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## The effect of transformational leadership and organizational culture on employee performance through job satisfaction at pt wijaya karya tbk (Persero)

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### Abstract

This study examines the effect of transformational leadership and organizational culture on employee performance through partial and simultaneous job satisfaction. The research was conducted at PT Wijaya Karya Tbk. The research sample was 76 respondents with data analysis using path analysis. The results show that there is a relationship between transformational leadership and organizational culture on job

satisfaction, transformational leadership and organizational culture on employee performance, job satisfaction affects employee performance and transformational leadership and organizational culture on employee performance, transformational leadership on employee performance through job satisfaction and organizational culture do not affect employee performance through job satisfaction.

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

### Introduction

Currently, the need for well-integrated mass transit is very high. One of the government's realizations as a solution in dealing with these problems is the construction of a rail-based transportation mode project where this transportation can support the 4.0 era where the technology used is very sophisticated, the distance on the Jakarta-Bandung high-speed train only takes 45 minutes. An industrial era in the future. The Jakarta – Bandung High-Speed Train (KCJB) project, located in West Java, connects the cities of Jakarta and Bandung, in this case, the performance of employees, especially at PT Wijaya Karya, Tbk. In this case, the performance of employees who are maintained and developed will positively impact the organization or construction agency concerned. For public organizations, it will improve public transportation for the community and gradually increase company profits.

Supporting capacity in achieving the goals of an organization are employees who have the professionalism and good performance. This data is associated with the study of Bloom's Taxonomy which is a study of performance science that covers the entire job from knowledge to job evaluation in terms of performance, as stated by Cormick & Tiffin (2002:172) <sup>[20]</sup> that employees who have high performance and performance are Factors needed by an organization in achieving the goals that have been set. Conceptually, employee performance must include knowledge in the cognitive, affective, and psychographic domains in their respective fields, each of which has a different level. This can be related to the level of performance of each employee who can have their respective positions. By Cormick & Tiffin expressed as the amount and time needed to carry out activities, working time is the number of absences, delays, and duration of work, namely the comparison between the work results seen in real terms. Referring to in this case, the work standards that the organization has set, the results achieved by employees in their work, in terms of quality and quantity that have been achieved by employees, in carrying out their duties following the responsibilities given by the organization, the work results are adjusted to what the organization expects, through criteria or standards that apply in the organization this can be related to the opinion of Minner (1990: 184-185) where employee performance is part of someone who must work and behave following the tasks assigned to him, this theory is reinforced Dessler (2000: 41) <sup>[12]</sup> says under standardization of performance can support employees to the company's gap. Performance is work performance, namely the comparison between work results with established standards.

From some of the opinions expressed, it can be concluded that employee performance is part of an employee's job where the work is carried out according to the quantity and quality of the work itself. This variable can be related to the performance of employees who have not reached the target of implementing pier construction in the Halim station area that has not met the standards.

One factor that influences employee performance is transformational leadership (Bass & Yukl: 1990:313) <sup>[3]</sup>. Bass and Yukl further state that transformational leadership is a situation in which followers of a transformational leader feel trust, admiration, loyalty, and respect for the leader. They are motivated to do more than they initially expected. Another income related to transformational leadership is according to Burns (2004:62) <sup>[7]</sup>, which states that leaders who focus on achieving changes in values, beliefs, attitudes, behavior, emotions, and needs of subordinates towards better changes in the future. The relationship between a leader's performances is also stated by Danim (2004: 54) <sup>[10]</sup> transformational leadership is the ability of a leader to work with and or through other people to optimally transform organizational resources in order to achieve meaningful goals following predetermined achievement targets.

In transformational leadership contains charismatic leaders and also motivates their employees. This can make good work patterns and make work culture within the organizational environment directed in their work. This opinion is associated with the theory quoted from Schein (2010: 18) <sup>[24]</sup>, which defines organizational culture as a pattern of shared assumptions as learning to cope with external problems and internal integration, taught to new members as the correct way to understand, think, and feel the problem. This understanding is also in line with Cremers and Reynolds (2010:122) <sup>[9]</sup>, stating that "organizational culture is a pattern of beliefs and expectations shared by the organization's members." Moreover, supported by another opinion, Greenberg, and Baron (2010: 122) <sup>[14]</sup> emphasizing organizational culture as a cognitive framework that contains attitudes, values, behavioral norms, and expectations held by members of the organization. In principle, organizational culture can be used as a reference where a leader can apply or make a figure for his employees. This can be stated by Willcoxson & Millett (2000: 93). Organizational culture is a set of norms, beliefs, principles, and ways of behaving that give each organization unique characteristics.

