

Quality of Work Life, Leadership, and Culture in Employee Performance Enhancement

Yuni Pratikno^{1*}, Bambang Nurakhim², Jazuli Juwaini³, Fatqul Hajar Aswad⁴, Maulana Arief Rachman Hakim⁵

Universitas Mitra Bangsa, Jakarta, Indonesia^{1,2,3,5}

Universitas Muhammadiyah Pringsewu, Pringsewu, Lampung⁴

yunipratikno@umiba.ac.id^{1*}, bambangnurakhim@umiba.ac.id², jazulijuwaini@umiba.ac.id³, fatqulhajaraswad@umpri.ac.id⁴, maulanaariefrahmanhakim@umiba.ac.id⁵



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Abstract

Purpose: This study examines the influence of Quality of Work Life (QWL), Job Satisfaction, and Transformational Leadership on team member performance in private companies, with Organizational Culture as a mediating variable. It also integrates Social Exchange Theory (SET), Organizational Support Theory (OST), Ability Motivation Opportunity (AMO) Theory, and Resource-Based View (RBV) to explain performance mechanisms.

Methodology: Using a quantitative Partial Least Squares Structural Equation Modeling (PLS-SEM) approach, data were collected from 105 employees of Indonesian private companies via purposive sampling. The respondents had at least one year of experience. SmartPLS 3.29 was used for validity, reliability, collinearity, and bootstrapping analyses for hypothesis and mediation testing.

Results: QWL has a significant positive direct effect on performance, whereas Job Satisfaction and Transformational Leadership do not. Organizational Culture significantly mediates the effects of Job Satisfaction and Transformational Leadership on performance, but not QWL. Organizational Culture also has a significant direct effect on performance.

Conclusions: Performance improvement depends on individual factors and organizational culture, QWL directly affects performance, whereas Job Satisfaction and Transformational Leadership influence it indirectly via Organizational Culture.

Limitations: The small sample size, cross-sectional design, and self-reported data limit the generalizability of the findings.

Contributions: The study integrates SET, OST, AMO, and RBV, clarifies inconsistent findings, and offers managerial implications for strengthening organizational culture and leadership development.

Keywords: *Employee Performance, Job Satisfaction, Organizational Culture, PLS-SEM, Quality of Work Life*

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1. Introduction

In the modern business world, which continues to evolve and is characterized by increasingly intense competition, team member performance has become a crucial factor in the sustainability and success

of organizations. Companies are now focusing on recruiting individuals with high competence who can demonstrate optimal performance in the workplace. Over the past few years, researchers have increasingly shown an interest in team member performance. One of the pioneers who introduced this concept explained that team member performance is a state in which individuals express themselves emotionally, physically, and cognitively while performing their work tasks. Furthermore, he emphasized that when a team member is truly engaged with the organization, they have a clear understanding of their duties, responsibilities, and business objectives, and actively motivate their colleagues to work together to achieve the organization's success. Team member performance is a vital strategy for companies to retain and develop employees ([Zumaroh & Kusumawati, 2024](#)).

Additionally, team member performance and continuous improvement are mutually beneficial solutions for both employees and companies. A high level of team member performance ensures optimal performance for the organization in the future. Low performance and commitment can be caused by various factors, including work-life balance, job satisfaction, transformational leadership, and the organizational culture within the company. However, this can be achieved through team member performance ([Basuki & Khalid, 2021](#)).

The strategy to achieve human resource excellence lies in optimizing the role of every individual within the organization through initiatives such as team member performance, which can enhance morale, strengthen competitiveness, improve the quality of work life, and foster greater motivation. These efforts play a crucial role in retaining employees, as effective quality-of-work-life management directly enhances a company's overall competitiveness. Quality of work life is a critical issue that requires special attention from organizations, as it is believed to strengthen employees' sense of responsibility and commitment to organizational goals. In essence, the quality of work life reflects the implementation of Human Resource Management (HRM) policies and practices that aim to improve both organizational performance and team member well-being.

A higher quality of work life not only boosts team member morale but also minimizes workplace conflicts and reduces turnover rates. Therefore, it can be inferred that when organizations provide an optimal and supportive work environment, employees are more likely to deliver effective and efficient performance. The quality of work life affects team member performance, which depends on each individual's motivation. When a team member is engaged in their work, it influences their psychological characteristics, such as self-confidence and optimism, which further motivates the team member and reduces their desire to leave ([Firdi, Wibisono, Ngaliman, Indrayani, & Satriawan, 2023](#)).

