
THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL CULTURE ON EMPLOYEE JOB SATISFACTION AND WORK PRODUCTIVITY AT PT. ASURANSI JIWA SINARMAS MSIG LIFE CAB. LOMBOK

Nensi Anggraini¹

Universitas Mataram, Mataram, Indonesia
nensianggraini2@gmail.com

Abdul Azis Bagis²

Universitas Mataram, Mataram, Indonesia
azis.bagis@unram.ac.id

I Nyoman Nugraha³

Universitas Mataram, Mataram, Indonesia
nyoman.nugraha@unram.ac.id

Abstract

This study aims to analyze the influence of transformational leadership and organizational culture on employee productivity, with job satisfaction serving as a mediating variable at PT. Asuransi Jiwa Sinarmas Msig Life Cab. Lombok. The research employed a quantitative approach with an associative causal design using a survey method, in which data were collected through the distribution of questionnaires to all respondents comprising the research population of 56 employees. The research instruments covered the variables of transformational leadership, organizational culture, employee productivity, and job satisfaction, each measured using several indicators that were tested for validity and reliability. Data analysis was conducted using SmartPLS 3.0 to examine both direct and indirect relationships among variables. The results indicate that transformational leadership and organizational culture have a positive and significant effect on employee productivity. Furthermore, transformational leadership and organizational culture also exert a positive and significant influence on job satisfaction. Job satisfaction, in turn, has a positive and significant effect on employee productivity. In addition, job satisfaction significantly and positively mediates the relationship between transformational leadership and organizational culture and employee productivity. The coefficient of determination demonstrates that employee productivity is strongly explained by the variables examined in this study.

Keywords: Transformational Leadership, Organizational Culture, Work Productivity, Job Satisfaction

The Influence of Transformational Leadership...

INTRODUCTION

Human resources are a strategic asset that determines organizational success, as they function as the primary driving force behind all business processes. An organization's ability to achieve its objectives does not solely depend on technology and capital, but also on the capacity of its human resources to generate effective and sustainable performance. Work productivity therefore serves as a crucial indicator reflecting employees' contributions to achieving organizational targets, making professional human resource management an urgent necessity amid increasingly intense industrial competition (Sedarmayanti, 2017).

In the context of modern organizations, productivity is influenced not only by technical aspects of work but also by leadership and organizational culture. Transformational leadership is regarded as a leadership style capable of providing inspiration, vision, and psychological encouragement to employees, enabling them to develop their potential and deliver optimal performance for the organization (Edison et al., 2017). Transformational leaders do not merely issue directives; rather, they build trust, foster motivation, and stimulate innovation, which ultimately leads to improved work productivity. Numerous studies have demonstrated that transformational leadership has a significant effect on employee satisfaction and productivity (Anjeli et al., 2024; Chandra & Setiawan, 2018; Fahmi et al., 2021).

In addition to leadership, organizational culture plays a fundamental role in shaping individual behavior in the workplace. Organizational culture encompasses shared values, beliefs, and norms that guide behavior and distinguish one organization from another (Luthans, 2011; Robbins & Judge, 2017; Schein, 2010). A strong and positive organizational culture has been shown to enhance morale, loyalty, employee engagement, and job satisfaction, which in turn contributes to higher productivity levels (Anjeli et al., 2024). Conversely, a weak or uncondusive culture can create psychological burdens and discomfort that hinder the achievement of optimal work outcomes. According to Bagis (2022), work culture or organizational culture represents a collection of values, meanings, and a psychosocial climate within an organization that shapes individual attitudes, intentions, and behaviors, particularly through meaningful work experiences, a sense of togetherness, and the internalization of spiritual values in the organizational environment.

These phenomena are evident at PT. Asuransi Jiwa Sinarmas MSIG Life Cabang Lombok, an insurance service company striving to improve service quality through human resource development and the implementation of a professional work culture. Despite having a clear vision "Enable people to shape a safer future by caring for their lives and dreams" and being supported by training programs, career development initiatives, and employee coaching, the company continues to face challenges in maintaining consistent productivity throughout the year.

Productivity data for the current year reveal significant fluctuations, with an average production achievement of 70.8% and an average work productivity level of 78.17%. Declines in productivity during March, April, and September occurred despite relatively stable working hours, indicating the presence of non-technical factors such as work motivation, leadership quality, and organizational culture that have not yet fully supported optimal performance. Issues such as excessive seniority, uneven workload distribution, and informal



practices that disrupt work focus highlight the need for a more professional and egalitarian reorganization of the organizational culture.