Organizational culture is a shared perception held by members of the organization, a system of shared meaning. Regarding the existence of an organizational culture that makes employees uncomfortable because of the seniority of work in one scope of work, it becomes a habit that a company carries out, but this can be a trigger where researchers take organizational culture because, in this case, culture can also be linked because of the existence of organizational culture. Habits, norms, etc., discussed only focus on the work environment itself.

In order to support a habit or norms that apply with the achievement of quality and quantity, then with the existence of organizational culture with the demands of a job to achieve work standards following the ideals of the company and also have working conditions that can support it, this can be associated with the existence of The relationship between culture and job satisfaction is in line with the opinion of an expert, namely Robbins (1996:179) <sup>[23]</sup> Job satisfaction is a general attitude of an individual towards his work. The job demands interaction with co-workers, superiors, organizational rules and policies, performance standards, working conditions, and so on. A person with a high level of job satisfaction shows a positive attitude towards the work, on the contrary, someone who is dissatisfied with his job shows a negative attitude towards the work. The existence of a good culture will provide positive energy for the

organizational environment. If the results of work that are less or not by these expectations will have a negative impact in addition to having an impact on employees, it can also have an impact on the company itself. Thus, this will happen further in the opinion of Luthans (2006: 243) <sup>[13]</sup>. Job satisfaction results from employees' perceptions of how well their work provides things that are considered essential. In job satisfaction, there are also aspects where satisfaction itself can make good results for the employees themselves and also the company with job satisfaction that can make an expectation with the support of factors such as additional bonuses as a trigger where job satisfaction attacks employees will increase. However, On the other hand, if it is inversely proportional to both in terms of input and output, then this can be related to the expert opinion of Kreitner and Kinicki (2001; 271) <sup>[16]</sup> job satisfaction is "an effectiveness or emotional response to various aspects of work." The existence of a good response for this employee will motivate the achievement of an aspect of work can also affect the mood of the employee, with the opinion of Davis and Newstrom (1985; 105) <sup>[11]</sup> describing "job satisfaction is a set of employee feelings about whether or not their work is fun or not."

A person's job satisfaction will determine the realization of company goals. There is no absolute satisfaction benchmark because each employee has a different standard of satisfaction. Job satisfaction is an affective or emotional response from a job. One can feel satisfaction in one aspect and, in another, job satisfaction is a positive feeling about a job resulting from an evaluation of several characteristics. The job satisfaction variable was taken because of employee dissatisfaction, namely the results of the employee output not making the employee a reference for making the motivational aspect resulting from office or fieldwork.

Kara's (2019) study results show that the exchange of leader members on transformational leadership affects employee performance and job satisfaction. Priyatmo (2018) <sup>[8]</sup> research results show that transformational leadership positively affects employee performance either directly or indirectly by mediating job satisfaction, besides that, in this study, it was proven that job satisfaction significantly affects employee performance. Yuniman (2016) <sup>[30]</sup>. The results of this study transformational leadership and organizational culture have a significant effect on job satisfaction and employee performance. Equation of transformational leadership variables, employee performance, job satisfaction.

## Literature Review

### Employee Performance

According to Armstrong and Baron (2008:25), employee performance is an essential process for the company's financial benefits, these processes are also critical to build the company's good reputation among the public. Employee performance is how to do the work and the results achieved from work. Performance in the organization is the answer to the success or failure of the organizational goals that have been set. Understanding employee performance refers to the ability of employees to carry out all the tasks that are their responsibility. These tasks are usually based on established indicators of success. As a result, it will be known that an employee is included in a certain level of performance. Employee performance can be grouped into high, medium, or low-performance levels. In addition, it can also be grouped over the target, on target, or under the target.

