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The Effect of Organizational Culture and Transformational Leadership Style on Construction Service Company Performance Mediated by Employee Job Satisfaction

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ABSTRACT

Intensifying competition among construction companies in Bali has highlighted the importance of understanding the relationships between organizational culture, transformational leadership, and company performance. This study examined the direct effects of organizational culture and transformational leadership on company performance and investigated the mediating role of employee job satisfaction in these relationships. A quantitative research approach was employed, using purposive sampling to select 100 permanent and contract employees from medium- and large-sized construction companies registered with the Indonesian Contractors Association (Gabungan Pelaksana Konstruksi Nasional Indonesia, GAPENSI) in Bali. Data were collected through a structured questionnaire using a five-point Likert scale and analyzed using second-order partial least squares structural equation modeling (PLS-SEM) with SmartPLS 3.0. Company performance was assessed using the Balanced Scorecard (BSC) framework. The results indicated that organizational culture and transformational leadership had positive but statistically nonsignificant direct effects on company performance. However, both variables had positive associations with employee job satisfaction, which was positively associated with company performance. Furthermore, employee job satisfaction significantly mediated the relationships between organizational culture and company performance ($\beta = 0.238$, $p = 0.013$) and between transformational leadership and company performance ($\beta = 0.297$, $p = 0.002$). These findings suggest that organizational culture and transformational leadership were indirectly associated with company performance through employee job satisfaction, highlighting its importance as a mediating mechanism. The study concluded that improving employee job satisfaction could support organizational performance enhancement. Accordingly, construction company managers should prioritize employee recognition, equitable compensation practices, and supportive supervisor–employee relationships to foster job satisfaction and improve overall company performance.

INTRODUCTION

The construction industry is a strategic sector that plays a significant role in infrastructure development and contributes substantially to regional economic growth,

including in Bali Province (Putra et al., 2024; Suthanaya & Suwarningsih, 2023). As one of Indonesia's leading tourist destinations, Bali has experienced rapid development of tourism-related infrastructure, including hotels, villas, commercial facilities, and public infrastructure, resulting in increased construction activities. According to the Bali Provincial Statistics Agency (Badan Pusat Statistik Provinsi Bali, BPS), 1,805 construction companies operated in Bali, with the highest concentration in Denpasar City, accounting for 494 companies (Badan Pusat Statistik Provinsi Bali, 2025). Construction service companies are involved in construction planning, execution, and supervision, as regulated under Indonesian Law No. 2 of 2017 concerning Construction Services (Undang-Undang Nomor 2 Tahun 2017 tentang Jasa Konstruksi) (Undang-Undang No. 02 Tahun 2017, 2017). These companies are classified as small, medium, or large enterprises based on their business capacity, with each category facing distinct challenges related to organizational management and market competition. As competition intensifies, company performance becomes an essential indicator of organizational success, reflected in the achievement of strategic objectives, effective target attainment, efficient resource utilization, and adaptability to changes in the business environment (Wardhana et al., 2022). Company performance also reflects an organization's ability to manage resources, capital, assets, operations, and marketing activities effectively to generate profitability and maintain business sustainability (Alamsyahbana et al., 2024). A comprehensive assessment of company performance can be conducted using the Balanced Scorecard (BSC) framework, which encompasses four perspectives: financial performance, customer satisfaction, internal business processes, and learning and growth (Kaplan & Norton, 1996).

In practice, construction companies encounter various challenges that may adversely affect their performance, arising not only from technical and operational constraints but also from managerial and organizational behavior factors. One important nontechnical factor is organizational culture, which encompasses the shared values, norms, beliefs, and behavioral patterns that influence how employees perform their responsibilities, interact with colleagues, and make organizational decisions. A strong and supportive organizational culture can foster a positive work environment, strengthen teamwork, and encourage employee commitment and productivity. Conversely, an unsupportive organizational culture characterized by interpersonal conflict and inadequate organizational support may contribute to occupational stress, job dissatisfaction, and increased employee turnover. Previous studies by Chantika et al. (2025), Jigjiddorj et al. (2021), Alvani and Yulihasri (2024), and Setiawati and Mashyuni (2022) demonstrated that a positive organizational culture was significantly associated with employee job satisfaction, collaboration, and work effectiveness. Furthermore, Faturrahman and Yuniawan (2023), Asih et al. (2026), and Achmadi et al. (2024) reported that adaptive and supportive organizational cultures positively influenced organizational performance, with employee job satisfaction serving as an important mediating mechanism.

