
The Mediating Role of Work Motivation in the Relationship between Transformational Leadership, Organizational Culture, and Organizational Communication on Employee Job Satisfaction at CV Raffana Kids Store

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ABSTRAK

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Penelitian ini bertujuan menguji pengaruh kepemimpinan transformasional, budaya organisasi, dan komunikasi organisasi terhadap kepuasan kerja karyawan serta menganalisis peran motivasi kerja sebagai variabel mediasi pada Cv Raffana Kids Store yang mengalami peningkatan absensi dan turnover sepanjang tahun 2023. Penelitian menggunakan pendekatan kuantitatif dengan desain deskriptif dan teknik sampel jenuh terhadap 76 karyawan. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan Partial Least Squares dengan SmartPLS melalui evaluasi outer model, inner model, serta pengujian koefisien jalur. Hasil penelitian menunjukkan bahwa komunikasi organisasi berpengaruh positif dan signifikan terhadap kepuasan kerja, sedangkan budaya organisasi dan kepemimpinan transformasional tidak berpengaruh signifikan secara langsung. Motivasi kerja juga tidak terbukti memediasi hubungan ketiga variabel organisasi terhadap kepuasan kerja. Nilai R Square menunjukkan kemampuan model yang kuat dalam menjelaskan variansi kepuasan kerja dan motivasi kerja. Kebaruan penelitian ini menegaskan dominasi komunikasi organisasi dalam meningkatkan kepuasan kerja pada konteks ritel skala kecil.

Kata Kunci: Kepemimpinan Transformasional, Budaya Organisasi, Komunikasi Organisasi, Motivasi Kerja, Kepuasan Kerja.

ABSTRACT

Objective: This study aims to examine the influence of transformational leadership, organizational culture, and organizational communication on employee job satisfaction and to analyze the mediating role of work motivation at Cv Raffana Kids Store, which experienced increased absenteeism and employee turnover throughout 2023. A quantitative descriptive design was employed using a saturated sampling technique involving 76 employees. Data were collected through questionnaires and analyzed using Partial Least Squares with SmartPLS by evaluating the outer model, inner model, and path coefficients. The findings reveal that organizational communication has a

positive and significant effect on job satisfaction, while organizational culture and transformational leadership do not show a significant direct effect. Work motivation is also not proven to mediate the relationships between the organizational variables and job satisfaction. The R Square values indicate a strong model capability in explaining the variance of job satisfaction and work motivation. The novelty of this study lies in highlighting the dominant role of organizational communication in improving job satisfaction within a small-scale retail context.

Keywords: Transformational Leadership, Organizational Culture, Organizational Communication, Work Motivation, Job Satisfaction.

INTRODUCTION

Human resources (HR) play a strategic role in achieving organizational goals (Mustofa et al., 2024). To achieve organizational effectiveness, employees are expected to work voluntarily, demonstrate a sense of ownership, and carry a high level of responsibility (Gumilar et al., 2020). However, challenges in retaining human resources are increasing, especially in the context of global competition.

At CV Raffana Kids Store, rising employee absenteeism and turnover pose obstacles to productivity and the achievement of organizational objectives. Based on 2023 data, the company faced high employee absenteeism and an increasing rate of resignations. This phenomenon indicates the presence of job dissatisfaction, which may be influenced by various factors, such as leadership style, organizational culture, and workplace communication. Low employee job satisfaction can negatively affect work motivation and productivity, thereby undermining the company's efforts to achieve operational effectiveness and efficiency.