Conversely, increases in productivity from October to December—despite lower working hours—suggest that strengthened leadership direction, clear communication of targets, and enhanced work motivation can significantly improve employee performance. These findings emphasize the importance of consistently implementing transformational leadership throughout the year rather than only during certain periods. Indicators such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration have begun to be applied, although not yet optimally, as misalignments between leadership behavior and the expected organizational culture remain evident.

Previous studies have also reported mixed results. Some research indicates that transformational leadership has a direct influence on work ethic and employee performance (Pokhrel et al., 2024), while other studies suggest that organizational culture does not always have a significant effect on job satisfaction and productivity (Novina & Apriani, 2024). However, Syam (2024) asserts that a strong organizational culture can strengthen the influence of transformational leadership on job satisfaction and productivity. These inconsistencies highlight the presence of an empirical gap that warrants further investigation. These findings are also supported by the concept of job satisfaction proposed by Reyaz (2024), who define job satisfaction as the level of employees' feelings of fulfillment derived from the alignment between their expectations and organizational treatment, particularly in terms of leadership and compensation, which subsequently fosters comfort and work enthusiasm.

Based on these empirical conditions and research gaps, it is essential to re-examine how transformational leadership and organizational culture influence job satisfaction and work productivity, particularly at PT. Asuransi Jiwa Sinarmas MSIG Life Cabang Lombok, which is currently strengthening its work systems and improving human resource quality. This study is expected to provide theoretical contributions by enriching the literature on organizational factors influencing productivity, as well as practical contributions for the company in formulating more effective and sustainable leadership strategies and organizational culture development.

REVIEW OF LITERATURE

Work Productivity

Work productivity refers to employees' ability to generate output effectively and efficiently through the optimal utilization of available resources. Robbins and Judge (2017) emphasize that productivity is reflected in employees' effectiveness, efficiency, and loyalty in performing their tasks. Tohardi, as cited in Edy (2016), views productivity as a mental attitude that is consistently oriented toward continuous improvement. From a quantitative perspective, Hasibuan, as cited in Busro (2018), and Kussrianto, as cited in Edy (2016), assert that productivity represents the ratio between outputs achieved and inputs or labor contributions per unit of time. Sinungan, as cited in Busro (2018), also defines productivity as the ability of individuals or groups to produce goods or services within a specified period.

Therefore, work productivity can be concluded as a reflection of employees' attitudes and capabilities in achieving optimal work outcomes through the efficient and effective use of resources.

Transformational Leadership

Transformational leadership is a leadership style that focuses on motivating, inspiring, and encouraging followers to transcend personal interests in pursuit of organizational goals. Bass and Riggio (2006) explain that transformational leaders are able to foster positive changes in followers' attitudes, values, and behaviors through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Qalati et al. (2022) emphasizes that transformational leaders encourage followers to manage their personal interests for the benefit of the organization, thereby generating extra effort that enhances organizational effectiveness. Lestariningsih et al. (2025) also states that this leadership style cultivates self-confidence, pride, loyalty, and motivation among followers to perform beyond expectations. Furthermore, Busari et al. (2020) views transformational leadership as a process of shifting values and beliefs carried out by leaders to understand followers' needs, while Northouse (2025) highlights its social concern and orientation toward the common good. Overall, transformational leadership emphasizes positive change, strong emotional relationships, and intensive leader support in developing followers' personal capacities and improving organizational performance.

Organizational Culture

Organizational culture refers to a set of shared values, beliefs, norms, and ways of working embraced by organizational members and used as guidelines in carrying out organizational activities. Robbins and Coulter (2016) explain that organizational culture consists of values, principles, traditions, and work practices that influence members' beliefs and core philosophies. Robbins and Judge (2017) emphasize that organizational culture is a system of shared meaning that distinguishes one organization from another and plays an important role in shaping employees' mindsets, responsibilities, and commitment. Umar (2008) views organizational culture as a system of shared values and beliefs that evolves from habitual patterns and the founders' philosophies, which subsequently form norms as behavioral guidelines for all members. McKenna (2020) adds that organizational culture represents a pattern of basic assumptions created and adopted by a group as a reference for action, while Pawirosumarto et al. (2017) stress its function as a distinguishing factor among organizations. Nathania (2018) also describe organizational culture as unwritten rules formed through long-term socialization processes that influence how organizations make decisions, conduct business processes, and shape employee behavior. Based on these perspectives, organizational culture in this study is understood as a shared and collectively held value system that binds organizational members, differentiates the organization from others, and serves as a behavioral guideline for achieving organizational objectives effectively. Other research findings further explain that organizational culture represents a work climate formed by organizational values, norms, and practices as perceived by organizational members, creating a conducive work environment and supporting the development of positive behaviors and productive work orientation (Akpa et al., 2021). According to the study conducted by Adinew (2024), organizational culture represents an organizational climate



reflected in values, norms, and patterns of social interaction that shape a conducive psychosocial environment, thereby encouraging organizational members to develop positive attitudes, commitment, and productive work behavior.

