

Job Satisfaction as A Mediator On Employee Performance: The Influence of Organizational Culture, Transformational Leadership, and Work Motivation On KAN Jabung Syari'ah Jawa Timur

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Abstract

This study aims to examine the influence of organizational culture, transformational leadership, and work motivation on employee performance through job satisfaction as a mediator variable. The research method uses quantitative descriptive. Data collection from primary sources through questionnaires distributed to employees of the KAN Jabung Syari'ah Jawa Timur office. The study population amounted to 169 people so that the sampling technique used cluster sampling resulting in 163 respondents. The data analysis technique utilized (PLS-SEM) through SmartPLS software version 4. The results of the study indicate that organizational culture, transformational leadership, and job satisfaction have a positive and significant effect on employee performance, but work motivation does not show a significant effect. Organizational culture, transformational leadership, and work motivation positively and significantly influence job satisfaction. Job satisfaction mediates the influence of organizational culture, transformational leadership, and work motivation on employee performance. These findings indicate that job satisfaction as a mediator variable has a very vital role in bridging the relationship between organizational culture, transformational leadership, and work motivation on employee performance at KAN Jabung Syari'ah Jawa Timur. The theoretical implications of the study contribute to the literature and the development of theories regarding motivation fulfillment to improve employee performance. Practical implications suggest the importance of organizations in designing strategies, policies, and programs that motivate employees according to their needs.

Key words: employee performance, job satisfaction, organizational culture, transformational leadership, work motivation.

INTRODUCTION

In 2001, the UN stated that cooperatives play a role in improving lives and contributing to economic, social, cultural, political and national progress with their democratic, localized but also globalized nature through the integration of social and economic goals to alleviate poverty and create jobs (Kusmiati et al., 2023). The development of cooperatives has had a significant socio-economic impact, marked by an increase in Total Factor Productivity (TFP) of 9.7% (Majid et al., 2022), as well as a large contribution to community empowerment as a people's economic movement based on the principle of family as explained in Law Number 25 of 1992. Therefore, Bung Hatta, the proclaimer of Indonesia, made cooperatives the mainstay of the Indonesian economy, which was then stated in Article 33 of the 1945 Constitution (Kahar & Susila, 2012). In Indonesia, the relationship between farmers and cooperatives is very strong in building strong agribusiness institutions, so previous research recommends redeveloping cooperative management into integrated agribusiness cooperatives based on collective action (Hariance et al., 2021). KAN Jabung Syariah Jawa Timur is a cooperative engaged in agribusiness and general trade. Its core businesses include agricultural production facilities and dairy farming, along with waste management, milk processing, transportation, and savings and loans.

This research is used to analyze important aspects of strategic management of human resources, especially employees who play an important role in determining the success and sustainability of cooperatives such as KAN Jabung Syari'ah Jawa Timur. Referring to the theory of psychological perspective (Luthans, 2011) the SOBC model, with the assumption that three variable factors, namely organizational culture, transformational leadership, and work motivation, have a role in influencing employee performance. Employee performance plays a vital role in the success of an organization in achieving its goals, so it is important for researchers and practitioners to develop concepts and policies on what should be done to develop better performance. Many previous studies have been conducted regarding the positive impact of organizational culture, transformational leadership, and work motivation on performance, but the results of the study explain the pros and cons because on the one hand the three variable factors above are able to encourage increased performance, while on the other hand the opposite. Therefore, this study was conducted to combine three variable factors in predicting employee performance by involving the mediating role of job satisfaction to address the research gap and contribute to the literature and theory development in further research.

LITERATURE ANALYSIS

Employee performance

The term “performance” is derived from a particular work activity (Sonnentag & Frese, 2002). Performance is the level of implementation that appears as a result of employee work that refers to organizational support, managerial capacity or productivity, and the work of each employee (Qalati et al., 2022). According to (Viswesvaran & Ones, 2000) employee performance is defined as the measurable behavior, actions, and work results of employees that contribute to organizational goals. Meanwhile, (Mishra et al., 2020) stated that employee performance is the steps taken by employees in the workplace and how much they carry out the organizational tasks they carry out. (Motowidlo et al., 2014) revealed that performance consists of task performance and contextual performance, even (Koopmans, 2014) adding counter-productive behavior performance as part of employee performance.

