

Research Article

The Influence of Transformational Leadership Style, Organizational Culture, and Work Motivation on Job Satisfaction and Employee Performance in the Blitar City Government Environment

Mohamad Agus Sabtoni*, Lilik Kustiani, and Pudjo Sugito

Doctoral Program in Economics, University of Merdeka Malang, Malang, Indonesia

ORCID

Mohamad Agus Sabtoni: <https://orcid.org/0009-0009-1243-5371>

Abstract.

The article describes the impact of transformational leadership style, organizational culture, and work motivation on job satisfaction and employee performance, with employee engagement as an intervening variable. A total of 274 employees within the Blitar City Government were selected for the research sample. The research hypothesis was tested using Structural Equation Modeling (SEM) Analysis with Smart PLS. The research results show 1) that transformational leadership style, organizational culture, and work motivation influence job satisfaction and employee performance, 2) that job satisfaction influences employee performance, and 3) that job satisfaction can mediate the influence of transformational leadership style, organizational culture, and work motivation on employee performance. Employee engagement strengthens the relationship between job satisfaction and employee performance. Overall, this research provides in-depth insight into the complexity of the relationship between transformational leadership style, organizational culture, work motivation, job satisfaction, employee engagement, and employee performance in the Blitar City Government. It is hoped that this research will be able to provide guidance for better human resource management policies and practices.

Keywords: transformational leadership style, organizational culture, work motivation, job satisfaction, employee engagement, employee performance

Corresponding Author:

Mohamad Agus Sabtoni; email:
Sabtoni77@gmail.com

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1. Introduction

Work performance and productivity issues are currently a serious concern for every institution or agency, especially in the public service sector. Good performance will certainly guarantee excellent service quality. Therefore, improving service quality through improving employee performance is a necessity so that organizational goals can be realized effectively and efficiently [1].

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Employee performance issues are basically the responsibility of every individual who works in the organization. Performance is a reflection of individual performance where each individual works well, achieves, is enthusiastic and gives their best contribution which is the answer to the success or failure of the organizational goals that have been set [2].

Performance is something that is very important for organizations, especially employee performance, whether in private corporate organizations or government agencies, in achieving the expected achievements, good or bad employee performance can affect the overall performance of the organization [3]. Performance can influence the ongoing activities of an organization. If employee performance is good, then this will really help in the development of an organization.

Factors that influence employee performance can be known from several empirical studies. Among the factors that influence employee performance include transformational leadership style, organizational culture, work motivation, job satisfaction, employee engagement. In a few studies, these factors have an influence either directly or indirectly on employee performance. In several other research findings, the position of these factors is that some are moderating, and some are intervening.

The influence of transformational leadership style on employee performance, for example, can be seen from the results of research conducted by Wang et al [4]. Their research results show that transformational leadership is positively related to individual-level follower performance across all types of criteria, with stronger relationships for contextual performance than task performance in most sets of studies.

Another variable that is also important to pay attention to in relation to employee performance is organizational culture. Organizational culture has a very important role in achieving organizational goals. Why is organizational culture important? Because culture is the habits that occur in the organizational hierarchy which represent the behavioral norms followed by members of the organization [5].

A number of studies showing the influence of motivation on job satisfaction and employee performance can be seen from research conducted by Adrian and Arianto [6] which shows that work motivation variables have a partial or simultaneous effect on employee job satisfaction.

The existence of employee engagement which strengthens or weakens the influence of job satisfaction on employee performance can be found in a number of research results. Alghnimi et al. [7] confirmed that employability significantly mediates between

HR practices, such as employee participation, employee empowerment, and employee performance, as well as the sustainability of HR practices which have a major impact on job performance.

Researchers' interest in the topic of job satisfaction and employee performance is based on a number of theories and previous research which show the importance of transformational leadership and its influence on employee satisfaction and performance as stated by; Wang et al. [4]; Amirullah [8]; Hartono [9]; Asghar and Oino [10]; Abelha and César [11]; Lingga et al. [12]; Udin et al. [13]; Ningsih et al. [14]. The importance of organizational culture and its influence on employee satisfaction and performance was stated by; Khoirunnisa [15]; Ahmadi [3]; Cunha MP et al. [16]; Saad G Ben et al. [17]; Nazir and Zamir [18]; Yildiz, [19]; Nikpour [20]; Janićjević et al. [21]; Tama and [22]. The importance of work motivation and its influence on employee satisfaction and performance was stated by; Tama and Hardiningtyas [23]; Cooper and Naomi [24]; Syaifuddin [1]; Robbins and Judge [25]; Adrian and Arianto [6]; Jankelová et al [26]; Enriko [27]; Mariati and Mauludin [28]; Saputra [29]; Sanjaya [30]; Son and Yhang [31]. The importance of job satisfaction and its influence on employee performance was stated by; Sinambela [32]; Nimran and Amirullah [33]; Heimerl et al [34]; Wolomasi et al. [35]; Saragih et al. [36]; Norbu and Wetprasit [37]; Asharini et al. [38]; Ardiansyah [39]; dan Rijal and Frianto [40].