No	Month	Employee Turnover
1	January	4
2	April	1
3	May	2
4	September	1
5	October	1
6	December	7

Previous studies have suggested that transformational leadership, organizational culture, and organizational communication influence both work motivation and job satisfaction; however, findings across different organizational contexts remain inconsistent. For example, research in certain organizations, such as English language course institutions, showed that transformational leadership, work motivation, and organizational culture simultaneously exerted a positive and significant effect on employee job satisfaction (Lukita, 2019). Conversely,

studies in the hospitality sector found that organizational culture did not significantly affect organizational commitment through work motivation, although transformational leadership was proven to influence commitment (Putri & Kasmiruddin, 2025). Additionally, research in government and education sectors reported varied results regarding the impact of leadership on work motivation and job satisfaction. These divergent findings suggest that the relationships among these variables may be influenced by organizational characteristics, industry sector, and research methodology, leaving no universally strong empirical conclusion (Fitriyana, 2025).

Thus, organizational communication, organizational culture, and transformational leadership not only directly affect job satisfaction but also influence it through enhancing employee work motivation. These three organizational variables are expected to shape work motivation, which in turn determines the level of employee job satisfaction. This pattern indicates the mediating role of work motivation in explaining how organizational factors influence job satisfaction.

Based on this background, this study is important to explore the influence of transformational leadership, organizational culture, and organizational communication on employee job satisfaction, considering the mediating role of work motivation. Testing this mediation role is expected to clarify whether work motivation truly serves as a linking mechanism that strengthens or does not significantly mediate the relationship between organizational factors and employee job satisfaction at CV Raffana Kids Store.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

One approach expected to enhance employee job satisfaction is the implementation of transformational leadership (Eliyana & Maarif; Davis, 2019), which can inspire and motivate employees (Widodo & Yandi, 2022; Lisnawati, 2017). In addition, a positive organizational culture and effective communication also play crucial roles in creating a conducive work environment (Sukmawati et al., 2020). Therefore, this study is relevant to explore the influence of transformational leadership, organizational culture, and organizational communication on employee job satisfaction.

Work motivation serves as a key mechanism linking organizational variables to job satisfaction. Employees who are motivated both intrinsically and extrinsically tend to respond positively to leadership, culture, and workplace communication, thereby enhancing engagement, performance, and loyalty to the organization. Several studies have shown that higher levels of motivation are positively correlated with employee job satisfaction (Asya & Nurwidawati, 2023). Other research indicates that work motivation, particularly driven by well-being and other psychological factors, has a significant effect on job satisfaction, which can impact workforce retention (Susetyo et al., 2025). This phenomenon is relevant to CV Raffana Kids Store,

considering the high number of employee resignations in several months of 2023, peaking at seven employees in December.

Hypothesis Development

H1: Transformational Leadership has a positive effect on Job Satisfaction.

H2: Organizational Culture has a positive effect on Job Satisfaction.

H3: Organizational Communication has a positive effect on Job Satisfaction.

H4: Work Motivation has a positive effect on Job Satisfaction.

H5: Work Motivation mediates the effect of Transformational Leadership on Job Satisfaction.

H6: Work Motivation mediates the effect of Organizational Culture on Job Satisfaction.

H7: Work Motivation mediates the effect of Organizational Communication on Job Satisfaction.

RESEARCH METHODS

The type of research employed in this study is explanatory research with a causal approach, which aims to examine the influence among variables within a structural model to investigate the impact of independent variables on the dependent variable. Quantitative research begins with the formulation of research hypotheses, which are conceptually defined in the form of clearly specified variables. Subsequently, data are collected systematically, calculated, and processed using established standardization methods. This study involves five research variables, including independent variables, a mediating variable, and a dependent variable. The first independent variable is transformational leadership, the second independent variable is organizational culture, and the third independent variable is organizational communication. These three independent variables are assumed to have a direct effect on job satisfaction as the dependent variable, as well as an indirect effect through work motivation as the mediating variable. The mediating variable in this study is work motivation, while the dependent variable is job satisfaction. The framework of influence among these variables in this study is explained as follows.

The operationalization of the research variables includes the conceptual definition, indicators, and measurement technique used to convert each variable into measurable questionnaire items. All indicators were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), as presented in Table 1.