Job Satisfaction

Job satisfaction is a positive emotional condition that arises when individuals evaluate their work experiences favorably (Nurmayanti et al., 2018). Robbins and Judge (2017) explain that job satisfaction is a positive feeling toward one's job that results from an evaluation of job characteristics, while Hasibuan (2016) emphasizes that job satisfaction is reflected in employees' work morale, discipline, and performance achievements. Moorhead and Griffin (2013) state that job satisfaction directly affects employee behaviors, such as absenteeism levels, commitment, and the tendency to remain within an organization, which are influenced by training, task variety, autonomy, and social support in the work environment. Locke (1976) and Handoko (2016) assert that job satisfaction refers to the level of positive emotion experienced by individuals based on the congruence between expected conditions and actual conditions, where discrepancies lead to dissatisfaction (Nurbudiyani, 2016). Donley (2021) describe job satisfaction as employees' attitudes toward their work, which are influenced by work situations, interpersonal relationships, rewards, and physical as well as psychological conditions. Rahmiasari and Supriyatin (2016) also defines job satisfaction as employees' responses to work experiences, reflected through positive behavior in the workplace. Thus, job satisfaction can be concluded as a positive employee attitude toward work that is formed through emotional evaluation, alignment of expectations, work relationships, and overall organizational environmental conditions.

RESEARCH METHOD

This study employed a quantitative approach with an associative causal design to examine the effects of transformational leadership and organizational culture on employee work productivity, with job satisfaction as a mediating variable. The research was conducted at PT. Asuransi Jiwa Sinarmas MSIG Life Cabang Lombok, involving all 56 employees as respondents using a census sampling technique. Data were collected through a structured questionnaire using a 1–5 Likert scale distributed via Google Form. The research instrument was developed based on validated indicators from previous studies covering transformational leadership, organizational culture, job satisfaction, and work productivity, and was adjusted to the organizational context by referring to established theoretical frameworks (Hair et al., 2021).

Data analysis was carried out using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 3.0. Instrument quality was evaluated through validity and reliability testing using factor loadings, Average Variance Extracted (AVE), Cronbach's Alpha, Composite Reliability (CR), and discriminant validity criteria. Model evaluation included assessment of the measurement model and structural model using path coefficients, R-square, and Q-square values. Hypothesis testing was conducted through a bootstrapping procedure with 5,000 resamples to determine the significance of direct and indirect relationships among variables, making SEM-PLS suitable for the research model and sample



size (Henseler et al., 2015; Becker et al., 2023).

RESULTS AND DISCUSSION

The evaluation of the measurement model (outer model) was conducted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach with the assistance of SmartPLS 4 software to ensure the validity and reliability of each construct. This analysis was carried out through two main stages: the outer model, which was used to assess measurement characteristics, and the inner model, which was employed to examine the structural relationships among latent variables.

Measurement Model (Outer Model)

Convergent validity was evaluated through factor loadings, Average Variance Extracted (AVE), and Composite Reliability (CR) values. As shown in Figure 1, all factor loading values exceeded 0.700, which is above the recommended threshold of 0.7. This result indicates that all measurement items are valid. Accordingly, it can be confirmed that the indicators accurately measure their respective constructs.

The empirical results indicate that both transformational leadership and organizational culture have a positive and significant effect on work productivity and job satisfaction. Furthermore, job satisfaction is proven to mediate the relationship between transformational leadership and organizational culture and work productivity. Through this methodological framework, the study contributes to a deeper understanding of how transformational leadership and organizational culture interact in fostering job satisfaction and enhancing employee work productivity.