As part of human resource operations management, it is crucial to identify factors related to job satisfaction that influence team member performance as a basis for formulating human resource policies that can improve private company performance. Job satisfaction refers to the extent to which people like their work. Job satisfaction is also an emotional or expressive reaction to work. When employees are more satisfied with their jobs and work culture, they tend to be better representatives of the industry, and this type of team member demonstrates higher organizational commitment. Job satisfaction refers to individual team members' feelings and emotions about their work, as well as their attitudes toward various work realities. Job satisfaction is a key factor in team member motivation in private companies, as satisfied employees are assumed to positively impact the company's clients.

At the individual level, team member performance is positively correlated with team member job satisfaction and experience in the workplace ([Royan & Assa, 2025](#)). Additionally, meeting employees' economic and socioemotional needs increases job satisfaction, which in turn positively impacts attitudes toward the company and increases employees' willingness to improve their performance. Job satisfaction is considered a driver of team member performance. Additionally, employees may feel satisfied with the economic and socioemotional resources they receive but not contribute significantly to company performance. Team member performance and transformational leadership have been studied in depth within the context of the private company work environment. The company aims to have engaged employees and spends considerable resources to measure and improve the performance

of team members. Theoretically, transformational leadership is a key antecedent of performance. Private companies with transformational leadership have appeal, energy, and commitment. There is a growing awareness of the importance of transformational leadership from line managers in shaping human resource functions, including team member development.

Additionally, transformational leadership is the most dominant contextual factor that stimulates employees' creative self-efficacy and triggers creative performance in the workplace. Transformational Leadership is a leadership approach in which a leader influences followers by expanding and enhancing their goals and giving them the confidence to perform beyond expectations set in implicit or explicit exchange agreements. Transformational leaders frame work experiences and reinforce employees' perceptions of the significance and meaning they attach to their work. Additionally, transformational leaders enhance their followers' perception of the importance of their work. Employees whose managers engage in transformational behaviors perceive their jobs as more significant and challenging. When leaders emphasize the relevance of team members' contributions to the organization and its mission and connect them to broader goals, the perception of task significance increases.

Organizational Culture has become increasingly important because human capital, compared to material resources, is the primary source of value within an organization. Maximizing employees' intellectual wealth involves creating a culture that encourages participation in intellectual activities, supports individual and organizational learning, generates new knowledge, and shares it with others. Organizational Culture includes the shared values, beliefs, norms, and practices that influence members' behavior within an organization. A strong and positive culture creates a supportive work environment, fosters a sense of belonging, and increases team member motivation. Values that promote collaboration, innovation, and development significantly boost team performance.

Additionally, participatory and transparent organizational cultures foster psychological safety, which is essential for performance. In environments characterized by disruption, culture acts as a behavioral guide, prompting adaptive and proactive responses to change. By cultivating a culture of agility, inclusiveness, and empowerment, organizations can better navigate uncertainty while maintaining high team-member performance. Based on the background description, this study aims to analyze the influence of work-life quality, job satisfaction, and transformational leadership on increasing team member performance, using organizational culture as a mediating variable in private companies.

Theoretical integration allows for a deeper understanding of how internal cultural mechanisms interact with external environmental pressure. Previous research has found that job satisfaction, organizational culture, and quality of work life have a positive and significant influence on team member performance. Therefore, researchers are interested in investigating the factors that influence team member performance. Therefore, this research is expected to contribute to the theoretical development of the literature on performance and culture, job satisfaction, and quality of life, as well as provide a practical basis for leaders aiming to maintain performance and motivation during periods of significant change ([Khoiri, Burhan, & Suharto, 2025](#)).

2. Literature Review and Hypotheses Development

This study is grounded in several complementary theories to explain the relationships among Quality of Work Life (QWL), job satisfaction, transformational leadership, organizational culture, and team member performance. The integration of these theories provides a comprehensive explanation of how organizational practices and leadership behavior influence employee outcomes. First, Social Exchange Theory (SET) explains that relationships between employees and organizations are based on reciprocal exchanges ([Agustiani, Mora, & Ibad, 2024](#)). Employees who perceive favorable treatment, such as supportive working conditions, fair rewards, career development opportunities, and inspirational leadership, tend to reciprocate with positive attitudes and improved performance. In this context, QWL, job satisfaction, and transformational leadership represent organizational inputs that encourage greater commitment, motivation, and improved performance. Therefore, SET serves as the primary foundation for understanding employee responses to organizational support.

