
Influences of Transformational Leadership, Organizational Culture, and Employee Motivation Toward Job Satisfaction Mediated by Employees Performance of the Provincial Inspectorate Office of North Sulawesi Province

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Abstract: Employee performance evaluation is often carried out systematically through various methods, including annual evaluations, periodic measurements, and continuous monitoring. Human Resource Management is used as a strategy to overcome problems in the work environment and direct agency activities towards achieving predetermined goals. This research aims to analyze the influence of transformational leadership, organizational culture and work motivation on job satisfaction mediated by the performance of North Sulawesi Province Regional Inspectorate employees. The sampling technique uses purposive sampling. The research sample was Expert Auditors and PPUPD with a total of 100 respondents. Then, the analysis method uses a structural equation model (SEM) with the SmartPLS version 3 application. The research results show that transformational, organizational culture and work motivation have a positive and significant influence on job satisfaction of North Sulawesi Province Regional Inspectorate employees. Apart from that, employee performance can act as a mediator in the relationship between transformational leadership, organizational culture and work motivation on job satisfaction at the Regional Inspectorate of North Sulawesi Province. The interaction between transformational leadership, organizational culture, work motivation and employee performance creates a complex dynamic in the organization. The positive implications of effective integration of all these elements can create conditions that greatly support employee job satisfaction. Then, implications High job satisfaction can trigger better motivation and performance, creating a continuous cycle of improvement.

Key words: Transformational Leadership, Organizational Culture, Work Motivation, Employee Performance, Job Satisfaction

INTRODUCTION

Background

Organizations in various sectors and countries face complex challenges in achieving optimal performance. To achieve the stated goals, it is important for organizations to continue to develop and direct the quality of human resources. In relation to employee performance, it refers to a person's level of effectiveness and efficiency in carrying out their duties and responsibilities in the work environment. It includes how well an individual meets established job expectations and demands. Employee performance can be measured through various factors, including productivity, quality of work, compliance with deadlines, initiative, creativity, teamwork, absenteeism levels, and the extent to which individuals can achieve set goals.

Employee performance assessments are often carried out systematically in various ways, such as annual evaluations, periodic performance measurements, or continuous monitoring. This provides a view for managers or superiors to understand an employee's contribution to organizational goals. The purpose of this performance appraisal is to provide clear feedback to employees regarding their performance, identify strengths and areas that require improvement, and set direction for individual development to increase productivity and achieve company goals. There are several factors that significantly influence employee performance in the work environment. Transformational leadership, organizational culture, and work motivation are some of these key factors.

Transformational leadership is a form of leadership that involves the influence of leaders who are inspirational, motivating, and provide support to employees to achieve maximum potential, both in personal and professional aspects. This theory emphasizes the importance of relationships and interactions between leaders and their subordinates in efforts to create positive change and achieve organizational goals.

Organizational culture is a set of values, norms and beliefs shared by members of an organization. Organizational culture theory emphasizes the importance of cultural influence in shaping the behavior and performance of an organization.

Motivation in the work environment plays a crucial role in improving employee performance. There is a hierarchy of human needs that influences motivation in the workplace. This concept implies that by meeting human needs, employee motivation is increased, leading to the achievement of higher levels of job satisfaction, as well as improving their performance.

Every worker hopes to get satisfaction from their work environment. Basically, job satisfaction is individual because the level of satisfaction can vary according to the values held by each individual. The more aspects of the job that match individual preferences, the higher the level of satisfaction felt.

The Regional Inspectorate of North Sulawesi Province is a government agency responsible for the internal oversight function of government implementation at the regional level. Its function is to increase accountability, transparency, effectiveness and efficiency in carrying out government tasks, with the aim of creating good and clean government. To realize the goal of good and clean government, it is necessary to strengthen the Regional Inspectorate of North Sulawesi Province as an internal government oversight institution, which involves both the leadership and all employees in it.

