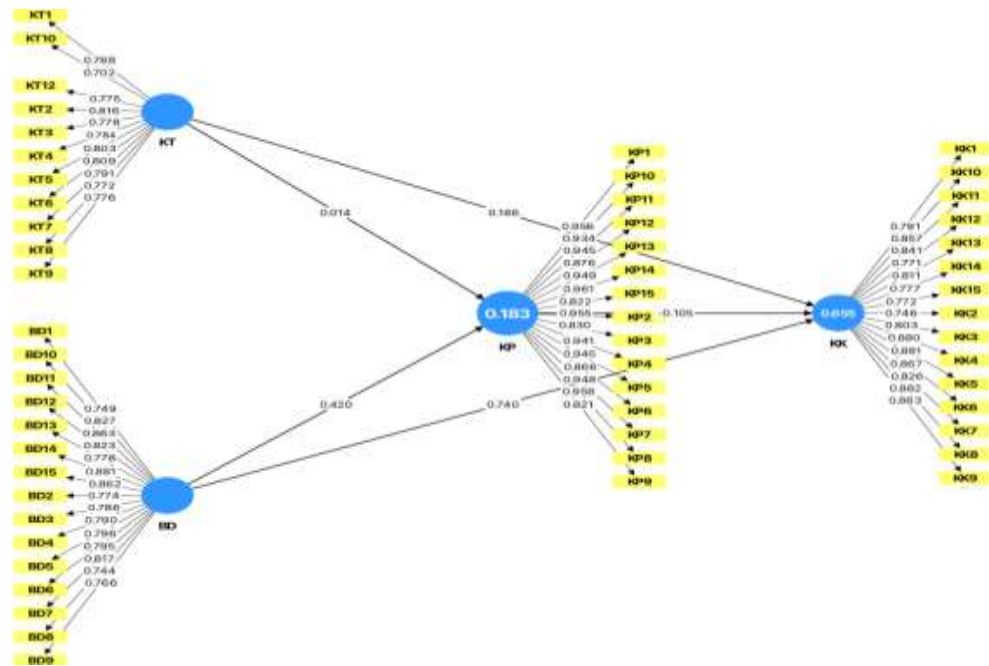


Figure 3. Loading Factor

Convergent Validity and AVE

Table 2. Average Variance Extracted (AVE) Test

Variabel	Mean Variance Extracted (AVE)	Requirements	Results
Transformational Leadership (X1)	0,61	>0,5	Valid
Organizational Culture (X2)	0,69	>0,5	Valid
Job Satisfaction (Y1)	0,88	>0,5	Valid
Employee Performance (Y2)	0,67	>0,5	Valid

The results of the convergent validity test show that all indicators have a loading factor above 0.70, and the Average Variance Extracted (AVE) value of all constructs is above the threshold of 0.50, which means that the indicators are statistically capable of representing their constructs well (Hair et al., 2022). For example, all indicators in the Sustainable Employee Performance and Transformational Leadership variables meet these criteria, demonstrating high reliability and validity.

Discriminant Validity

Table 3. Fornell Larcker Test

	BD	KK	KP	KT
BD	0,804			
KK	0,792	0,825		
KP	0,428	0,255	0,915	
KT	0,586	0,565	0,266	0,744

Discriminant validity testing was conducted using the Fornell-Larcker and Cross Loading methods. The results show that the AVE root values of each construct are greater than the correlations between constructs. In addition, all indicators show the highest cross loading values in their own constructs, indicating that there is no significant overlap and that the constructs are able to distinguish each other statistically and theoretically.

Reliability

Table 4. Cronbach's Alpha Test

Variable	Cronbach 's Alfa	Requirements	Result
Organizational Culture	0,961	>0,7	Valid
Employee Performance	0,966	>0,7	Valid
Job Satisfaction	0,987	>0,7	Valid
Transformational Leadership	0,940	>0,7	Valid

The reliability of the instruments was tested using Cronbach's Alpha and Composite Reliability, both of which showed values above 0.7 (Sugiyono, 2017), indicating that the instruments were consistent and reliable. All variables in the research model had excellent reliability, allowing the data to be used for further analysis.

Structural Model Analysis (Inner Model)

Structural model evaluation was conducted to determine the relationship between latent variables and their influence on dependent variables, including R-square analysis, Effect Size (f^2), Predictive Relevance (Q^2), and relationship significance.

