

## HOW ORGANIZATIONAL CULTURE AND DIGITAL TRANSFORMATIONAL LEADERSHIP AFFECT EMPLOYEE PERFORMANCE: A STUDY ON JOB SATISFACTION AS A MEDIATOR

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### Abstract

The evolving landscape of public sector human resource management demands that health service institutions continuously adapt their leadership approaches and organizational culture to sustain employee productivity. This study investigates the influence of organizational culture and digital transformational leadership on employee performance, with job satisfaction serving as a mediating variable, among employees of a public health service institution in Jakarta, Indonesia. Using a quantitative approach, data were collected from 345 respondents—comprising both permanent and contract employees—through a structured questionnaire employing a 1–5 Likert scale. Data analysis was conducted using Structural Equation Modelling (SEM) assisted by SmartPLS 4.0 software. The findings reveal that organizational culture and digital transformational leadership positively and significantly influence job satisfaction. Furthermore, job satisfaction and digital transformational leadership positively and significantly influence employee performance. However, organizational culture does not exert a direct significant effect on employee performance. Indirect path analysis confirms that job satisfaction fully mediates the relationship between organizational culture and employee performance, and partially mediates the relationship between digital transformational leadership and employee performance. These results underscore the critical role of job satisfaction as a mechanism through which culture and leadership shape performance outcomes in the public health sector

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

### INTRODUCTION

The quality of public health services has become an increasingly central concern for governments worldwide, particularly as service institutions face mounting pressure to deliver efficient, equitable, and high-quality care to citizens (Davies et al., 2000; WHO, 2023). In Indonesia, the national health insurance system managed by the Social Security Organizing Agency—commonly known as BPJS Kesehatan—represents one of the largest public health programs globally, covering more than 260 million beneficiaries (BPJS Kesehatan, 2023). Sustaining this scale of operations demands a workforce that is not only technically competent but also highly motivated, satisfied, and aligned with the institution's strategic goals. Employee performance in public organizations is shaped by a complex interplay of internal factors, including the prevailing organizational culture, the quality of leadership, and the degree to which employees experience job satisfaction (Paais & Pattiruhu, 2020; Churiyah et al., 2025).

Organizational culture—understood as the shared values, beliefs, and behavioral norms embedded within an institution—has been widely recognized as a foundational driver of employee attitudes and performance outcomes (Narayana, 2017; Iskamto, 2023). When culture is strong and conducive, employees tend to internalize organizational goals, exhibit higher commitment, and demonstrate greater productivity (Wambugu, 2014; Hofstede, 2021). In parallel, the rapid digital transformation reshaping both public and private sectors has brought a new dimension to leadership scholarship. Traditional transformational leadership—characterized by idealized influence, inspirational motivation,

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intellectual stimulation, and individualized consideration (Bass & Avolio, 1994)—has increasingly merged with digital competencies to give rise to what scholars term digital transformational leadership (Lin, 2024; Wang, 2024). Leaders who effectively integrate digital tools and innovative approaches into their transformational style have been shown to enhance employee creativity, engagement, and overall performance (Benitez et al., 2022; Hidayat et al., 2023). Within the context of Indonesian public health institutions, however, empirical evidence linking digital transformational leadership to employee performance remains sparse. Job satisfaction serves as a pivotal intervening mechanism in the relationship between organizational antecedents and performance. Satisfied employees are more committed, more willing to exert discretionary effort, and less likely to engage in counterproductive work behaviors (Locke, 1976; Rivai et al., 2019). Prior research consistently demonstrates that both organizational culture and transformational leadership influence job satisfaction, which in turn drives performance (Edward et al., 2020; Roz, 2019; Churiyah et al., 2025).

Despite this, most extant studies in the Indonesian public sector have examined these relationships independently or within limited sectoral contexts, leaving a gap regarding the integrated mediation model in health service institutions during the post-pandemic era. This study therefore aims to examine, within a single integrated model, the direct and indirect influences of organizational culture and digital transformational leadership on employee performance, mediated by job satisfaction, among employees of a public health service institution in Jakarta. The study further differentiates between permanent and contract employees to capture potential variation in these relationships across employment categories. Findings are expected to contribute both theoretical and practical insights for public sector human resource management in the digital era.

