

Effects of Transformational Leadership, Work Motivation, and Organizational Culture on Job Satisfaction: Work-Life Balance Mediation

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ABSTRACT

This study investigates the influence of transformational leadership, work motivation, and organizational culture on employee job satisfaction in pharmaceutical distribution companies, with work-life balance as a mediating variable. Grounded in organizational behavior theory, the study emphasizes the role of leadership, motivation, and organizational context in shaping employee satisfaction through balanced work and personal life conditions. A quantitative approach was employed using a survey method. Data were collected from 115 employees selected through random sampling and analyzed using path analysis to examine direct and indirect relationships among variables. The results show that transformational leadership, work motivation, and organizational culture have significant positive effects on job satisfaction. Work-life balance partially mediates the relationship between transformational leadership and job satisfaction, as well as between work motivation and job satisfaction. Organizational culture strengthens the relationships among the studied variables. The findings suggest that improving transformational leadership, employee motivation, and organizational culture is essential for enhancing work-life balance and job satisfaction. This study contributes to organizational behavior literature by clarifying the mediating role of work-life balance and offers practical implications for human resource management.



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Introduction

Job satisfaction is an important aspect of human resource management that affects employee productivity, loyalty, and well-being in the workplace. Various factors, such as leadership style, work motivation, and organizational culture, have been identified as key elements that affect employee job satisfaction levels (Musa & Yuliza, 2022). Among these factors, transformational leadership plays an important role because it is able to inspire and motivate employees to achieve higher goals, increase a sense of engagement, and support innovation in the organization (Anazia, 2021; Ladkin & Patrick, 2022).

In the context of pharmaceutical distribution companies, dynamic operational challenges demand a leadership approach that can encourage adaptation and team collaboration. Transformational leadership, with a focus on vision, motivation, and individual development, can make an important contribution to the creation of a work climate that supports employee well-being (Ausat et al., 2024). However, this factor does not stand alone. Work motivation, both intrinsic and extrinsic, also plays a role in encouraging employees to work more productively and feel satisfied with their role in the organization (Paais & Pattiruhu, 2020; Gusnadi et al., 2024).

Organizational culture is another key variable that shapes the work environment. An inclusive, collaborative, and adaptive culture can provide a greater sense of security and engagement for employees, thereby encouraging their job satisfaction (Rampen et al., 2023). Conversely, a rigid and unsupportive organizational culture can be an obstacle to employees' professional development and work-life balance (Fazal et al., 2022).

In several studies, work-life balance has been identified as an important mediator in the relationship between leadership style, work motivation, organizational culture, and job satisfaction (Khalil et al., 2024). Work-life balance not only reflects the organization's efforts in meeting the professional needs of employees, but also in paying attention to their personal well-being. Pharmaceutical distribution companies that often face high work pressure need to pay special attention to this work-life balance to improve employee productivity and overall well-being (Idrus, 2024).

However, in practice, the relationship between transformational leadership, work motivation, organizational culture, and job satisfaction is often complex and influenced by a variety of contextual variables. For example, organizational structure, communication patterns, and interpersonal relationships within an organization can strengthen or weaken the effects of transformational leadership on job satisfaction (Prayekti & Pangestu, 2022). Therefore, it is important to examine in depth how leadership styles, work motivation, organizational culture, and work-life balance interact with each other to affect employee job satisfaction, especially in the context of pharmaceutical distribution companies facing the challenges of a rapidly changing business environment.

Based on research from Panjaitan, (2024) stated that the satisfaction level of male employees with their work was 3.43; Meanwhile, the satisfaction level of female employees was 3.42 from the highest score of 5.0. that female employees have higher levels of satisfaction with their career path, work-life balance, and salary and benefits.

Table 1. Employee Job Satisfaction Scores Based on Gender Across Career Path, Work-Life Balance, and Salary & Benefits

Career Path		Work-life Balance		Salary & Benefits	
Male	Female	Male	Female	Male	Female
3,04	3,05	3,1	3,12	3,11	3,14

source: Jobstreet, (2022)

Based on a survey from Jobstreet, (2022) As many as 73% of employees are dissatisfied with their jobs, 54% have educational backgrounds that do not match their jobs, 60% have no career path, 85% do not have work-life balance, and 53% have the character of military superiors, paternalists and indifferent. Next, CNBC, (2023), reported that the job satisfaction rate in Indonesia reached 75%, making it the second highest after Thailand. This satisfaction

factor is supported by the contribution of management, the majority of whom come from the Baby Boomers generation and the use of information technology, media, and telecommunications that create a positive work experience within the organization. However, this reality seems to be the opposite of the picture that appears on social media. On various platforms, Indonesian workers often express complaints related to the company, salary level, and leadership style in their workplace.

Surveys on low employee job satisfaction show that many factors affect satisfaction levels, including the work environment, work-life balance, management, compensation, and recognition of contributions. Work-life balance is one of the main factors. As many as 53% of employees consider this very important, and imbalances can lead to burnout and decreased job satisfaction (Bhatnagar, 2024). In addition, ineffective management is often the main reason for employee dissatisfaction. 22% of employees cited a bad relationship with their manager as the main reason they were looking for a new job (Bhatnagar, 2024). Other surveys show that low job satisfaction often leads to high absenteeism and greater turnover, which incurs additional costs for companies in recruiting and training new employees (Worxspace, 2023).

Although various previous studies have identified factors that affect job satisfaction, such as transformational leadership (Zaura & Riasnugrahani, 2023), Work Motivation (Jufrizen, 2021), and organizational culture (Assoratgoon & Kantabutra, 2023), There are still gaps that need to be explained further. One of the main gaps is the lack of studies that specifically integrate the interaction between transformational leadership styles, work motivation, organizational culture, and work-life balance as mediators in the context of the pharmaceutical distribution industry, which has dynamic characteristics and high work pressure.

Most previous studies focused more on partial or sectoral analysis, without considering the synergistic influence of these four variables in creating job satisfaction. In addition, the latest report shows a paradox between national survey data on relatively high job satisfaction levels and complaints that appear on social media regarding working conditions in Indonesia. This gap points to the need for a more in-depth empirical study to uncover the contextual factors that affect job satisfaction in Indonesia, especially in the pharmaceutical distribution industry.

