



RESEARCH ARTICLE

# The Role of Job Satisfaction and Transformational Leadership on Organizational Culture

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## Abstract

This study explores the relationships between Job Satisfaction, Transformational Leadership, and Organizational Culture in private companies. By employing a quantitative research methodology, data was gathered from a sample of 105 employees through a purposive sampling technique to ensure a representative cross-section of the target population. The collected data were then analyzed using Partial Least Squares (PLS) regression, facilitated by SmartPLS version 3.29. The study's findings reveal that both Job Satisfaction and Transformational Leadership have a significant positive influence on the development of Organizational Culture within private sector organizations. Specifically, the results suggest that the role of leadership in shaping organizational values and fostering employee satisfaction plays a crucial part in strengthening the cultural foundation of a company. These insights emphasize that private companies should not solely focus on individual performance or leadership traits but also devote efforts to cultivating a robust organizational culture that aligns with the overall strategic objectives. The research provides valuable implications for companies seeking to enhance organizational performance by focusing on a more holistic approach to management and leadership development.

## Keywords

Job Satisfaction; Transformational Leadership; Organizational Culture.

## 1 | INTRODUCTION

Organizational culture is becoming increasingly important because human capital, compared to material resources, is the primary source of value in an organization. Maximizing employees' intellectual capital involves creating a culture that encourages their participation in intellectual activities, supports individual and organizational learning, generates new knowledge, and shares it with others. Organizational culture encompasses shared values, beliefs, norms, and practices that influence the behavior of members within an organization. A strong and positive culture has been shown to create a supportive work environment, foster a sense of belonging, and increase employee motivation. Values that encourage collaboration, innovation, and development significantly increase employee engagement. Furthermore, a participatory and transparent organizational culture helps build psychological safety, which is crucial for engagement. In environments characterized by disruption, culture acts as a behavioral guide, encouraging adaptive and proactive responses to change. Organizational culture is influenced by factors including transformational leadership and job satisfaction.

As part of human resource operational management, it is crucial to identify factors related to job satisfaction. Job satisfaction is also described as an emotional or expressive reaction to work. When employees are more satisfied with their jobs and work culture, they tend to be better representatives of the industry, and these types of employees demonstrate higher organizational commitment. Job satisfaction is an individual employee's feelings and emotions about their job and their attitudes toward various work realities (Garg *et al.*, 2018). Job satisfaction is a key factor in employee motivation in private companies, as it is assumed that if employees are satisfied with their jobs, work culture, and company environment, it will impact the company's clients. At the individual level, employee engagement is positively correlated with employee job satisfaction and employee experiences at work. Furthermore, fulfilling employees' economic and socio-emotional needs will increase employee job satisfaction, which in turn impacts positive attitudes toward the company and increases employees' willingness to improve their performance. Job satisfaction is considered a driver of employee engagement (Bellani *et al.*, 2018). Furthermore, employees may be satisfied with the economic and socioemotional resources they receive, but these resources may not contribute significantly to company performance.

Transformational leadership has been studied extensively in the context of private company work environments. Companies aim to have engaged employees and spend significant resources on measuring and improving employee engagement. Theoretically, transformational leadership is a key antecedent of engagement. Private companies with transformational leadership exhibit attraction, energy, and commitment. There is increasing awareness of the importance of transformational leadership from line managers in shaping human resource functions, including employee development (Singh, 2019). Furthermore, transformational leadership is the most dominant contextual factor that stimulates employees' creative self-efficacy and sparks creative engagement in the workplace. Transformational leadership refers to a leadership approach in which a leader influences followers by broadening and enhancing their goals and giving them the confidence to perform beyond the expectations set forth in implicit or explicit exchange agreements (Azim *et al.*, 2019). Transformational leaders frame the work experience and strengthen employees' perceptions of the significance and meaning they attach to their work. Furthermore, transformational leaders enhance their followers' perceptions of the importance of their work. Employees whose managers engage in transformational behaviors perceive their work as more significant and challenging. When leaders emphasize the relevance of employees' contributions to the organization and its mission, and connect them to broader goals, perceptions of task significance increase (Vila-Vázquez *et al.*, 2018).

Based on the background description, this study aims to analyze the influence of job satisfaction and transformational leadership on organizational culture in private companies. Theoretical integration allows for a deeper understanding of how internal cultural mechanisms interact with external environmental pressures. Thus, this study is expected to not only contribute to the theoretical development of the literature on job satisfaction but also provide a practical basis for leaders aiming to maintain work culture during periods of significant change.