Tabel 1 Operationalization and Measurement of Research Variables

Variable	Operational Definition	Indicators	Measurement
Transformational Leadership	A leadership approach that encourages employees to achieve organizational objectives through	Idealized influence; inspirational motivation; intellectual	Five-point Likert scale

	inspiration, intellectual stimulation, and individual attention.	stimulation; individualized consideration	
Organizational Culture	Shared values, norms, and work practices that guide employee attitudes and behavior within the organization.	Innovation and risk-taking; attention to detail; outcome orientation; people orientation; team orientation; aggressiveness; stability	Five-point Likert scale
Organizational Communication	The process of delivering and exchanging information among employees and organizational levels to support work coordination.	Downward communication; upward communication; horizontal communication; information clarity; communication openness	Five-point Likert scale
Work Motivation	An internal and external drive that encourages employees to perform their duties and achieve work objectives.	Responsibility; work achievement; recognition; career development; challenging work	Five-point Likert scale
Job Satisfaction	Employees' positive evaluation and emotional response toward their jobs and workplace conditions.	The work itself; salary; promotion opportunities; supervision; coworkers	Five-point Likert scale

The operationalization presented in Table 1 serves as the basis for developing the questionnaire and examining the relationships among variables in the conceptual model shown in Figure 2.

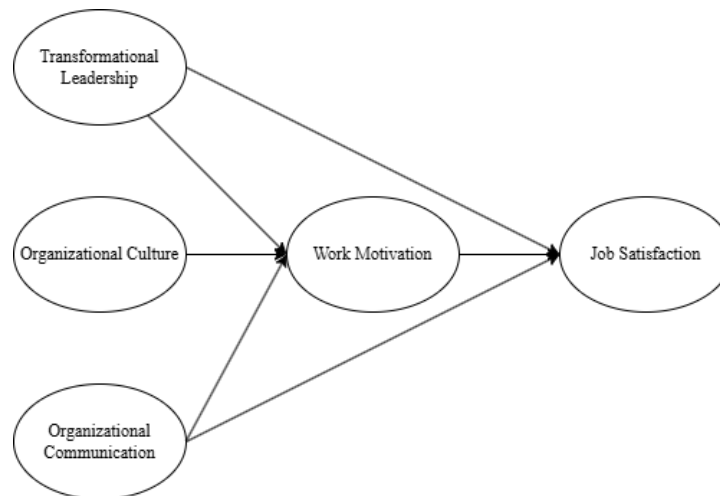


Figure 1. Conceptual Model Research

The population of this study consists of all employees of CV Raffana Kids Store, totaling 76 individuals. Due to the relatively small population size, this study employs a saturated sampling

technique, in which the entire population is used as the research sample. Data were collected through a questionnaire covering three independent variables, namely transformational leadership, organizational culture, and organizational communication, as well as one dependent variable, which is employee job satisfaction. Primary data were obtained directly from respondents through questionnaire completion, while secondary data were sourced from historical information regarding employee turnover rates and attendance reports.