Leadership style represents another important organizational factor that may influence employee behavior, job satisfaction, and company performance. Contemporary leadership practices increasingly emphasize flexibility, employee participation, professional development, and supportive working relationships. These characteristics may be particularly relevant to Generation Z employees, generally defined as individuals born between 1997 and 2012, who are often described as valuing meaningful work, open communication, flexibility,

professional growth, and supportive leadership. Transformational leadership emphasizes a leader's ability to articulate a compelling organizational vision, inspire and motivate employees, encourage innovative thinking, and provide individualized support. Rather than focusing exclusively on short-term performance targets, transformational leaders seek to develop employee capabilities and strengthen long-term organizational effectiveness. Previous studies have reported positive and statistically significant relationships between transformational leadership and organizational performance (Junaidi et al., 2024; Prayuda, 2024; Putera et al., 2024). Susila et al. (2024) further demonstrated that employee job satisfaction mediated the relationship between transformational leadership and performance. Job satisfaction reflects employees' positive evaluations and emotional responses toward their work and may influence motivation, organizational commitment, loyalty, and productivity. Riskawati (2021) identified a positive relationship between job satisfaction and organizational effectiveness in the construction industry. However, Diputra et al. (2024) reported that transformational leadership did not have a statistically significant direct effect on job satisfaction in Bali's tourism-related industry. These inconsistent findings suggest that the relationships among transformational leadership, job satisfaction, and company performance may vary across organizational and industry contexts, highlighting the need for further investigation within construction service companies.

From a theoretical perspective, organizational culture refers to a system of shared values, norms, assumptions, and behavioral expectations that guides organizational activities, shapes employee attitudes, and supports the resolution of internal and external organizational challenges (Sumartik et al., 2022). Organizational culture can also be understood as the collective beliefs, values, and learned practices developed throughout an organization's history (Sari, 2009). A well-established organizational culture may contribute to economic performance and long-term organizational success by promoting consistency, coordination, and employee commitment (Susanto & Prama, 2006). Organizational culture develops through formal and informal interactions among organizational members (Sutisna, 2003) and serves several important functions, including establishing organizational identity, strengthening social cohesion, guiding employee behavior, facilitating coordination, and supporting organizational communication (Tika, 2010). Robbins and Judge (2017) identified seven primary characteristics of organizational culture: innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability. These characteristics provide a framework for examining organizational culture in the present study. Meanwhile, Cameron and Quinn (2011) classified organizational culture into four types: clan, adhocracy, market, and hierarchy cultures. Transformational leadership is characterized by leaders' ability to motivate followers to prioritize collective organizational interests over individual self-interest while fostering commitment, satisfaction, and leadership development (Bass & Riggio, 2006). Bass and Avolio (1994) identified four fundamental dimensions of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Transformational leadership also involves developing followers' leadership capabilities and communicating a clear organizational vision (Daft, 2001). Rees (2001) emphasized principles such as simplification, motivation, facilitation, innovation, mobilization, readiness, and determination in transformational leadership practices. Furthermore, transformational leadership has been associated with

increased productivity, employee loyalty, organizational commitment, and job satisfaction, as well as reduced employee turnover (Yammarino et al., 1989). Through these mechanisms, transformational leaders can function as agents of organizational change and development (Luthans et al., 2006).

Employee job satisfaction refers to an individual's positive or negative emotional evaluation of their work and working environment (Handoko, 2019). It is an important aspect of organizational behavior because it may influence employee absenteeism, turnover intentions, morale, organizational commitment, and workplace complaints (Wiliandari, 2015). Job satisfaction is also influenced by the extent to which employees perceive that the rewards and benefits they receive correspond to their expectations and contributions (Marnis & Priyono, 2008). Discrepancies between compensation and workload, limited career advancement opportunities, and perceptions of unfair organizational practices may contribute to job dissatisfaction (Kanaf et al., 2025). Kreitner et al. (2001) identified several theoretical perspectives explaining job satisfaction, including need fulfillment, discrepancies between expectations and outcomes, value attainment, equity, and dispositional or genetic factors. Job satisfaction is commonly assessed through five dimensions: satisfaction with the work itself, compensation, promotion opportunities, supervision, and relationships with coworkers (Robbins & Judge, 2017). Previous research has demonstrated that supportive organizational cultures and participative leadership practices are positively associated with employee job satisfaction and work motivation (Maha Putra & Nasution, 2024). Sugiono and Ardhiansyah (2021) further identified job satisfaction as a mediating variable in the relationship between organizational culture and organizational performance, while Suardi (2019) reported a positive association between employee job satisfaction and performance. Collectively, these theoretical and empirical findings provide a foundation for examining employee job satisfaction as a potential mediating mechanism linking organizational culture and transformational leadership to company performance. The dimensions, indicators, and supporting references used to operationalize the research variables are summarized in Table 1.