Second, Organizational Support Theory (OST) emphasizes employees' perceptions of how much the organization values their contributions and cares about their well-being ([Albar, Hamidah, & Susita, 2025](#)). Employees who perceive strong organizational support are more likely to develop trust, loyalty, and emotional attachment to their organization. This perspective helps explain why QWL initiatives and transformational leadership can enhance team member performance. However, organizational support may not automatically improve performance unless it is reinforced by a supportive organizational culture characterized by trust, communication, and recognition ([Hasan, Astuti, Afrianty, & Iqbal, 2020](#)).

Third, the Ability-Motivation-Opportunity (AMO) Theory argues that employee performance depends on employees' abilities, motivation, and opportunities to contribute to the organization. QWL, job satisfaction, and transformational leadership can strengthen motivation and create opportunities for employee involvement in the workplace. Organizational culture plays a key role in determining whether employees can effectively express their capabilities, collaborate, and contribute to organizational goals ([Hasan et al., 2020](#)). In addition, the Resource-Based View (RBV) suggests that intangible resources, such as leadership quality and organizational culture, can become sources of sustainable competitive advantage. A strong culture enhances the effectiveness of leadership practices and organizational policies in improving performance.

Although previous studies have examined the direct relationships between QWL, job satisfaction, transformational leadership, and team member performance, several gaps still remain. Prior research has mainly focused on direct effects, offering limited insight into the organizational mechanisms underlying these relationships. In addition, findings regarding the effect of job satisfaction on performance remain inconsistent, indicating the presence of contextual factors that may influence the outcomes. Few studies have integrated SET, OST, AMO Theory, and RBV simultaneously to explain the mediating role of organizational culture, particularly in private-sector organizations ([Albar et al., 2025](#); [Jaya, Priyana, Wulandari, Herlina, & Albar, 2024](#)).

Therefore, this study proposes organizational culture as a mediating variable because it shapes how employees interpret and internalize organizational practices and leadership behaviors. A supportive culture characterized by trust, participation, collaboration, innovation, and open communication strengthens positive employee responses to organizational support and leadership. Consequently, organizational culture serves as an important mechanism linking QWL, job satisfaction, and transformational leadership to team member performance. This study contributes to the literature by integrating multiple organizational behavior theories into a comprehensive framework that explains team member performance through both direct and indirect pathways. It also provides empirical insights by examining these relationships within private organizations, where performance is strongly influenced by organizational dynamics, competitiveness, and cultural adaptability ([Priyanti, & Yuniawan, 2025](#); [Bere, Subyantoro, & Nilmawati, 2025](#)).

2.1 Quality of Work Life and Employee Performance

Quality of Work Life (QWL) is widely recognized as an important determinant of team member performance because it reflects how organizations fulfill employees' physical, psychological, and professional needs. QWL encompasses work-life balance, job security, career development, workplace comfort and fair compensation. According to Social Exchange Theory, employees tend to reciprocate favorable organizational treatment with positive attitudes and improved performance. When organizations provide supportive working conditions and demonstrate concern for employee well-being, employees feel valued and are more motivated to contribute to organizational goals.

Previous studies have indicated that QWL positively influences team member performance by enhancing morale, commitment, and workplace well-being. However, most research has focused on the direct relationship between QWL and performance, providing limited insight into the mechanisms through which QWL improves employee performance. In particular, the role of organizational culture in strengthening or weakening the effectiveness of QWL initiatives remains underexplored, especially in private-sector organizations. This is consistent with more recent survey evidence showing that

quality of work life continues to shape employee engagement directly through dimensions such as work-life balance, job security, and career development opportunities ([Albar, Hamidah, & Susita, 2025](#)).

From the perspective of Organizational Support Theory, supportive organizational policies signal that the organization values employees' contributions, thereby encouraging stronger performance. Similarly, the Ability-Motivation-Opportunity (AMO) framework suggests that employees perform better when organizations provide motivating environments and opportunities to contribute to the organization. Therefore, QWL can be viewed not only as a welfare initiative but also as a strategic resource that enhances employees' motivation and engagement. Based on these arguments, the following hypothesis is proposed.