Table 1.
Loading Factor

Variable	Symbol	Loading Factor	Description	
Transformational Leadership (X1)	X1.1	0.853	Valid	
	X1.2	0.882	Valid	
	X1.3	0.907	Valid	
	X1.5	0.838	Valid	
	X1.6	0.851	Valid	
	X1.7	0.908	Valid	
	X1.8	0.731	Valid	
	X1.10	0.856	Valid	
	X1.11	0.871	Valid	
	X1.12	0.843	Valid	
	Organizational Culture (X2)	X2.1	0.882	Valid
		X2.2	0.851	Valid
X2.3		0.918	Valid	
X2.4		0.851	Valid	
X2.5		0.837	Valid	
X2.6		0.870	Valid	
X2.7		0.846	Valid	

	X2.8	0.904	Valid
	X2.9	0.804	Valid
	X2.10	0.919	Valid
	X2.11	0.898	Valid
	X2.12	0.877	Valid
	X2.13	0.843	Valid
	X2.14	0.853	Valid
Work Productivity (Y)	Y1	0.839	Valid
	Y2	0.871	Valid
	Y3	0.881	Valid
	Y4	0.829	Valid
	Y5	0.830	Valid
	Y6	0.850	Valid
	Y7	0.895	Valid
	Y8	0.882	Valid
	Y9	0.899	Valid
	Y10	0.838	Valid
Job satisfaction (Z)	Z1	0.830	Valid
	Z2	0.886	Valid
	Z3	0.874	Valid
	Z4	0.824	Valid
	Z5	0.837	Valid
	Z6	0.868	Valid
	Z7	0.871	Valid
	Z8	0.852	Valid
	Z9	0.867	Valid
	Z10	0.882	Valid
	Z11	0.882	Valid
	Z12	0.825	Valid
	Z13	0.888	Valid
	Z14	0.711	Valid
	Z15	0.797	Valid

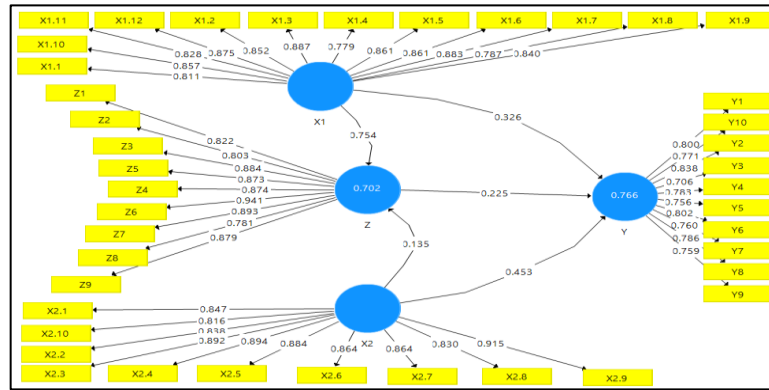


Figure 1.
Structural Outer Model

Table 2.
Average Variance Extracted (AVE) Values

Variable	Average Variance Extracted (AVE)
Transformational Leadership (X1)	0.735
Organizational Culture (X2)	0.701
Work Productivity (Y)	0.748
Job Satisfaction (Z)	0.721

This testing was conducted to examine the extent of differences among variables. The value assessed in this test was the Average Variance Extracted (AVE). Overall, all variables obtained estimation results with AVE values greater than 0.50; therefore, they can be declared valid.

Table 3.
Reliability Test Results

Variable	Cronbach's Alpha	Rho_A	Composite Reliability	Rule of Thumb	Evaluasi Model
Transformational Leadership (X1)	0.959	0.962	0.965	> 0.70	Reliabel
Organizational Culture (X2)	0.967	0.969	0.970		Reliabel
Work Productivity (Y)	0.962	0.964	0.967		Reliabel
Job Satisfaction (Z)	0.972	0.973	0.975		Reliabel

Based on the table above, it can be concluded that the constructs for all variables meet the reliability criteria. This is indicated by the Cronbach's Alpha and Composite Reliability values obtained from the SmartPLS estimation results. The resulting values exceed 0.70, in accordance with the recommended criteria.

Structural Model (Inner Model)

Table 4.
R-Square and Adjusted R-Square Values

	R Square	R Square Adjusted
Work Productivity	0.897	0.891
Job Satisfaction	0.787	0.779

Table 5.
Predictive Relevance (Q²) Value

Variable	Q-Square
Work Productivity	0.640

The R-Square values presented in Table 4 indicate that the structural model in this study has very strong predictive power. The Work Productivity variable has an R-Square value of 0.897, indicating that 89.7% of the variance in employee productivity can be explained by transformational leadership, organizational culture, and job satisfaction. The Adjusted R-Square value of 0.891 demonstrates model consistency and indicates the absence of excessive bias due to the number of predictors used. Meanwhile, the Job Satisfaction variable has an R-Square value of 0.787, meaning that 78.7% of the variance in job satisfaction is explained by transformational leadership and organizational culture. These findings illustrate that both independent variables make a strong contribution to the formation of positive employee attitudes toward their work. Overall, the high R-Square values are consistent with the characteristics of research conducted at PT. Asuransi Jiwa Sinarmas MSIG Life, where leadership and organizational culture are proven to be dominant determining factors in shaping both job satisfaction and work productivity.