Table 1. Dimensions of the Research Variables and Their Supporting Studies

Variable	Dimensions	Supporting Studies
Organizational culture (X1)	Leadership; innovation and risk taking; attention to detail; outcome orientation; people orientation; team orientation; aggressiveness; stability	Mesak Y et al. (2022); Anderson & Kyprianou (1994); Rivai (2020); Astuti (2022); Oktavia & Fernos (2023); Sari (2009); Brahmasari (2008); Edison et al. (2016); Budiantara et al. (2022); Farisi (2022); Billah (2022)
Transformational leadership (X2)	Idealized influence; inspirational motivation; intellectual stimulation; individualized consideration	Hidayat (2024); Bass & Avolio (1994); Ang & Edalman (2021); Bass & Riggio (2006); Irwanto & Riyadi (2023)

Variable	Dimensions	Supporting Studies
Job satisfaction (Z)	Satisfaction with the work itself; pay; promotion; supervision/leadership; co-workers	Rahmawani & Syahrial (2021); Hasibuan (2009); Dunan & Paolo (2025); Mesak Y et al. (2022); Marimin & Santoso (2020); Noviyanti et al. (2019); Stevan & Prasetio (2020); Endra (2021); Kanaf et al. (2025); Rosmaini & Tanjung (2019); Nabawi (2019); Marnis & Priyono (2008); Kreitner et al. (2001); Alasyari et al. (2023)
Construction firm performance (Y)	Financial; customer; internal business process; learning and growth perspectives	Brahmasari (2008); Andika et al. (2021); Kusriningtyas (2024); Kaplan & Norton (1996)

Source: Data processing (2026)

Despite these findings, three significant research gaps remain. First, previous studies have reported inconsistent findings regarding the relationships among organizational culture, transformational leadership, employee job satisfaction, and company performance. Second, most existing studies have focused on organizations in general or industries outside the construction sector, while empirical research specifically examining construction service companies in Bali remains limited. Third, previous studies have generally investigated these relationships separately, such as the relationship between organizational culture and company performance or between transformational leadership and job satisfaction, without integrating all four variables into a comprehensive analytical model. Furthermore, Bali's construction industry has distinctive characteristics, including its dependence on tourism and hospitality development projects, the influence of local cultural values such as Tri Hita Karana, and customary and environmental regulations that require adaptive leadership and a supportive organizational culture. To address these gaps, this study aimed to examine the direct effects of organizational culture and transformational leadership on construction company performance, the effects of organizational culture and transformational leadership on employee job satisfaction, and the effect of job satisfaction on company performance. Additionally, the study investigated the mediating role of employee job satisfaction in the relationships between organizational culture and company performance and between transformational leadership and company performance. Accordingly, seven hypotheses were formulated: organizational culture positively influences company performance (H1); transformational leadership positively influences company performance (H2); organizational culture positively influences employee job satisfaction (H3); transformational leadership positively influences employee job satisfaction (H4); employee job satisfaction positively influences company performance (H5); employee job satisfaction mediates the relationship between organizational culture and company performance (H6); and employee job satisfaction mediates the relationship between transformational leadership and company performance (H7).

METHOD

This study employed a quantitative survey design to examine the relationships among organizational culture, transformational leadership, employee job satisfaction, and construction company performance. The research was conducted in Bali Province from April 28 to September 27, 2026. Bali was selected because of its expanding construction sector and

distinctive cultural values, including Tri Hita Karana, gotong royong (mutual cooperation), and social harmony, which may influence organizational practices. The research process included instrument development, pilot testing, questionnaire distribution, data collection, and statistical analysis using partial least squares structural equation modeling (PLS-SEM).

Primary data were collected through structured questionnaires administered to employees of medium-sized (M) and large-sized (B) construction service companies registered with the Indonesian Contractors Association (Gabungan Pelaksana Konstruksi Nasional Indonesia, GAPENSI) in Bali in 2026. Secondary data were obtained from textbooks, scientific journals, theses, and institutional reports (Sugiyono, 2013). Documentary evidence was also used to supplement the primary data (Citriadin, 2020). According to GAPENSI records, 19 of the 311 registered construction companies in Bali were classified as medium-sized or large-sized enterprises. These companies were selected because of their relatively complex organizational structures and management systems. Respondents were recruited using nonprobability purposive sampling and included permanent and contract employees working in technical, operational, human resources, administrative, financial, project management, procurement, quantity surveying, cost control, and estimation positions. A sample of approximately 100 respondents was considered appropriate for the proposed PLS-SEM analysis, subject to model complexity and statistical power considerations (Hair et al., 2019). A total of 100 valid responses were obtained and included in the final analysis.

The research instrument consisted of 99 questionnaire items developed from relevant literature and refined through consultations with experts. These comprised 28 items measuring organizational culture across eight dimensions (X1.1–X1.8), 22 items measuring transformational leadership across four dimensions (X2.1–X2.4), 25 items measuring employee job satisfaction across five dimensions (Z1–Z5), and 24 items measuring company performance across four dimensions (Y1–Y4). Responses were measured using a five-point Likert scale ranging from 1 (strongly disagree), 2 (disagree), 3 (moderately agree), and 4 (agree) to 5 (strongly agree) (Mueller, 1992). Before the main survey, a pilot test was conducted involving 32 respondents with characteristics similar to those of the target population who were excluded from the main study. This pilot sample size was consistent with recommendations for preliminary instrument testing (Bujang et al., 2024; Connelly, 2008; Johanson & Brooks, 2010). Item validity was assessed using item–total correlations, with items considered valid when the calculated correlation coefficient (r) exceeded the critical value (Sugiyono, 2013). For a sample of 32 respondents, with 30 degrees of freedom and a significance level of 5%, the critical correlation coefficient was 0.3494. Internal consistency reliability was evaluated using Cronbach's alpha, with values ≥0.70 generally indicating acceptable reliability, while values between 0.60 and 0.70 were considered potentially acceptable for exploratory research (Ghozali, 2016).