## 2 | BACKGROUND THEORY

### 2.1 Organizational Culture

Organizational culture can be described as the foundation of an organization's core values that shape the attitudes, behaviors, and actions of its members. It reflects how people interact and work within the organization, guided by shared beliefs, norms, and values. Organizational culture is developed by companies to influence employee behavior so they can perform their duties effectively and stay aligned with organizational goals. It also helps employees handle both internal and external challenges, serving as a guide for behavior and decision-making in daily work. In simple terms, organizational culture represents the shared values, beliefs, and principles that support management systems, work practices, and employee behavior. It provides direction for how individuals act and make decisions to achieve common goals. The

combination of these shared understandings and interactions forms the unique identity of the organization. Job analysis complements this by identifying the skills and requirements needed for each role so that employees can perform their responsibilities effectively. Leaders, in particular, need the right expertise to understand and manage their work environment. In the Indonesian context, organizational culture is also reflected in the spirit of cooperation and teamwork, which emphasizes working together responsibly and consistently to achieve collective success (Oscooe & Wooton, 2020).

## 2.2 Job Satisfaction

Job satisfaction refers to the emotional attitude employees hold toward their work, which can be either positive or negative. It reflects the extent to which individuals feel content and fulfilled with their roles, responsibilities, and employers. Febrian & Sani (2023), this concept is often used by human resource professionals and organizational leaders to better understand employee attitudes and to create strategies that foster motivation and productivity. When employees are satisfied with their working conditions, they tend to perform better, show greater loyalty, and contribute more effectively to achieving organizational goals. Therefore, understanding the elements that shape job satisfaction and addressing them appropriately is crucial for maintaining a motivated and high-performing workforce. Job satisfaction is influenced by various factors, including salary, recognition, relationships with supervisors and colleagues, opportunities for professional growth, and the overall work environment. Since individuals have different expectations and values, levels of satisfaction vary depending on how well these job elements meet personal needs and preferences. There are two main forms of job satisfaction: intrinsic and extrinsic. Intrinsic satisfaction derives from internal factors such as personal achievement, recognition, responsibility, and a sense of purpose in one's work, whereas extrinsic satisfaction relates to external conditions like compensation, job security, and workplace support. As emphasized by Sultana *et al.* (2024), job satisfaction is closely tied to personal development and well-being. Employees who achieve self-actualization and feel valued in their roles are more likely to experience success and fulfillment both at work and in their broader lives.

## 2.3 Transformational Leadership

Leadership is the process through which an individual guides and motivates others to achieve shared goals. Among various leadership styles, transformational leadership is recognized for its strong impact on employee attitudes, behaviors, and development. As noted by Berraies & Abidine (2019), this theory has significantly advanced leadership research. Transformational leaders combine creativity, persistence, energy, intuition, and empathy to inspire employees and achieve organizational objectives. They present a clear vision for the future, encourage intellectual growth, and value individual differences within the team. Prabowo *et al.* (2018), transformational leadership influences both organizational and individual levels by fostering shared purpose, teamwork, and commitment to goals. Its key elements, intellectual stimulation and individualized consideration, encourage followers to think creatively, challenge existing norms, and support their personal growth. By engaging in these transformational leadership behaviors, a leader can change followers' attitudes and behaviors, foster value for change, and thus drive change and enhance followers' professional growth (Rony, 2023)

## 2.4 Hypothesis Development

Job satisfaction is a key driver of organizational culture. It reflects how satisfied, fulfilled, and happy employees feel with various aspects of their jobs, from fair pay and a supportive work environment to good relationships with coworkers and superiors, and opportunities for personal and professional growth. When people are satisfied with their jobs, they typically exhibit more positive attitudes, greater enthusiasm, and stronger loyalty to the organization (Nugroho *et al.*, 2023). Satisfied employees also tend to be more emotionally, cognitively, and behaviorally engaged in supporting organizational goals. When employees feel satisfied with and trust their organization and leaders, their adherence to the organization's culture increases significantly (Rachmawati *et al.*, 2023). Organizations that care about the well-being and emotional needs of employees tend to generate strong emotional attachment to their work. Satisfied workers typically demonstrate high levels of dedication, strong motivation, and a strong commitment to the organization's vision (Nugroho *et al.*, 2023). Therefore, improving job satisfaction is a strategic way to improve organizational culture. Companies must foster a positive environment, maintain open communication, and maintain a fair reward system so that employees feel accepted, remain motivated, and are better prepared to face challenges in the workplace. H1: Job satisfaction has an impact on organizational culture.