Furthermore, the Q-Square values shown in Table 5 indicate the overall predictive relevance of the model. The Work Productivity variable has a Q-Square value of 0.640, which signifies that the model possesses high predictive relevance, as Q-Square values greater than zero confirm that the model is capable of predicting the data well. Specifically, a value of 0.640 indicates a strong level of predictive relevance for employee productivity, thereby confirming that the model is appropriate for explaining the relationships among variables within the organizational context of PT. Asuransi Jiwa Sinarmas MSIG Life. These results are also consistent with the evaluation of both the outer and inner models in the initial research analysis, which demonstrated that all constructs met the criteria of validity and reliability and that the tested intervariable relationships made significant contributions to shaping employee productivity within the company environment.

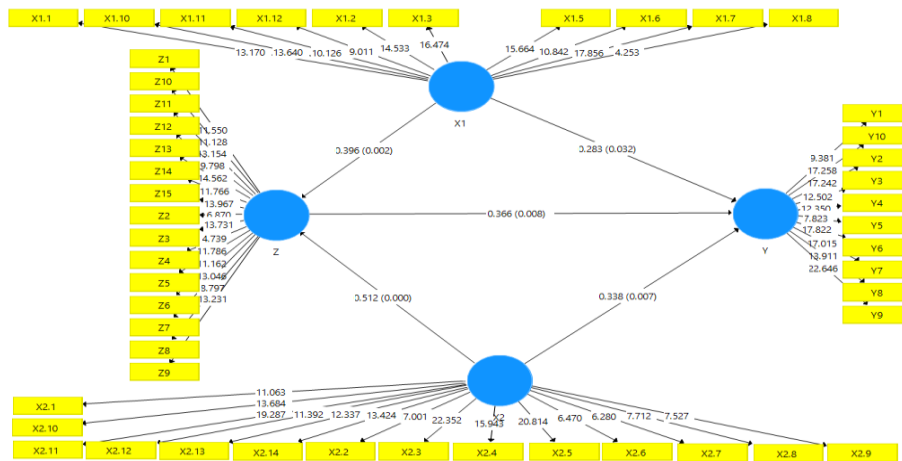


Figure 2.
Path Coefficients Original Sample & P-Values

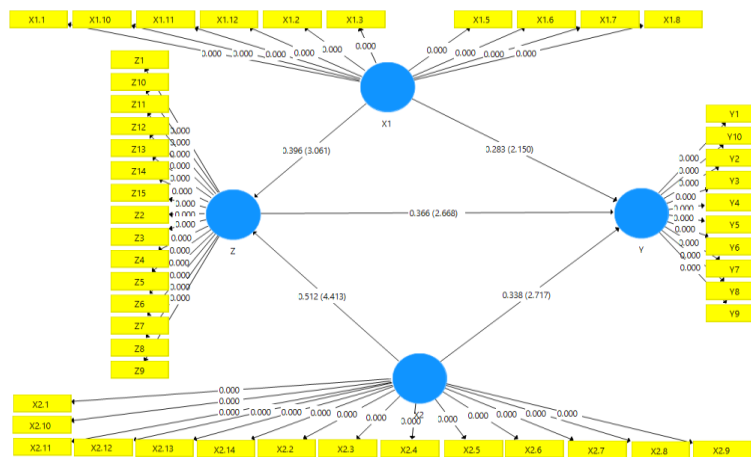


Figure 3.
Path Coefficients Original Sample & T-Statistics

Table 10.
Hypothesis Testing Results

Hypothesis	Influence Between Variables	Original Sample	T-Statistics	P-Values	Description
H1	Transformational Leadership -> Work Productivity	0.283	2.105	0.032	Accepted
H2	Organizational Culture -> Work Productivity	0.338	2.717	0.007	Accepted

H3	Transformational Leadership -> Job Satisfaction	0.396	3.061	0.002	Accepted
H4	Organizational Culture -> Job Satisfaction	0.512	4.413	0.000	Accepted
H5	Job Satisfaction -> Work Productivity	0.366	2.668	0.008	Accepted
H6	Transformational Leadership -> Job Satisfaction -> Work Productivity	0.145	2.207	0.028	Accepted
H7	Organizational Culture -> Job Satisfaction -> Work Productivity	0.188	2.184	0.029	Accepted

The hypothesis testing results indicate that all direct relationships among variables in the research model are statistically significant. Transformational leadership has a positive and significant effect on work productivity (Original Sample = 0.283; T = 2.105; p = 0.032) as well as on job satisfaction (Original Sample = 0.396; T = 3.610; p = 0.002). Similarly, organizational culture exerts a positive and significant effect on work productivity (Original Sample = 0.338; T = 2.717; p = 0.007) and on job satisfaction (Original Sample = 0.512; T = 4.413; p = 0.000). These findings indicate that both organizational variables—transformational leadership and organizational culture—are important determinants in enhancing employee job satisfaction and work productivity.