Previous research, a study conducted by Hasan and colleagues (2018), showed a positive relationship between transformational leadership and employee job satisfaction. In contrast, research conducted by Denison (2016) highlights the significant role of organizational culture in shaping optimal performance. Employee work motivation has also been proven to play a key role in increasing job satisfaction and employee performance, as stated by Kurniawan (2017) in his report. Although these studies provide an initial understanding of the factors that influence job satisfaction and employee performance, further research is needed to explore the implications of these variables especially in relation to the Regional Inspectorate of North Sulawesi Province.

Apart from the issue of job satisfaction, the challenges faced by employees at the Regional Inspectorate of North Sulawesi Province are also reflected in aspects of their performance. Suboptimal employee performance can come from various factors, such as a lack of understanding of duties and responsibilities, lack of motivation to achieve organizational goals, or lack of guidance and support from leadership. In addition, factors such as high workloads, lack of adequate resources, or lack of opportunities for development and training can also have a negative impact on employee performance. Low employee performance can impact the efficiency and effectiveness of Regional Inspectorates in carrying out their duties, and can reduce public confidence in government performance.

The Regional Inspectorate of North Sulawesi Province is facing challenges related to performance, one of which is the sub-optimal increase in the Capability of Government Internal Supervisory Apparatus (APIP) over the last few years. APIP capability refers to the ability to carry out supervisory duties, which consists of three interrelated elements, namely capacity, authority and competency of human resources which are part of APIP. Leaders and employees in the inspectorate who are responsible for supervisory duties are part of the authority and competency elements of human resources in APIP.

Table 1. Comparison of APIP Capability Level Increases for 2020 - 2022

Year	Target Indicator	Target	Realization
2020	Increased APIP Capability Level	Level 3	Level 2
2021	Increased APIP Capability Level	Level 3	Level 2
2022	APIP Capability Level	Level 3	Level 2

Source: North Sulawesi Regional Inspectorate Performance Report, 2023

Within the Regional Inspectorate of North Sulawesi Province, low job satisfaction and employee performance can have a significant impact on the effectiveness of supervision, accountability and management of government finances and assets. The success of the Regional Inspectorate of North Sulawesi Province in carrying out its duties is very dependent on the commitment and performance of its employees.

This research aims to integrate the concepts of transformational leadership, organizational culture, work motivation, job satisfaction, and employee performance. The focus of the research is to investigate the impact of these variables on job satisfaction and their influence on employee performance. With a deeper understanding of these factors, it is hoped that organizations can improve the quality of leadership, organizational culture, and work motivation, thereby achieving higher levels of job satisfaction and improving overall organizational performance. Based on this background, the title of this research is "The Influence of Transformational Leadership,

Organizational Culture, and Employee Work Motivation on Job Satisfaction Mediated by Employee Performance at the Regional Inspectorate of North Sulawesi Province."

Research purposes

Based on the previous problem formulation, the objectives of this research can be identified, namely:

1. To analyze the influence of transformational leadership on employee performance at the Regional Inspectorate of North Sulawesi Province.
2. To analyze the influence of organizational culture on employee performance at the Regional Inspectorate of North Sulawesi Province.
3. To analyze the influence of work motivation on employee performance at the Regional Inspectorate of North Sulawesi Province.
4. To analyze the influence of transformational leadership on employee job satisfaction at the Regional Inspectorate of North Sulawesi Province.
5. To analyze the influence of organizational culture on employee job satisfaction at the Regional Inspectorate of North Sulawesi Province.
6. To analyze the influence of work motivation on employee job satisfaction at the Regional Inspectorate of North Sulawesi Province.
7. To analyze the influence of employee performance on employee job satisfaction at the Regional Inspectorate of North Sulawesi Province.
8. To analyze the mediating effect of employee performance in transformational leadership on job satisfaction at the Regional Inspectorate of North Sulawesi Province.
9. To analyze the mediating influence of employee performance on organizational culture on job satisfaction at the Regional Inspectorate of North Sulawesi Province.
10. To analyze the mediating influence of employee performance on work motivation on job satisfaction at the Regional Inspectorate of North Sulawesi Province.

LITERATURE REVIEWS

Human Resource Management

Human Resource Management is a management function that aims to manage, develop and motivate the workforce so that they are able to make maximum contributions to achieving organizational goals (Rivai and Sagala, 2018). In practice, Human Resources Management involves the processes of planning, recruiting, selection, training, development, compensation management, and employee performance management with the aim of achieving organizational targets (Dessler, 2019).