Data were analyzed using PLS-SEM with SmartPLS 3.0. This approach was selected because it enables the simultaneous estimation of relationships among latent constructs and is suitable for analyzing complex models involving multiple indicators and mediating variables (Hair et al., 2019). As a variance-based structural equation modeling technique, PLS-SEM is relatively flexible regarding distributional assumptions and can accommodate smaller samples, although sample adequacy depends on model complexity, effect sizes, and statistical power (Hair et al., 2017; Shollohin & Ratmono, 2021). The analytical procedure involved model

specification, algorithm selection, estimation, bootstrapping, and evaluation of the measurement and structural models (Ghozali, 2021). Measurement instrument development was informed by Churchill (1979), while the initial sample size assessment considered the ten-times rule (Chin, 1998), supplemented by considerations of model complexity and statistical power. Because the study variables were multidimensional, they were specified as reflective higher-order constructs and estimated using the repeated-indicators approach (Becker et al., 2012). The measurement model was assessed using indicator loadings, convergent validity, discriminant validity, and internal consistency reliability. Outer loadings ≥0.70 were preferred, although loadings between 0.50 and 0.60 were considered for retention during preliminary assessment when theoretically justified. Convergent validity was evaluated using the average variance extracted (AVE), with values ≥0.50 indicating acceptable convergent validity. Discriminant validity was examined using cross-loadings, while composite reliability and Cronbach's alpha values ≥0.70 were used to assess internal consistency (Ghozali & Latan, 2019). The structural model was evaluated using the coefficient of determination (R^2), with values of 0.67, 0.33, and 0.19 interpreted as substantial, moderate, and weak explanatory power, respectively. Predictive relevance was assessed using the Stone–Geisser Q^2 statistic, while the global goodness-of-fit (GoF) index was calculated as a supplementary descriptive measure. Hypothesis testing was performed using bootstrapping at a significance level of $\alpha = 0.05$. The Q^2-based redundancy measure and GoF index were calculated using the following equations:

$$Q^2 = 1 - (1 - R^2Z)(1 - R^2Y)$$

$$GoF = \sqrt{(\text{mean AVE} \times \text{mean } R^2)}$$

The mediation effects of employee job satisfaction were examined using the framework proposed by Zhao et al. (2010). Indirect-only mediation was identified when the indirect effect was statistically significant while the direct effect was nonsignificant. Complementary mediation was identified when both direct and indirect effects were statistically significant and operated in the same direction. When the direct effect was significant but the indirect effect was nonsignificant, no mediation was established. As a supplementary assessment, the variance accounted for (VAF) was calculated by dividing the indirect effect by the total effect. Conventional interpretive thresholds classified VAF values below 20% as indicating negligible mediation, values between 20% and 80% as partial mediation, and values above 80% as substantial mediation. However, mediation conclusions were primarily based on the statistical significance and direction of the bootstrapped indirect effects rather than VAF thresholds alone.

RESULTS AND DISCUSSION

Pilot Test

The pilot test showed that 96 of the 99 items had r count values above 0.3494, with values ranging from 0.3669 to 0.8758. Three items did not meet the validity criterion, namely X1.3.1 (r = 0.3343), X1.5.1 (r = 0.2948), and X2.3.3 (r = 0.2595). Because they remained theoretically relevant to their indicators, these items were not removed immediately but were reworded to clarify their meaning without changing the substance of the indicators, as shown in Table 2.

Table 2. Rewording of Items That Did Not Meet the Validity Criterion

Code	Before Revision	After Revision
X1.3.1	Organizational culture supports employees in solving work problems effectively	Organizational culture encourages employees to identify and solve work problems appropriately
X1.5.1	Each member has independence in working	Organizational culture gives employees the trust to complete work independently
X2.3.3	The leader encourages subordinates to think rationally in solving problems	The leader encourages subordinates to consider the available facts and information in solving work problems

Source: Data processing (2026)

The reliability of the 21 dimensions was then tested, with the results summarized in Table 3.

Table 3. Reliability of the Pilot Test Instrument by Dimension

Variable	Dimensions	Items per Dimension	Cronbach's Alpha	Decision
Organizational culture (X1)	X1.1–X1.8	2; 4; 3; 2; 5; 7; 2; 3	0.706–0.927	Reliable
Transformational leadership (X2)	X2.1–X2.4	8; 4; 4; 6	0.688–0.920	Reliable
Job satisfaction (Z)	Z1–Z5	11; 3; 2; 7; 2	0.916–0.959	Reliable
Firm performance (Y)	Y1–Y4	3; 5; 7; 9	0.894–0.957	Reliable

Source: Data processing (2026)

As shown in Table 3, all dimensions had Cronbach's alpha values of at least 0.60, so the instrument was internally consistent. A comparison showed that removing X1.3.1 reduced the alpha of X1.3 from 0.7338 to 0.7120 and removing X2.3.3 reduced the alpha of X2.3 from 0.6876 to 0.6566, whereas removing X1.5.1 slightly increased the alpha of X1.5 from 0.7303 to 0.7331. All values remained above 0.60, so the reworded instrument was used in the main survey.