RESULT AND DISCUSSION

Result

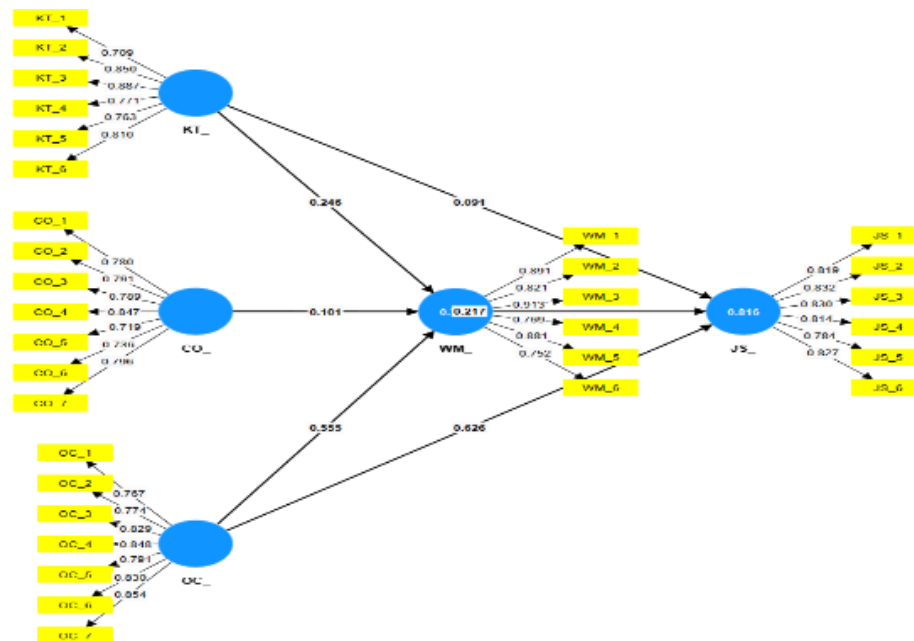


Figure 2. Result Outer Loading Test

Based on the results of the outer loading test in Figure 1, it can be concluded that the validity test shows six indicators for the transformational leadership variable (TL), seven indicators for the organizational culture variable (OC), seven indicators for the organizational communication variable (CC), six indicators for the work motivation variable (WM), and six indicators for the job satisfaction variable (JS) are valid. This validation is based on the data processing results for each instrument, with all indicators producing loading factor values above 0.7. Overall, 32 indicators are considered valid. Therefore, all indicators used in this study are deemed appropriate and meet the criteria for convergent validity, allowing the measurement instruments to be used for further analysis in the structural model.

Table 2 Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction	0,901	0,901	0,924	0,669
Organizational Communication	0,915	0,916	0,932	0,662
Organizational Culture	0,893	0,894	0,916	0,610
Transformational Leadership	0,886	0,889	0,914	0,641
Work Motivation	0,915	0,918	0,935	0,706

Based on the analysis in Table 1, the variables of transformational leadership, organizational culture, organizational communication, work motivation, and job satisfaction demonstrate a high level of reliability. Cronbach's Alpha values range from 0.886 to 0.915, indicating strong internal consistency of the measurement instruments. These results are further supported by the rho_A values, which are almost identical to Cronbach's Alpha, confirming the robustness of reliability.

In addition, the Composite Reliability values for all variables range from 0.914 to 0.935, approaching 1, reflecting a high degree of measurement consistency and indicating that the instruments are reliable. The Average Variance Extracted (AVE) values range from 0.610 to 0.706, all exceeding the minimum threshold of 0.50. This indicates that each construct is able to explain more than 50% of the variance of its indicators. Therefore, it can be concluded that the instruments used to measure transformational leadership, organizational culture, organizational communication, work motivation, and job satisfaction meet the criteria for construct validity and reliability.

Table 3. Structural Model Testing

	R Square	R Square Adjusted
Job Satisfaction	0,824	0,814
Work Motivation	0,691	0,683

The table above indicates that the variables of job satisfaction and work motivation have a relatively strong ability to explain variance within the model. The R Square value for job satisfaction is 0.824, with an Adjusted R Square of 0.814. This means that approximately 82.4% of the variance in job satisfaction can be explained by the predictors included in the model, with only a slight adjustment when accounting for the number of predictors.

Similarly, the work motivation variable has an R Square value of 0.691 and an Adjusted R Square of 0.683. This indicates that around 69.1% of the variance in work motivation can be explained by the model, with minor adjustment for the number of predictors. Both variables show relatively high R Square and Adjusted R Square values, emphasizing their significant contribution in explaining a large portion of the variance within the model.

The small difference between R Square and Adjusted R Square also suggests that the model is well-specified, although there is still room for improvement by adding additional predictors. Overall, these results confirm that job satisfaction and work motivation play important roles in explaining variability within the structural model.