In addition, the results also show that job satisfaction has a positive and significant effect on work productivity (Original Sample = 0.366; T = 2.668; p = 0.008). Furthermore, job satisfaction is proven to significantly mediate the effect of transformational leadership on work productivity (Original Sample = 0.145; T = 2.207; p = 0.028) and to mediate the effect of organizational culture on work productivity (Original Sample = 0.188; T = 2.184; p = 0.029). Therefore, all hypotheses proposed in this study are accepted, indicating that both direct and indirect effects among variables operate significantly in accordance with the theoretical model developed

The Effect of Transformational Leadership on Employee Work Productivity

The results of this study indicate that transformational leadership has a positive and significant effect on employee work productivity at PT. Asuransi Jiwa Sinarmas MSIG Life, as evidenced by an original sample value of 0.283, a t-statistic of 2.105, and a p-value of 0.032. This finding suggests that the stronger employees' perceptions of transformational leadership, the higher the level of productivity they achieve. Field observations reveal that leaders have demonstrated inspirational behavior, provided clear direction, and fostered employee motivation and creativity through inspirational motivation and intellectual stimulation. The implementation of routine briefings, constructive feedback, and attention to career development has contributed to the creation of a conducive work climate. This condition is

reflected in productive employee behaviors, such as punctuality, the ability to achieve targets, and accuracy in task completion. These findings are consistent with the characteristics of respondents, most of whom are of productive age and possess sufficient work experience, enabling them to respond optimally to transformational leadership practices.

Theoretically, these results align with the perspectives of Khan et al (2025) and Hilton et al (2023), who emphasize that the four dimensions of transformational leadership—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—are capable of fostering motivation, trust, commitment, and productive work behavior. Transformational leaders do not merely direct subordinates but inspire them to exceed expected standards by providing meaning to their work. Robbins and Judge (2017) also highlight that transformational leadership creates a supportive work environment oriented toward performance improvement. Previous empirical studies further reinforce these findings, demonstrating that transformational leadership enhances organizational culture, innovation, employee commitment, and overall performance (Achmad & Mz, 2022; Ahsan, 2024; Mohammed & AL-Abrow, 2023; Rahmatullah et al., 2022). Thus, both empirically and theoretically, transformational leadership constitutes a critical factor in improving employee work productivity at PT. Asuransi Jiwa Sinarmas MSIG Life.

The Effect of Organizational Culture on Employee Work Productivity

The findings indicate that organizational culture has a positive and significant effect on employee work productivity at PT. Asuransi Jiwa Sinarmas MSIG Life, as reflected by an original sample value of 0.338, a t-statistic of 2.717, and a p-value of 0.007. This result suggests that the stronger the organizational culture implemented, the higher the level of employee productivity. A culture that encourages innovation, attention to detail, result orientation, teamwork, and individual initiative shapes disciplined, independent, and task-focused work behavior. This is evidenced by employees' ability to work efficiently and effectively in achieving targets, maintaining output quality, and optimally utilizing available resources. Field phenomena support these findings, as the majority of employees are within a productive age range and possess adequate work experience, enabling them to adapt more easily to organizational values that are applied consistently and sustainably.

Theoretically, these findings are consistent with Robbins and Judge (2017), who state that organizational culture represents a system of shared meanings that shapes work behavior and directly influences performance. Schein (2010) also emphasizes that a strong organizational culture provides clear direction for employees in acting and resolving work-related issues. The internalization of values, the formation of work norms, and social learning mechanisms, as explained by Alateeg & Alhammadi (2024), further clarify how organizational culture shapes productive work behavior, particularly when values such as precision, collaboration, innovation, and stability are applied consistently. Previous studies also support these results, including those by Akpa et al (2021) and Mohammadi (2020), which demonstrate that organizational culture makes a significant contribution to work productivity. Therefore, both empirical evidence and theory confirm that a strong organizational culture serves as a fundamental basis for creating a conducive work environment and sustaining productivity growth.