Organizational culture

Organizational culture includes various values, norms and conventions that influence the way subordinates think, behave and act in a company (Schein, 2010). (Pujiono et al., 2020) reveals that organizational culture is an essential identity that distinguishes one organization from another, so that a strong organizational culture can act as an instrument to control employee behavior in order to improve their performance to be better. The effectiveness of a company depends on a strong organizational culture to foster high performance in employees, so the development of culture is an obligation that must be prioritized (Deogaonkar & Nanoty, 2023).

Transformational Leadership

Transformational leadership is defined as a leadership style that is able to change and motivate subordinates so that they feel trust, admiration, respect and loyalty towards their leader (Khattak et al., 2020). Transformational leaders combine the moral drive, ideals, interests, and values of subordinates which then motivate them to perform better than what is expected (Pieterse et al., 2010). (Curado & Santos, 2022) added that the ability of transformational leaders to inspire and motivate subordinates beyond their own interests is related to several behaviors including ideal behavior, inspirational motivation, intellectual stimulation, and individual consideration (Avolio et al., 1999).

Work motivation

(Pinder, 1984) stated that work motivation refers to the drive that arises from within or outside a person which leads to certain behavior in their work such as the form, orientation, intensity and duration of their work. Therefore, work motivation is defined as the guidance, encouragement, and reinforcement of employee behavior related to their work (Adiguzel & Sonmez Cakir, 2022). (Lin, 2021) explains that work motivation is a psychological state and process that is able to stimulate someone to have a tendency, drive and determination in their work so as to achieve the set work targets and goals, therefore company managers provide stimulation to their employees to complete tasks and achieve organizational goals.

Job satisfaction

Job satisfaction is the perception, emotions and attitudes of employees which are positive if they are satisfied or negative if they are dissatisfied with their own work (Armstrong, 2006). Meanwhile, the definition that is often cited by researchers states that job satisfaction is an emotional condition in the form of a feeling of pleasure that arises from the employee's perception of their work because they are satisfied and it allows the realization of the core values in their work (EA, 1976). This definition suggests that employees form attitudes toward their jobs by taking into account their feelings, beliefs, and behaviors (Robbins et al., 2015). Temporary (Luthans, 2011) explains that job satisfaction is the result of employee perceptions of how well they perform in carrying out work that is considered vital to their work outcomes. Organizations need to assess their employees' job satisfaction because it will affect absenteeism, employee turnover, and other important issues (Siswanto & Yuliana, 2022). Therefore, comprehensively, job satisfaction includes an evaluative assessment of employee perceptions and work experiences and factors related to them (Alemu Ambo, 2024). Job satisfaction refers to how satisfied employees are with their jobs, including elements of satisfaction such as salary, benefits, promotions, working conditions, supervision, organizational practices, and relationships between coworkers that address both intrinsic and extrinsic elements of the job (Puni et al., 2018).

METHODOLOGY

This study utilized a quantitative descriptive approach through a cross-sectional design. Data were collected directly from primary sources by distributing a pre-prepared questionnaire to selected respondents. To test the research hypotheses, the following conceptual framework concerning the relationship between the research variables and the research hypotheses was developed:

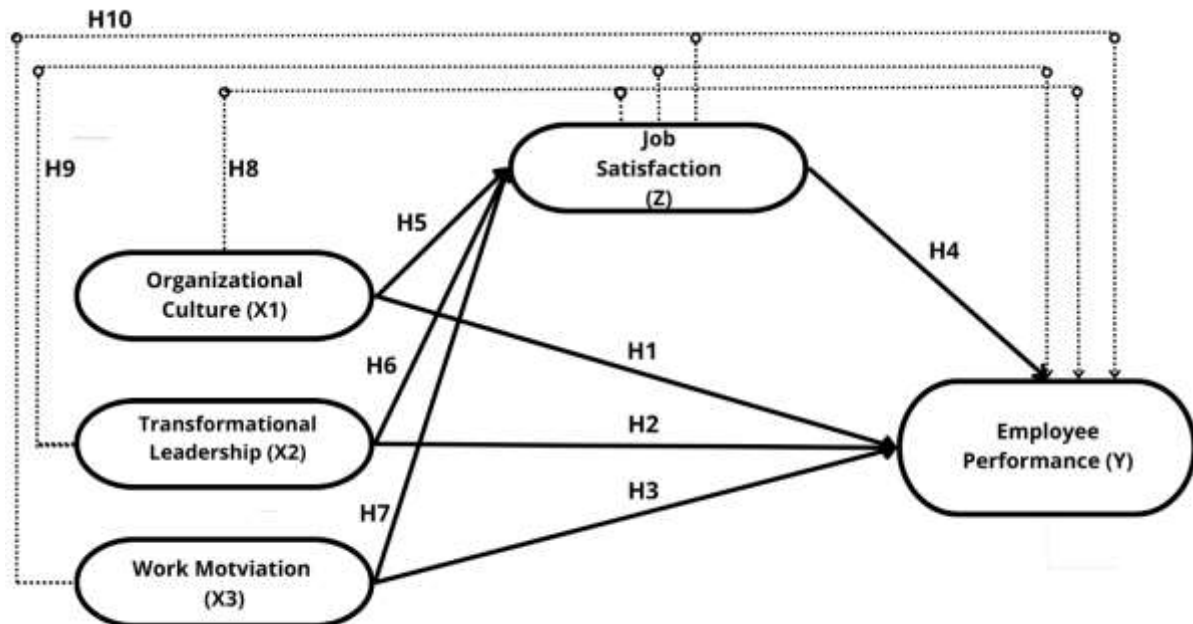


Figure 1. Conceptual Framework of the Research

The population of the study was 169 employees of KAN Jabung Syari'ah Jawa Timur, so the sampling technique used was cluster sampling with calculations using a sample size calculator which resulted in a sample size of 163 people. Data analysis was carried out using (PLS-SEM) assisted by SmartPLS software version 4 which supports predictive research because it is in accordance with PLS-SEM, namely involving job satisfaction variables as mediators and has robustness to produce validity and reliability (Latan, 2018).

RESEARCH AND RESULTS

Respondent Characteristics

This study describes the various characteristics of respondents to KAN Jabung Syari'ah Jawa Timur employees totaling 163 people, starting from the most consisting of 93 men (57.06%) and 70 women (42.94%). The majority of respondents are aged 26-30 years as many as 73 people (45%), 31-35 years as many as 29 people (18%), under 25 years as many as 22 people (13%), 36-40 years as many as 15 people (9%), 45-50 years as many as 13 people (8%), more than 50 years as many as 6 people (4%), and 41-45 years as many as 5 people (3%). Respondents have the latest education category with Bachelor (S1) graduates as many as 116 people (71.2%), High School/Vocational High School as many as 34 people (20.9%), Masters (S2) as many as 7 people (4.3%), and Diploma as many as 6 people (3.7%).

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The respondents' work period, from the most, was 6-10 years in 58 people (36%), 2-5 years in 53 people (33%), less than 2 years in 31 people (19%), 11-15 years in 13 people (8%), 16-20 years in 6 people (4%), and more than 20 years in 2 people (1%). Finally, the respondents' monthly salary was Rp. 3,500,000 - Rp. 5,000,000 in 60 people (37%), Rp. 2,500,000 - Rp. 3,500,000 in 56 people (34%), Rp. 5,000,000 - Rp. 6,500,000 in 22 people (13%), Rp. 2,500,000 - Rp. 3,500,000 in 56 people (34%), Rp. 2,500,000-Rp. 3,500,000 in 56 people (34%), more than Rp. 6,500,000 in 19 people (12%), and less than Rp. 2,500,000 in 6 people (4%).

Descriptive Analysis

Based on the questionnaire collection with respondents' answers regarding the research variables used, it is known that this research variable has a grand mean value, including employee performance of 4.03, organizational culture of 3.79, transformational leadership of 3.80, work motivation of 4.14, and job satisfaction of 4.09, which means all research variables are in the good or high category. The following are the results of the descriptive analysis of 163 respondents as explained in Table 2 below.

Table 1. Results of Analysis of Research Variable Descriptions

Variable	Grand Mean	Interpretation
Employee performance	4.03	Good/High
Organizational culture	3.79	Good/High
Transformational Leadership	3.80	Good/High
Work motivation	4.14	Good/High
Job satisfaction	4.09	Good/High

Data analysis

Data analysis utilizes PLS-SEM with support from SMartPLS software version 4. Several stages in data analysis consist of measurement model testing (outer loading), structural model testing (inner model), and hypothesis testing. Analysis using SEM-PLS is an appropriate method for exploratory research and theory development (Hair et al., 2019). The steps of SEM-PLS analysis include measurement model analysis (outer model), structural model analysis (inner model), and hypothesis testing.