Table 4. Path Coefficiencies

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Communication -> Job Satisfaction	0,541	0,518	0,196	2,762	0,006
Organizational Culture -> Job Satisfaction	0,195	0,196	0,149	1,314	0,189
Transformational Leadership -> Job Satisfaction	0,053	0,062	0,099	0,530	0,596
Organizational Communication _ -> Work Motivation _ -> Job Satisfaction	0,017	0,027	0,046	0,360	0,719
Transformational Leadership -> Work Motivation -> Job Satisfaction	0,039	0,036	0,037	1,055	0,292
Organizational Culture -> Work Motivation -> Job Satisfaction	0,089	0,098	0,082	1,088	0,277

The analysis of hypothesis testing regarding the relationships among the studied variables is presented as follows.

1. The first test examined the relationship between organizational communication and job satisfaction, which was found to be significant, with a T-Statistic value of 2.762 and a P-Value of 0.006, well below the significance level of 0.05. This indicates that organizational communication has a positive and significant effect on job satisfaction.

2. The second test examined the relationship between organizational culture and job satisfaction, which was not significant, with a T-Statistic value of 1.314 and a P-Value of 0.189, greater than 0.05. This suggests that organizational culture does not have a direct and significant effect on job satisfaction.
3. The third test assessed the relationship between transformational leadership and job satisfaction, which was also not significant, with a T-Statistic value of 0.530 and a P-Value of 0.596. This indicates that transformational leadership does not have a significant direct effect on job satisfaction.
4. The fourth test examined the relationship between organizational communication and job satisfaction through work motivation. With a T-Statistic of 0.360 and a P-Value of 0.719, the results show that work motivation does not mediate the relationship between organizational communication and job satisfaction.
5. The fifth test assessed the mediating role of work motivation in the relationship between transformational leadership and job satisfaction, which was not significant, with a T-Statistic of 1.055 and a P-Value of 0.292. This result indicates that work motivation does not mediate the effect of transformational leadership on job satisfaction.
6. The same result was found for the relationship between organizational culture and job satisfaction through work motivation. A T-Statistic of 1.088 and a P-Value of 0.277 indicate that work motivation does not mediate the effect of organizational culture on job satisfaction.

Overall, the analysis confirms that organizational communication has a direct and significant influence on job satisfaction, while organizational culture and transformational leadership do not show a significant direct effect. Furthermore, the mediating relationships through work motivation are not significant, indicating that work motivation does not serve as a mediating variable in the relationship between the three organizational variables and job satisfaction.

Discussion

The results of this study indicate that the instruments used to measure transformational leadership, organizational culture, organizational communication, work motivation, and job satisfaction have been proven valid. All 32 indicators have outer loading values above 0.7, thereby meeting the criteria for convergent validity and are suitable for use in structural model analysis.

In addition to validity, reliability testing shows that all variables have high internal consistency. Cronbach's Alpha values range from 0.886 to 0.915, supported by rho_A values that are nearly identical, reinforcing the confidence that the measurement instruments are highly reliable. Composite Reliability values ranging from 0.914 to 0.935 and Average Variance Extracted (AVE) values between 0.610 and 0.706 further confirm that each construct can explain more than

50% of the variance of its indicators. Overall, these findings demonstrate that the instruments meet the criteria for construct validity and good reliability. These results indicate that the indicators consistently represent each research variable, thereby providing an adequate basis for testing the structural relationships in the model.

R Square analysis shows that the variables of job satisfaction and work motivation have a relatively strong ability to explain variance within the model. The R Square value for job satisfaction is 0.824 with an Adjusted R Square of 0.814, indicating that approximately 82.4% of the variance in job satisfaction can be explained by the variables included in the model. Meanwhile, the work motivation variable has an R Square value of 0.691 and an Adjusted R Square of 0.683, indicating that 69.1% of the variance in work motivation can be explained by the model. These results align with the study by Asya and Nurwidawati (2023), which emphasized that organizational variables significantly contribute to explaining employee job satisfaction through a strong structural model. The small difference between R Square and Adjusted R Square suggests that the model is well-specified, although there is still potential for improvement by adding additional variables. This finding theoretically indicates that organizational factors have an important role in explaining employee attitudes.