According to Wirawan (2009: 5) <sup>[29]</sup>, Employee performance is the result of work that a person or group of people can achieve in an organization following their respective authorities and responsibilities to achieve the goals of the organization concerned legally, not violating the law and following morals and desires, even ethics.

Based on the descriptions above, it can be concluded that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him based on job requirements, which includes behavior that comes from oneself, namely mental effort (thinking) and physical, which can be assessed separately from work.

According to Mathis (2002:79), there are six dimensions in assessing employee performance, namely:

1. Quality. The extent to which the process or result of carrying out activities in an ideal way, following the ideal way of carrying out activities or activities that meet the intended purpose.
2. Quantity. The resulting amount, manifested by the currency value, the number of units, or the number of completed activity cycles.
3. Timeliness. The degree to which an activity has been completed or results have been produced faster than specified and maximizes the time available for other activities.
4. Cost-Effectiveness. The degree to which the use of company resources in the form of human, financial, technological, and material is maximized to obtain the highest yields and profits or reduce losses from each existing unit,
5. Need for supervision. The degree to which an employee can perform his job function without help or intervention from his superiors to prevent an adverse outcome.

### **Transformational Leadership**

According to Bass (2006:77) <sup>[4]</sup>, transformational leadership emphasizes rationality and emotion in motivating subordinate behavior. Transformational leadership not only knows the needs of subordinates but seeks to leverage needs from lower levels to higher needs. In the organization, the essential element in addition to the leadership style, especially for transformational leadership, is the motivation of subordinates. Transformational leadership is a process in which leaders and members raise each other to a higher level of morality and motivation. In transformational leadership, the leader creates a vision and environment and motivates subordinates to achieve. The implication is that subordinates will feel admiration, trust, and loyalty to the leader. This shows that transformational leadership has a positive impact on subordinate motivation.

According to Robbins (2008:80-87) <sup>[22]</sup>, The essence of transformational leadership is sharing power. In this concept, a transformational leader involves subordinates to make changes or is often called a form of empowerment. Through transformational leadership, there is a positive bond between superiors and subordinates. At the same time, the motivation here is described as something that encourages employees to work for the company better so that there is good employee performance. Through this, employee performance in its development must be improved and continuously assessed for employee performance.

The conclusion that can be drawn is that transformational leadership can be interpreted as an assessment of the leader's

ability to influence subordinates to raise awareness of the importance of work results, prioritize group interests and increase the needs of subordinates at a higher level to achieve a better quality of life.

### **Organizational Culture**

According to Robbins (2008:82) <sup>[22]</sup>, organizational culture is an influential situational factor in determining an effective leadership style. Effective leadership can provide direction to the efforts of subordinates in achieving goals, motivate them to work together and work effectively and be a role model for employees. Problem-solving involves identifying work-related problems, analyzing them systematically but appropriately, and acting on time to implement solutions and deal with crises. Furthermore, developing alternative - alternative problem-solving, that may be able to solve the problem.

According to Mc. Clelland (1953:72) <sup>[22]</sup> organizational culture is a system of beliefs and values developed by the organization where it guides the behavior of members of the organization itself. Based on this definition, organizational culture must be able to internalize into every employee and become the fundamental motive for the behavior of every employee in the company, so employees must have the ability to understand and interpret what exists and applies in the company, looking for positive values that will be used. To improve performance, if individuals do not have the ability or do not find ways to achieve specific goals, their needs to achieve the desired goals will not be met. If an employee is unable to understand or does not fit into the existing organizational culture, it is difficult for employees to maintain and increase their motivation.

### **Job Satisfaction**

According to Brahmasari (2005:96), Job satisfaction is not easy because job satisfaction can be created if the variables that influence it to include work motivation, leadership, and organizational culture/company, can be adequately accommodated and accepted by all employees in an organization/company. Stating that organizational performance depends on individual performance or, in other words, individual performance will contribute to organizational performance, meaning that the behavior of organizational members both individually and in groups gives strength to organizational performance because their motivation will affect organizational performance. According to Robbins (2008: 282) <sup>[22]</sup>, Job satisfaction is joy or a positive emotional statement resulting from assessing one's work or work experiences. Job satisfaction reflects the joy or positive emotional attitude that comes from one's work experience. The joy felt by employees will have a positive attitude impact on employees, the measure of satisfaction is based on the reality that is faced and accepted as compensation for the effort and energy given. Job satisfaction depends on the suitability or balance between what is expected and reality.

