

ABSTRACT

Employee performance is a key determinant of organizational success, particularly in labor-intensive manufacturing companies where human resources play a vital role in achieving operational effectiveness and organizational objectives. However, maintaining optimal employee performance remains a significant challenge due to various organizational and managerial factors. Previous studies examining the influence of transactional leadership and organizational culture on employee performance have produced inconsistent findings, particularly regarding the mediating role of job satisfaction. These inconsistencies indicate the existence of a research gap that warrants further empirical investigation. Therefore, this study aims to analyze the effects of transactional leadership and organizational culture on employee performance, with job satisfaction serving as a mediating variable, at PT Rodeo Prima Jaya Semarang.

This study adopted a quantitative research approach. Primary data were collected through questionnaires distributed to 120 employees of PT Rodeo Prima Jaya Semarang who were selected using purposive sampling techniques. The collected data were analyzed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method with the assistance of SmartPLS software. This analytical approach was employed to evaluate the direct and indirect relationships among the research variables and to test the proposed hypotheses.

The findings reveal that transactional leadership does not have a significant direct effect on employee performance. In contrast, organizational culture has a positive and significant effect on employee performance. Furthermore, both transactional leadership and organizational culture positively and significantly influence job satisfaction. Job satisfaction also has a positive and significant effect on employee performance. The mediation analysis demonstrates that job satisfaction significantly mediates the relationship between transactional leadership and employee performance, as well as the relationship between organizational culture and employee performance. These findings suggest that organizational culture and job satisfaction are critical factors in enhancing employee performance. The study highlights that the effectiveness of transactional leadership in improving employee performance is more likely to be achieved indirectly through increased job satisfaction. Therefore, organizations are encouraged to strengthen organizational culture and implement policies that foster employee job satisfaction to achieve sustainable performance improvement.

Keywords: Transactional Leadership, Organizational Culture, Job Satisfaction, Employee Performance