Job satisfaction

Job satisfaction is an individual's subjective assessment of their experiences and perceptions of the work they undertake (Robbins, 2019). Job satisfaction includes an individual's evaluation of various aspects of work, including but not limited to salary, working conditions, relationships with coworkers, and career development opportunities (Hersey et al., 2018).

Employee Performance

Employee performance involves achieving work results which are measured through various indicators, including efficiency, effectiveness, reliability and adaptability in carrying out their

duties and responsibilities (Robbins and Coulter, 2017). The definition of employee performance includes an evaluation of the overall contribution, productivity and quality of an individual's work which overall influences the achievement of organizational goals (Dessler, 2019).

Transformational Leadership

Transformational Leadership is a leadership style that involves leaders who have the ability to change and inspire team members through challenging vision, motivation, and self-development (Bass and Riggio, 2016). In this context, transformational leadership includes the leader's ability to change the values, beliefs and behavior of team members through inspiration, influence and strong motivation (Simamora, 2021).

Organizational Culture

Organizational Culture is a set of shared values, norms and beliefs that shape work patterns and interactions within an organization (Robbins, 2019). Organizational culture can also be understood as a shared symbolic system, which includes values, norms and beliefs, providing direction and meaning to behavior within the organization (Cameron & Quinn, 2021).

Work motivation

Motivation is a psychological condition that influences the direction, intensity and persistence of individual behavior in achieving desired goals (Gibson, 2017). It reflects internal states that encourage individuals to act, think, and feel in a certain way to achieve desired goals (Luthans, 2021).

Previous Research

Research Model and Hypothesis

Research Model

To examine the influence of transformational leadership, organizational culture, work motivation, job satisfaction is mediated by employee performance, you can see Figure 1 below:

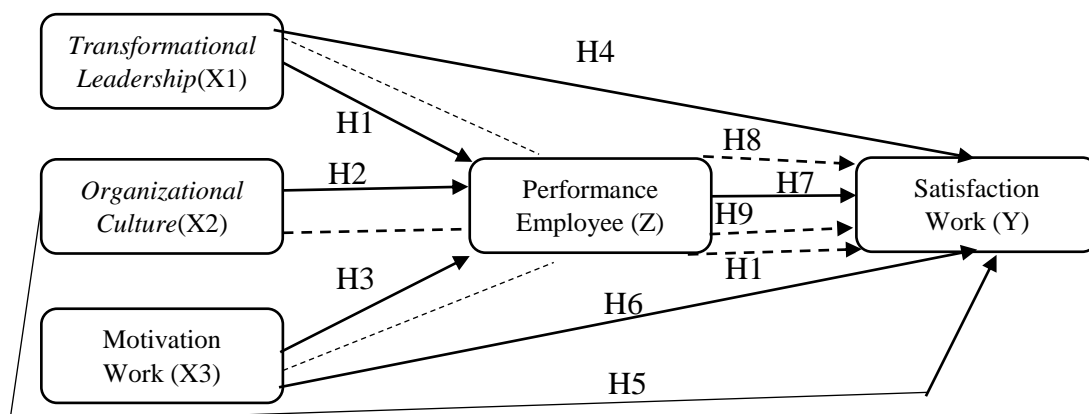


Figure 1. Research Model

Source: Data processing, 2023

Sekaran and Bougie (2017) define a hypothesis as a tentative, testable statement that predicts what is expected to be found in empirical data. Based on the main problems described above, the following hypothesis is presented as a temporary response or conjecture in the context of this research, namely as follows:

1. It is suspected that Transformational Leadership (X1) has a significant positive influence on Employee Performance (Z).
2. It is suspected that Organizational Culture (X2) has a significant positive influence on Employee Performance (Z).
3. Allegedly, Work Motivation (X3) has a significant positive influence on Employee Performance (Z).
4. It is suspected that Transformational Leadership (X1) has a significant positive influence on Job Satisfaction (Y).
5. It is suspected that Organizational Culture (X2) has a significant positive influence on Job Satisfaction (Y).
6. Allegedly, Work Motivation (X3) has a significant positive influence on Job Satisfaction (Y).
7. It is suspected that Employee Performance (Z) has a significant positive influence on Job Satisfaction (Y).
8. It is suspected that Transformational Leadership (X1) has a significant positive influence on Job Satisfaction (Y) mediated by Employee Performance (Z).
9. It is suspected that Organizational Culture (X2) has a significant positive influence on Job Satisfaction (Y) through Employee Performance (Z) as mediation.
10. It is suspected that Work Motivation (X3) has a positive influence on Job Satisfaction (Y) through Employee Performance (Z) as mediation.

RESEARCH METHODS

This research adopts a quantitative research approach. The choice of this approach is guided by the researcher's efforts to objectively measure the relationship and influence of the variables being studied, as well as to generalize the research findings to a broader population (Creswell, 2018).

Location and Place of Research

This research was conducted on employees of the Regional Inspectorate of North Sulawesi Province. Jl. 17 August (Teling) Manado North Sulawesi 95117.

Research Population and Sample

Purposive sampling is a method for determining samples by considering certain criteria, in accordance with Sugiyono (2016:85). Purposive sampling technique was used because it is suitable for quantitative research or research that does not aim at generalization according to Sugiyono (2016:85). The respondents in this research were State Civil Apparatus (ASN) Certain Functional Officials, namely Auditors and P2UPD, at the Regional Inspectorate of North Sulawesi Province, with a total of 100 respondents.

Data analysis

The data processing method in this research uses Structural Equation Modeling (SEM) modeling equations. SEM is a development of path analysis, where the causal relationship between exogenous variables and endogenous variables can be analyzed more comprehensively, as explained by Abdullah (2015). Through the use of SEM, not only causal relationships, both direct and indirect, on observed variables or constructs can be identified, but also the contribution of each component to the formation of the construct can be measured. Therefore, the causal

relationship between variables or constructs becomes more informative, comprehensive and accurate.

Research Instrument

According to Sugiyono (2018:93), the Likert scale is used as a measuring tool to assess attitudes, opinions and perceptions of individuals or groups towards social phenomena. Questionnaires or questionnaires that use a Likert scale have a checklist format. By adopting a Likert scale, the variables being measured are translated into indicator variables.

RESEARCH RESULTS AND DISCUSSION

Research result

The following is Table 2. Employees at the Regional Inspectorate of North Sulawesi Province based on the following positions:

**Table 2. Employees by Position
At the Regional Inspectorate of North Sulawesi Province**

No	Position	Employee
1	Expert Auditor	58
2	PPUPD	42
Total		100

Source: North Sulawesi Provincial Inspectorate 2023

Based on information from Table 2, the largest number of employees is in the Auditor position, namely 58 people, while the PPUPD position is filled by 42 employees. The challenges faced by the Regional Inspectorate of North Sulawesi Province lie in efforts to increase job satisfaction and employee performance.

Convergent Validity

The convergent validity of the measurement model is measured through values related to the correlation between item scores and construct values. This convergent validity index is measured using the AVE, Composite Reliability, R square, and Cronbach's Alpha factors.

Table 3. AVE Test Results, Composite Reliability, R square, Cronbach's Alpha

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction (Y)	0.889	0.896	0.919	0.695
Employee Performance (Z)	0.873	0.875	0.914	0.727
Work Motivation (X3)	0.852	0.852	0.901	0.695
Organizational Culture(X2)	0.866	0.877	0.902	0.650
Transformational Leadership(X1)	0.851	0.858	0.900	0.693

Source: SmartPLS 3 Output (2023)

The validity and reliability of a variable can be assessed from the reliability value and Average Variance Extracted (AVE) of each variable. A variable is considered to have high reliability if the composite reliability value exceeds 0.7 and the AVE exceeds 0.5. Table 3 shows

that all variables meet the composite reliability criteria with a value above 0.7, which is in accordance with reliability standards.

The following are the results of the outer model test which displays the outer loading values using the SmartPLS v 3.2.9 analysis tool.