Transformational leadership is a style focused on inspiring and motivating employees while helping them develop to reach their full potential and contribute effectively to organizational goals. Leaders who employ this style can create a clear vision, set a positive example, and encourage innovation and creativity in the workplace. This approach has a powerful impact on organizational culture. Leaders who attend to individual needs, motivate their teams, and challenge employees to think critically often increase work enthusiasm and strengthen loyalty to the organization (Jiatong *et al.*, 2022). The relationship between transformational leadership and organizational culture is stronger when leaders possess high emotional intelligence. The ability to understand, manage, and respond to emotions helps leaders build strong relationships and connect with their employees on a deeper level (Milhem *et al.*, 2019). In this way, transformational

leaders create a meaningful and motivating work environment. By inspiring their teams, offering emotional support, and providing growth opportunities, they not only increase engagement but also foster long-term loyalty and productivity. H2: Transformational leadership has an impact on organizational culture.

Based on the description of the background, objectives, problem formulation, and hypothesis development, the research model proposed by the author is as follows.

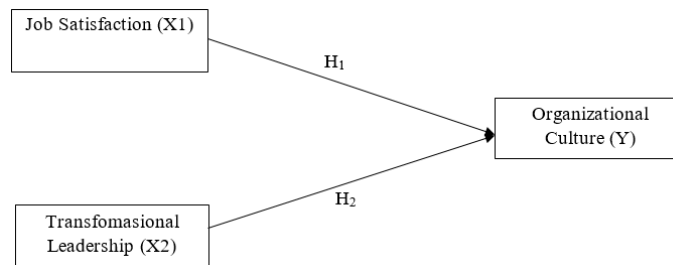


Figure 1. Research Model

### 3 | METHOD

This study adopted a quantitative research approach to explore the interplay between several key variables using regression analysis. The data used in this study were primary data, collected directly from employees of several private companies. A total of 105 respondents participated, selected through a purposive sampling method, which allowed the researcher to focus on participants who met the specific characteristics required for this study. In this study, organizational culture (Y) served as the dependent variable, while Job Satisfaction (X1), and Transformational Leadership (X2) acted as independent variables. The data analysis process was carried out to evaluate the validity and reliability of the measurement items. All statistical analyses were conducted using the Partial Least Squares (PLS) approach with SmartPLS software version 3.29. This analytical method was chosen because of its effectiveness in evaluating complex models, handling smaller sample sizes, and simultaneously testing measurement and structural relationships. The indicators used in this study for each variable are presented as follows.

Table 1. Variable Indicator

Variable	Indicator	Statement	Source
Job Satisfaction (X1)	1. Benefits & Salary	I am satisfied with the benefits and salary I receive for my job	(Karaferis <i>et al.</i> , 2022)
	2. Supervision / Management's Attitude	I am satisfied with the attitude of management toward me in my job	
	3. Nature of Work	I am satisfied with the work I do and find it meaningful	
	4. Communication	I feel satisfied with the level of communication within my organization	
	5. Support from Colleagues	I feel my colleagues support me in my job, and I am satisfied with that	
Transformational Leadership (X2)	1. Idealized Influence / Role-Modeling	My leader behaves in ways that build my respect and confidence	(Pulido-Martos <i>et al.</i> , 2024), (Alwahaibi, 2019), (Gherasie <i>et al.</i> , 2024)
	2. Inspirational Motivation	My leader talks optimistically about the future and communicates a clear vision	
	3. Intellectual Stimulation	My leader encourages me to rethink old problems in new ways	
	4. Individualized Consideration	My leader gives personalized support to help me develop my strengths	

	5. Empowerment / Delegation	My leader delegates meaningful tasks and trusts me to carry them out	
Organizational Culture (Y)	1. Psychological Safety	In this organization, I feel safe to express ideas and concerns without fear of negative consequences	(Zhang <i>et al.</i> , 2023), (Tian & Feng, 2025)
	2. Collectivism / Team Orientation	People in this company collaborate across teams and departments to achieve shared goals	
	3. Power Distance (Low vs High)	In this company, decisions are made top-down without much input from employees	
	4. Innovation Culture	This organization encourages experimentation, risk-taking, and trying new ways of doing things	
	5. Teamwork Culture	Teamwork and cross-departmental communication are actively promoted in this company	
	6. Performance-Oriented Culture	Our company emphasizes performance targets, measurable goals, and competition among employees	
	7. Involvement / Employee Participation	Employees are involved in decision-making processes affecting their work and the organization's direction	

Table 1 describes the indicators associated with three variables: Job Satisfaction, Transformational Leadership, and Organizational Culture. Job Satisfaction is evaluated through aspects like Benefits & Salary, Supervision, and Communication, which reflect key factors that influence employee well-being. Transformational Leadership focuses on qualities such as Idealized Influence and Empowerment, demonstrating the role of leadership in motivating and supporting employees. Organizational Culture includes factors like Psychological Safety, Team Orientation, and Innovation, assessing the company's environment in fostering collaboration, risk-taking, and employee involvement. The relevant sources are referenced alongside each indicator for clarity.