H₁: Quality of work life has a significant effect on team member performance

2.2 Job Satisfaction and Employee Performance

Job satisfaction represents employees' positive emotional evaluation of their work experiences, including compensation, supervision, workplace relationships and career opportunities. Employees who experience high job satisfaction generally demonstrate stronger commitment, enthusiasm, and willingness to contribute to the achievement of organizational objectives. According to Social Exchange Theory, satisfied employees tend to reciprocate positive work experiences by improving their attitudes and performance ([Sulistiyowati et al., 2024](#)). Although many studies have reported a positive relationship between job satisfaction and team member performance, empirical findings remain inconsistent. Some studies find a significant direct effect, while others suggest that job satisfaction does not always lead to higher performance in the absence of supportive organizational conditions. This inconsistency indicates that organizational culture may influence the strength of the relationship between satisfaction and performance. Employees who are satisfied but work in unsupportive cultures may be less able to translate positive attitudes into productive behavior. From the perspective of Organizational Support Theory, employees are more likely to perform effectively when they experience both individual satisfaction and organizational support. Therefore, organizations should not only enhance job satisfaction through fair rewards and supportive work environments but also foster a culture that encourages employees to convert their satisfaction into improved performance. Based on these arguments, the following hypothesis is proposed.

H₂: Job satisfaction significantly affects team member performance

2.3 Transformational Leadership and Employee Performance

Transformational Leadership refers to a leadership style that inspires employees through vision, motivation, individualized consideration, and intellectual stimulation. Transformational leaders encourage employees to exceed formal expectations, embrace innovation, and actively contribute to the achievement of organizational goals. According to the Resource-Based View (RBV), transformational leadership can be considered an intangible organizational capability that enhances organizational effectiveness by developing team member commitment, creativity, and adaptability ([Milhem, Muda, and Ahmed 2019](#)). Prior studies have indicated that transformational leadership positively influences team member performance because leaders who motivate and support employees foster stronger engagement and organizational commitment. Leaders with high emotional intelligence are also better able to build meaningful relationships that encourage employees to contribute to the success of the organization. However, existing research primarily focuses on the direct effect of transformational leadership on performance, with limited attention to the organizational context that supports leadership effectiveness. In practice, leadership effectiveness may be strengthened by a supportive organizational culture that promotes participation, trust, and communication. Therefore, transformational leadership is likely to influence team member performance more effectively when it is supported by a culture aligned with transformational values. Based on these arguments, the following hypothesis is proposed.

H₃: Transformational leadership has a significant effect on team member performance

2.4 Organizational Culture as a Mediator of the Relationship Between Quality of Work Life and Employee Performance

Organizational Culture plays a critical mediating role in explaining how Quality of Work Life (QWL) affects team member performance. Organizational Culture reflects shared values, norms, and behavioral expectations that shape employees' experiences within the workplace. According to the Social Exchange Theory, employees who receive supportive treatment through QWL initiatives are more likely to develop positive attitudes when the surrounding organizational culture reinforces trust, fairness, participation, and collaboration ([Jiatong, Wang, Alam, Murad, Gul, & Gill, 2022](#)).

Although previous studies confirm the positive relationship between QWL and performance, limited research explains why similar QWL practices may produce different outcomes across organizations. This indicates that organizational culture may function as a contextual mechanism that determines whether QWL initiatives are effectively internalized by employees ([Niadianti, Sunaryo, & Asiyah, 2021](#)). A supportive culture allows employees to perceive QWL policies not merely as formal organizational programs but as genuine organizational commitment toward team members' well-being. From the AMO perspective, organizational culture creates opportunities for employees to apply their motivation and capabilities effectively. Therefore, initiatives such as flexible work arrangements, team member well-being programs, and career development systems are more likely to improve performance when embedded in a participative and supportive organizational culture. Based on these arguments, the following hypothesis is proposed.