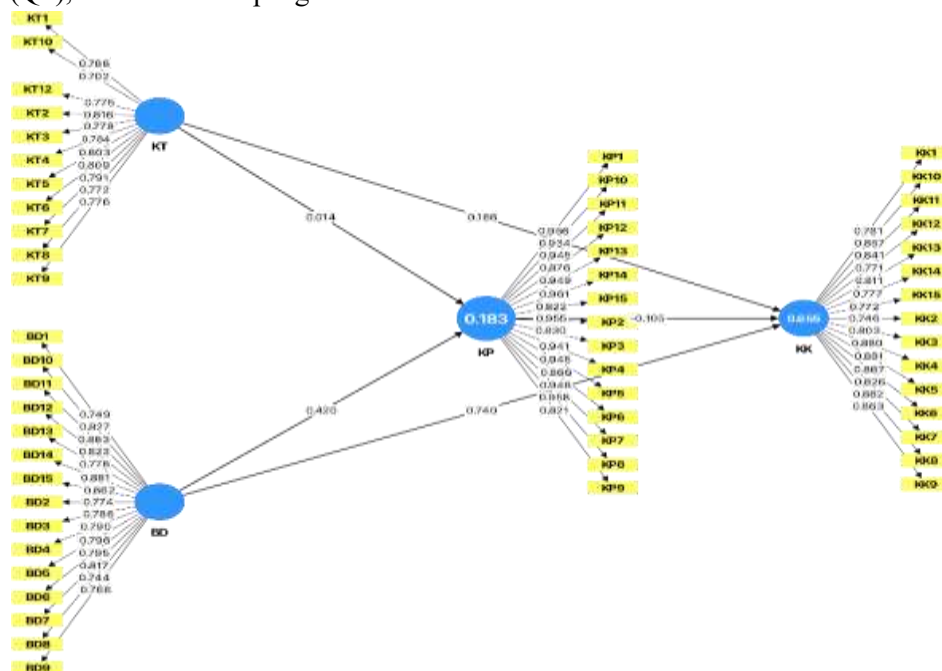


Figure 4. Variable Loading Factor of Research

R-square and Effect Size Values

Table 5 Testing R Square (R^2)

Variable	R-square	R-square Adjusted	Result
Employee Performance (Y1)	0,655	0,644	Moderate
Job Satisfaction (Y2)	0,183	0,166	Moderate

The results of the study indicate that Sustainable Employee Performance has an R^2 value of 0.655, which is categorized as moderate (Ilyas & Bahagia, 2021). This value indicates that the independent variable can explain most of the variability in the dependent variable. Meanwhile, Job Satisfaction has an R^2 value of 0.183, indicating that the factors in the model can only explain approximately 18.3% of the variance in job satisfaction.

Effect size testing (f2) shows that the relationship between Organizational Culture and Sustainable Employee Performance is quite large, with a value >0.35, while the relationships of other variables show low to moderate effects.

Effect Size (F Square / F2)

Table 6. Effect Size Test

Variable Relationships	F Square	Result
Transformational Leadership (X1) Employee Performance Sustainability (Y2)	0,053	Moderate
Organizational Culture (X2) Sustainable Employee Performance (Y2)	0,913	High
Organizational Culture (X2) Job Satisfaction (Y1)	0,142	Moderate
Job Satisfaction (Y1) Employee Retention (Y2)	0,026	Moderate
Sustainable Employee Performance (Y2) Job Satisfaction (Y1)	0,000	-

F Square (F2) is the effect of variables at the structural level, where the value of F2 is 0.02 (low effect), 0.15 (moderate effect), and 0.30 (high effect).

Predictive Relevance (Q2) and Goodness of Fit (GoF)

$$Q^2 = 1 - (1 - R^2_1)(1 - R^2_2)$$

$$Q^2 = 1 - (1 - 0.644)(1 - 0.166)$$

$$Q^2 = 1 - (0,356)(0,834)$$

$$Q^2 = 1 - 0,296$$

$$Q^2 = 0,703$$

$$R^2_1 = \text{Nilai } R^2 \text{ Kinerja Karyawan}$$

$$R^2_2 = \text{Nilai } R^2 \text{ Kepuasan Kerja}$$

The Q2 value was calculated at 0.703, indicating that the model has excellent predictive ability for endogenous variables. This value exceeds the threshold of 0.50, indicating that the model is able to represent the observed data fairly accurately (Hair et al., 2022). Furthermore, the Goodness of Fit (GoF) was calculated at 0.483, falling into the large category (Tri Sofya Ningsih & Hermiati, 2023), indicating the overall strength of the model in explaining the data.