According to Robbins (2008:78) <sup>[22]</sup>, job satisfaction is "a general attitude towards a person's work that shows the difference between the number of awards received by workers and the amount they believe they should receive." Job satisfaction is an affective or emotional response to various aspects or aspects of one's work, so job satisfaction is not a single concept. A person can be relatively satisfied with one aspect of the job and dissatisfied with one or more other

aspects. Job satisfaction is workers' (positive) attitude towards their work, which arises based on an assessment of the work situation. The assessment can be carried out on one of the jobs, the assessment is carried out as a sense of appreciation in achieving one of the important values in work. Satisfied employees like their work situation more than they dislike it. Feelings related to job satisfaction and dissatisfaction tend to reflect the assessment of the workforce about current and past work experiences rather than expectations for the future. So it can be concluded that there are two important elements in job satisfaction, namely job values and basic needs.

Work values are the goals to be achieved in performing work tasks. What want to achieve is work values that are considered necessary by individuals. It goes on to say that the values of work must match or help fulfill basic needs. Thus it can be concluded that job satisfaction is the result of labor related to work motivation. Overall job satisfaction for an individual is the sum of job satisfaction (from each job aspect) multiplied by the degree of importance of the job aspect to the individual. An individual will feel satisfied or dissatisfied with his work, which is something personal. It depends on how he perceives the suitability or conflict between his desires and the results (which he gets). So it can be concluded that job satisfaction is a positive attitude of the workforce, including feelings and behavior towards their work through the assessment of one job as a sense of appreciation in achieving one of the essential values of work. According to Hasibuan (2002: 94) [18], Job satisfaction occurs when individual needs have been met and are related to employees' degree of likes and dislikes. This is a typical attitude held by employees that are closely related to the rewards they believe will be received after making a sacrifice because each employee has a different level of ability in completing their tasks explaining employee performance is a work that a person can achieve in carrying out the tasks assigned to him based on skills, experience, sincerity, and time. It can be concluded that performance is the result of work achieved by employees based on their respective jobs determined by the company. According to Kreitner and Kinicki (2001:271) [16], job satisfaction is effectiveness or emotional response to various aspects of work.

**Research Methods**

**Research Time and Location**

The research will be conducted in December 2020 – January 2021 at PT Wijaya Kaya, Tbk Jakarta – Bandung High-Speed Rail Project. Which is located at Jl. Raya Kalimalang No.3, RT.3/RW.10, Pd. Klp., Kec. Duren Sawit, East Jakarta City, Special Capital Region of Jakarta 13450.

**Population**

Sugiyono (2017:85) [26] population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are applied by researchers to be studied and then drawn conclusions ". Referring to the requirements above, the researchers in this study took the entire Population, namely 95 people in the Quality Control area Section 1.

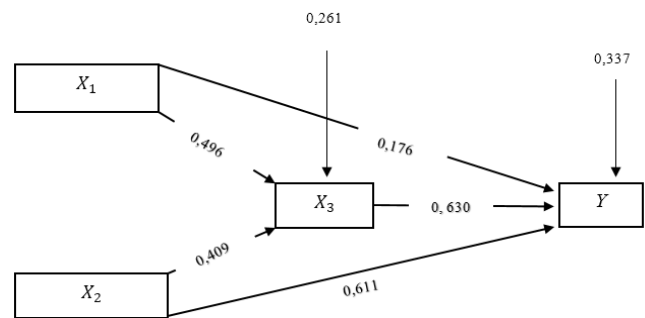
**Sample**

Sugiyono (2017:116) [26] The sample is part of the number and characteristics possessed by the population. Arikunto (2012:104) [1] If the research is carried out partly from the population, it can be said that the research is a sample study.

If the subject is less than 100 people, it is better to take all of them. Then if the number of subjects is more than 100, it can be taken between 10-15% or more. If the sample is taken as much as the population, then the data is normally distributed and homogeneous. Referring to the requirements above, the researchers took a sample of 76 people, namely in the Quality Control area Section 1, where the number used the Slovin formula.