This research offers novelty by examining the relationship between transformational leadership, work motivation, organizational culture, and work-life balance as a mediator in influencing job satisfaction. In addition, the study will also identify differences in job satisfaction levels based on gender, as shown in the results of previous studies (Panjaitan, 2024), thus providing a deeper insight into the dynamics of job satisfaction in the modern workplace.

The purpose of this study was to determine 1) the direct influence of transformational leadership on employee job satisfaction, 2) the indirect influence of transformational leadership through work-life balance on employee job satisfaction, 3) the direct influence of work motivation on employee job satisfaction, 4) the indirect influence of work motivation through work-life balance on employee job satisfaction, 5) the direct influence of organizational culture on employee job satisfaction satisfaction, 6) the indirect influence of organizational culture through work-life balance on employee job satisfaction.

This research is expected to make a theoretical contribution by expanding the

understanding of the impact of transformational leadership, work motivation, organizational culture, and work-life balance in creating job satisfaction. In practical terms, this research can be a guide for managers and organizational leaders, especially in the pharmaceutical distribution industry, to design leadership strategies and organizational policies that support employee well-being, improve job satisfaction, and ultimately drive overall organizational productivity.

Method

This study uses a quantitative approach with a population consisting of employees in pharmaceutical distribution companies. The research sample was randomly taken involving 115 employees. The sampling technique used is purposive sampling, where selection is carried out based on certain criteria that suit the needs of the research. Data collection was carried out through the distribution of questionnaires to respondents who met the characteristics of the sample. To measure respondents' responses and attitudes, use the Likert scale in each of the study variables. The data collected was analyzed using SPSS software and analyzed using path analysis. This analysis is used to find out and measure how direct and indirect influence on each variable.

The causality approach aims to explain the causal relationship between variables. The exogenous variables are Transformational Leadership, Work Motivation, and Organizational Culture. While the endogenous variables are Work-Life Balance, Job Satisfaction. The influence between these variables presented in the problem constellation model is as follows.

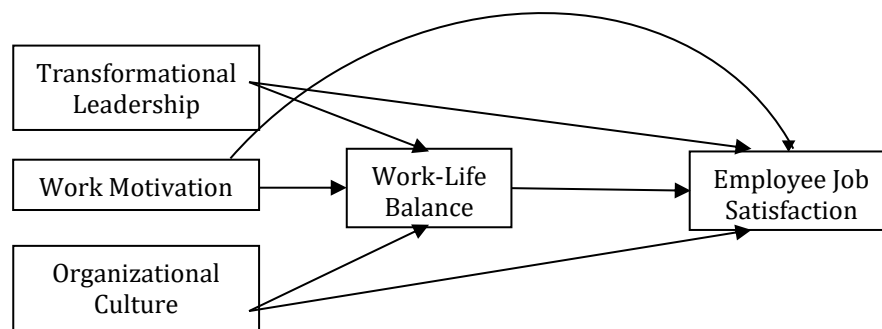


Figure 1. Conceptual Research Model

Findings

Validity Test

Validity tests are important to be carried out in research to ensure that the instruments used can measure what is to be measured correctly. The validity test results indicate that the measurement items adequately represent their respective constructs and satisfy the established validity criteria. This confirms that the instrument is capable of accurately measuring the variables investigated in this study, thereby enhancing the credibility of the collected data. Consequently, the validated instrument provides a sound basis for subsequent reliability testing and hypothesis analysis. The following is a recapitulation of the validity test results.

Table 2. Validity Test

Variable	Number of Items	Item Valid	Invalid Item
Transformational Leadership	20	20	0
Work Motivation	20	19	1
Organizational Culture	20	18	2
Work-Life Balance	20	20	0
Employee Job Satisfaction	20	18	2

Source: Research Data Management from SPSS Software

The table above shows the results of the instrument trials on several variables tested, namely Transformational Leadership, Work Motivation, Organizational Culture, Work-Life Balance, and Employee Job Satisfaction. In the Transformational Leadership variable, all 20 items tested were declared valid, with no invalid items. Likewise with Work-Life Balance, which also has 20 items and all of them are valid. However, in the Work Motivation variable, out of 20 items tested, 19 items were declared valid and 1 item was invalid. The same thing also happened with the variables Organizational Culture and Employee Job Satisfaction, each with 20 items, where 18 items on both were valid, while 2 items were invalid. Overall, most of the items on the variables tested showed good validity, with only a few items being invalid. These invalid items can be further analyzed for correction or adjustment, so that the research instrument can be more optimal in data collection.

Reliability Test

This test aims to determine whether the instrument used can produce consistent and reliable results. A reliable instrument ensures that the measurement results remain stable and consistent when applied under similar conditions. The following is a recapitulation of the reliability test of the five variables in this study.

Table 3. Reliability Test

Instrument	Number of valid items	Alpha Value	Information
Transformational Leadership	20	0,955	Reliable
Work Motivation	19	0,953	Reliable
Organizational Culture	18	0,952	Reliable
Work-Life Balance	20	0,956	Reliable
Employee Job Satisfaction	18	0,950	Reliable

Source: Research Data Management from SPSS Software

The table above shows the results of reliability tests using SPSS on several variables tested, namely Transformational Leadership, Work Motivation, Organizational Culture, Work-Life Balance, and Employee Job Satisfaction. The Transformational Leadership variable consists of 20 items with a Cronbach alpha value of 0.955, which indicates a very high level of reliability. Likewise, Work Motivation which consists of 19 items with an alpha Cronbach value of 0.953, Organizational Culture which has 18 items with an alpha Cronbach value of 0.952, Work-Life Balance which consists of 20 items with an alpha Cronbach value of 0.956, and Employee Job Satisfaction which has 18 items with an alpha Cronbach value of 0.950. All of the generated Cronbach alpha values show excellent reliability, as Cronbach alpha values above 0.90 indicate high internal consistency in the instruments used. Thus, it can be concluded that the instruments used in this study are reliable and suitable for further data collection.

Normality Test

The purpose of the normality test is to test whether the observed quantitative data has a normal distribution or not. This normality test by comparing the significance value must be greater than 0.05. If the significance value is greater than 0.05, it is said that the data is normally distributed. The normality test was conducted to ensure that the data met one of the fundamental assumptions required for parametric statistical analysis. A normal data distribution indicates that the observed values adequately represent the population and supports the validity of subsequent inferential analyses.