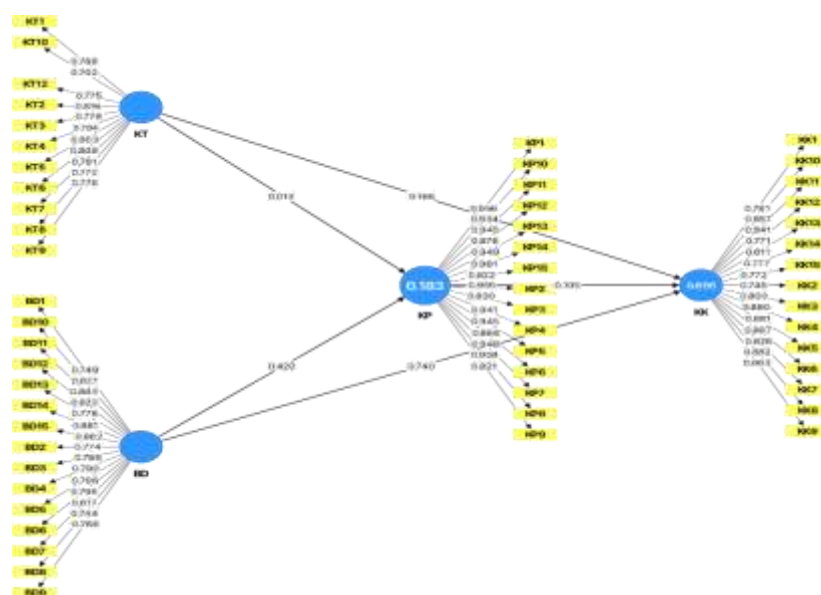


Figure 5. Path Coefficient and P-value Testing

The results of this hypothesis testing used the bootstrap approach and were examined using t-statistics and p-values. The results indicate that the organizational culture variable (BD) has a positive and significant effect on employee sustainable performance (Y₂), with a coefficient of 0.740, a t-statistic of 9.091, and a p-value of 0.000, meaning that this effect is very strong and statistically significant. Conversely, the transformational leadership (KT) variable has a positive effect on sustainable performance, but the effect is not significant due to a coefficient of 0.166 and a p-value of 0.051, which is slightly above the 0.05 threshold. For other direct relationships, such as from KT to job satisfaction (Y₁), it also shows a positive but insignificant effect with a coefficient of 0.014 and a p-value of 0.917. Additionally, the effect of the organizational culture variable on job satisfaction is also not significant. In addition to direct effects, mediation testing shows that job satisfaction does not statistically significantly mediate the relationship between transformational leadership and organizational culture on sustainable performance. This means that the two independent variables do not significantly strengthen their influence through job satisfaction in this model.

Table 6. Hypothesis testing

	Koefisienn	T statistics	P values	Results
KT (X ₁) -> KK (Y ₂)	0,11527778	1.950	0.051	Accepted
KT (X ₁) -> KP (Y ₁)	0.014	0.014	0,636805556	Reject
BD (X ₂) -> KP (Y ₁)	0,29166667	3.286	0.001	Reject
BD (X ₂) -> KK (Y ₂)	0,51388889	9.091	0.000	Accepted
KP Y ₁ -> KK (Y ₂)	-0.105	1.511	0,090972222	Reject
KT (X ₁) -> KP (Y ₁) -> KK (Y ₂)	-0.001	0.081	0,649305556	Reject
BD (X ₂) -> KP -> (Y ₁) KK (Y ₂)	-0.001	1.200	0,159722222	Reject

Discussion of Results

The Effect of Transformational Leadership on Employee Performance Sustainability

The analysis indicates that transformational leadership has a positive but not statistically significant effect on sustainable employee performance, with a pathway coefficient of 0.166, t-statistic of 1.950, and p-value of 0.051, just above the significance threshold ($\alpha = 0.05$). Although the trend suggests that transformational leadership could enhance performance, its impact remains inconclusive, emphasizing the need for additional supporting factors for more confident managerial decisions. According to Robbins and Judge (2017), transformational leadership plays a vital role in motivating and building loyalty, which eventually contributes to stable, ongoing performance. These findings align with previous research by Aristana et al. (2024), showing a positive yet statistically insignificant influence of transformational leadership on employee performance.