First, the measurement model test is carried out in testing the quality of a measurement model in research by looking at the validity and reliability values of the research instrument whether the data produced is accurate and consistent. The

measurement model test is divided into two, namely: 1. Validity test, namely convergent validity (loading factor, AVE) and discriminant validity (cross loading, fornell larcker) 2. Reliability test, namely Cronbach's alpha and composite reliability with details in table 2. The following:

Table 2. Results of Measurement Model Analysis (Outer Model)

Item Variable	Loading Factor	Cross Loading	AVE	Fornell Larcker	Cronbach's Alpha	Composite Reliability
Employee Performance (Y)			0.619	0.787	0.964	0.967
Task Performance	0.783	0.783				
Contextual Performance	0.786	0.786				
Counterproductive Work Behavior	0.791	0.791				
Organizational Culture (X2)			0.606	0.779	0.941	0.949
Involvement	0.750	0.750				
Consistency	0.794	0.794				
Adaptability	0.783	0.783				
Mission	0.783	0.783				
Transformational Leadership (X2)			0.589	0.768	0.901	0.920
Idealized influence	0.751	0.751				
Inspirational motivation	0.796	0.796				
Intellectual stimulation	0.739	0.739				
Individualized Consideration	0.784	0.784				
Work Motivation (X3)			0.634	0.796	0.936	0.945
Physiological needs	0.827	0.827				
Safety needs	0.774	0.774				
Social needs	0.807	0.807				
Esteem needs	0.781	0.781				
Self-actualization needs	0.792	0.792				
Job Satisfaction (Z)			0.612	0.782	0.967	0.969

JS1	0.798	0.798				
JS2	0.774	0.774				
JS3	0.737	0.737				
JS4	0.737	0.737				
JS5	0.748	0.748				
JS6	0.789	0.789				
JS7	0.776	0.776				
JS8	0.722	0.722				
JS9	0.751	0.751				
JS10	0.755	0.755				
JS11	0.802	0.802				
JS12	0.811	0.811				
JS13	0.797	0.797				
JS14	0.833	0.833				
JS15	0.780	0.780				
JS16	0.801	0.801				
JS17	0.810	0.810				
JS18	0.785	0.785				
JS19	0.836	0.836				
JS20	0.791	0.791				

Based on Table 2, it shows that the loading factor and cross-loading values of all indicators are >0.7 , the AVE value meets the minimum value of >0.5 , and the Fornell Larcker value is above the threshold value so that all variables and indicators can be declared valid. Then, the Cronbach's alpha and composite reliability values have met the specified standards with values in the range of 0.9, indicating there is consistency in the research variables.

Table 3. Results of Structural Model Analysis (Inner Model)

Hypothesis	Influence	Original Sample	T-statistic	p-value	Results
H1	Organizational Culture (X1) => Employee Performance (Y)	0.341	5,483	0,000	Accepted
H2	Transformational Leadership (X2) => Employee Performance (Y)	0.349	5,304	0,000	Accepted

H3	Work Motivation (X3) => Employee Performance (Y)	0.116	1,890	0.059	Rejected
H4	Job Satisfaction (Z) => Employee Performance (Y)	0.230	3,319	0.001	Accepted
H5	Organizational Culture (X1) => Job Satisfaction (Z)	0.218	2,994	0.003	Accepted
H6	Transformational Leadership (X2) => Job Satisfaction (Z)	0.229	3,592	0,000	Accepted
H7	Work Motivation (X3) => Job Satisfaction (Z)	0.398	5,699	0,000	Accepted
H8	Organizational Culture (X1) => Job Satisfaction (Z) => Employee Performance (Y)	0.050	2,179	0.029	Accepted
H9	Transformational Leadership (X2) => Job Satisfaction (Z) => Employee Performance (Y)	0.052	2,435	0.015	Accepted
H10	Work Motivation (X3) => Job Satisfaction (Z) => Employee Performance (Y)	0.089	2,662	0.008	Accepted

The Influence of Organizational Culture on Employee Performance

The results of the study indicate that organizational culture (X1) has a significant effect on employee performance (Y) at KAN Jabung Syari'ah Jawa Timur. The findings of this study state that dimensions of organizational culture such as involvement, consistency, adaptability, and mission can be implemented into the organizational culture formula of KAN Jabung Syari'ah Jawa Timur so that employees can perform better. The results of this study support the research conducted (Gencer et al., 2023) and (Smollan & Mooney, 2024). Organizational culture emphasizes shared goals and values to enhance employee performance. Organizational culture plays a crucial role in creating employee participation and a conducive work environment, which in turn drives optimal employee performance.