H₄: Organizational culture mediates the influence of quality of work life on team member performance

2.5 Organizational Culture as a Mediator of the Relationship Between Job Satisfaction and Employee Performance

Organizational Culture also mediates the relationship between job satisfaction and team member performance. A culture characterized by openness, collaboration, recognition, and trust strengthens employees' ability to translate satisfaction into productive workplace behavior. Employees who are satisfied with their jobs may not necessarily perform at a high level if the organizational environment does not support participation, communication, or psychological safety. Prior studies have indicated that organizational culture and communication significantly influence team member performance, with job satisfaction serving as an important behavioral mechanism. However, findings regarding the mediating relationship remain inconsistent, particularly across different organizational contexts. This inconsistency highlights the need to further investigate the role of organizational culture in strengthening the impact of team member satisfaction on performance outcomes ([Nugroho, Sudrajat, & Wulandhari, 2023](#)). From the perspective of Organizational Support Theory, organizational culture reinforces employees' perceptions of fairness and organizational care, which encourages them to reciprocate through stronger commitment and performance ([Zeng, Swatdikun, Aujirapongpan, & Huang, 2024](#)). Therefore, organizations should cultivate a culture that values recognition, transparency, and collaboration to maximize the positive effects of team member satisfaction. Based on these arguments, the following hypothesis is proposed.

H₅: Organizational culture mediates the relationship between job satisfaction and team member performance

2.6 Organizational Culture as a Mediator of the Relationship Between Transformational Leadership and Employee Performance

Transformational Leadership contributes to team member performance directly and indirectly through organizational culture. Transformational leaders shape organizational values by encouraging participation, innovation, mutual trust and open communication. Through these behaviors, leaders gradually establish cultural norms that influence team members' attitudes and work behavior. Previous studies suggest that transformational leadership strengthens organizational culture by fostering team member engagement, empowerment, and collaboration ([Rachmawati, Saptandari, and Setijaningrum 2023](#)). However, prior research has largely examined transformational leadership and performance separately, without sufficiently explaining the cultural processes that connect them. This creates a

theoretical gap regarding how leadership behaviors become institutionalized in organizational practices that sustain team member performance over time. From the Resource-Based View perspective, organizational culture represents a valuable intangible organizational asset that enhances the effectiveness of transformational Leadership. Leaders may inspire employees temporarily, but sustainable performance improvement requires cultural systems that consistently reinforce leadership values across the organization. Therefore, organizational culture acts as a bridge that transforms leadership influence into long-term team member performance outcomes. Based on these arguments, the following hypothesis is proposed.

H_6 : Organizational culture mediates the influence of transformational leadership on team member performance.

2.7 Organizational Culture and Employee Performance

Organizational Culture is an important determinant of team member performance because it shapes how employees interact, communicate, and contribute within the organization. A culture that emphasizes collaboration, trust, participation, and innovation creates an environment in which employees feel psychologically safe, valued, and motivated to perform effectively. Different types of organizational culture may influence performance differently. Clan cultures, for example, tend to enhance teamwork and team member involvement, while adhocracy cultures promote innovation and adaptability. In increasingly competitive business environments, organizations require cultures that support agility, inclusiveness, and team member empowerment to sustain their long-term performance (Nugroho, Sudrajat, & Wulandhari, 2023). Therefore, organizations seeking sustainable team member performance should focus not only on formal policies and incentives but also on cultivating supportive cultural values and practices within their teams. Based on these arguments, the following hypothesis is proposed.