The Influence of Transformational Leadership on Job Satisfaction

The results indicate that transformational leadership has a positive but statistically insignificant effect on job satisfaction, with a path coefficient of 0.014, t-statistic of 0.104, and p-value of 0.917 at $\alpha = 0.05$. Despite the positive trend, this influence is too weak to be considered significant within the organization's context. It suggests that transformational leadership alone may not directly foster job satisfaction, especially in environments lacking structural support such as recognition, constructive feedback, and development opportunities. According to Northouse (2016), effective transformational

leadership requires a clear vision and emotional connection, which may be insufficient without a supportive work climate that promotes openness and trust, as supported by Zhang et al. (2021).

The Influence of Organizational Culture on Job Satisfaction

The analysis shows that organizational culture has a positive and significant effect on job satisfaction, with a path coefficient of 0.420, t-statistic of 3.286, and p-value of 0.001. The t-statistic exceeds 1.96, and the p-value is below 0.05, confirming the significance of this relationship. This indicates that a strong, values-aligned organizational culture creates a conducive work environment, fosters a sense of ownership, and builds harmonious relationships, thereby increasing employee satisfaction. According to Nawaz and Muazzam (2015), a supportive, open, and fair culture directly enhances job satisfaction, aligning with findings by Ratnasari et al. (2019) on the impact of organizational norms and practices.

The Influence of Organizational Culture on Sustainable Employee Performance

The analysis reveals that organizational culture has a highly significant positive impact on sustainable employee performance, with a pathway coefficient of 0.740, t-statistic of 9.091, and p-value of 0.000. These results confirm the strong influence of a culture aligned with company values and goals, which creates a supportive work environment, fosters employee loyalty, and enhances performance. According to Robbins and Judge (2015), a strong culture reflects shared values and norms that shape employee attitudes and behaviors, ultimately driving continuous performance and satisfaction. This finding aligns with Wijaya et al. (2025), emphasizing the critical role of culture in promoting meaningful, rewarding workplaces and sustainable performance.

The Effect of Job Satisfaction on Employee Performance Sustainability

Indicates that job satisfaction has no significant effect on sustainable employee performance, with a negative coefficient of -0.105, t-statistic of 1.511, and p-value of 0.131. Despite the theoretical expectation that higher job satisfaction would enhance performance, this relationship was not statistically proven in this study. This suggests other factors may play a more dominant role in influencing performance, requiring further investigation. Robbins and Judge (2017) highlight that satisfied employees tend to show higher engagement, loyalty, and productivity, but in this context, satisfaction alone is insufficient. Without a supportive environment, loyalty does not necessarily translate into improved long-term performance.

Transformational Leadership Mediates Job Satisfaction on Sustainable Employee Performance

The study reveals that the indirect effect of transformational leadership on sustainable employee performance via job satisfaction is insignificant, with a path coefficient of -0.001, t-statistic of 0.081, and p-value of 0.935, exceeding the significance threshold. Although transformational leadership is generally recognized for fostering positive emotional responses and intrinsic motivation (Alrowwad et al., 2017), and boosts job satisfaction (Shafique & Kalyar, 2018), its mediating role in improving performance is not statistically supported in this context. This suggests that, despite its motivational qualities, transformational leadership alone may not effectively enhance job satisfaction or performance without consistent implementation aligned with employee expectations.

Organizational Culture Mediates Job Satisfaction on Performance Sustainable Employees

The findings reveal that organizational culture mediates job satisfaction and sustainable performance with a negative path coefficient of -0.044, t-statistic of 1.200, and p-value of 0.230, indicating the effect is not statistically significant. Although a strong organizational culture is theoretically linked to increased performance through enhanced job satisfaction, this impact was not significant in this study. According to Schein (2016), culture shapes shared assumptions influencing work behavior, but Liu and Fu (2020) suggest that high work stress can diminish culture's effect on satisfaction and performance. Thus, organizational culture alone may be insufficient to significantly boost long-term performance if psychological factors like stress are unmanaged.

CONCLUSION

This study aims to examine the impact of transformational leadership and organizational culture on the sustainable performance of employees at CV. Karya Indah Motor, with job satisfaction as a mediating factor. The results indicate that transformational leadership has a positive but insignificant effect on both performance and job satisfaction, suggesting that simply applying transformational leadership alone may not yield tangible improvements in employee performance. Conversely, organizational culture shows a significant positive influence on performance and satisfaction, highlighting the importance of fostering a strong, supportive culture. Despite the expectation that job satisfaction mediates the relationship between leadership, culture, and performance, the findings reveal that this mediating role is weak and not statistically significant. This implies that other variables, such as organizational support, innovation, or psychological factors, should be considered to effectively translate these organizational practices into sustainable performance. Future research could explore these additional factors and broaden the scope to include different sectors or larger organizations to enhance understanding and develop more effective organizational strategies.

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