Table 4. Normality Test

		One-Sample Kolmogorov-Smirnov Test				
		X ₁	X ₂	X ₃	X ₄	Y
N		115	115	115	115	115
Normal Parameters ^{a,b}	Mean	81.6000	82.0348	82.2522	82.2435	82.7565
	Std. Deviation	10.90212	10.90866	10.95513	10.96053	10.98691
Most Extreme Differences	Absolute	.093	.112	.093	.102	.104
	Positive	.049	.054	.063	.070	.058
	Negative	-.093	-.112	-.093	-.102	-.104
Test Statistic		.093	.112	.093	.102	.104
Asymp. Sig. (2-tailed)		.075 ^c	.071 ^c	.062 ^c	.055 ^c	.054 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

From the table above, it can be seen that the significance value of the transformational leadership variable of 0.075 > 0.05 can be said to be normally distributed data. The value of the Work Motivation variable was 0.071 > 0.05, the value of the Organizational Culture variable was 0.062 > 0.05, the Work-Life Balance variable was 0.055 > 0.05, and the value of the Employee Job Satisfaction variable was 0.054 > 0.05. All existing significance values are greater than 0.05, meaning that all variables have normally distributed data. Therefore, the data meet the normality assumption required for subsequent parametric statistical analyses.

Table 5. Model Summary of Regression Analysis

Model Summary									
		Std. Error			Change Statistics			Sig. F	
Model	R	Adjusted R	of the	R Square	F Change	df1	df2	Change	
	Square	Square	Estimate	Change					
1	.996 ^a	.992	1.023	.992	4321.753	3	111	.000	

a. Predictors: (Constant), Organizational_Culture, Work_Motivation, Transformational_Leadership

Based on the Model Summary table above, it can be explained that the regression model used has an R value of 0.996, which shows a very strong relationship between independent variables (Organizational Culture, Work Motivation, and Transformational Leadership) and dependent variables. An R Square value of 0.992 shows that 99.2% of the variation in the dependent variable can be explained by the three independent variables. An Adjusted R Square of 0.991 shows that this model also provides a good estimate after considering the

number of variables used. The Standard Error of the Estimate value of 1.023 indicates that the average prediction error of the model is about 1.023 units.

Furthermore, the R Square Change value of 0.992 indicates that this model provides a significant improvement in explaining data variation compared to the previous model without independent variables. An F Change of 4321.753 with $df_1 = 3$ and $df_2 = 111$ indicates that this regression model is significant as a whole, with a Sig. F Change value of 0.000 which is less than 0.05, indicating that this regression model is acceptable and relevant for explaining the relationship between these variables.

Table 6. ANOVA table

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13578.929	3	4526.310	4321.753	.000 ^b
	Residual	116.254	111	1.047		
	Total	13695.183	114			

a. Dependent Variable: Work_Life_Balance

b. Predictors: (Constant), Organizational_Culture, Work_Motivation, Transformational_Leadership

It can be seen that in the Sig. column in the ANOVA table, the value of Sig. is 0.000 or less than the probability value of 0.05 ($\text{sig } 0.000 < 0.050$), then H_0 is rejected and H_a is accepted. This means that the double regression coefficient is significant. So the variables Transformational Leadership, Work Motivation and Organizational Culture have a simultaneous and significant effect on Work-Life Balance.

Simultaneously, the variables Transformational Leadership, Work Motivation and Organizational Culture contributed 86.3% (see the R square value in the Model Summary table) in explaining the changes that occurred in the Work-Life Balance variable while the remaining 13.7% were explained by other variables outside the model. In the Anova section (F test), it can be seen that simultaneously the independent variables have a significant influence on the Work-Life Balance variable as shown from the value of Sig. $0.000 < \text{Alpha } 5\%$ (reject the zero hypothesis and accept the alternative hypothesis or the F statistical test is significant).

Table 7. Regression Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	.063	.728		.086	.000
	Transformational_Leadership	.156	.077	.156	2.036	.044
	Work_Motivation	.461	.072	.459	6.385	.000
	Organizational_Culture	.384	.088	.383	4.358	.000

a. Dependent Variable: Work_Life_Balance

In the coefficients table, the variables Transformational Leadership, Work Motivation and Organizational Culture simultaneously on Work-Life Balance are intended to test the significance of constants and dependent variables.

Hypothesis:

H_a = Transformational Leadership, Work Motivation and Organizational Culture have a simultaneous and significant effect on Work-Life Balance

In the coefficient, t-test or partial, it can be seen that the variables Transformational Leadership, Work Motivation and Organizational Culture statistically have a significant influence on the Work-Life Balance variables as shown by the Sig values are smaller than Alpha 5%, respectively 0.044, 0.000, and 0.000

The structural equation is as follows :

$$X_4 = a + b_1X_1 + b_2X_2 + b_3X_3$$

$$= 0,063 + .156X_1 + 0,461X_2 + 0,384X_3$$

Direct Influence

The following will be discussed about the analysis of pathways related to the variables of transformational leadership, work motivation, organizational culture and work-life balance simultaneously on employee job satisfaction.

Table 8. Model Summary of Multiple Regression Analysis

Model Summary									
Model	R	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig.	F Change
1	.994 ^a	.987	1,265	.987	2122.346	4	110	.000	

a. Predictors: (Constant), Organizational_Culture, Work_Motivation, Transformational_Leadership, Work_Life_Balance

The table above shows that this research model has a very strong relationship between independent variables (Organizational Culture, Work Motivation, Transformational Leadership, Work-Life Balance) and dependent variables (Job Satisfaction). An R value of 0.994 indicates a very high relationship strength, while an R Square of 0.987 indicates that 98.7% of the variation in job satisfaction can be explained by the four independent variables. This indicates that this model is very effective in explaining the factors that affect job satisfaction. The Adjusted R Square, which is also 0.987, reinforces this conclusion, showing that despite taking into account the number of variables, the model still provides an excellent explanation. The Std. Error of the Estimate of 1,265 indicates that the prediction error of the model is relatively small. In addition, the R Square Change of 0.987 indicates the large contribution of independent variables to the model, and the very large F Change (2122.346) indicates strong statistical significance. A Sig. F Change value of 0.000 confirms that this model is significantly better at explaining job satisfaction compared to the model without a predictor. Overall, these results indicate that the model is able to account for most of the variations in employee job satisfaction with the significant influence of the variables studied. These demonstrate that the proposed regression model has strong explanatory power and provides a reliable basis for hypothesis testing. Furthermore, the high coefficient of determination confirms that the independent variables collectively explain employee job satisfaction effectively.