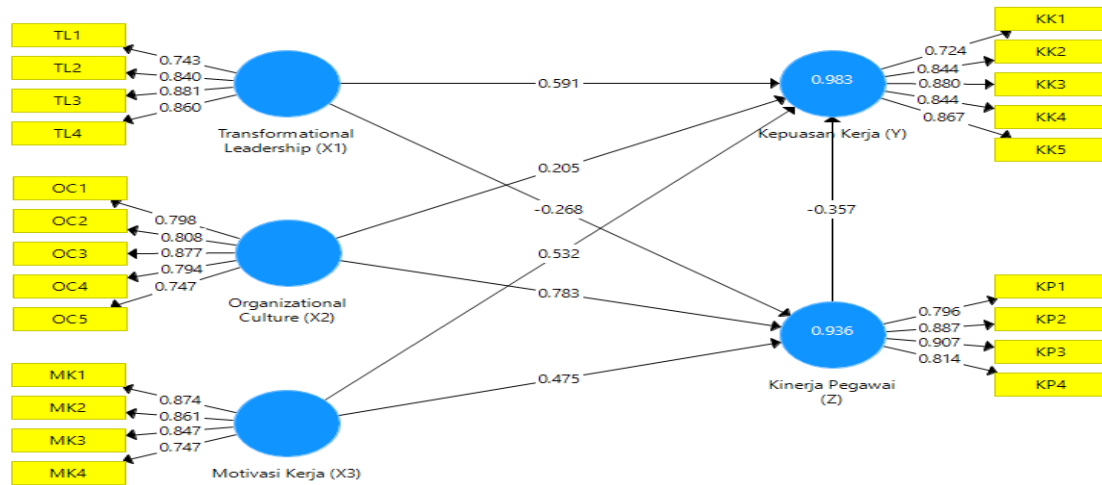


Figure 2. Outer Model Test Results

Source: SmartPLS 3 Output (2023)

The results of the analysis are as shown in Figure 2, showing that of the total of 22 variables, all of them have loading factor values that exceed 0.7.

R-Square

R-Square is used to assess the extent to which the structural model can predict. R-Square provides an idea of how much influence a particular exogenous latent variable has on the endogenous latent variable and whether this influence has substance. According to Chin et al. (1998, in Ghazali and Latan, 2015), R-Square values of 0.67, 0.33, and 0.19 indicate the level of model strength which can be categorized as strong, moderate, and weak, respectively.

Table 4. R Square

Variable	R Square	Adjusted R Square
Job Satisfaction (Y)	0.983	0.982
Employee Performance (Z)	0.936	0.934

Source: SmartPLS 3 Output (2023)

From the R-Square results in Table 4 above show that the R-Square value is 0.983. This value shows that the variables transformational leadership, organizational culture, work motivation, employee performance have an influence on job satisfaction at the Regional Inspectorate of North Sulawesi Province it was 98.3%. And the rest is influenced by other variables outside the variables in this research.

Following is Table 5. The total effect on bootstrapping to see the p value is as follows:

Table 5. Total Effect (Bootstrapping)

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational	-0.268	-0.269	0.083	3,217	0.001

Leadership(X1) -> Employee Performance (Z)					
Organizational Culture(X2) -> Employee Performance (Z)	0.783	0.785	0.034	22,719	0,000
Work Motivation (X3) -> Employee Performance (Z)	0.475	0.474	0.082	5,812	0,000
Transformational Leadership(X1) -> Job Satisfaction (Y)	0.687	0.683	0.056	12,328	0,000
Organizational Culture(X2) -> Job Satisfaction (Y)	-0.075	-0.076	0.025	2,962	0.003
Work Motivation (X3) -> Job Satisfaction (Y)	0.362	0.368	0.063	5,768	0,000
Employee Performance (Z) -> Job Satisfaction (Y)	-0.357	-0.360	0.086	4,147	0,000

Source: SmartPLS 3 Output (2023)

Based on Table 5 determines whether a hypothesis is accepted or rejected is explained as follows

1. The transformational leadership variable (X1) has a significant positive effect on employee performance (Z) with a t-statistic value of 3.217 greater than 1.96 and p-values 0.001 smaller than 0.05. Therefore, hypothesis one (H1) which states that transformational leadership has a significant positive effect on employee performance is proven.