## 4 | RESULTS AND DISCUSSION

### 4.1 Results

#### 4.1.1 Respondent Description

The table below displays the responses of 105 participants who successfully completed the questionnaire for this study. This sample size reflects the actual number of respondents whose data were utilized in the analysis. The participants provided valuable insights, ensuring a robust dataset for examining the variables of interest. Their responses were crucial in drawing conclusions and identifying trends that contributed to the study's overall findings. By using a diverse group of respondents, the study aimed to enhance the reliability and validity of the results, providing a comprehensive understanding of the factors being investigated.

Table 2 Respondent Description

Description	Frequency	Percentage
<b>Gender</b>		
Male	57	54,29%
Female	48	45,71%
<b>Age</b>		
20 - 24	23	21,90%
25 - 29	34	32,38%
30 - 34	35	33,33%
35 - 39	7	6,67%
> 40	6	5,71%

Length of Service		
>1	60	57,14%
>5	42	40,00%
>10	3	2,86%
Educational Background		
Senior Highschool	37	35,24%
Undergraduate Degree	55	52,38%
Postgraduate Degree	13	12,38%

Table 2, which shows the description of the respondents, it can be seen that the dominant gender among the respondents is male, with 54.29%. As for the age of workers in private companies, it is generally dominated by the 30-34 age group, with a percentage of 33.33%. Next, the most common length of employment in private companies is over one year, which is due to the large number of new workers, with a percentage of 57.14%, and bachelor's degrees are the most common among workers, with a percentage of 52.38%.

#### 4.1.2 Validity Test (Convergent Validity)

The validity test, specifically assessing convergent validity, evaluates the loading factor values of latent variables to determine the accuracy of each item in the measurement model. Convergent validity checks whether the indicators for a construct are highly correlated, confirming that they measure the same underlying concept. For an item to be considered valid, its loading factor should exceed the threshold of 0.7 ( $> 0.7$ ). This criterion ensures that the items used in the study effectively represent their respective constructs, thereby supporting the reliability and accuracy of the measurement model used for data analysis in this study.

Table 3. Result of Outer Loadings

Variable	Indikator	Outer Loadings	Keterangan
Job Satisfaction ( $X_1$ )	JS.1	0.785	Valid
	JS.2	0.720	Valid
	JS.3	0.922	Valid
	JS.4	0.911	Valid
	JS.5	0.920	Valid
Transfomational Leadership ( $X_2$ )	TL.1	0.815	Valid
	TL.2	0.927	Valid
	TL.3	0.883	Valid
	TL.4	0.902	Valid
	TL.5	0.892	Valid
Organizational Culture (Y)	OC.1	0.759	Valid
	OC.2	0.878	Valid
	OC.3	0.918	Valid
	OC.4	0.914	Valid
	OC.5	0.798	Valid
	OC.6	0.829	Valid
	OC.7	0.904	Valid

Source: Data Processed with SmartPLS 3

Referring to the analysis results in Table 3, the outer loadings or the values of each variable and indicator are  $> 0.70$ , so all indicators for the variable are declared valid. Next, the Average Variance Extracted (AVE) test was performed on Table 3 below.

Table 4. AVE Results

	AVE	Description
Job Satisfaction ( $X_1$ )	0.732	Valid
Transformational Leadership ( $X_2$ )	0.782	Valid
Organizational Culture (Y)	0.738	Valid

Source: Data Processed with SmartPLS 3

Table 4 presents the Average Variance Extracted (AVE) values, all of which exceed the threshold of 0.5. This result suggests that the AVE for each construct in the tested model does not experience any issues related to convergent validity. As a result, the study demonstrates strong validity, confirming that the measurement model effectively captures the constructs it is intended to assess.

#### 4.1.3 Composite Reliability and Cronbach's Alpha Test

The next phase of the analysis involves testing the reliability of the variables using both composite reliability and Cronbach's alpha. These two measures are critical in evaluating the consistency and stability of the constructs in the model. A variable is deemed reliable if both its composite reliability and Cronbach's alpha values surpass the threshold of 0.70. This ensures that the items within each variable consistently measure the intended construct. Achieving these reliability standards strengthens the credibility of the study's results and supports the robustness of the data analysis, offering greater confidence in the accuracy of the findings.