**Data Analysis Technique**

The stages of data processing in this research are classical assumption tests with regression such as linearity test, heteroscedasticity test, normality test, multicollinearity test, and autocorrelation and search for descriptive statistics, namely the average value, mode median, standard deviation, and range.



**Fig 1:** Diagram Jalur Persamaan Variabel

The path diagram above consists of two structural equations where the variables of Transformational Leadership, Organizational Culture, and Employee Performance as exogenous variables and job satisfaction as endogenous variables. The structural equation can be seen as follows:

- $X_3 = 0,496 X_1 X_3 + 0,409 X_2 X_3 + \epsilon_1 0,261$
- $Y = 0,176 X_1 Y + 0,611 X_2 Y + 0,630 X_3 Y + \epsilon_2 0,377$

After making the path diagram paradigm and structural variables in this study, there are calculations of direct influence, indirect effect, and total effect. Based on the calculation, the following formula can be used:

**A. Direct Effect**

- Effect of transformational leadership on job satisfaction =  $X_1 \rightarrow X_3 = 0,496$
- The influence of organizational culture on job satisfaction =  $X_2 \rightarrow X_3 = 0,409$
- The influence of organizational culture on employee performance =  $X_3 \rightarrow y = 0,63$
- Effect of transformational leadership on employee performance  $X_1 \rightarrow y = 0,176$
- The influence of organizational culture on employee performance =  $X_2 \rightarrow Y = 0,611$

**B. Indirect Effect**

- Influence of transformational leadership variable on employee performance through job satisfaction =  $X_1 \rightarrow X_3 \rightarrow Y = ( 0,496 + 0,63 ) = 1,126$
- The influence of organizational culture variables on employee performance through job satisfaction =  $X_2 \rightarrow X_3 \rightarrow Y = ( 0,409 + 0,63 ) = 1,039$

**C. Total Effect**

- Influence of transformational leadership variable on

employee performance through job satisfaction =  
 $X_1 \rightarrow X_3 \rightarrow Y = (0,496 \times 0,63) = 0,31248$

- The influence of organizational culture variables on employee performance through job satisfaction =  
 $X_2 \rightarrow X_3 \rightarrow Y = (0,409 \times 0,63) = 0,25767$

## Discussion

### 1. Analysis of the influence of transformational leadership on job satisfaction.

The research results above state that transformational leadership can affect job satisfaction as a result of this stating that transformational leadership has characteristics that are following its characteristics and is supported by data and the field. Leaders and employees respect each other. In other words, it can be related to the empirical study on the research results above. It is stated that transformational leadership and organizational culture have a significant influence on job satisfaction. Supporters as leadership is a figure for their employees. This states that attacking leaders can motivate their employees to do better to increase their competence level. The work itself, thus employees who have a future orientation, for that with the trust between employees this leader will also increase job satisfaction.

The results of data accumulation show that it is in line with the results of research conducted by Sanjiwani & Suana (2016) <sup>[15]</sup> testing Transformational Leadership on job satisfaction. The results of this study prove that transformational leadership with exogenous variables can positively contribute to job satisfaction.

### 2. Analysis of the influence of organizational culture on job satisfaction

Based on the analysis and research results that Organizational Culture has identified an influence on job satisfaction and also the level of significance in the results where organizational culture on satisfaction is declared significant, this can also make carrying capacity as an endogenous object or variable where this variable is used as an influence variable, with the existence of aspects of organizational culture in the company can be a carrying capacity for the employees themselves, why is this so because aspects of organizational culture in the company are important because organizational culture can create a work atmosphere that will feel comfortable but this company can change work situations and increase job satisfaction itself, in organizational culture can contain aspects of innovation, this is changing old habits into new habits, why is that so that the company itself can increase the satisfaction of its employees with innovation, the company will take a resentful approach. Where not every employee will accept new things but with attention to detail, this can become an employee, little by little, will accept the situation and accept a new culture within the organization itself, furthermore if changes are developed. In order to support the study in the research contained above, organizational culture can be linked to job satisfaction.

This is in line with previous research by Wahyuniardi and Nababan (2018) <sup>[27]</sup> with the research title "The Influence of Transformational Leadership and Organizational Culture on Job Satisfaction and Its Impact on Employee Performance." This study aims to analyze employee performance. Employee performance is the result of the thought and energy of an employee on the work he does, which can be tangible, seen, and counted in the number.