Respondent Characteristics

The 100 respondents who met the criteria are described in Table 4.

Table 4. Characteristics of the Main Respondents (n = 100)

Characteristic	Category	Frequency	Percentage (%)
Age	21–30 years	63	63
	31–40 years	18	18
	41–50 years	12	12
	> 50 years	7	7
Gender	Male	63	63
	Female	37	37
Position	Quantity surveyor	22	22
	Drafter	16	16
	Project manager	12	12
	Staff engineering	9	9
	Admin marketing	8	8
	Admin engineering	7	7
	Engineering manager	6	6
	Finance & accounting; estimator	4 each	4 each
	Logistics	3	3
	Purchasing	2	2

Characteristic	Category	Frequency	Percentage (%)
	Other managerial positions (6 positions)	1 each	1 each
Education	Bachelor (S1)	65	65
	Diploma (D3/D4)	18	18
	Senior high school/equivalent	11	11
	Professional engineer	3	3
	D1; master (S2); doctorate (S3)	1 each	1 each
Work experience	0–5 years	49	49
	5–10 years	25	25
	11–20 years	19	19
	> 20 years	7	7
Employment status	Contract	53	53
	Permanent	47	47

Note: other managerial positions are operations manager, project resources manager, commissioner, finance and administration manager, cost control, and finance manager.
Source: Data processing (2026)

Table 4 shows that the respondents were dominated by employees aged 21–30 years (63%), reflecting a workforce in its early productive age and largely belonging to the younger generation. Male respondents dominated (63%), consistent with the construction sector's reliance on male workers in technical and operational fields, although the 37% share of women shows their significant role in administration, finance, and management. The respondents represented technical, managerial, and administrative functions, most held a bachelor's degree (65%), and 74% had less than 10 years of work experience. Contract employees (53%) slightly outnumbered permanent employees (47%), indicating that construction companies still rely heavily on contract labor for operations and projects.

Measurement Model Evaluation

In the first estimation, all first-order indicators had loadings above 0.70 on their dimensions, but the second-order loadings of X1.3.1 (0.644), X1.5.1 (0.664), and X2.3.3 (0.675) were below 0.70. These three items were removed, which is consistent with the pilot test in which the same items failed the validity criterion. The re-estimated measurement model is shown in Figure 1, and the results of the convergent validity and reliability tests are summarized in Table 5.

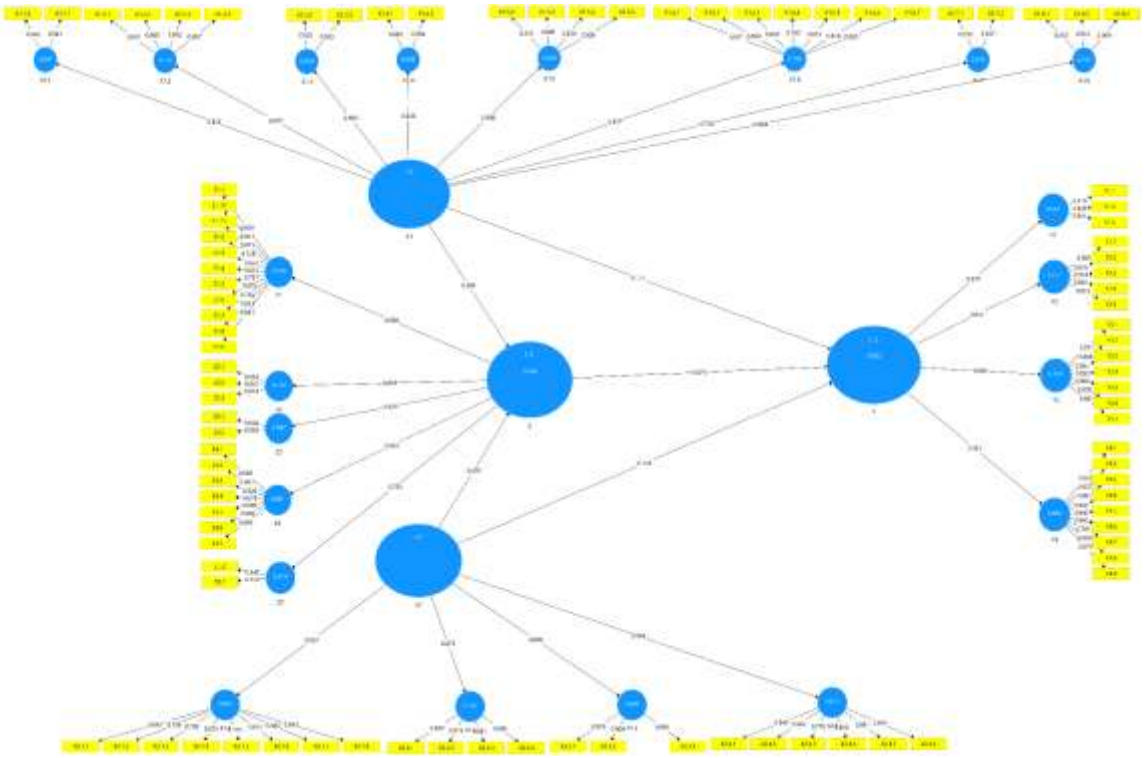


Figure 1. Outer Loading Results of the Second-Order Measurement Model (Second Estimation)