Table 9. ANOVA Table

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13585.155	4	3396.289	2122.346	.000 ^b
	Residual	176.028	110	1.600		
	Total	13761.183	114			

a. Dependent Variable: Employee_Job_Satisfaction

b. Predictors: (Constant), Organizational_Culture, Work_Motivation, Transformational_Leadership, Work_Life_Balance

It can be seen that in the Sig. column in the ANOVA table, the value of Sig. is 0.000 or less than the probability value of 0.05 ($\text{sig } 0.000 < 0.050$), then H_0 is rejected and H_a is accepted. This means that the double regression coefficient is significant. So the variables of transformational leadership, work motivation, organizational culture and work-life balance are simultaneously and significantly affected employee job satisfaction.

Simultaneously, the variables transformational leadership, work motivation, organizational culture, and work-life balance contributed 98.7% in explaining the changes that occurred in the employee job satisfaction variable while the remaining 1.3% were explained by other variables outside the model. In the Anova section (F test), it can be seen that simultaneously the independent variables have a significant influence on the employee job satisfaction variable as shown from the Sig. value of $0.000 < \text{Alpha } 5\%$ (reject the zero hypothesis and accept the alternative hypothesis or the F statistical test is significant).

Table 10. Regression Coefficients

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	.684	.959		.714	.000
Transformational Leadership	.298	.101	.296	2.943	.004
Work Motivation	.280	.095	.278	2.944	.004
Organizational Culture	.423	.116	.422	3.647	.000
Work-Life Balance	.469	.117	.468	4.001	.000

a. Dependent Variable: Employee Job Satisfaction

The Coefficients table above shows that Transformational Leadership, Work Motivation, Organizational Culture, and Work-Life Balance all have a significant influence on job satisfaction. The B value for each independent variable indicates the strength of influence, where Organizational Culture has the most influence ($B = 0.423$), followed by Work-Life Balance ($B = 0.469$), Transformational Leadership ($B = 0.298$), and Work Motivation ($B = 0.280$). All of these independent variables had very small Sig. values (below 0.05), which suggests that the influence of each variable on job satisfaction was statistically significant. In addition, the Beta value indicates the standard influence strength of each variable, with Work-Life Balance having the greatest influence ($\text{Beta} = 0.468$). Overall, these results confirm that all of these factors play an important role in improving employee job satisfaction.

Table 11. Path Coefficient Analysis

No	Information	Value
1	The influence of transformational leadership on work-life balance	0,156
2	The effect of Work Motivation on work-life balance	0,459
3	Pengaruh Organizational Culture terhadap work life balance	0,383
4	The Influence of Transformational Leadership on Employee Job Satisfaction	0,298
5	Pengaruh Work Motivation terhadap Employee Job Satisfaction	0,280
6	Pengaruh Organizational Culture terhadap Employee Job Satisfaction	0,423
7	Pengaruh work life balance terhadap Employee Job Satisfaction	0,468
8	The influence of transformational leadership on Employee Job Satisfaction through Employee Job Satisfaction	$= 0,156 \times 0,468$ $= 0,073008$
9	Pengaruh Work Motivation terhadap Employee Job Satisfaction melalui Employee Job Satisfaction	$= 0,459 \times 0,468$ $= 0,214812$
10	Pengaruh Organizational Culture terhadap Employee Job Satisfaction melalui Employee Job Satisfaction	$= 0,383 \times 0,468$ $= 0,179244$
11	e1	$= \sqrt{1 - Rsquare}$ $= \sqrt{1 - 0,992}$ $= 1 - 0,992 =$ $0,008$ $\sqrt{0,008} = 0,089$
12	e1	$= \sqrt{1 - 0,987}$ $= 0,114$

Source: Research Data Management from SPSS Software

From the recapitulation above, it is expressed in the form of a constellation that has an influence value between variables both direct and indirect influences.

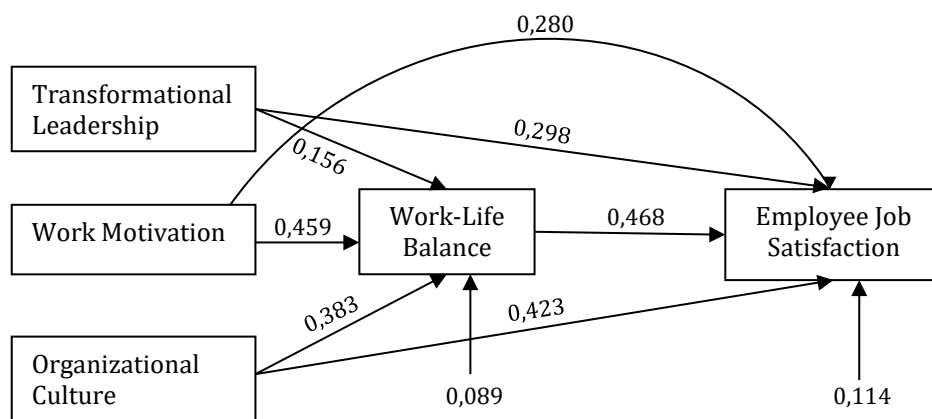


Figure 2. Path Analysis Model

From the figure above, it can be explained both direct and indirect influence with the path analysis model.

1. Transformational Leadership has a direct influence on Work-Life Balance (coefficient 0.156) and Employee Job Satisfaction (coefficient 0.280). This shows that

- transformational leadership styles affect employees' work-life balance and job satisfaction.
2. Work Motivation significantly affected Work-Life Balance with a coefficient of 0.459. This shows that high work motivation can improve work-life balance.
 3. Organizational Culture has two paths of influence:
 - a. Direct effect on Work-Life Balance with a coefficient of 0.383.
 - b. Direct effect on Employee Job Satisfaction with a coefficient of 0.114.
 4. Work-Life Balance is a mediating variable that affects Employee Job Satisfaction with a coefficient of 0.468. This indicates that the balance between work and personal life significantly affects job satisfaction.

Overall, this model shows how transformational leadership, work motivation, and organizational culture affect work-life balance and directly or indirectly contribute to employee job satisfaction. These findings confirm the important mediating role of Work-Life Balance in enhancing Employee Job Satisfaction.

Discussion

Based on the results of the study, it can be discussed in accordance with the formulation of the problem in this study as follows.