The Effect of Transformational Leadership on Job Satisfaction

The results demonstrate that transformational leadership has a positive and significant effect on employee job satisfaction at PT. Asuransi Jiwa Sinarmas MSIG Life, as indicated by an original sample value of 0.396, a t-statistic of 3.061, and a p-value of 0.002. This finding illustrates that the more effectively leaders apply transformational behaviors such as inspiring, motivating, encouraging creativity, and providing individualized consideration the higher the level of job satisfaction experienced by employees. Field observations support this conclusion, showing that leaders are perceived as firm, ethical, consistent in behavior, and capable of providing positive encouragement in carrying out tasks. Employees experience opportunities for innovation, attention to career development, and moral support, making their work feel more meaningful and personally fulfilling. Leadership patterns that foster enthusiasm, recognition, and trust have been shown to create a comfortable work atmosphere and support employees' psychological well-being.

Theoretically, this result is consistent with the modern leadership literature. Hilton et al (2023) and Khan et al (2025) emphasize that the four dimensions of transformational leadership directly enhance job satisfaction through the development of emotional relationships, employee empowerment, and the creation of meaningful work experiences. Ha & Moon (2023) also assert that transformational leadership increases job satisfaction by providing goal clarity, moral support, and recognition of employee contributions. These findings are further reinforced by previous empirical studies (Cahyono et al., 2020; Hilton et al., 2023; Kishen et al., 2020; Purwanto, 2020), all of which conclude that transformational leadership has a positive and significant effect on job satisfaction. Thus, both empirically and theoretically, transformational leadership is confirmed as a key factor in shaping employee job satisfaction at PT. Asuransi Jiwa Sinarmas MSIG Life.

The Effect of Organizational Culture on Job Satisfaction

The results show that organizational culture has a positive and significant effect on employee job satisfaction at PT. Asuransi Jiwa Sinarmas MSIG Life, as indicated by an original sample value of 0.512, a t-statistic of 4.413, and a p-value of 0.000. This finding suggests that a strong organizational culture—characterized by encouragement of innovation, attention to detail, teamwork, and result orientation—significantly enhances employee job satisfaction. Field observations indicate that employees perceive the work culture as orderly, structured, professional, and reflective of organizational concern for their well-being. Stable and consistently applied cultural values that allow room for initiative make employees feel valued, secure, and socially supported, thereby strengthening their emotional attachment to the organization. These conditions lead to higher job satisfaction as employees feel safe, comfortable, and able to grow within a healthy work environment.

Theoretically, this finding is consistent with Bogale & Debela (2024), who state that organizational culture represents a system of shared values that guides members' actions and behaviors; a strong culture thus enhances job satisfaction through clarity of goals, orderliness, and value consistency. Alkhodary (2023) further emphasizes that organizational cultures that support innovation, fairness, and member well-being create positive work experiences and increase employee satisfaction. Burt et al (2022) also argue that strong organizational cultures

shape productive work norms, enhance team cohesion, and create supportive environments. Previous studies (Fidyah & Setiawati, 2020; Mesfin et al., 2020; Pathan, 2023) further confirm that positive organizational culture is significantly associated with job satisfaction. Accordingly, both empirical evidence and theory demonstrate that organizational culture is a critical factor in consistently and sustainably enhancing employee job satisfaction.

The Effect of Job Satisfaction on Work Productivity

The findings reveal that job satisfaction has a positive and significant effect on employee work productivity at PT. Asuransi Jiwa Sinarmas MSIG Life, as shown by an original sample value of 0.366, a t-statistic of 2.668, and a p-value of 0.008. This result indicates that the higher the level of employee job satisfaction—whether related to the job itself, work environment, rewards, or social relationships—the higher their productivity. Field evidence supports this finding, showing that employees perceive their work as meaningful, challenging, aligned with their capabilities, and offering opportunities for personal development. Pride in one's work, fairness in promotion, and recognition received generate strong intrinsic motivation. This positive psychological state encourages employees to work more efficiently, complete tasks on time, maintain work quality, and commit to achieving targets. Harmonious working relationships and a comfortable work environment further create emotional stability that reinforces productivity.

Theoretically, this finding aligns with Sufriadi (2024), who argue that job satisfaction is an important psychological factor that enhances enthusiasm, motivation, and work commitment, thereby directly affecting productivity. Dhir et al (2020) emphasizes that satisfied employees tend to demonstrate high loyalty, minimal errors, and consistent performance, particularly when supported by positive relationships with colleagues and supervisors. Vohra et al (2022) also explains that job satisfaction is a positive emotional state that arises when work is meaningful, matches individual abilities, and is supported by a conducive work environment. Previous studies (Alkandi et al., 2023; Memon et al., 2023) further reinforce this relationship, demonstrating that job satisfaction significantly affects performance and productivity. Thus, both empirical and theoretical evidence confirms that job satisfaction is a crucial factor in consistently improving employee productivity.