The Influence of Transformational Leadership on Employee Performance

The results of the study indicate that transformational leadership (X2) has a significant effect on employee performance (Y) at KAN Jabung Syari'ah Jawa Timur. The results of this study indicate that the transformational leadership model not only helps

employees increase their confidence in carrying out their duties and achieving the goals of KAN Jabung Syari'ah Jawa Timur, but also inspires employees to go beyond their assigned duties and responsibilities. The results of this study are relevant to previous research, namely (Kusumah et al., 2021); (Donkor et al., 2022); (Lee et al., 2023). Transformational leadership is always there beside employees and involves them in every change process so that it shapes their behavior and performance, creating a more inclusive work environment by encouraging employees to express new ideas so that they feel valued.

The Influence of Work Motivation on Employee Performance

The research findings prove that work motivation (X3) does not have a significant effect on employee performance (Y) at the KAN Jabung Syari'ah Jawa Timur. Based on these findings, the transformational leadership model not only helps employees increase their confidence in carrying out their duties and achieving the goals of the KAN Jabung Syari'ah Jawa Timur, but also inspires employees to go beyond their assigned duties and responsibilities. As research conducted by (Wuryania et al., 2021); (Wolor et al., 2022); (Aisha et al., 2024) which shows an insignificant relationship between work motivation and employee performance. There are two possible causes, namely: 1. The employee's self-esteem and self-actualization needs are not yet fully met, 2. The provisions for salaries, bonuses, allowances, incentives, promotions, and career development for employees are not yet fully met. Therefore, the findings of this study contradict the research hypothesis and the results of previous studies (Lin, 2021) and (Adiguzel & Sonmez Cakir, 2022) which reveals Work motivation factors have a direct relationship in improving employee performance.

The Influence of Job Satisfaction on Employee Performance

The results of this study indicate that job satisfaction (Z) has a significant effect on employee performance (Y) at the KAN Jabung Syari'ah Jawa Timur. Aspects that support employee job satisfaction at the KAN Jabung Syari'ah Jawa Timur include employee independence and flexibility in working, support from superiors, teamwork, guaranteed permanent employment and good self- and career development, supportive work environment conditions, and satisfaction with achievements. These findings support previous research such as (Aung et al., 2023) and (Cao et al., 2024) which can be concluded that the company has the potential to prioritize the realization of job satisfaction to motivate employees to improve their performance.

The Influence of Organizational Culture on Job Satisfaction

The findings of this study indicate that organizational culture (X1) has a significant influence on job satisfaction (Z) at the KAN Jabung Syari'ah Jawa Timur. The development and practice of organizational culture carried out by the KAN Jabung Syari'ah Jawa Timur serves as a connecting link between its members, provides guidelines for behavior and work, empowers members, and most importantly, supports increased job satisfaction. This research is in line with that conducted by (Dawson et al., 2023) and (Alemu Ambo, 2024) which not only shows a significant relationship between the two variables, but also reveals that organizational culture is a vital factor for job satisfaction..

The Influence of Transformational Leadership on Job Satisfaction

The findings of this study prove that transformational leadership (X2) has a significant effect on job satisfaction (Z) at the KAN Jabung Syari'ah Jawa Timur. The leaders of the KAN Jabung Syari'ah Jawa Timur are able to implement various dimensions of transformational leadership, including idealized influence, inspirational motivation, intellectual stimulation, and individual consideration, thereby building a positive work environment that increases employee job satisfaction. These findings reinforce the results of previous research conducted by (Hilton et al., 2021) and (Skopak & Hadzaihmetovic, 2022) which reveals the significant influence of transformational leadership on job satisfaction. The transformational leadership model can inspire employees to engage in effective communication, high trust, strong commitment which can encourage increased job satisfaction.

The Influence of Work Motivation on Job Satisfaction

The results of this study revealed that work motivation (X3) has a significant effect on job satisfaction (Z) at KAN Jabung Syari'ah Jawa Timur. This indicates that KAN Jabung Syari'ah Jawa Timur employees have increased their job satisfaction levels by fulfilling the dimensions of work motivation provided by the organization, which include physiological, security, social, appreciation, and self-actualization needs. This finding supports previous research that suggests that work motivation plays an important role in increasing employee job satisfaction (Idris & Hidayat, 2024). Work motivation creates a sense of employee satisfaction with the work they do both internally and externally.