1. The influence of transformational leadership on employee job satisfaction

This study shows that transformational leadership has a significant direct influence on employee job satisfaction. This indicates that transformational leadership, which is characterized by the ability to inspire, motivate, and develop the potential of employees, plays an important role in increasing job satisfaction. Transformational leaders typically create a supportive and empowering work environment, so employees feel valued and have a purpose in their work. These results are in line with the transformational leadership theory introduced by [Deng et al., \(2023\)](#), where transformational leaders create positive influence through vision, intellectual stimulation, and attention to individual needs. Research by [Thi et al., \(2024\)](#) It also reinforces these findings by showing that transformational leadership styles are consistently positively correlated with job satisfaction across various industry sectors.

From a theoretical perspective, transformational leaders not only increase employee motivation but also build a sense of engagement and meaning in the work. According to [Chen et al., \(2021\)](#), transformational leadership is able to create a comfortable and productive work environment, where employees feel they have the opportunity to grow. In this context, employee job satisfaction increases because they feel valued emotionally and intellectually, and supported to reach their best potential. Leaders with a transformational approach also tend to provide constructive feedback and create trust-based working relationships, which are important elements for building long-term job satisfaction.

Practically, the results of this study have important implications for leadership development in organizations. Organizational leaders are advised to adopt transformational approaches, such as building an inspiring vision, demonstrating concern for the individual needs of employees, and creating a work environment that encourages creativity and innovation. In this way, organizations can not only increase employee job satisfaction but also reduce turnover rates and increase loyalty. Additionally, organizations need to consider training programs to develop transformational leadership skills among managers and team leaders.

Thus, transformational leadership plays a very important role in building employee job satisfaction. More research is needed to explore how contextual factors, such as organizational culture and labor market conditions, can influence these relationships. In addition, longitudinal studies that look at the impact of transformational leadership on job satisfaction in the long term will provide deeper and more applicable insights.

2. The effect of transformational leadership through work-life balance on employee job satisfaction

The indirect influence of transformational leadership on employee job satisfaction through work-life balance shows an important contribution in creating employee job satisfaction. kepemimpinan transformasional tidak hanya mempengaruhi kepuasan kerja secara langsung, tetapi juga melalui mediasi work-life balance. This means that leaders who apply transformational leadership styles can improve employees' work-life balance, which ultimately has a positive impact on their job satisfaction.

In line with the work-life enrichment theory put forward by [Iddagoda et al., \(2021\)](#) explains how positive aspects of work can enrich employees' personal lives, and conversely, positive experiences in personal life can enrich work lives. In this context, transformational leaders can create a work environment that supports a work-life balance, so that employees feel happier and more satisfied with their work. Research by [Jayasingam et al., \(2023\)](#) also supports these findings, which suggests that leaders who support work-life balance tend to have more satisfied and motivated employees. Transformational leaders who provide emotional support and flexibility at work allow employees to more easily manage their personal and work obligations, which in turn increases their job satisfaction.

Transformational leadership plays a major role in facilitating work-life balance. Transformational leaders not only focus on achieving organizational goals, but also prioritize employee well-being by paying more attention to their needs in achieving a work-life balance. Leaders like this tend to support work flexibility, provide enough time for family or personal activities, and provide space for employees to thrive outside of work. All of this forms a solid foundation for a positive work-life balance, which in turn has a direct impact on employee job satisfaction.

Additionally, leaders who demonstrate values such as empathy, open communication, and recognition of individual accomplishments can build closer and supportive relationships with employees. This creates a work atmosphere that supports the emotional well-being of employees, which is crucial in achieving long-term job satisfaction. A well-maintained work-life balance can reduce stress and burnout levels, increase commitment to the organization, and encourage higher productivity.

Several previous studies have also confirmed the importance of the role of leadership in influencing work-life balance and job satisfaction. For example, research by [Miao et al., \(2020\)](#) showed that leaders who care about employee well-being have a positive influence on their work-life balance, which in turn increases job satisfaction. Similarly, [Ardianto et al., \(2020\)](#) in their transformational leadership theory state that leaders who inspire and pay attention to the personal needs of employees tend to create a more harmonious work environment, which leads to higher job satisfaction.

The implication of these findings is that organizations need to pay attention to the role of leadership in creating a work-life balance for employees. Organizations can develop training

and development for leaders to adopt a more in-depth transformational leadership style, which pays attention to the emotional well-being and personal balance of employees. As such, leaders will not only play a role in achieving organizational goals, but also in ensuring that employees feel supported and valued.

Overall, these findings confirm that transformational leadership that supports work-life balance not only has a positive impact on employee well-being, but also on their job satisfaction levels. Leaders who are able to create a harmonious work environment and support flexibility for employees will be more successful in increasing job satisfaction and commitment to the organization. This research proposes that transformational leaders can play a key role in building an organizational culture that supports work-life balance, ultimately contributing to higher productivity and job satisfaction. These findings provide practical guidance for organizations in designing leadership strategies that simultaneously enhance employee well-being and long-term organizational performance.

3. The effect of work motivation on employee job satisfaction

The results showed that work motivation had a direct influence on employee job satisfaction. This figure indicates a significant relationship even with a relatively small influence. Although this direct influence is not very large, these findings still show that employees' level of work motivation can directly affect their level of satisfaction with the work done.

This is in line with the most well-known motivation theory in the context of the relationship between motivation and job satisfaction, (Fernandez et al., 2024). Fernandez distinguishes between factors that increase job satisfaction (motivators) and factors that cause dissatisfaction (hygiene factors). According to Herzberg, intrinsic or motivating factors, such as achievement, recognition, and self-development, are the main factors that can increase job satisfaction. In this context, high work motivation is often associated with personal achievement and career development that provides employees with a sense of satisfaction.

In addition, the Self-Determination Theory (SDT) proposed by Gagné et al., (2022) states that intrinsic motivation, which comes from the basic need for autonomy, competence, and connectedness, can increase job satisfaction. Employees who feel motivated by internal factors tend to feel more satisfied with their work because they feel more engaged and have control over their work.

This study is relevant to Gandung, (2024), who found that high intrinsic motivation was positively correlated with job satisfaction. Employees who feel personally motivated to achieve goals in their work will be more satisfied with the results achieved. In addition, a study by Jeong et al., (2023) in Goal Setting Theory also revealed that motivation to achieve clear and challenging goals is closely related to job satisfaction. Employees who have clear goals and feel that they have the ability to achieve them are more likely to be satisfied with their jobs.