Source: Data processing with SmartPLS 3.0 (2026)

Table 5. Convergent Validity and Reliability of the Constructs

Construct	Items	Indicator Loadings	Dimension Loadings	AVE	Cronbach's Alpha	rho_A	CR
Organizational culture (X1)	26	0.710–0.820	0.784–0.908	0.567	0.969	0.970	0.971
Transformational leadership (X2)	21	0.712–0.838	0.873–0.934	0.607	0.967	0.969	0.970
Job satisfaction (Z)	25	0.717–0.906	0.783–0.958	0.639	0.976	0.977	0.978
Firm performance (Y)	24	0.709–0.858	0.817–0.943	0.614	0.972	0.973	0.974

Note: indicator loadings are second-order loadings of items on their constructs; dimension loadings are loadings of dimensions on their constructs. Source: Data processing (2026)

Table 5 shows that, after the removal, all 96 remaining items had loadings above 0.70 on their constructs, and the dimension loadings ranged from 0.783 to 0.958, so convergent validity was fulfilled. The cross-loading test showed that each item loaded more highly on its own construct than on the other constructs, so discriminant validity was also met. All AVE values exceeded 0.50, meaning that each construct explained more than half of the variance of its indicators, and the composite reliability, rho_A, and Cronbach's alpha values all exceeded 0.96, indicating very high internal consistency. The strongest dimensions were people orientation (0.908) for organizational culture, individualized consideration (0.934) for transformational leadership, satisfaction with the work itself (0.958) for job satisfaction, and the learning and growth (0.943) and internal business process (0.926) perspectives for firm performance.

Structural Model Evaluation and Hypothesis Testing

The R^2 values were 0.658 for job satisfaction (adjusted 0.651) and 0.762 for firm performance (adjusted 0.755). Thus, organizational culture and transformational leadership explain 65.8% of the variance in job satisfaction, which is moderate to strong, while the three predictors explain 76.2% of the variance in firm performance, which is strong. Predictive relevance was $Q^2 = 1 – (1 – 0.658)(1 – 0.762) = 0.919$, which is greater than 0, indicating very good predictive relevance. With a mean R^2 of 0.710 and a mean AVE of 0.607, GoF = 0.656, which exceeds 0.36 and falls into the large category, indicating a high level of model fit. The bootstrapping results for the direct and indirect effects are presented in Table 6 and illustrated in Figure 2.

Table 6. Results of Hypothesis Testing for Direct and Indirect Effects

Hypothesis	Path	Original Sample (O)	Sample Mean (M)	STDEV	T-Statistic	P-Value	Decision
H1	X1 → Y	0.177	0.183	0.125	1.417	0.157	Rejected
H2	X2 → Y	0.134	0.138	0.107	1.253	0.211	Rejected
H3	X1 → Z	0.384	0.387	0.126	3.041	0.002	Accepted
H4	X2 → Z	0.478	0.475	0.121	3.943	0.000	Accepted
H5	Z → Y	0.620	0.607	0.135	4.605	0.000	Accepted
H6	X1 → Z → Y	0.238	0.237	0.095	2.495	0.013	Accepted
H7	X2 → Z → Y	0.297	0.288	0.095	3.123	0.002	Accepted

Source: Data processing with SmartPLS 3.0 (2026)