Even though there are several similarities in the models of influence of transformational leadership style, organizational culture, and work motivation on job satisfaction and employee performance as described above, researchers are trying to find gaps that are of interest and differentiate the research that will be carried out from previous research findings. The gap in question is the existence of employee engagement as a moderating variable which can show the strengthening or weakening of the influence of satisfaction on employee performance.

2. Theoretical Framework

2.1. The concept of transformational leadership style

Transformational leadership style is a situation where the followers of a transformational leader feel trust, admiration, loyalty and respect for the leader, and they are motivated to do more than what was initially expected of them [41]. The indicators of transformational leadership style in this research use the theory of Antonakis et al. [42], namely: 1)

Idealized Influence, 2) Inspirational motivation, 3) Intellectual stimulation, 4) Individual consideration.

2.2. The concept of organizational culture

Organizational culture is understood as a system of shared values, beliefs and habits of an organization that interact with its formal structure to create norms of behavior [43]. In this research, organizational culture uses indicators proposed by Mathis and Jackson, namely: 1) Involvement; 2) Consistency; 3) Adaptability; and 4) Missions.

2.3. The concept of work motivation

Work motivation is understood as the drive that an individual has which can stimulate him to be able to carry out actions or something that becomes the basis or reason for someone to behave or do something related to a job [44]. This research uses five motivation indicators expressed by Andini [45] as measurements of the level of motivational drive from employees, namely: 1) survival needs; 2) security needs; 3) hope needs; 4) the need for freedom; and 5) skills and success needs.

2.4. The concept of job satisfaction

Job satisfaction is understood as an emotional attitude of being happy and loving one's job, where this attitude is manifested in work morale, work discipline and work performance by Rosyadi [46]. The indicators used in the job satisfaction variable use the theory put forward [47], namely: 1) salary, 2) job content, 3) coworkers, 4) leadership, 5) promotion or career development, 6) work environment, and 7) organizational products.

2.5. The concept of employee engagement

Employee engagement is understood as the passion of organizational members for their work where they work and express themselves physically, cognitively, and emotionally while doing their work [48]. The indicators used to measure employee engagement refer to the opinions or theories of Kaliannan and Adjovu [48], namely: Vigor, Dedication, and Absorption.

2.6. Employee performance concept

Employee performance is the most important thing in the organization's success. The abilities of each employee are certainly different, so this influences the performance results provided. To determine employee performance in this research, five indicators were used as described by Benardin and Russel [49], namely: 1) quality, 2) quantity, 3) timeliness, 4) effectiveness, and 5) independence.

3. Methodology

The approach in this research is a quantitative research method using Multivariate Analysis. Research sampling was carried out using a proportional random sampling technique of 274 samples. The main research instrument used a questionnaire. Structural Equation Modeling (SEM) analysis with Smart PLS was used to test the research hypothesis.

4. Findings and Discussion

4.1. Findings

The Discriminant Validity value can be seen from the results of measuring cross loading factors with constructs and comparing AVE with latent variable correlations. If the correlation of the construct with the main measurement (each indicator) is greater than the size of the other construct, then the variable has high discriminant validity.

TABLE 1: Fornell-lacker criterion.

	BO	EE	KK	KK*EE	KP	KT	MP
BO	0.857						
EE	0.210	0.837					
KK	0.502	0.350	0.888				
KK*EE	0.103	0.221	-0.303	1.000			
KP	0.296	0.377	0.625	-0.165	0.874		
KT	0.088	0.056	0.327	-0.113	0.360	0.839	
MP	0.354	-0.027	0.479	0.059	0.174	0.355	0.825

Table 1 shows that all root values for each variable are higher than the correlation, so it can be concluded that the model has good discriminant validity. Reliability testing

in Partial Least Square (PLS) can use two methods, namely Composite Reliability (CR) and Cronbach's Alpha, which are presented as follows:

TABLE 2: Composite Reliability (CR) and cronbach's alpha test results.