### 3. Analysis of the influence of transformational leadership and organizational culture on job satisfaction

Based on the analysis above, the results show that transformational leadership affects satisfaction with the encouragement that can trigger the employee to become good, namely the leader becomes a motivator, namely with the support that this employee will also become motivated with this result the company will also increase. Furthermore, some results show culture can also affect satisfaction where organizational culture, namely the existence of innovation indicators that this company consistently applies, will overcome boredom in employees, furthermore that there is a good influence in terms of culture within the scope of this organization can be a culture in the environment In the organization, there is the company itself. However, in other words, there is a charismatic factor, this can be developed if the employees already feel confident in the leader and also the leader can directly embrace his employees as a direct motivation for an employee to work harder and improve in terms of the performance itself, without dismissing it by motivating its employees directly. To support this analysis, it can be related to previous research, which is in line with Yuniman (2016) <sup>[30]</sup>, where the results show that Transformational Leadership and Organizational Culture on job satisfaction have a good contribution in terms of indicators as well as in terms of theory as a supporter of the research basis.

### 4. Analysis of transformational leadership on employee performance

Based on this research, transformational leadership affects employee performance but not significantly. This makes transformational leadership itself formed naturally. However, with the identification of the results of this study, it does not indicate significantly, this leader is more oriented to other factors, which can be in the topic of discussion or off-topic.

### 5. Analysis of the influence of organizational culture on employee performance

Based on the research above that organizational culture on job satisfaction is proven to have an influence, it can be oriented towards the future to make the company an opportunity for future career paths and develop creative ideas to create a safe and comfortable work atmosphere. Willing to receive training to improve the knowledge that can be applied to work, Willing to take courses outside office hours to improve completion of work targets, for things like this prove that organizational culture can also affect satisfaction with creativity that can be developed by the company and is also supported by training where this training aims to hone skills in order to support that the abilities possessed by each employee are different.

### 6. Analysis of the influence of transformational leadership and organizational culture on employee performance

In order to support the study in the research contained above, factually, transformational leadership and organizational culture can be related to employee performance, this can be used as material as the correct way to understand, think, and feel the problem. In the results where leadership culture and organizational culture on employee performance are stated to be significant, why is this so because aspects of organizational culture in the company are essential because organizational culture can create a work atmosphere that will

feel comfortable, but this company can change work situations and increase job satisfaction itself, in organizational culture can contain aspects of innovation, this is changing old habits into new habits, why is that so that the company itself can increase the satisfaction of its employees with innovation, the company will take risks where not every employee will accept new things but with the presence of this detailed attention can become employees, little by little will accept the situation and can accept a new culture within the organization itself, furthermore if the changes developed by the company's organizational culture will change as a result of future orientation for the company and employees can be taken positively also with the development of innovation, this company will continue to update the work system by having a vision for the future to achieve the orientation set by the company itself. So with this, it can also make carrying capacity as an endogenous object or variable where this variable is used as an influence variable, with the aspect of organizational culture in the company can be a carrying capacity for the employees themselves, can be proven by previous research which is in line with Thamrin (2012).

### **7. Analysis of the influence of job satisfaction on employee performance**

In the research that is discussed more exclusively, job satisfaction can also affect employee performance. This can make the essence of the transformational leadership variable is sharing of power. However, in the results of this study, job satisfaction has an influence, but it is not significant, this can also be focused on being a complete discussion which is not directly in this concept, a person who has a good level of employee performance may not necessarily be satisfied with the results that are done, this is also adaptable-associated with the salary factor that can support the lack of job satisfaction. With this, it can be used as a concern as job satisfaction can be measured if the income earned by the employee is in accordance with the standards set by the company. So with this, it involves working together to make changes, or often called a form of empowerment.

Similarly, it can be related to the performance of its employees where ability is an indicator because employee performance can also align where the performance capabilities of an employee can be used as a reference for a leader, this can also be a benchmark where the company has good performance standards in other respects the performance of its employees can also be used as a benchmark. Hone the skills of each employee, a good leader and embrace his employees will have a way of assessment to improve the employees' skills. So previous research that is not in line with Priyatmo (2018)<sup>[8]</sup> with a study entitled "The Influence of Transformational Leadership on Employee Performance with Job Satisfaction Mediation."