These findings suggest that high work motivation can serve as a key driver for employees to feel more satisfied with their jobs. When employees feel motivated, either by intrinsic factors such as personal achievement or by extrinsic factors such as appreciation or recognition, they are more likely to experience higher job satisfaction. Although the measurable direct influence was relatively small (0.089), it remained significant in improving the quality of employee work experience. Work motivation gives employees clear

goals and reasons to excel, leading to feelings of satisfaction with their work.

Several previous studies have supported these findings. [Chen et al., \(2021\)](#); [Miao et al., \(2020\)](#) discusses the theory of job satisfaction and also emphasizes that work motivation has a significant impact on job satisfaction. Spector suggests that employees who feel motivated to work tend to be more satisfied with their jobs because they feel more empowered and productive. In addition, [Fernandez et al., \(2024\)](#); [Hanandeh et al., \(2024\)](#) in his research found that work motivation is related to job satisfaction, especially when organizations provide opportunities for employees to grow and achieve their personal goals.

Practically, the results of this study have important implications for human resource management in companies. Organizations need to ensure that their employees are highly motivated to increase their job satisfaction. This can be achieved through providing appropriate challenges, fair rewards, and providing opportunities for employees to grow. Additionally, it's important to remember that while work motivation can improve job satisfaction, other factors such as work conditions, work-life balance, and relationships between coworkers also need to be considered.

4. The effect of work motivation through work-life balance on employee job satisfaction

Work motivation can increase job satisfaction through improving work-life balance. Employees who feel motivated to work tend to be better able to manage their time and energy well between work and personal life, which in turn increases job satisfaction. These findings support the theory of Work-Life Enrichment by [Fernandez et al., \(2024\)](#); [Irawanto et al., \(2021\)](#), which states that a good work-life balance not only reduces stress but also increases motivation and productivity at work, which contributes to increased job satisfaction.

According to [Reeve, \(2012\)](#) in Self-Determination Theory (SDT), strong intrinsic motivation drives individuals to seek a balance between work and personal life, as they feel satisfaction in achieving broader personal goals, including well-being and social life. Therefore, when employees are motivated to achieve their personal goals, they tend to be better able to manage the demands of work and personal life, creating a balance that leads to increased job satisfaction. Furthermore, research by [Hutagalung et al., \(2020\)](#) shows that work-life balance plays an important role in linking work motivation and job satisfaction, with employees who are able to balance the two report higher levels of job satisfaction.

In this context, work-life balance acts as a mediator between job motivation and job satisfaction. When employees are highly motivated, they are more likely to look for effective ways to balance their work and personal lives. This is reflected in reduced stress and increased job satisfaction, as they feel better able to manage their roles without sacrificing the quality of their personal or professional lives. For example, work flexibility programs offered by organizations can help motivated employees to more easily adapt their work to their personal needs, ultimately contributing to increased job satisfaction.

Practically, the results of this study show that organizations that want to increase employee job satisfaction need to pay attention to the relationship between work motivation and work-life balance. One way to improve this balance is to offer policies that support work flexibility, such as flexible working hours or the option of working from home. In this way, organizations can ensure that motivated employees have the opportunity to maintain a good

work-life balance, which ultimately increases their job satisfaction. Additionally, training or development aimed at increasing work motivation, such as career development programs or performance-based rewards, can also help reinforce these positive relationships.

Thus, work motivation plays an important role in increasing employee job satisfaction, both directly and through improving work-life balance. Further research is needed to examine the factors that can moderate this relationship, such as the characteristics of work or organizational culture, as well as to explore how companies can more effectively support employee work-life balance. Longitudinal studies that look at the long-term impact of work-life balance policies on job motivation and satisfaction can also provide deeper insights.

5. The influence of organizational culture on employee job satisfaction

This study shows that organizational culture has a direct influence on employee job satisfaction. These findings indicate that a strong and positive organizational culture plays an important role in increasing employee job satisfaction. Organizational culture encompasses the values, norms, and practices shared by members of the organization, which shape how employees interact with each other and with their employers. A culture that supports collaboration, open communication, and respect for employees can create a comfortable and productive work environment, thereby increasing job satisfaction. Research by [Teri et al., \(2024\)](#); [Yusdhika et al., \(2023\)](#) explains that a solid organizational culture not only creates a shared identity, but also provides a sense of security and trust for employees, which contributes to their job satisfaction.

From a theoretical perspective, cultural fit theory, developed by [Wu et al., \(2021\)](#), suggests that the match between employees' personal values and organizational culture can increase job satisfaction. Employees who feel that their personal values align with the organization's values tend to feel more comfortable and satisfied with their jobs. In this case, an organizational culture that supports fairness, respect for differences, as well as opportunities for growth can improve employees' feelings about their work, so they are more motivated and satisfied.

Previous research by [Teri et al., \(2024\)](#); [Yusdhika et al., \(2023\)](#), also supports these findings, by showing that organizational cultures that support employee engagement, innovation, and well-being have a positive impact on job satisfaction. [Dewi, \(2021\)](#) further asserts that an organizational culture that promotes the personal and professional development of employees will contribute to a higher level of job satisfaction. A culture that supports open communication and active participation from employees tends to make them feel valued and respected, which has a positive impact on their job satisfaction.

These findings show that a strong and positive organizational culture is able to create a pleasant and supportive work environment for employees. When an organizational culture facilitates healthy interactions, rewards individual contributions, and provides opportunities for career development, employees feel more satisfied with their jobs. Conversely, an organization's culture that is rigid, stressful, or unsupportive can potentially lower employee job satisfaction levels. Therefore, an organizational culture that facilitates positive working relationships, as well as values the diversity and contributions of employees, can create a greater sense of satisfaction with their work.

Research by [Nguyen et al., \(2023\)](#); [Wijethilake et al., \(2023\)](#) shows that an organizational culture that is results-oriented and values that support innovation and creativity increases

employee job satisfaction. In addition, [Ardianto et al., \(2023\)](#) in their research found that organizational culture based on openness and effective communication has a significant relationship with job satisfaction levels. Research by [Rosari & Tjahjadi, \(2023\)](#) also found that organizations with a flexible and employee-oriented culture have higher levels of job satisfaction among their employees.