	Cronbach's Alpha	Composite Reliability
BO	0.969	0.973
EE	0.946	0.954
KK	0.969	0.974
KK*EE	1.000	1.000
KP	0.955	0.962
KT	0.969	0.973
MP	0.956	0.962

Table 2 shows the composite reliability (CR) value is greater than 0.7 and the Cronbach's alpha value is greater than 0.6, so it can be concluded that the data is reliable which shows that all indicators have consistency in measuring all variables. The research hypothesis was tested using the path coefficient and t value to see whether there was a significant or insignificant effect. In addition, the results of significance testing show the parameter coefficient values (original sample). The parameter coefficient shows the significance value of the influence of each research variable.

TABLE 3: Path significance test.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEVI)	P Values
BO -> KK	0.389	0.392	0.050	7.715	0.000
BO -> KP	0.016	0.018	0.070	0.225	0.411
KT -> KK	0.197	0.198	0.052	3.759	0.000
KT -> KP	0.227	0.230	0.042	5.357	0.000
MP -> KK	0.271	0.272	0.059	4.587	0.000
MP -> KP	-0.191	-0.188	0.052	3.665	0.000
KK -> KP	0.588	0.578	0.085	6.952	0.000
KK*EE -> KP	0.015	0.011	0.066	0.235	0.407
BO -> KK -> KP	0.229	0.227	0.044	5.221	0.000
KT -> KK -> KP	0.116	0.114	0.033	3.470	0.000
MP -> KK -> KP	0.159	0.158	0.042	3.763	0.000

Based on the path coefficient and T-Statistics in table 3, the research results show:

Transformational Leadership Style influences Job Satisfaction

Transformational Leadership Style influences Employee Performance

Organizational culture influences job satisfaction

Organizational culture influences employee performance

Employee Motivation influences Job Satisfaction

Employee Motivation has no significant influence on Employee Performance

Job satisfaction influences employee performance

Job satisfaction affects the performance of employees who are intervened in by Employee Engagement

Transformational leadership style influences employee performance through job satisfaction

Organizational culture influences employee performance through job satisfaction

Work motivation influences employee performance through job satisfaction

4.2. Discussion

In this section, the results of the research analysis will be discussed based on the hypothesis test results shown in table 3.

4.2.1. Transformational leadership style influences job satisfaction

The influence of transformational leadership style on job satisfaction is in accordance with and supports previous research, as researched by Wang et al. [4]; Amirullah [8]; Hartono [9]; Asghar and Oino [10]; Abelha and César [11]; Lingga et al. [12]; Udin et al. [13]; Ningsih et al. [14]. which shows that there is a significant influence of transformational leadership style on job satisfaction. This means “the better the transformational leadership style in government institutions, the more capable it will be to influence the transformational leadership style on job satisfaction in government institutions.

The transformational leadership style in its application involves subordinates to transfer in making decisions. Involving employees in making joint decisions aims to ensure that leaders know the desires of employees in making decisions.