Table 5. Composite Reliability and Cronbach's Alpha Results

Variable	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	Description
Job Satisfaction (X1)	0.905	0.931	Reliable
Transformational Leadership (X2)	0.930	0.947	Reliable
Organizational Culture (Y)	0.940	0.951	Reliable

Source: Data Processed with SmartPLS 3

The analysis presented in Table 5 reveals that both the composite reliability and Cronbach's Alpha values for each variable exceed the 0.70 threshold. This indicates that each of the variables demonstrates a high level of internal consistency and reliability. As a result, it can be concluded that all the variables included in the study are considered reliable, reinforcing the robustness of the measurement model.

#### 4.1.4 Coefficient Test

The coefficient test, which is a test of the coefficient, proves the level of significance in hypothesis testing with a two-tailed model. The data processing results can be used to answer the research hypothesis by looking at the t-statistics and p-values. The hypothesis is said to be accepted when the t-statistic is greater than the t-table value or when the p-value is less than 0.05.

Table 6. Results of Coefficient Test

Hypothesis	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics ( O/STDEV )</i>	<i>P-Values</i>
X1 → Y	0.079	0.073	0.077	2.021	0.008
X2 → Y	0.324	0.332	0.109	2.967	0.003

Source: Data Processed with SmartPLS 3

Table 6, the effect of job satisfaction (X1) on improving organizational culture (Y) obtained a t-statistic value of 2.021 > 1.65 and a p-value of 0.008 < 0.05. Therefore, it can be concluded that job satisfaction (X1) has a significant influence on job satisfaction (X1), so H1 is accepted. The effect of transformational leadership (X2) on organizational culture (Y) obtained a t-statistic value of 2.967 > 1.65 and a p-value of 0.003 < 0.05. This means that transformational leadership has a significant influence on organizational culture, so H2 is accepted.

#### 4.1.5 R Square (R2) Test

Test the coefficient of determination (R2) and the path coefficient test. R-squared is used to test the extent to which the independent variable influences the dependent variable. The R2 value indicates the level of determination of the exogenous variable compared to its endogenous variable. A higher R2 value indicates a higher level of determination.

Table 7. R-Square Result

	R-Square(R <sup>2</sup> )	R-Square Adjusted
Organizational Culture (Y)	0.876	0.872

Source: Data Processed with SmartPLS 3

Table 7 show that the R2 value for the organizational culture (Y), is 0.876. This means that the organizational culture (Y) is influenced job satisfaction (X1), and transformational leadership (X2) by 87.6%. The remaining 12.4% is influenced by other factors outside this study. This indicates a very strong influence and a significant impact on Organizational

Culture.

#### 4.2 Discussion

Based on the data analysis, job satisfaction has a significant impact on organizational culture. This suggests that job satisfaction is sufficient to foster a stronger organizational culture among employees. Practically, these findings suggest that organizations should be cautious about assuming a direct and automatic path from employee satisfaction. Job satisfaction is necessary, and always sufficient; other enabling conditions (such as meaningful work, trust, leadership) are needed to transform satisfaction into a true organizational culture. The implication is that even satisfied employees will remain deeply engaged unless additional factors are addressed. Therefore, from a managerial perspective, efforts to improve organizational culture should not rely solely on increasing job satisfaction (e.g., through better pay or working conditions) but should also focus on factors that enable satisfaction to develop into active behavior.

Based on the data analysis, transformational leadership significantly influences organizational culture. One reason for this stronger effect may be that transformational leadership automatically translates into resource engagement or other mediating conditions, such as psychological empowerment, trust, job resources, or a supportive environment. This means that transformational leaders can establish a vision and inspire followers without tangible resources and supportive workplace conditions. In short, these findings imply that transformational leadership is a necessary condition for increasing employee engagement (Muslimah & Tjahjono, 2023).

## 5 | CONCLUSIONS AND FUTURE WORK

The findings of this study reveal several important insights regarding the factors influencing organizational culture. The results indicate that Job Satisfaction and Transformational Leadership were found to have a significant direct impact on organizational culture. This implies that leadership and satisfaction contribute to a strong and positive organizational culture among employees. Although this study provides meaningful findings, several limitations need to be acknowledged. This study was conducted with a limited sample size of employees in a single private company, which may limit the generalizability of the results to other organizational settings or industries. Furthermore, the cross-sectional design limits the ability to determine causal relationships over time. Future research could address these limitations by using larger and more diverse samples, adopting longitudinal methods, and incorporating qualitative approaches to gain deeper insights.

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