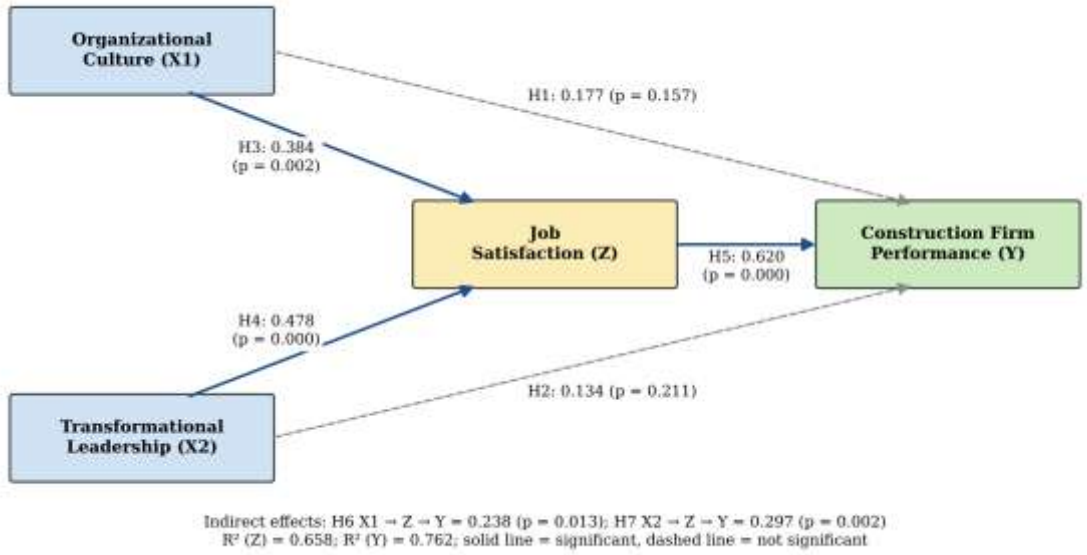


Figure 2. Structural Model and Path Coefficients

Source: Data processing (2026)

Table 6 and Figure 2 show that organizational culture (O = 0.177; p = 0.157) and transformational leadership (O = 0.134; p = 0.211) have positive but insignificant direct effects on firm performance, so H1 and H2 are rejected. In contrast, organizational culture (O = 0.384; p = 0.002) and transformational leadership (O = 0.478; p = 0.000) positively and significantly affect job satisfaction, and job satisfaction positively and significantly affects firm performance (O = 0.620; p = 0.000), so H3, H4, and H5 are accepted. Both indirect effects through job

satisfaction are positive and significant, namely 0.238 (p = 0.013) for organizational culture and 0.297 (p = 0.002) for transformational leadership, so H6 and H7 are accepted. The mediation results are summarized in Table 7.

Table 7. Summary of Mediation Effects

Path	Direct Effect	Indirect Effect	Total Effect	VAF (%)	Type (Zhao et al., 2010)	Type (VAF)
X1 → Z → Y	0.177 (n.s.)	0.238*	0.415	57.35	Indirect-only (full) mediation	Partial mediation
X2 → Z → Y	0.134 (n.s.)	0.297*	0.431	68.91	Indirect-only (full) mediation	Partial mediation

Note: * significant at α = 5%; n.s. = not significant. Source: Data processing (2026)

According to the procedure of Zhao et al. (2010), because the indirect effects are significant while the direct effects are not, job satisfaction acts as an indirect-only (full) mediator in both relationships. The VAF values of 57.35% and 68.91%, which lie in the 20%–80% range, classify the mediation as partial when the magnitude of the direct coefficients is taken into account. Both approaches agree that job satisfaction is the main channel through which culture and leadership influence firm performance, while the direct paths are too weak to be statistically significant.

Discussion

The positive but insignificant effect of organizational culture on firm performance (H1) can be explained by the Balanced Scorecard measurement of performance, which covers financial, customer, internal business process, and learning and growth perspectives. Values, norms, and work behaviors such as cooperation, responsibility, discipline, and communication do not automatically improve all of these aspects unless they are translated into business processes; financial performance still depends on managing revenues and costs, and customer performance depends on meeting client expectations. Culture in this study was most strongly reflected by people orientation, particularly employees' ability to manage emotions in work situations, whereas performance was most strongly reflected at the business process level, particularly achieving targets. This difference in levels explains why the direct relationship was not significant. The finding is consistent with Sawlani et al. (2021), who found that project organizational culture had a positive but insignificant effect on firm performance in Indonesian construction industries, and with Welasih et al. (2025).

Similarly, transformational leadership had a positive but insignificant direct effect on firm performance (H2). Leadership shapes working conditions through direction, motivation, attention to employees' needs, and encouragement to improve skills, but these influences must first be translated into business processes before they appear in measurable performance. Leadership in this study was most strongly reflected by individualized consideration, which concerns relationships with individual employees, while performance was most strongly reflected at the process level. This result is in line with Eliyana et al. (2019), who found that transformational leadership did not significantly affect performance directly but significantly affected job satisfaction, and with Kawiana et al. (2020), Yusuf (2025), and Haizah et al. (2026), who showed that transformational leadership relates to performance through job satisfaction.

Organizational culture positively and significantly affected job satisfaction (H3). Culture is reflected in how employees interact, work, communicate, and solve problems, and when supportive norms are applied consistently, employees perceive their environment more positively. Construction companies require cooperation, communication, coordination, responsibility, and adaptability, and a culture that supports these aspects clarifies expected behavior and creates better relationships with supervisors and co-workers, increasing satisfaction with the work, pay, development opportunities, supervision, and colleagues. The dominance of people orientation, especially emotion management, supports more positive interactions and fewer conflicts. This finding is consistent with Dewi and Premayani (2024) and Hatidja et al. (2024), who found that organizational culture positively and significantly affects job satisfaction, including in Bali's hospitality industry.