## RESEARCH METHOD

This study adopts a quantitative research design aimed at examining the relationships among four latent variables: organizational culture (X1), digital transformational leadership (X2), employee job satisfaction (Y), and employee performance (Z). The research was conducted at a public health service institution in Jakarta, Indonesia. The population comprised all employees—both permanent and contract—at the institution's central office. Sample size was determined using the formula recommended by Hair et al. (2012), whereby the total number of indicators is multiplied by a factor of five. Given that the combined instrument contains 69 observable indicators, the required sample size is  $69 \times 5 = 345$  respondents. Participants were selected through stratified random sampling across multiple divisions, yielding two sub-samples: 173 contract employees and 172 permanent employees.

Data were collected via a structured self-administered questionnaire. Responses were recorded on a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Organizational culture was measured using the 24-item scale adapted from Al-Bourini et al. (2013), encompassing meaningful values, support and promotion values, discipline values, and freestyle values. Digital transformational leadership was measured using a 10-item instrument drawing on Bass and Avolio's (1994) four dimensions—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—augmented with two items capturing digital empowerment behavior, adapted from Lin (2024). Job satisfaction was assessed with the 12-item scale of Idiegbeyan-Ose et al. (2019), covering promotion, conducive work environment, and employee recognition. Employee performance was measured with the 23-item scale developed by Pradhan and Jena (2017), spanning task performance, adaptive performance, and contextual performance.

Data were analyzed using Structural Equation Modeling (SEM) with the SmartPLS 4.0 software (Ringle et al., 2022). The analysis proceeded in two stages: first, assessment of the measurement model (reliability and validity); second, evaluation of the structural model (path coefficients and hypothesis testing). Construct reliability was evaluated using Cronbach's Alpha and Composite Reliability (CR), with thresholds of  $\geq 0.70$  respectively. Convergent validity was assessed via Average Variance Extracted ( $AVE \geq 0.50$ ) and standardized factor loadings ( $\geq 0.50$ ). Discriminant validity was evaluated using the Heterotrait-Monotrait (HTMT) ratio criterion ( $< 0.85$ ). Mediation hypotheses were tested through bootstrapping with 5,000 resamples to derive bias-corrected confidence intervals for indirect effects.

Building on the theoretical foundations and prior empirical evidence reviewed above, this section develops the hypotheses tested in the present study. Drawing on the integrated mediation model, seven sets of relationships are proposed, linking organizational culture and digital transformational leadership to job satisfaction and employee performance, with job satisfaction positioned as the intervening mechanism. Because the study distinguishes between two employment categories, each hypothesis is articulated separately for permanent employees (denoted by the suffix

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"a") and contract employees (denoted by the suffix "b"), allowing the strength of each relationship to be examined across groups with distinct psychological contracts.

## Organizational Culture and Job Satisfaction

Organizational culture comprises the shared values, beliefs, and behavioral norms that shape how employees interpret their work environment (Narayana, 2017; Iskamto, 2023). When employees perceive the prevailing culture as meaningful, supportive, and aligned with their personal values, they tend to experience greater contentment with their roles (Kotter & Heskett, 1997; Syardiansah et al., 2020). Studies in Indonesian service organizations consistently report that a strong, conducive culture elevates job satisfaction (Pawirosumarto et al., 2017; Iskamto, 2023). Accordingly, organizational culture is expected to exert a positive influence on the job satisfaction of both employee groups.

**H1a:** Organizational culture has a positive and significant effect on the job satisfaction of permanent employees.

**H1b:** Organizational culture has a positive and significant effect on the job satisfaction of contract employees.

## Digital Transformational Leadership and Job Satisfaction

Digital transformational leadership merges the classic transformational dimensions of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Avolio, 1994) with digital empowerment behaviors (Lin, 2024). Leaders who combine inspirational guidance with effective use of digital tools foster transparent communication, flexible work arrangements, and timely recognition, all of which enhance employee satisfaction (Hidayat et al., 2023; Stevani & Muafi, 2024). These benefits may be especially salient for employees with shorter tenure who rely on clear digital channels for engagement. Thus, digital transformational leadership is expected to positively influence job satisfaction across both groups.