2. The organizational leadership variable (X2) has a significant positive effect on employee performance (Z) with a t-statistic value of 22.719 greater than 1.96 and p-values of 0.000 smaller than 0.05. Therefore, hypothesis two (H2) which states that organizational leadership has a significant positive effect on employee performance is proven.

3. The work motivation variable (X3) has a significant positive effect on employee performance (Z) with a t-statistic value of 5.812 greater than 1.96 and a p-value of 0.000 smaller than 0.05. Therefore, hypothesis three (H3) which states that work motivation has a significant positive effect on employee performance is proven.

4. The transformational leadership variable (X1) has a significant positive effect on job satisfaction (Y) with a t-statistic value of 12.328 greater than 1.96 and p-values of 0.000 smaller than 0.05. Therefore, hypothesis four (H4) which states that transformational leadership has a significant positive effect on job satisfaction is proven.

5. The organizational leadership variable (X2) has a significant positive effect on job satisfaction (Y) with a t-statistic value of 2.962 which is greater than 1.96 and p-values of 0.003 which are smaller than 0.05. Therefore, hypothesis five (H5) which states that organizational leadership has a significant positive effect on job satisfaction is proven.

6. The work motivation variable (X3) has a significant positive effect on job satisfaction (Y) with a t-statistic value of 5.768 greater than 1.96 and p-values of 0.000 smaller than 0.05. Therefore, hypothesis six (H6) which states that work motivation has a significant positive effect on job satisfaction is proven.

7. The moderating variable employee performance (Z) has a significant positive effect on job satisfaction (Y) with a t-statistic value of 4.147 greater than 1.96 and p-values 0.000 smaller than 0.05. Therefore, hypothesis seven (H7) which states that employee performance has a significant positive effect on job satisfaction is proven.

Table 6. Specific Indirect Effect (Bootstrapping)

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
<i>Transformational Leadership(X1)</i>					
-> Employee Performance (Z) -> Job Satisfaction (Y)	0.096	0.096	0.034	2,779	0.006
<i>Organizational Culture(X2)</i>					
-> Employee Performance (Z) -> Job Satisfaction (Y)	-0.280	-0.283	0.070	3,991	0,000
<i>Work Motivation (X3)</i>					
-> Employee Performance (Z) -> Job Satisfaction (Y)	-0.170	-0.169	0.045	3,778	0,000

Source: SmartPLS 3 Output (2023)

1. The transformational leadership variable (X1) has a significant positive effect on job satisfaction (Y) with a t-statistic value of 2.779 greater than 1.96 and p-values of 0.000 smaller than 0.05. Therefore, hypothesis eight (H8) states that transformational leadership has a significant positive effect on job satisfaction, mediated by employee performance.

2. The organizational culture variable (X2) has a significant positive effect on job satisfaction (Y) with a t-statistic value of 3.991 greater than 1.96 and p-values of 0.000 smaller than 0.05. Therefore, hypothesis nine (H9) states that organizational culture has a significant positive effect on job satisfaction, mediated by employee performance.

3. The work motivation variable (X3) has a significant positive effect on job satisfaction (Y) with a t-statistic value of 3.778 greater than 1.96 and p-values of 0.000 smaller than 0.05. Therefore, hypothesis ten (H10) states that work motivation has a significant positive effect on job satisfaction, mediated by employee performance.

DISCUSSION

The influence of transformational leadership on employee performance at the Regional Inspectorate of North Sulawesi Province

Transformational leadership has a significant positive effect on employee performance, where the influence of variable X1 on Z has a P-Values value $(0.001) \leq \alpha (0.05)$. This means that transformational leaders are active in developing the individual potential of their subordinates. They provide support, training, and opportunities for employees to grow and develop, thereby improving their overall performance. This finding is in line with the research results of Rahim et al., (2018), which states that transformational leadership has a significant positive effect on employee performance at PT. PLN (Persero) Suluttenggo Region. The results of this research are also in line with the findings of Sianggaran et al., (2021) which stated that transformational leadership has a significant positive effect on the performance of the State Civil Service.