The Influence of Organizational Culture on Employee Performance Through Job Satisfaction as a Mediating Variable

The findings show that job satisfaction (Z) is able to mediate the influence between organizational culture (X1) on employee performance (Y) at the KAN Jabung Syari'ah Jawa Timur. The results of this study are supported by (Pracoyo et al., 2022) which reveals that the mediating role of job satisfaction plays an important role in bridging the relationship between organizational culture and employee performance. These results explain that improving organizational culture drives employee job satisfaction, which in turn improves their performance. Therefore, addressing employee job satisfaction at the KAN Jabung Syari'ah Jawa Timur is crucial, as it paves the way for organizational culture to drive higher employee performance.

The Influence of Transformational Leadership on Employee Performance Through Job Satisfaction as a Mediating Variable

The results of the study prove that job satisfaction (Z) is able to mediate the influence between transformational leadership (X2) on employee performance (Y) at the KAN Jabung Syari'ah Jawa Timur. As in previous research by (Chi et al., 2023) revealed that there is a significant indirect influence between transformational leadership and employee performance through job satisfaction. (Alwali & Alwali, 2022) it states that the transformational leadership model is a factor that inspires employees to work more effectively, diligently, creatively, and productively. Therefore, this leadership style encourages employees to be happier with their jobs, which impacts their job satisfaction and their performance levels.

The Influence of Work Motivation on Employee Performance Through Job Satisfaction as a Mediating Variable

The results of the study indicate that job satisfaction (Z) is able to mediate the influence between work motivation (X3) on employee performance (Y) at the KAN Jabung Syari'ah Jawa Timur. Relevant to the research (Kumari et al., 2021) which proves the existence of a mediating role or indirect influence between work motivation and employee performance through job satisfaction. Therefore, this finding suggests that job satisfaction is a very important variable in this research model that is able to bridge the gap between work motivation and employee performance that does not have a significant relationship. Work motivation can have an indirect impact on employee performance by fulfilling their job satisfaction. This shows that KAN Jabung Syari'ah Jawa Timur can improve its employee

performance by providing work motivation that encourages them to be satisfied with their work, which in turn encourages higher employee performance.

Table 4. R-Square Value

Variables	R-Square Value
Job satisfaction	0.405
Employee performance	0.561

(R-Square) is used to measure how well exogenous variables explain variations in endogenous variables. As shown in Table 4, the R-Square value of job satisfaction is 0.405, indicating the contribution of exogenous variables in explaining variations in the job satisfaction variable by 40.5%. The R-Square value of employee performance is 0.561, meaning that the variables of organizational culture, transformational leadership, work motivation, and job satisfaction are able to explain variations in the employee performance variable by 56.1%, and the remaining percentage of the value is explained by other variables not discussed in the study.

CONCLUSION AND RECOMMENDATIONS

In conclusion, the results hypothesis testing shows that organizational culture, transformational leadership, and job satisfaction variables have a positive and significant influence on employee performance, but work motivation variables do not show a significant influence. Organizational culture, transformational leadership, and work motivation have a significant positive influence on job satisfaction. Job satisfaction plays an important role in mediating the impact of organizational culture, transformational leadership, and work motivation on employee performance. that employee performance can be directly influenced by organizational culture, transformational leadership, and job satisfaction variables, while work motivation variables cannot affect employee performance. Therefore, the theoretical implications of this study support previous research, but there is a theoretical development that rejection of the proposed hypothesis about the influence of work motivation on employee performance does not necessarily reject existing theories. This shows that work motivation has factors and dimensions that need to be considered to encourage improved employee performance. Furthermore, fulfilling job satisfaction is very important because it can be a mediator variable that bridges the impact of work motivation in improving employee performance. The practical implications of this study help the management of KAN Jabung Syari'ah Jawa Timur by paying attention to and implementing

organizational culture, transformational leadership, work motivation, and job satisfaction in encouraging better employee performance so that organizational goals achieve success. It's crucial for organizations to design strategies, policies, and programs that motivate employees according to their needs. Furthermore, job satisfaction plays a vital role in cooperatives and companies in general.

This study has limitations, so recommendations for further research are needed. Quantitative research generally uses a cross-sectional design that is limited to a specific time period. Therefore, it is recommended to use mixed methods and longitudinal designs with a larger population to obtain more objective and diverse generalizations with different backgrounds, such as cooperatives and national and multinational companies. The use of grand theories (Modern Organization Theories) such as systems theory and contingency theory is also needed to compare, explore the depth and broaden the research perspective. Further research is also recommended to include psychological factors or other variables, both positive and negative. Future researchers are also advised to analyze the mediating or moderating role of other variables to further explore a study in detail and comprehensively.

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