**H2a:** Digital transformational leadership has a positive and significant effect on the job satisfaction of permanent employees.

**H2b:** Digital transformational leadership has a positive and significant effect on the job satisfaction of contract employees.

## Organizational Culture and Employee Performance

A supportive organizational culture is widely theorized to encourage employees to internalize institutional goals, commit more fully, and perform at higher levels (Wambugu, 2014; Kumari & Singh, 2018). On this basis, a positive direct relationship between organizational culture and employee performance is proposed for both groups, while recognizing that in highly proceduralized public sector settings this direct effect may be channeled through affective mechanisms such as satisfaction.

**H3a:** Organizational culture has a positive and significant effect on the performance of permanent employees.

**H3b:** Organizational culture has a positive and significant effect on the performance of contract employees.

## Digital Transformational Leadership and Employee Performance

Beyond shaping attitudes, digital transformational leaders drive performance directly through role modeling and idealized influence, and by providing digital tools that reduce administrative friction and enable more adaptive work practices (Teoh et al., 2022; Jiatong et al., 2022; Lin, 2024). Such leaders inspire discretionary effort while equipping employees with the means to execute tasks more efficiently. Digital transformational leadership is therefore expected to have a positive direct effect on the performance of both employee groups.

**H4a:** Digital transformational leadership has a positive and significant effect on the performance of permanent employees.

**H4b:** Digital transformational leadership has a positive and significant effect on the performance of contract employees.

## Job Satisfaction and Employee Performance

The satisfaction–performance relationship is among the most robust findings in organizational research (Judge et al., 2001; Inuwa, 2016). Satisfied employees are more committed, more willing to exert discretionary effort, and less prone to counterproductive behavior (Locke, 1976; Rivai et al., 2019). Indonesian public sector studies corroborate this

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link (Edward et al., 2020; Churiyah et al., 2025). Job satisfaction is consequently expected to be a strong positive predictor of performance for both groups.

**H5a:** Job satisfaction has a positive and significant effect on the performance of permanent employees.

**H5b:** Job satisfaction has a positive and significant effect on the performance of contract employees.

## The Mediating Role of Job Satisfaction

Prior research suggests that the influence of organizational antecedents on performance frequently operates indirectly, through their capacity to enhance job satisfaction (Roz, 2019; Syardiansah et al., 2020; Churiyah et al., 2025). Where a conducive culture and effective leadership raise satisfaction, that satisfaction in turn translates into stronger performance. Job satisfaction is therefore proposed to mediate both the culture–performance and the leadership–performance relationships for each employee group.