Practically, the results of this study provide important insights for organizations to pay attention to and develop an organizational culture that supports employee job satisfaction. Organizations need to create an inclusive culture, support open communication, and provide space for employees to grow both professionally and personally. The implementation of strong organizational values that are in line with the needs and aspirations of employees can significantly improve job satisfaction levels. Training programs that promote the development of a positive organizational culture need to be considered to reinforce these values at all levels of the organization.

6. The influence of organizational culture through work-life balance on employee job satisfaction.

This study shows that organizational culture has an indirect influence on employee job satisfaction through work-life balance, with a significant path coefficient. This indicates that an organizational culture that supports the balance of work and personal life of employees can increase their job satisfaction. An organizational culture that supports flexibility, a respect for personal time, and a balance between the demands of work and personal life allows employees to feel more satisfied with their jobs. Leaders and organizations that build a culture that puts employee well-being first not only contribute to work-life balance, but also create a higher sense of satisfaction and loyalty to their work.

These results are in line with the Person-Environment Fit theory explained by [Fatoki, \(2023\)](#); [Ibrahim et al., \(2023\)](#) which states that a good balance between individuals and the work environment including organizational culture can increase employee job satisfaction. This theory emphasizes that employees who feel that their personal values align with the organization's culture tend to be more satisfied and engaged in their work. When an organization's culture supports aspects of employees' personal lives, such as providing flexible hours or supporting remote work policies, employees feel more valued and are better able to manage their obligations outside of work, which increases their job satisfaction. Research by [Pham & Tran, \(2023\)](#); [Rosari & Tjahjadi, \(2023\)](#) also reinforces these findings, which show that organizational cultures that support work-life balance significantly increase job satisfaction. This culture of balance not only encourages employees to feel more satisfied but also more motivated to work more productively. In the study, employees who worked in organizations with a culture that supported work-life balance showed higher levels of satisfaction compared to those who worked in organizations with a more rigid culture or focus on long hours.

Theoretically, an organizational culture that supports work-life balance is often seen as an important indicator of the quality of work. According to [Iddagoda et al., \(2021\)](#); [Jayasingam et al., \(2023\)](#); [Namaziandost et al., \(2024\)](#) in Work-Life Spillover Theory, when an organizational culture pays attention to employee well-being, the positive effects of work-life balance can spread to other areas, including job satisfaction. Employees who feel supported in maintaining a balance between their work and personal lives are more likely to be satisfied with their work, as they feel that the organization recognizes the importance of their personal aspects.

In practical terms, the results of this study show that organizations that want to improve employee job satisfaction should develop a culture that supports work-life balance. This can be done by implementing flexible working hours policies, supporting remote work arrangements, or offering support for employees' mental health and physical well-being. By creating an environment that allows employees to have time for themselves and their families, organizations will not only increase job satisfaction but also reduce stress and burnout levels, which in turn increases employee productivity and loyalty.

Thus, organizational culture plays a very important role in shaping the work experience of employees and contributing to their job satisfaction through work-life balance. Further research is needed to explore more deeply how different elements of organizational culture such as values, norms, and managerial policies can influence these relationships in a broader and more diverse context. Additionally, longitudinal research that looks at changes in organizational culture over a longer period of time will provide deeper insights into how these cultures evolve and affect job satisfaction in the long run.

Constructively, the influence of transformational leadership, work motivation, and organizational culture on employee job satisfaction can be seen in the figure below.

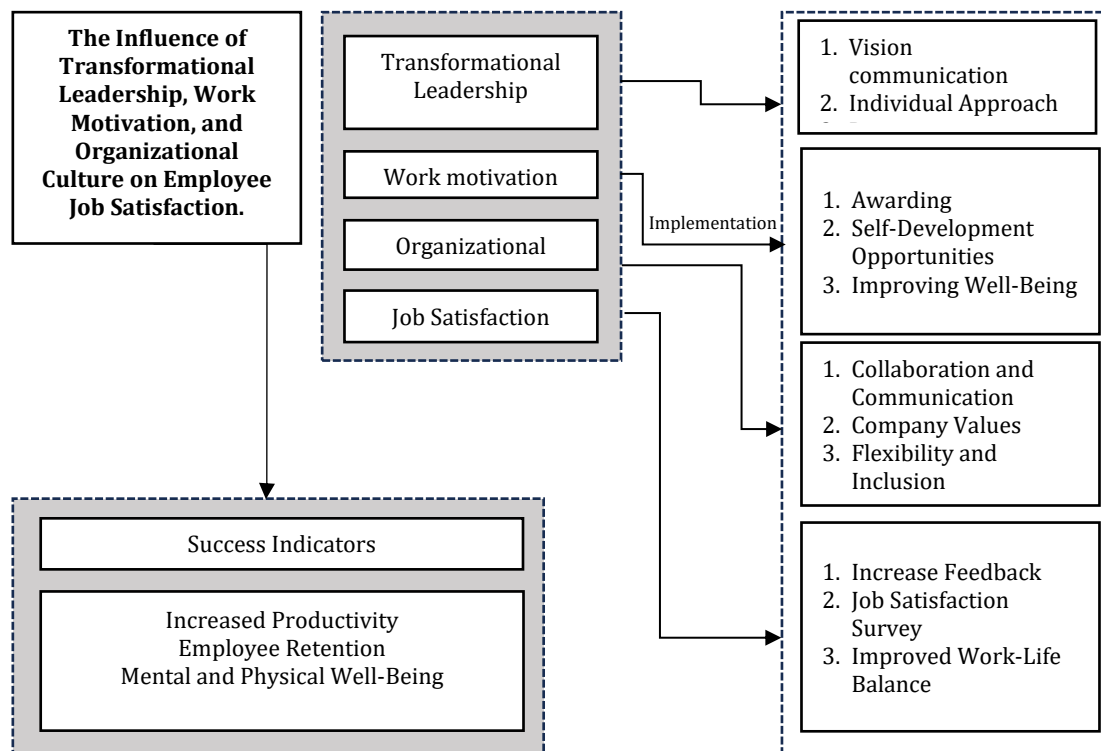


Figure 3. Research Model of the Influence of Transformational Leadership, Work Motivation, and Organizational Culture on Employee Job Satisfaction.