H_7 : Organizational culture has a significant effect on team member performance

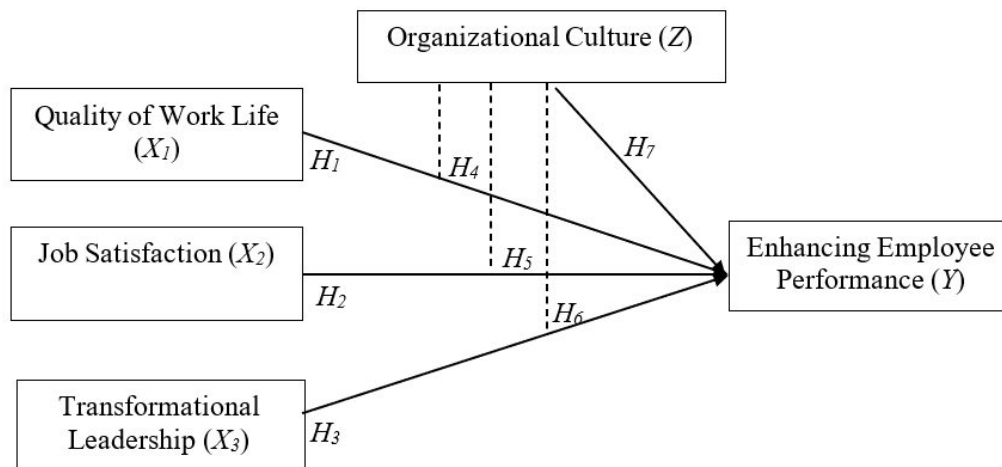


Figure 1. Research model

Figure 1 presents the research model examined in this study, depicting Quality of Work Life (X_1), Job Satisfaction (X_2), and Transformational Leadership (X_3) as exogenous variables hypothesized to influence Employee Performance (Y) both directly and indirectly through Organizational Culture (Z) as the mediating variable. As the model shows, seven paths are tested in total, three direct paths from the exogenous variables to performance (H_1 - H_3), three mediated paths running through organizational culture (H_4 - H_6), and one direct path from organizational culture to performance (H_7), providing the structural basis for the PLS-SEM analysis reported in Section 4.

3. Methodology

This study employed a quantitative research approach to examine the relationships among Quality of Work Life (QWL), job satisfaction, transformational leadership, organizational culture, and team

member performance using Partial Least Squares Structural Equation Modeling (PLS-SEM). This study utilized primary data collected through self-administered questionnaires distributed to employees working in several private companies across different service and manufacturing sectors in Indonesia. The respondents were permanent employees occupying operational, administrative, and supervisory positions to ensure that participants had sufficient organizational experience and understanding of workplace conditions ([Creswell & Creswell, 2017](#)).

A purposive sampling technique was applied because the study required respondents who met specific inclusion criteria. The respondents were required to work in a private company, have a minimum working experience of one year, and be directly involved in organizational activities and interactions with their supervisors and coworkers. Employees with less than one year of experience or incomplete questionnaire responses were excluded. A total of 105 valid responses were obtained and analyzed in this study. Although the sample size may be considered relatively small, the use of PLS-SEM is appropriate because this method is suitable for exploratory and predictive research models with small samples and complex mediation relationships ([Creswell & Creswell, 2017](#)). In addition, the minimum sample adequacy was assessed using the "10-times rule," which suggests that the sample size should be at least ten times the largest number of structural paths directed at a particular construct. Because the largest number of structural paths directed at a single construct in this study was fewer than 10, the sample size of 105 respondents exceeded the minimum requirement. Furthermore, a statistical power analysis using G*Power indicated that the sample size was sufficient to detect medium effect sizes at a statistical power level above 0.80.

In this study, team member performance (Y) served as the dependent variable, whereas Quality of Work Life (X_1), job satisfaction (X_2), and transformational leadership (X_3) served as the independent variables. Organizational Culture (Z) was positioned as the mediating variable linking the independent variables to team member performance. This revision corrects an earlier inconsistency in the manuscript, which incorrectly treated digital transformation as a mediating variable. All constructs were measured on a five-point Likert scale. The measurement indicators were adapted from established studies in the organizational behavior and human resource management fields. Team member performance was operationalized using performance-oriented indicators such as work quality, productivity, task completion effectiveness, achievement of work targets, and responsibility for carrying out assigned duties. Indicators conceptually overlapping with HR practices, such as work-life balance or empowerment, were excluded from the team member performance construct to improve conceptual clarity and discriminant validity of the measure. Organizational Culture was measured using indicators reflecting collaboration, communication, trust, innovation, participation, and shared organizational values.

The data analysis process consisted of two stages: measurement model assessment (outer model) and structural model assessment (inner model). The measurement model evaluation aimed to examine construct validity and reliability through outer loadings, Cronbach alpha, Composite Reliability (CR), and Average Variance Extracted (AVE). Indicator loadings above 0.70, CR values above 0.70, and AVE values above 0.50 were considered acceptable thresholds for convergent validity and internal consistency reliability. To ensure discriminant validity, this study additionally employed the Fornell-Larcker criterion, cross-loading analysis, and the Heterotrait-Monotrait Ratio (HTMT). HTMT values below 0.90 indicate that the constructs are empirically distinct and free from excessive conceptual overlap. These procedures were conducted to address potential concerns regarding construct redundancy and multicollinearity ([Ghozali & Latan, 2020](#)).