**H6a:** Job satisfaction mediates the effect of organizational culture on the performance of permanent employees.

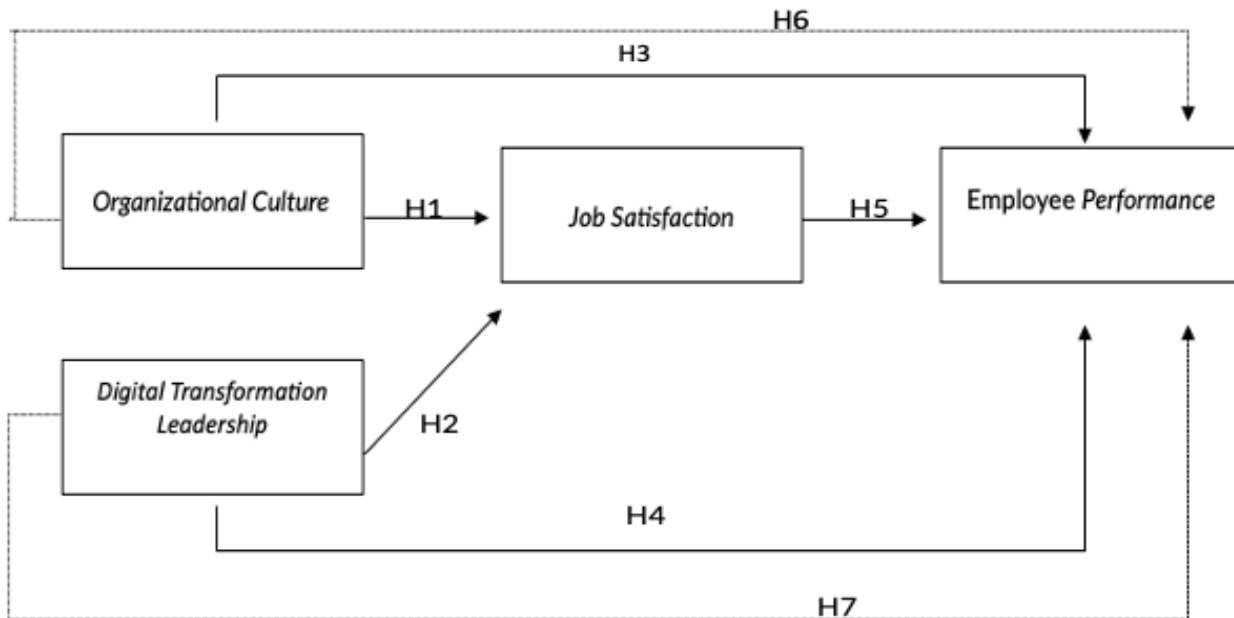
**H6b:** Job satisfaction mediates the effect of organizational culture on the performance of contract employees.

**H7a:** Job satisfaction mediates the effect of digital transformational leadership on the performance of permanent employees.

**H7b:** Job satisfaction mediates the effect of digital transformational leadership on the performance of contract employees.

The conceptual research framework is presented in Figure 1, illustrating the direct paths from Organizational Culture (X1) and Digital Transformational Leadership (X2) to both Job Satisfaction (Y) and Employee Performance (Z), as well as the mediating path through Y.

**Figure 1. Conceptual Research Framework Model**



Source : Data Processed by the Author, 2026.

## RESULTS AND DISCUSSION

### Respondent Profile

A total of 345 valid questionnaires were obtained, comprising 172 permanent employees and 173 contract employees across multiple divisions of the institution. Table 1 summarizes the demographic profile of respondents.

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**Table 1. Respondent Demographic Profile**

Category	Subcategory	Frequency	Percentage (%)
<b>Age</b>	< 20 Years Old	3	0.9%
	> 20 - 30 Years Old	218	63.2%
	> 30 - 40 Years Old	113	32.8%
	> 40 - 50 Years Old	9	2.6%
	> 50 Years Old	2	0.6%
<b>Occupation</b>	Contract Employee	173	50.1%
	Permanent Employee	172	49.9%
<b>Education</b>	Senior High School / Equivalent	25	7.2%
	Bachelor's Degree (S1)	275	79.7%
	Postgraduate Degree (S2)	45	13.0%
<b>Work Experience</b>	< 5 Years	275	79.7%
	> 6 – 10 Years	188	54.5%
	> 10 - 15 Years	69	20.0%
	> 15 - 20 Years	77	22.3%
	> 20 Years	9	2.6%
Uncategorized *	N/A	2	0.6%

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## Measurement Model Assessment

Confirmatory Factor Analysis (CFA) was conducted to evaluate the measurement model. All standardized factor loadings exceeded the 0.50 cut-off value, with most exceeding 0.70, indicating adequate indicator reliability. Cronbach's Alpha values for all constructs surpassed the 0.70 threshold (Table 2), confirming internal consistency. AVE values for all constructs exceeded 0.50, satisfying the convergent validity criterion. HTMT ratios for all construct pairs were below 0.85, establishing discriminant validity.