The influence of organizational culture on employee performance at the Regional Inspectorate of North Sulawesi Province

Organizational culture has a significant positive effect on employee performance, where the influence of variable X2 on Z has a P-Values value $(0.000) \leq \alpha (0.05)$. This means that an organizational culture that promotes positive values, including support, openness and mutual respect, can increase employee motivation and engagement. They feel connected to the organization's goals and feel recognized for their contributions. This finding is in line with the research results of Paris and Pattiruhu (2020), which stated that organizational culture has a significant positive effect on employee performance. The results of this research are also in line with the findings of Sapta et al., (2021) which stated that organizational culture has a significant positive effect on employee performance.

The influence of work motivation on employee performance at the Regional Inspectorate of North Sulawesi Province

Work motivation has a significant positive effect on employee performance, where the influence of variable X3 on Z has a P-Values value $(0.000) \leq \alpha (0.05)$. This means that motivated employees have a tendency to be more productive. High motivation can increase focus, persistence and effort given by employees in completing their tasks. This finding is in line with the research results of Purba et al., (2019), which states that work motivation has a significant positive effect on employee performance. The results of this research are also in line with the findings of Mahdi et al., (2022) which stated that work motivation has a significant positive effect on employee performance.

The influence of transformational leadership on job satisfaction in the Regional Inspectorate of North Sulawesi Province

Transformational leadership has a significant positive effect on job satisfaction, where the influence of variable X1 on Y has a P-Values value $(0.001) \leq \alpha (0.05)$. This means that transformational leadership emphasizes positive interpersonal relationships between leaders and team members. Leaders who are supportive, caring, and understand individual needs can create a positive work climate, which contributes to job satisfaction. This finding is in line with the research results of Sianggaran et al., (2021), which states that transformational leadership has a significant positive effect on job satisfaction. The results of this research are also not in line with the findings of Siregara et al., (2023) which stated that transformational leadership had no effect on job satisfaction of employees at the TPI East Jakarta Class I Immigration Office.

The influence of organizational culture on job satisfaction at the Regional Inspectorate of North Sulawesi Province

Organizational culture has a significant positive effect on job satisfaction, where the influence of variable X5 on Y has a P-Values value $(0.003) \leq \alpha (0.05)$. This means that a culture that encourages support and collaboration between team members can increase job satisfaction. An environment that supports collaboration and sharing knowledge can create a positive atmosphere in the workplace. This finding is in line with the research results of Sianggaran et al., (2021), which states that organizational culture has a significant positive effect on job satisfaction. The results of this research are also in line with the findings of Pawirosumarto et al., (2017) which stated that organizational culture has a significant positive effect on job satisfaction. The results of this research are not in line with the findings of Paais and Pattiruhu., (2020) which stated that organizational culture has no effect on job satisfaction.

The influence of work motivation on job satisfaction at the Regional Inspectorate of North Sulawesi Province

Work motivation has a significant positive effect on job satisfaction, where the influence of variable X3 on Y has a P-Values value $(0.000) \leq \alpha (0.05)$. This means that motivated employees have a tendency to care more about the quality of their work. High motivation can inspire extra effort to achieve high standards, which in turn can increase job satisfaction. This finding is in line with the research results of Al-Sada et al., (2017), which states that work motivation has a significant positive effect on job satisfaction. The results of this research are also in line with the findings of Purba et al., (2019) which stated that work motivation has a significant positive effect on job satisfaction. The results of this research are not in line with the findings of Paais and Pattiruhu., (2020) which stated that work motivation has no effect on job satisfaction.

The influence of employee performance on job satisfaction at the Regional Inspectorate of North Sulawesi Province

Employee performance has a significant positive effect on job satisfaction, where the influence variable Z to Y has a P-Values value $(0.003) \leq \alpha (0.05)$. It means, Employees who are given responsibility and important roles in the organization tend to feel appreciated and have a meaningful role. This can increase job satisfaction because they feel their contributions are recognized. This finding is in line with the research results of Sianggaran et al., (2021), which states that employee performance has a significant positive effect on job satisfaction. The results of this research are also in line with the findings of Mahdi et al., (2019) which stated that employee performance has a significant positive effect on job satisfaction.