Transformational leadership also positively and significantly affected job satisfaction (H4), and it had the largest effect on job satisfaction in the model. Leaders who provide idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Avolio, 1994) make employees feel valued and supported in facing demanding deadlines, changing work conditions, and inter-departmental coordination. The dominance of individualized consideration shows that understanding employees' conditions, giving guidance according to their needs, supporting them in difficulties, and providing development opportunities are the strongest aspects of leadership in the companies studied, which is particularly relevant for a young workforce. This finding is consistent with Yusron and Asro (2025), Pradistya et al. (2024), and Baihaqi and Fitrianingrum (2025), but differs from Diputra et al. (2024), suggesting that in construction firms individualized attention from leaders is a strong source of satisfaction.

Job satisfaction had the strongest direct effect on firm performance (H5). Employees who are satisfied with their work, pay, promotion, supervision, and co-workers tend to be more comfortable, engaged, and responsible, and they build working relationships that support coordination across technical, operational, administrative, financial, and managerial functions, which helps companies achieve targets through more effective internal business processes. This result supports Kurniawan (2023), Azmy (2023), and Kusumaningrum et al. (2025), who found positive relationships between job satisfaction and performance, including in construction companies and among Generation Z workers in state-owned construction firms.

Finally, job satisfaction mediated the effects of organizational culture (H6) and transformational leadership (H7) on firm performance. Culture and leadership do not directly produce higher performance but first shape the working conditions experienced by employees; when these conditions generate satisfaction, employees work better, maintain coordination, and support target achievement. Thus, job satisfaction is the mechanism that translates values, norms, motivation, and individual attention into processes that contribute to performance. These findings are consistent with Hendrajati et al. (2024), Fikri (2023), and Yosep et al. (2024) for organizational culture and with Adiprana and Surya (2023), Irsyadi and Ratnawati (2025), and Yusuf (2025) for transformational leadership, and they confirm the view of Robbins and Judge (2017) that organizational factors affect job satisfaction, which in turn improves performance. Practically, descriptive results showed that the lowest-rated indicators were performance-based rewards in organizational culture, leaders' closeness and informal interaction with subordinates in individualized consideration, the fairness of salary in job

satisfaction, and the control of employee turnover in firm performance, which indicate priority areas for improvement.

CONCLUSION

This study concluded that, among medium- and large-sized construction service companies registered with the Indonesian Contractors Association (Gabungan Pelaksana Konstruksi Nasional Indonesia, GAPENSI) in Bali, organizational culture ($\beta = 0.177$; $p = 0.157$) and transformational leadership ($\beta = 0.134$; $p = 0.211$) had positive but statistically nonsignificant direct effects on company performance. In contrast, organizational culture ($\beta = 0.384$; $p = 0.002$) and transformational leadership ($\beta = 0.478$; $p < 0.001$) had positive and statistically significant effects on employee job satisfaction, while job satisfaction had a positive and statistically significant effect on company performance ($\beta = 0.620$; $p < 0.001$). Furthermore, employee job satisfaction significantly mediated the relationships between organizational culture and company performance ($\beta = 0.238$; $p = 0.013$) and between transformational leadership and company performance ($\beta = 0.297$; $p = 0.002$). These findings supported an indirect-only mediation pattern, indicating that organizational culture and transformational leadership were positively associated with company performance primarily through their relationships with employee job satisfaction. From a managerial perspective, construction companies should implement objective and transparent performance-based reward systems, including financial incentives, bonuses, formal recognition, and career development opportunities. Leaders should also strengthen interpersonal communication and employee engagement through regular discussions, informal interactions, and constructive feedback. Additionally, companies should periodically evaluate compensation structures to ensure alignment with employee workloads, responsibilities, competencies, and contributions. Strengthening human resource development, fostering a supportive work environment, expanding career advancement opportunities, and improving employee well-being may further enhance job satisfaction and help reduce employee turnover. From a theoretical perspective, future research should incorporate additional variables, such as organizational commitment, employee engagement, work motivation, and the work environment, to provide a more comprehensive understanding of the mechanisms linking organizational culture and transformational leadership to company performance. Further investigations should also examine performance-based reward systems, individualized consideration, compensation practices, and employee turnover in greater depth. Expanding the research to construction companies of different sizes and qualifications across various geographical regions, as well as employing longitudinal or mixed-methods designs, would strengthen the generalizability of the findings and provide deeper insights into the temporal and contextual relationships among the variables.

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CONFLICT OF INTEREST

The authors declare that there are no personal, commercial, or financial conflicts of interest that could influence the conduct and results of this study.

AUTHOR CONTRIBUTIONS

Ni Wayan Sariantini[1], I Nyoman Yudha Astana[2] and Anak Agung Diah Parami Dewi[3] contributed to the research design, data collection and processing, analysis of the results, and preparation of the manuscript.

GENERATIVE AI STATEMENT

In preparing this article, the authors used generative artificial intelligence as a tool for language refinement, structuring the text, and grammar correction. Its use was limited and remained under the authors' supervision. All data, analyses, interpretations, and scientific substance have been checked and verified by the authors, who take full responsibility for the accuracy, originality, and final content of the manuscript.

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