**Table 2. Reliability and Convergent Validity Test Results**

Variable	Cronbach's Alpha (>0.70)	CR (>0.70)	AVE (>0.50)	Result
Organizational Culture	0.966	0.970	0.512	Reliable & Valid
Digital Transformational Leadership	0.918	0.931	0.521	Reliable & Valid
Job Satisfaction	0.924	0.938	0.538	Reliable & Valid
Employee Performance	0.966	0.969	0.508	Reliable & Valid

Source : Data Processed by the Author.

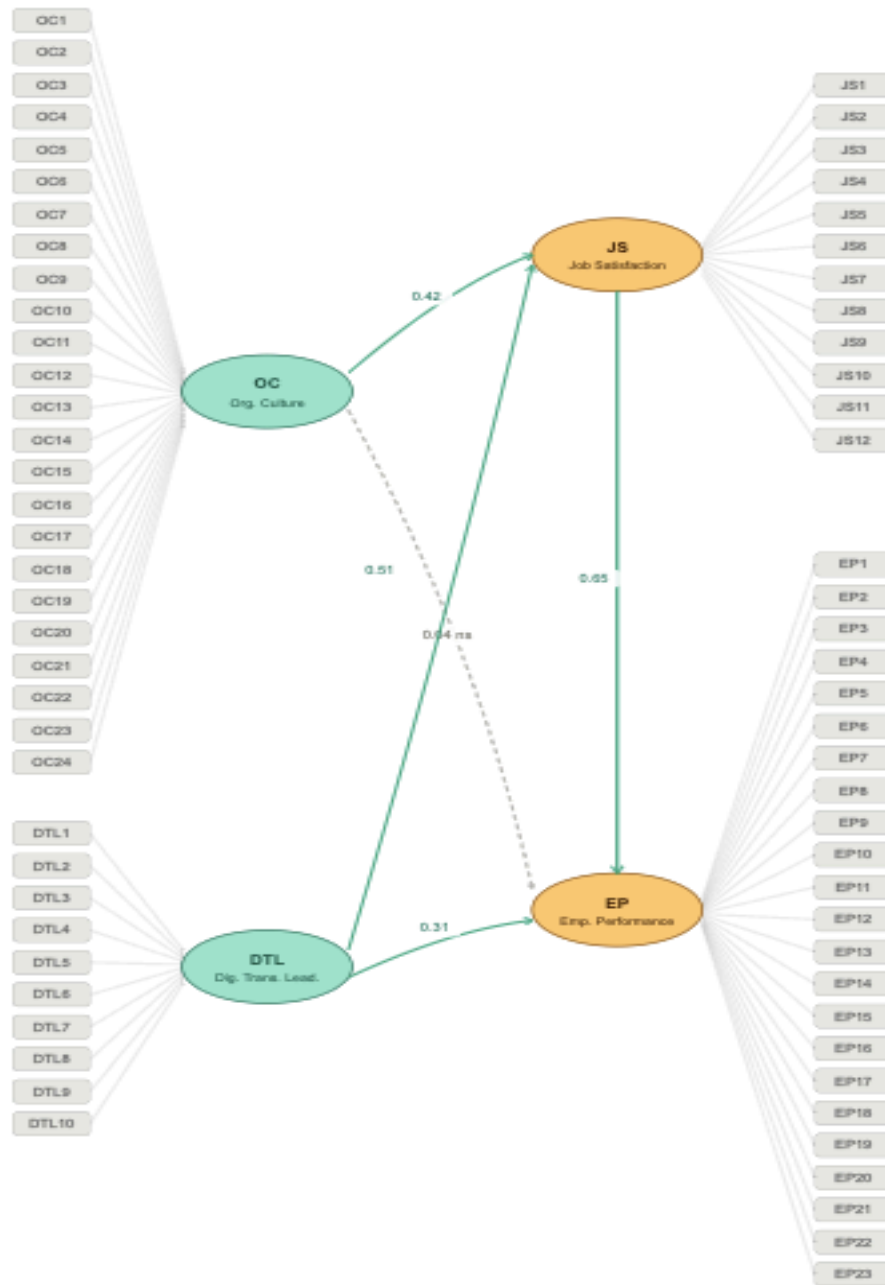
## Model Fit

The overall fit of the structural model was evaluated using standard fit indices. The SRMR value of 0.071 is below the recommended threshold of 0.08, indicating acceptable model fit. NFI (0.934), CFI (0.961), and NNFI/TLI (0.958) all exceeded the 0.90 threshold, confirming good fit. The R-square value for Job Satisfaction was 0.71, indicating that organizational culture and digital transformational leadership collectively explain 71% of the variance in job satisfaction. The R-square for Employee Performance was 0.84, meaning the model accounts for 84% of the variance in performance outcomes. The complete structural model output from SmartPLS is presented in Figure 2.