### **8. Analysis of the influence of transformational leadership on employee performance through job satisfaction**

From this research, transformational leadership on organizational culture performance can also affect this. It can be related if the skills possessed by employees can support it as a career path for the employees themselves. With each employee's skills and potential, the resulting performance will also be satisfactory for the leader himself and the company where the employee works. As for other indicators to support employees' performance, researchers only write according to the abilities and theories contained, also

supported by previous research that is in line, namely Siswatiningsih, Raharjo, Rasetya (2018) with the research title "The Influence of Transformational and Transactional Leadership on Organizational Culture, Motivation Work, Organizational Commitment and Employee Performance." The purpose of this study was to examine the effect of transformational and transactional leadership on organizational culture, work motivation, organizational commitment, and employee performance.

### **9. Analysis of the influence of organizational culture on employee performance through job satisfaction.**

In order to support research on job satisfaction on employee performance, it can be supported by interactions with colleagues, superiors, organizational regulations and policies, performance standards, working conditions, and so on. A person with a high level of job satisfaction shows a positive attitude towards the work, on the contrary, someone who is dissatisfied with his job shows a negative attitude towards the work. The phenomenon of this research shows that transformational leadership can provide full support for the performance aspect of employees where job satisfaction is mediation, or it can be a supporter in terms of performance under leaders who have transformational leadership.

### **Conclusions and Suggestions**

Based on the results of the research that has been stated in the previous chapter, the essence of the study can be stated in the form of conclusions, namely as follows:

1. Based on the results of the analytical research that has been carried out, it is found that there is a relationship between transformational leadership and job satisfaction. The linkage is seen in the form of influence and significance of the 2 (two) variables. At the same time, this study can prove the proposed hypothesis, namely that there is an acceptable influence that transformational leadership affects job satisfaction.
2. As for the results of statistical analysis that have been processed, it can be stated that there is a link between organizational culture and job satisfaction. The relationship is seen in the form of influence and significance of the 2 (two) variables. It also objectively proves the hypothesis in the previous chapter that the influence of organizational culture has an acceptable contribution to job satisfaction.
3. To support the analysis results of the influence of transformational leadership and organizational culture on job satisfaction. Statistically, this study states that transformational leadership and organizational culture significantly contribute to job satisfaction, and the hypothesis can be accepted.
4. Based on the analysis of the influence of transformational leadership on employee performance, statistically, the analysis of this study states that 2 (two) variables between transformational leadership have an influential but not significant contribution to employee performance. It is in the proposed hypothesis is rejected.
5. The results of the calculation of the analysis of the influence of organizational culture on employee performance are influential, and it is stated that 2 (two) organizational culture variables have a significant contribution to employee performance, this hypothesis is accepted.
6. The results of statistical analysis state that

transformational leadership and organizational culture on employee performance. This states that there is a natural influence, namely transformational leadership and organizational culture, which significantly contribute to employee performance. This states that the hypothesis proposed by the researcher is acceptable.

7. From the statistical test analysis of the effect of job satisfaction on employee performance, it is stated that 2 (two) job satisfaction variables have an influential but not significant contribution to employee performance. This proposed hypothesis is rejected.
8. Based on the analysis of the influence of transformational leadership on employee performance through job satisfaction. It can be proven that job satisfaction functions as an intervening. Statistical calculation results can prove that the direct effect is greater than the indirect effect.
9. Based on the analysis of the influence of organizational culture on employee performance through job satisfaction, the results of statistical calculations can be proven that this variable does not function as an intervening variable. It is stated that the direct effect is greater than the indirect effect.

### Suggestion

As SOE management at PT Wijaya Karya, Tbk Jakarta-Bandung High-Speed Rail Project and this research, the characteristics of transformational leadership have been formed naturally, but it should be as leaders and employees to further improve Short Cost Training. The study stated that PT Wijaya Karya, Tbk Jakarta - Bandung High-Speed Rail Project is more oriented to employee performance, showing the number of targets on the project that must be completed on time.

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