The Mediating Role of Job Satisfaction in the Relationship between Transformational Leadership, Organizational Culture, and Work Productivity

The results demonstrate that job satisfaction serves as a significant mediator in the relationships between transformational leadership and organizational culture and employee work productivity at PT. Asuransi Jiwa Sinarmas MSIG Life. In the first relationship, job satisfaction significantly mediates the effect of transformational leadership on work productivity, with a mediation coefficient of 0.145, a t-statistic of 2.207, and a p-value of 0.028. This finding indicates that leaders who inspire, motivate, encourage creativity, and provide individualized attention enhance job satisfaction, which subsequently increases work productivity. In the second relationship, job satisfaction also significantly mediates the effect of organizational culture on work productivity, as evidenced by a coefficient value of 0.188, a t-statistic of 2.184, and a p-value of 0.029. A strong and stable organizational culture that supports innovation, teamwork, and fair treatment of employees enhances job satisfaction, which in turn positively affects productivity.

Field evidence indicates that employees exhibit very high levels of job satisfaction, reflected in satisfaction with job meaning, task challenges, alignment between job demands and individual abilities, and opportunities for self-development. A safe work environment, harmonious social relationships, and coworker support further strengthen positive psychological conditions that stimulate productivity. At the same time, a strong organizational culture—characterized by encouragement of innovation, calculated risk-taking, attention to detail, and result orientation—provides clear work direction and creates a stable professional climate. These conditions reinforce the role of job satisfaction as a psychological bridge that enhances commitment, discipline, punctuality, and performance consistency. Thus, both leadership style and organizational culture indirectly contribute to productivity through the critical role of job satisfaction.

Theoretically, these findings are consistent with the perspectives of Akdere and Egan (2020), Davis (2023), Pasha and Ur Rehman (2020), and Vijai (2025), who emphasize that transformational leadership and strong organizational culture enhance job satisfaction by creating meaningful work, value clarity, emotional support, and positive interpersonal relationships. Job satisfaction subsequently functions as psychological energy that drives productive behavior, strengthens commitment, and directs employees to work more effectively and efficiently. These results also align with previous studies Ahmad and Raja (2021), F. Bagis et al (2021), Ibrahim et al (2022), Suci et al (2022), Syahrir et al (2024), and Utami et al (2020) which confirm that job satisfaction is a significant mediator in the relationship between organizational variables and productivity. Overall, this study confirms that job satisfaction holds a strategic position in enhancing employee productivity through the strengthening of leadership and organizational culture

CONCLUSION

Based on the research findings, it can be concluded that transformational leadership and organizational culture have a positive and significant effect on both job satisfaction and employee work productivity at PT. Asuransi Jiwa Sinarmas MSIG Life Cabang Lombok. Job satisfaction is also proven to have a positive effect on productivity and to function as a mediating variable in the relationship between transformational leadership and organizational culture and work productivity. This indicates that the more effective leadership is and the stronger the organizational culture becomes, the higher the levels of employee job satisfaction and productivity. The study reinforces the importance of psychological aspects of employees as critical factors in driving optimal performance.

From a theoretical perspective, the findings strengthen several established theories, including transformational leadership theory by Bass and Avolio (1994), organizational culture theory by Schein (2010), Herzberg's two-factor theory (1959), and the mediation model proposed by Baron and Kenny (1986). The results imply that inspirational leadership and a strong organizational culture foster job satisfaction, which ultimately enhances productivity. This study also contributes theoretically to the development of modern human resource performance models that emphasize the interrelationships among leadership factors, organizational culture, psychological aspects, and performance outcomes.

The managerial implications of this study highlight the importance for organizations to maintain work efficiency, strengthen the role of leaders as inspirers and facilitators of innovation, and optimize a collaborative work-oriented culture. In addition, improving workplace comfort, social relationships among employees, and alignment between job roles and competencies is essential for sustaining high levels of job satisfaction. Organizations are encouraged to continuously enhance work facilities, simplify procedures, and strengthen team-based work systems to achieve higher productivity.

This study has several limitations, primarily because the variables examined do not encompass all factors that may influence productivity and job satisfaction, and because the use of a survey method may introduce perceptual bias. Therefore, future research is recommended to incorporate additional variables such as organizational commitment, workload, or internal communication, and to apply mixed-method approaches to obtain more comprehensive insights. Expanding the research context is also suggested to improve the generalizability of the findings across broader organizational settings.

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