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Figure 2. Complete Structural Model (SmartPLS 4.0 Output)



Source : Data Processed by the Author, 2026.

## Structural Model and Hypothesis Testing

The results of direct and indirect path coefficient testing are presented in Table 3. Hypothesis acceptance was based on a t-statistic threshold of  $> 1.96$  ( $p < 0.05$ ), obtained via bootstrapping with 5,000 resamples.

**Table 3. Structural Model Path Coefficients and Hypothesis Testing Results**

Hyp.	Path	Coeff.	t-Stat.	Result
H1a	OC → JS	0.42	6.81	Accepted
H1b	OC → JS	0.39	6.10	Accepted
H2a	DTL → JS	0.51	7.95	Accepted
H2b	DTL → JS	0.47	7.24	Accepted
H3a	OC → EP	0.04	0.71	Rejected
H3b	OC → EP	0.03	0.61	Rejected
H4a	DTL → EP	0.31	5.43	Accepted
H4b	DTL → EP	0.28	4.97	Accepted
H5a	JS → EP	0.65	8.90	Accepted
H5b	JS → EP	0.62	8.31	Accepted
H6a	OC → JS → EP	0.27	5.84	Accepted
H6b	OC → JS → EP	0.24	5.23	Accepted
H7a	DTL → JS → EP	0.33	6.62	Accepted
H7b	DTL → JS → EP	0.29	5.97	Accepted

Note: OC = Organizational Culture; DTL = Digital Transformational Leadership; JS = Job Satisfaction; EP = Employee Performance

**Influence of Organizational Culture on Job Satisfaction**

The structural analysis confirms a positive and significant relationship between organizational culture and job satisfaction for both permanent ( $\beta = 0.42, t = 6.81$ ) and contract employees ( $\beta = 0.39, t = 6.10$ ), supporting H1a and H1b. These findings are consistent with the broader literature affirming that when employees perceive the prevailing culture as meaningful, supportive, and aligned with their personal values, they experience higher levels of work satisfaction (Kotter & Heskett, 1997; Syardiansah et al., 2020). In this institution, contract employees particularly valued the discipline dimension—adherence to transparent working hours and equitable workload distribution—while permanent employees placed greater emphasis on support and promotion values, including professional development opportunities. These results align with Pawirosumarto et al. (2017) and Iskamto (2023), who found similar positive effects in Indonesian service sector organizations.

**Influence of Digital Transformational Leadership on Job Satisfaction**

Digital transformational leadership emerged as the strongest direct predictor of job satisfaction, with path coefficients of 0.51 (permanent) and 0.47 (contract), both statistically significant ( $t > 1.96$ ), supporting H2a and H2b. This result is consistent with Jiatong et al. (2022) and is amplified by the digital dimension, as Stevani and Muafi (2024) and Hidayat et al. (2023) similarly report stronger satisfaction outcomes when leaders actively incorporate digital empowerment. From the perspective of contract employees, digital tools facilitated transparent communication, flexible work arrangements, and timely recognition—factors of special salience for employees with shorter tenure and less institutional embeddedness.

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## Influence of Organizational Culture on Employee Performance

Contrary to H3a and H3b, the direct effect of organizational culture on employee performance was not statistically significant for either employee group (permanent:  $\beta = 0.04$ ,  $t = 0.71$ ; contract:  $\beta = 0.03$ ,  $t = 0.61$ ). This finding is congruent with research by Windrawati and Purwanto (2020), who concluded that culture's influence on performance is primarily mediated by affective mechanisms such as satisfaction rather than exerting a direct behavioral impact. In public sector organizations, formal rules and standard operating procedures may govern day-to-day performance more directly than cultural climate alone, and the significant indirect effects observed (H6a and H6b) are consistent with this interpretation.