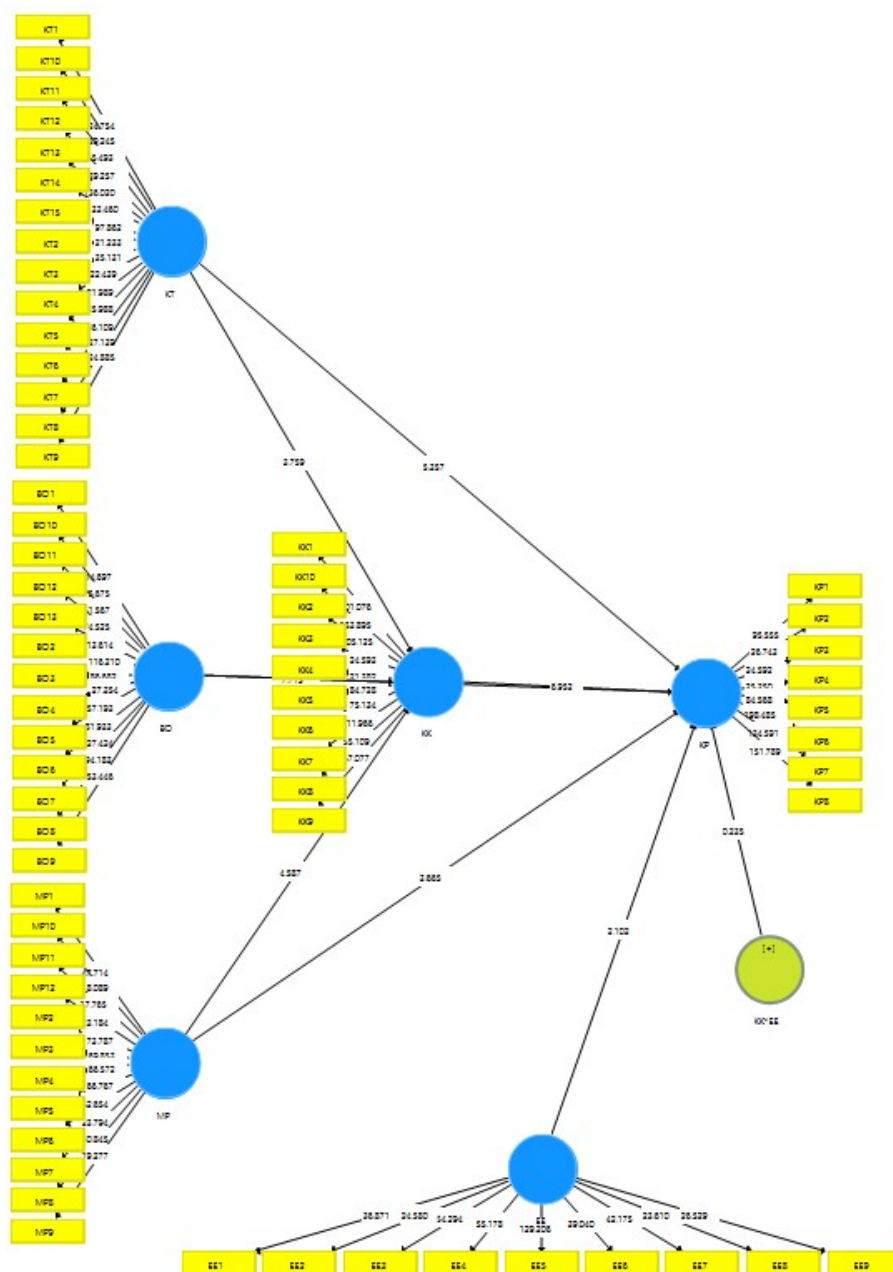


Figure 1: Research structural model.

4.2.2. Transformational leadership style influences employee performance

The influence of transformational leadership style on performance is in accordance with and supports previous research, as researched by Abelha and César [11] shows that there is a relationship between transformational leadership and job satisfaction which is moderated by follower gender, being stronger for female followers. The same results were shown by Lingga et al [12], where transformational leadership had an effect

on job satisfaction and employee performance. Furthermore, the research results of Udin et al [13] prove that transformational leadership has a direct and significant effect on organizational learning culture, intrinsic work motivation and employee performance.

Dartey-Baah [50] stated that transformational leaders motivate their followers by inviting their followers to internalize and prioritize greater common interests above personal interests. Day, et. al. [51] suggested that transformational leaders make followers more aware of the importance and value of work and persuade followers not to put their own interests first for the sake of the organization.

4.2.3. Organizational culture influences job satisfaction

The influence of organizational culture on job satisfaction is in accordance with and supports previous research, as researched by Mariati and Mauludin [28] shows that:

- 1) Organizational culture has a direct positive and significant effect on job satisfaction
- 2) organizational culture has a direct positive and significant effect on employee performance.
- 3) job satisfaction has a direct positive and significant effect on employee performance,
- 4) work motivation has a direct positive and significant effect on job satisfaction,
- 5) work motivation has no effect on employee performance,
- 6) job satisfaction mediates the relationship between organizational culture and work motivation and performance employee.

The results of other research show that motivation has a positive and significant effect on employee performance [29].

4.2.4. Organizational culture influences employee performance

The influence of organizational culture on employee performance is in accordance with and supports previous research as researched by Samsuddi [15]; Khoirunnisa [15]; Ahmadi [3]; Cunha MP et al. [16]; Saad G Ben et al. [17]; Nazir and Zamir [18]; Yildiz, [19]; Nikpour [20]; Janićijević et al. [21]; Tama and [22]. Organizational culture can influence the way employees behave, how they describe their work and how they work [17].