Hypothesis testing results reveal that organizational communication has a direct positive and significant effect on job satisfaction, with a T-Statistic of 2.762 and a P-Value of 0.006. This finding indicates that effective communication within the organization can significantly enhance employee satisfaction. This result explains that clear and open communication can reduce uncertainty, improve work coordination, and help employees understand organizational expectations.

In contrast, the relationship between organizational culture and job satisfaction was not significant, with a T-Statistic of 1.314 and a P-Value of 0.189. This result aligns with Putri and Kasmiruddin (2025), who found that organizational culture does not always significantly influence employee work attitudes, especially when cultural values have not been strongly internalized in daily work practices. Similarly, transformational leadership did not have a significant effect on job satisfaction, with a T-Statistic of 0.530 and a P-Value of 0.596. This suggests that both variables do not directly determine the level of employee satisfaction. This finding differs from Lukita (2019), who found a significant effect, but the discrepancy may be explained by organizational context differences, where in small-scale organizations, work interactions are more influenced by direct communication than by visionary leadership styles. The non-significant effects may indicate that organizational culture and transformational leadership have not been consistently translated into employees' daily work experiences.

Testing indirect relationships through work motivation also showed non-significant results across all mediation paths. The relationship between organizational communication and job satisfaction through work motivation had a T-Statistic of 0.360 and a P-Value of 0.719. The

relationship between transformational leadership and job satisfaction through work motivation had a T-Statistic of 1.055 and a P-Value of 0.292. The relationship between organizational culture and job satisfaction through work motivation had a T-Statistic of 1.088 and a P-Value of 0.277. These results indicate that work motivation does not act as a mediating variable in the model. Although these findings differ from Susetyo et al. (2025), who reported that work motivation serves as a strong mediator, they support Fitriyana (2025), who argued that the relationships among organizational variables are strongly influenced by contextual and sectoral characteristics. This finding also confirms that mediation relationships may vary according to organizational characteristics and employee experiences.

Overall, this discussion confirms that in the tested research model, organizational communication is the only variable that has a direct and significant effect on job satisfaction. Organizational culture and transformational leadership do not show a significant direct effect, and work motivation does not mediate the relationship between the three organizational variables and job satisfaction. These results suggest that improving job satisfaction is more effectively achieved through enhancing organizational communication systems than indirectly through culture or leadership approaches. Practically, management should prioritize clear communication, feedback, and coordination while gradually strengthening organizational culture and transformational leadership practices.

CONCLUSION

This study demonstrates that all measurement instruments meet excellent validity and reliability criteria, as evidenced by outer loading values above 0.7 for all 32 indicators, as well as Cronbach's Alpha, rho_A, Composite Reliability, and AVE values, all of which exceed the required minimum thresholds. The structural model also shows strong explanatory power, with R Square values of 0.824 for job satisfaction and 0.691 for work motivation, indicating that the variables in the model can explain the majority of the variance in the constructs under study. In testing the relationships among variables, only organizational communication was found to have a positive and significant effect on job satisfaction. In contrast, organizational culture and transformational leadership did not demonstrate significant direct effects. Moreover, all indirect paths through work motivation were not significant, indicating that work motivation does not serve as a mediating variable in this research model. These findings emphasize that, in the context of the organization studied, employee job satisfaction is more strongly influenced by the quality of communication occurring in daily work activities than by organizational culture, leadership style, or psychological mechanisms through work motivation. The practical implication of these results is that management should prioritize improving internal communication systems as a key strategy for enhancing job satisfaction. This study has limitations due to its focus on a single organization and a limited number of variables. Therefore, future research is recommended to

expand the scope to multiple sectors and include additional relevant variables to gain a more comprehensive understanding of the factors influencing employee job satisfaction

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