## Influence of Digital Transformational Leadership on Employee Performance

Digital transformational leadership exerted a significant positive direct effect on employee performance for both permanent ( $\beta = 0.31$ ,  $t = 5.43$ ) and contract employees ( $\beta = 0.28$ ,  $t = 4.97$ ), confirming H4a and H4b. These results are consistent with Teoh et al. (2022), Jiatong et al. (2022), Stevani and Muafi (2024), and Lin (2024). In this public health institution, digital transformational leaders were perceived as driving performance improvements through two channels: direct inspiration and role modeling through idealized influence, and the provision of digital tools that reduced administrative friction and enabled more adaptive work practices.

## Influence of Job Satisfaction on Employee Performance

Job satisfaction was the strongest predictor of employee performance, with path coefficients of 0.65 (permanent,  $t = 8.90$ ) and 0.62 (contract,  $t = 8.31$ ), providing strong support for H5a and H5b. This corroborates the extensive literature on the satisfaction–performance nexus (Judge et al., 2001; Inuwa, 2016; Egemen, 2024) and Indonesian public sector studies by Wagiman and Sutanto (2019), Edward et al. (2020), and Churiyah et al. (2025). The slightly higher magnitude for permanent employees may reflect stronger intrinsic motivation associated with greater job security, while contract employees may be more influenced by extrinsic factors such as contract renewal prospects.

## Mediation by Job Satisfaction

The indirect effect of organizational culture on employee performance through job satisfaction was significant for both employee groups (H6a:  $\beta = 0.27$ ,  $t = 5.84$ ; H6b:  $\beta = 0.24$ ,  $t = 5.23$ ). Given the non-significance of the direct culture–performance path, job satisfaction operates as a full mediator, reinforcing Syardiansah et al. (2020) and Kurniadi and Ferine (2024). For the digital transformational leadership pathway, job satisfaction serves as a partial mediator: both the direct effect (H4) and the indirect effect (H7a:  $\beta = 0.33$ ,  $t = 6.62$ ; H7b:  $\beta = 0.29$ ,  $t = 5.97$ ) are significant. This dual-mechanism finding—motivational and instrumental—aligns with Pambudi et al. (2016), Roz (2019), and Churiyah et al. (2025).

## CONCLUSION

This study provides an empirical examination of the integrated relationships among organizational culture, digital transformational leadership, job satisfaction, and employee performance in a public health service institution in Jakarta, Indonesia. Using SEM-PLS with a sample of 345 permanent and contract employees, the study demonstrates that both organizational culture and digital transformational leadership positively and significantly influence job satisfaction, underscoring the importance of cultivating a supportive cultural climate and investing in leadership development that integrates both transformational and digital competencies. While digital transformational leadership directly enhances employee performance, organizational culture does not exert a significant direct effect, suggesting that culture's contribution to performance operates primarily through its capacity to elevate job satisfaction. Job satisfaction emerges as the most powerful predictor of employee performance—serving as a full mediator of the culture–performance relationship and a partial mediator of the leadership–performance relationship—indicating that institutions seeking to improve performance should place considerable emphasis on managing the antecedents of job satisfaction. Differences between permanent and contract employee subgroups further underscore the importance of differentiated human resource management approaches that account for their distinct psychological contracts, career expectations, and satisfaction drivers. Future research should employ longitudinal designs, expand the sample to multiple health institutions across

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Indonesian provinces, and incorporate additional variables such as employee engagement, organizational commitment, and workload to further enrich the explanatory model.

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## HOW ORGANIZATIONAL CULTURE AND DIGITAL TRANSFORMATIONAL LEADERSHIP AFFECT EMPLOYEE PERFORMANCE: A STUDY ON JOB SATISFACTION AS A MEDIATOR

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