The structural model evaluation involved examining the path coefficients, t-statistics, p-values, coefficient of determination (R^2), predictive relevance (Q^2), and mediation effects. Bootstrapping procedures with 5,000 resamples were applied to assess the significance of the direct and indirect effects. This study adopted a two-tailed testing approach; therefore, the significance threshold for hypothesis testing was a t-statistic greater than 1.96 at the 5% level of significance. Because all variables were measured using self-reported questionnaires collected simultaneously, the study also addressed the potential issue of Common Method Bias (CMB). Procedural remedies included

ensuring respondent anonymity, reducing ambiguity in the questionnaire wording, and logically separating construct measurement items throughout the questionnaire. Statistical assessment of CMB was conducted using Harman Single Factor Test and collinearity assessment based on Variance Inflation Factor (VIF) values. Harman single-factor test showed that no single factor accounted for the majority of the variance. Simultaneously, all inner VIF values remained below the recommended threshold of 3.3, indicating that common method bias and multicollinearity were not significant concerns in this study.

All statistical analyses were performed using SmartPLS version 3.29. The PLS-SEM approach was selected because of its suitability for complex research models involving multiple constructs and mediation relationships, as well as its robustness in handling relatively small sample sizes and non-normal data distributions. The indicators used in this study for each variable are as follows:

Table 1. Variable indicator

Variables	Indicator	Statement	Source
Quality of Work Life (X_1)	Growth & Development Opportunities, Work-Life Balance, Working Conditions / Physical Environment & Safety, Compensation & Rewards / Financial Remuneration, Participation / Employee Involvement in Decision-Making	I have access to professional development and training opportunities through my organization, I find that my job allows me to balance my work responsibilities and my personal/family life, The physical conditions of my workplace (safety, comfort, equipment) are adequate for me to do my job well, I am satisfied with the salary and benefits, I receive for the work I do, I feel involved in decisions that affect my work and my work-life conditions.	(Salès-Wuillemin et al. 2023)
Job Satisfaction (X_2)	Benefits & Salary, Supervision / Management, Attitude Nature of Work, Communication, Support from Colleagues	I am satisfied with the benefits and salary I receive for my job, I am satisfied with the attitude of management toward me in my job, I am satisfied with the work I do and find it meaningful, I feel satisfied with the level of communication within my organization, I feel my colleagues support me in my job, and I am satisfied with that	(Karaferis, Aletras, and Niakas 2022)
Transformasional Leadership (X_3)	Idealized Influence / Role-Modeling, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration, Empowerment / Delegation	My leader behaves in ways that build my respect and confidence, My leader talks optimistically about the future and communicates a clear vision, My leader encourages me to rethink old problems in new ways, My leader gives personalized support to help me develop my strengths, My leader delegates meaningful tasks and trusts me to carry them out	(Pulido-Martos et al., 2024; Alwahaibi, 2019; Gherasie et al., 2024)

Variables	Indicator	Statement	Source
Organizational Culture (Z)	Psychological Safety, Collectivism / Team Orientation, Power Distance (Low vs High), Innovation Culture, Teamwork Culture, Performance-Oriented Culture, Involvement / Employee Participation	In this organization, I feel safe expressing ideas and concerns without fear of negative consequences, Employees in this company collaborate across teams and departments to achieve shared goals, In this company, decisions are made top-down, without much input from employees, This organization encourages experimentation, risk-taking, and the exploration of new methods, Teamwork and cross-departmental communication are actively promoted in this company, Our company emphasizes performance targets, measurable goals, and employee competition, Employees are involved in decision-making processes that affect their work and the organization's direction.	(Zhang, 2023; Tian, 2025)
Enhancing Employee Performance (Y)	Well-being & Work-Life Balance, Empowerment & Autonomy, Growth and Development Opportunities, Communication Effectiveness, Recognition, & Reward, Vigor	This company supports my efforts to maintain a healthy work-life balance, I am given enough authority to make decisions related to my job, I have clear opportunities for personal and professional development in this organization, The information I need to perform my job is shared openly, My work is recognized and appreciated by the organization, I feel strong and vigorous at work	(Bao et al. 2024)

Table 1 summarizes the indicators, statement items, and sources used to operationalize each of the five constructs in this study, namely Quality of Work Life, Job Satisfaction, Transformational Leadership, Organizational Culture, and Employee Performance. As the table shows, Quality of Work Life is measured through five indicators covering growth opportunities, work-life balance, working conditions, compensation, and participation; Job Satisfaction through five indicators covering benefits, supervision, the nature of work, communication, and peer support; Transformational Leadership through indicators reflecting idealized influence, inspirational motivation, and intellectual stimulation; Organizational Culture through indicators reflecting empowerment, growth opportunities, communication effectiveness, and recognition; and Employee Performance through indicators reflecting work quality, productivity, and task completion. Each indicator was adapted from previously validated instruments and measured using a five-point Likert scale, providing the conceptual and measurement foundation for the validity and reliability testing.