The effect of transformational leadership on job satisfaction is mediated by employee performance at the Regional Inspectorate of North Sulawesi Province

Bootstrapping results, it was found that the T-statistic value for the moderating variable was 2.779, which exceeded the t-table value of 1.64. Apart from that, the P Values of 0.006 are also smaller than the significance value of 0.05. This shows that employee performance has a significant moderating effect on the relationship between transformational leadership and job satisfaction at the Regional Inspectorate of North Sulawesi Province.

The influence of organizational culture on job satisfaction is mediated by employee performance at the Regional Inspectorate of North Sulawesi Province

Bootstrapping results, it was found that the T-statistic value for the moderating variable was 3.991, which exceeded the t-table value of 1.64. Apart from that, P values of 0.000 are also smaller than the significance value of 0.05. This shows that employee performance has a significant moderating effect on the relationship between organizational culture and job satisfaction at the Regional Inspectorate of North Sulawesi Province.

The influence of work motivation on job satisfaction is mediated by employee performance at the Regional Inspectorate of North Sulawesi Province

Bootstrapping results, it was found that the T-statistic value for the moderating variable was 3.778, which exceeded the t-table value of 1.64. Apart from that, P values of 0.000 are also smaller than the significance value of 0.05. This shows that employee performance has a significant moderating effect on the relationship between work motivation and job satisfaction at the Regional Inspectorate of North Sulawesi Province.

CLOSING

Conclusion

The results of this research show that key factors such as transformational leadership, organizational culture, work motivation, and employee performance have a very positive role in job satisfaction at the Regional Inspectorate of North Sulawesi Province as follows:

1. *Transformational leadership* significant positive effect on job satisfaction at the Regional Inspectorate of North Sulawesi Province.
2. *Organizational culture significant* positive effect on job satisfaction at the Regional Inspectorate of North Sulawesi Province.
3. Work motivation has a significant positive effect on job satisfaction at the Regional Inspectorate of North Sulawesi Province.
4. Employee performance has a significant positive effect on job satisfaction at the Regional Inspectorate of North Sulawesi Province.
5. *Transformational leadership* has a significant positive relationship with employee performance at the Regional Inspectorate of North Sulawesi Province.
6. *Organizational culture significant* positive effect on employee performance at the Regional Inspectorate of North Sulawesi Province.
7. Work motivation has a significant positive effect on employee performance at the Regional Inspectorate of North Sulawesi Province.
8. *Transformational leadership* The significant effect on job satisfaction is mediated by employee performance at the Regional Inspectorate of North Sulawesi Province.
9. *Organizational culture* The significant effect on job satisfaction is mediated by employee performance at the Regional Inspectorate of North Sulawesi Province.
10. Work motivation has a significant effect on job satisfaction, mediated by employee performance at the Regional Inspectorate of North Sulawesi Province.

Suggestion

Based on the results of the discussion and existing problems, the following suggestions can be found:

1. This agency is committed to maintaining and improving existing knowledge sharing activities at the Regional Inspectorate of North Sulawesi Province. In addition, the organizational

culture values possessed by the Regional Inspectorate of North Sulawesi Province will be emphasized in all work activities, with the aim of achieving optimal employee performance.

2. Evaluation of employee achievements at the North Sulawesi Provincial Regional Inspectorate can provide accurate feedback and play a role in improving transformational leadership, organizational culture, motivation and employee performance as well as employee job satisfaction at the North Sulawesi Provincial Regional Inspectorate. Implementing employee training and development programs is recognized as an effective method for building transformational leadership, organizational culture, motivation and increasing job satisfaction. A structured training program can help employees improve their skills and capacity, thereby improving overall performance.

3. The variables identified in this research consist of three exogenous variables and one mediating variable which has an impact on one endogenous variable. It is recommended for future research to add additional variables that have not been included in this study. Future research is expected to dig deeper into the leadership style variables that exist in organizational structures.

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