Kroes [52] emphasizes that organizational culture requires interaction between individuals and elements within it as a collective phenomenon that shapes a person's response to uncertainty and problems that are inevitable in human experience with these responses being of two types, namely: 1) The substance of culture in the form of

a mutually agreed upon cultural system; 2.) Cultural forms created from entities in organizations or actions by which members of a culture express, affirm, and communicate the substance of their culture to each other.

4.2.5. Employee motivation influences job satisfaction

The influence of work motivation on employee satisfaction is in accordance with and supports previous research as researched by Wolomasi et al. [31] showing that 'motivation' has a significant partial effect on 'level of satisfaction'. Sanjaya's [30] research results show that there is an influence between motivation and employee job satisfaction. Son and Yhang's research shows that 'motivation' has a significant partial effect on 'level of satisfaction'.

According to Andini et al. [45], a person's motivation is influenced by the presence of needs. There are five types of needs that can be used to see indicators of a person's motivation, namely: (a) survival needs; (b) security needs; (c) hope needs; (d) the need for freedom; and (e) skills and success needs.

4.2.6. Employee motivation has no significant effect on employee performance

Work motivation influences employee performance in accordance with and supports previous research as researched by Tama and Hardiningtyas [23]; Cooper and Naomi [24]; Syaifuddin [1]; Robbins and Judge [25]; Adrian and Arianto [6]; Jankelová et al [26]; Enriko [27]; Mariati and Mauludin [28]; Saputra [29]; Sanjaya [30]; dan Son and Yhang [31].

Motivation has a role as an incentive for employees to be able to work well to carry out work tasks according to their field of work so as to produce output in the form of performance that meets the organization's expectations. The better the motivation of employees to contribute to the organization, the success of the organization will certainly continue to increase, motivation has a direct influence on performance.

4.2.7. Job satisfaction affects employee performance

The influence of job satisfaction on employee performance is in accordance with and supports previous research as researched by Sinambela [34]; Saragih [35]; Norbu and

Wetprasit [36]; Asharini et al. [37]; Ardiansyah [38]; Rijal and Frianto [39]; Cailier et al. [40]. Job satisfaction can be achieved if all employee expectations can be fulfilled in carrying out their duties [28]. Nurlita [53] stated that there are five factors that give rise to job satisfaction, namely: a) Position (position), b) Rank (class), c) age, d) financial security and social security, and e) Quality of supervision.

4.2.8. Job satisfaction affects the performance of employees who are intervened in by employee engagement

Employee engagement can strengthen the influence of job satisfaction on employee performance. The existence of employee engagement which strengthens or weakens the influence of job satisfaction on employee performance can be found in a number of research results. Alghnimi et al [7] stated that employ engagement significantly mediates between HR practices, such as employee involvement, employee empowerment, and employee performance, as well as the sustainability of HR practices which have a major impact on job performance. The authors concluded that Human Resources practitioners need to move beyond the routine administration of annual engagement surveys and need to embed engagement in Human Resources policies and practices such as personnel selection, onboarding, performance management, and training and development.

5. Conclusion

Transformational leadership style influences job satisfaction and employee performance. Transformational leadership style indicators which include Idealized influence, Inspirational motivation, Intellectual stimulation, and Individual consideration are able to contribute to strengthening the transformational leadership style thereby influencing employee job satisfaction.

Organizational culture influences job satisfaction and employee performance. Organizational culture indicators which include Involvement, Consistency, Adaptability, and Mission are able to strengthen the construction of organizational culture so that they can influence job satisfaction and employee performance. Work motivation influences job satisfaction and employee performance. Work motivation indicators which include survival needs, security needs, hope needs, freedom needs; and the need for skills and

success can contribute to strengthening the construct of work motivation so that it can significantly influence job satisfaction and employee performance.

Job satisfaction affects employee performance. Job satisfaction indicators which include salary, job content, co-workers, leadership, career promotion and work environment can contribute to strengthening the construction of work motivation so that it can have a significant effect on employee performance. Employee engagement can strengthen the influence of job satisfaction on performance. Job satisfaction indicators which include Vigor, Dedication, and Absorption can contribute to strengthening the work motivation construct so that it can have a significant effect on employee performance.

Based on the results of this research and paying attention to relevant theoretical and research aspects, it can be recommended to government management, especially those related to building employee satisfaction and performance, to pay attention to all aspects of the findings of this research. To be able to build and achieve job satisfaction and employee performance, it is necessary to create a transformational leadership style, organizational culture, and good and effective work motivation.

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