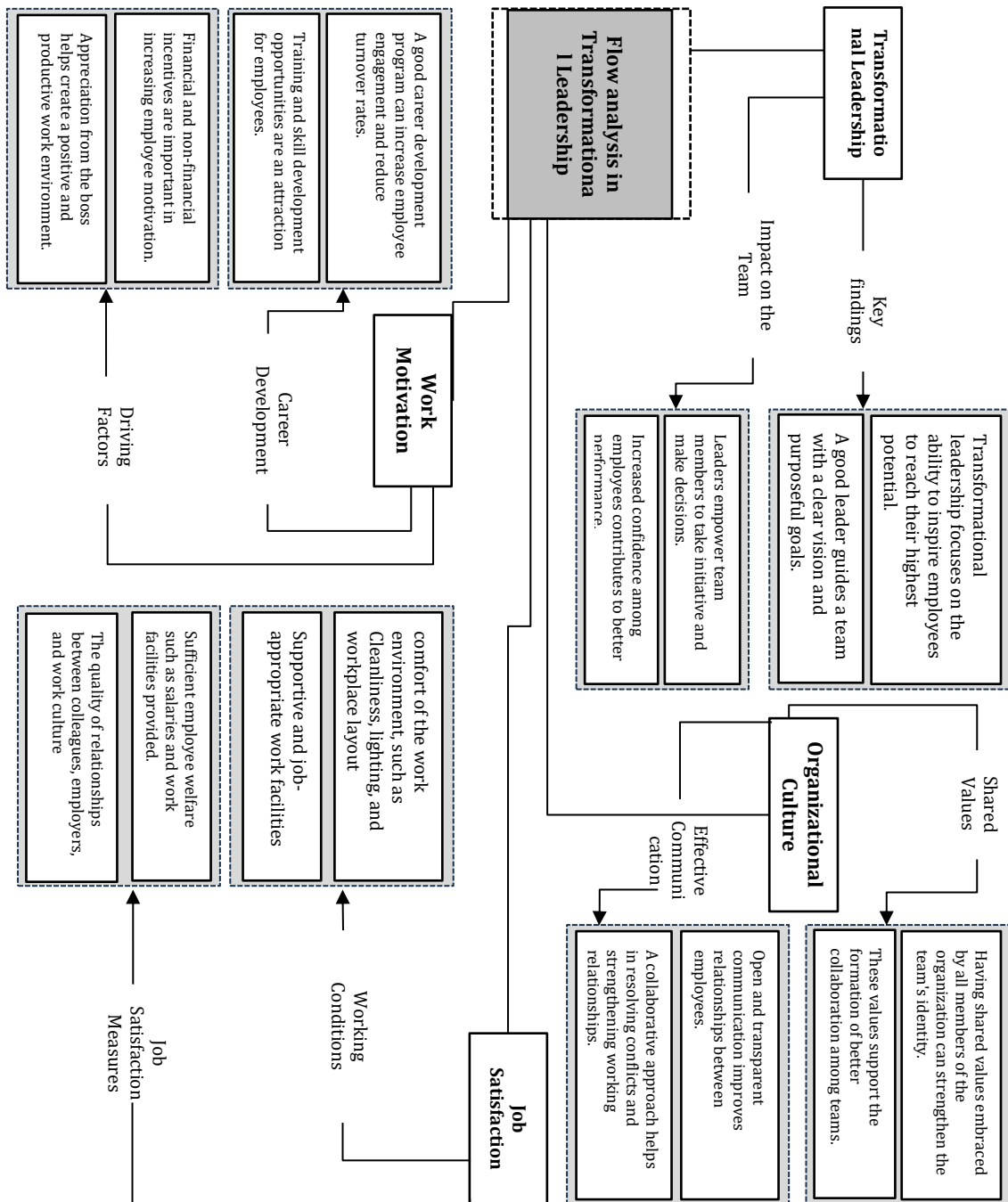


Figure 4. Path Analysis Model of the Relationships among Variables

In increasing employee job satisfaction, there needs to be a main driver who can create a good organizational culture. One of the important factors that can act as a driver is transformational leadership, which is able to inspire and motivate employees to achieve organizational goals in a meaningful way. Effective leadership focuses not only on achieving short-term goals, but also on developing an individual's potential in a supportive work environment. In addition, work motivation is a crucial factor that encourages employees to perform better, where intrinsic and extrinsic motivation can significantly affect job satisfaction. Equally important, a positive organizational culture, which promotes values

such as collaboration, open communication, and support for work-life balance, also plays a major role in increasing job satisfaction. Organizations that are able to integrate policies that support work-life balance will provide space for employees to take care of their personal well-being, which in turn will contribute to higher productivity and job satisfaction. By combining transformational leadership, work motivation, a positive organizational culture, and work-life balance, organizations can create a harmonious work environment and improve overall employee job satisfaction.

The following is presented a construct that describes the relationship between transformational leadership, work motivation, organizational culture, and work-life balance, as well as how these factors interact to influence employee job satisfaction. This image provides a comprehensive overview of how each construct is interrelated and contributes to the creation of a work environment that supports employee well-being and satisfaction. This construct explains that effective leadership, a positive culture, and high motivation not only improve individual performance, but also create conditions that favor a balance between personal life and work, which ultimately strengthens overall job satisfaction.

Conclusion

The findings demonstrate that transformational leadership, work motivation, and organizational culture significantly contribute to employee job satisfaction in pharmaceutical distribution companies, with work-life balance serving as an important mediating mechanism. The results suggest that transformational leadership enhances employees' motivation and satisfaction by fostering a supportive and empowering work environment, while a positive organizational culture reinforces these relationships by promoting employee well-being and work-life balance. This study contributes to the human resource management literature by providing empirical evidence that employee job satisfaction is shaped not only by organizational and motivational factors but also by employees' ability to maintain a healthy balance between their professional and personal lives. These findings highlight the strategic role of work-life balance in strengthening the effectiveness of organizational practices aimed at improving employee satisfaction. The findings provide practical implications for pharmaceutical distribution companies by emphasizing the need to integrate transformational leadership development, employee motivation initiatives, and organizational culture with policies that promote work-life balance, such as flexible work arrangements, leadership development programs, and employee well-being initiatives. Such integrated strategies can enhance employee satisfaction and contribute to long-term organizational performance. Nevertheless, this study is limited by its research context and sample characteristics, which may restrict the generalizability of the findings. Future research is recommended to examine the proposed model across different industries and organizational settings, employ longitudinal or mixed-method approaches, and incorporate additional variables, such as organizational commitment, employee engagement, psychological well-being, and perceived organizational support, to develop a more comprehensive understanding of the factors influencing employee job satisfaction.

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