4. Results and Discussions

4.1 Respondent Description

The study involved 105 respondents from several private companies in Indonesia's service and manufacturing sectors. The respondents were employees occupying operational, administrative, and supervisory positions. Table 2 presents the respondents' demographic characteristics.

Table 2. Respondent description

Description	Frequency	Percentage (%)
Gender		
Male	57	54,29
Female	48	45,71
Age		
20 - 24	23	21,90
25 - 29	34	32,38
30 - 34	35	33,33
35 - 39	7	6,67
> 40	6	5,71
Length of Service		
>1	60	57,14
>5	42	40,00
>10	3	2,86
Educational Background		
Senior Highschool	37	35,24
Undergraduate Degree	55	52,38
Postgraduate Degree	13	12,38

Table 2 shows that male respondents slightly outnumbered female respondents, accounting for 54.29% and 45.71%, respectively. Most respondents were between 25 and 34 years old, indicating that the sample was largely composed of employees of productive age actively involved in organizational activities. In terms of work experience, most respondents had worked between one and five years, suggesting that most participants were relatively early-career employees. Regarding educational background, undergraduate degree holders constituted the largest proportion of respondents (52.38%), indicating that most participants possessed sufficient educational qualifications to understand the questionnaire items and the organizational practices examined in this study.

4.2 Validity Test (Convergent Validity)

Convergent validity was assessed by examining the factor loadings for each indicator. According to [Hair et al. \(2022\)](#), values above 0.70 for outer loadings indicate that the indicators adequately represent their respective constructs.

Table 3. Result of outer loadings

Variables	Indikator	Outer Loadings	Keterangan
Quality of Work Life (X_1)	QWL.1	0.920	Valid
	QWL.2	0.885	Valid
	QWL.3	0.762	Valid
	QWL.4	0.814	Valid
	QWL.5	0.892	Valid
Job Satisfaction (X_2)	JS.1	0.785	Valid
	JS.2	0.720	Valid
	JS.3	0.922	Valid
	JS.4	0.911	Valid
	JS.5	0.920	Valid
Transfomational Leadership (X_3)	TL.1	0.815	Valid
	TL.2	0.927	Valid
	TL.3	0.883	Valid

Variables	Indikator	Outer Loadings	Keterangan
Transfomational Leadership (X_3)	TL4	0.902	Valid
	TL5	0.892	Valid
Organizational Culture (Z)	OC.1	0.759	Valid
	OC.2	0.878	Valid
	OC.3	0.918	Valid
	OC.4	0.914	Valid
	OC.5	0.798	Valid
	OC.6	0.829	Valid
Enhancing Employee Performance (Y)	EEE.1	0.921	Valid
	EEE.2	0.870	Valid
	EEE.3	0.710	Valid
	EEE.4	0.756	Valid
	EEE.5	0.924	Valid
	EEE.6	0.906	Valid

Table 3 shows that all indicators across the five constructs, Quality of Work Life, Job Satisfaction, Transformational Leadership, Organizational Culture, and Employee Performance, demonstrated outer loading values above 0.70, ranging from 0.710 to 0.927. This indicates that each indicator adequately represents its intended construct and that no items needed to be dropped on convergent-validity grounds. Therefore, all measurement items were retained for the subsequent analysis.

Table 4. AVE results

	Average Variance Extracted (AVE)	Description
Quality of Work Life (X_1)	0.734	Valid
Job Satisfaction (X_2)	0.732	Valid
Transformational Leadership (X_3)	0.782	Valid
Organizational Culture (Z)	0.738	Valid
Enhancing Employee Performance (Y)	0.726	Valid

Table 4 shows that all AVEs exceeded the recommended threshold of 0.50, indicating that each construct explained more than 50% of the variance of its indicators. These results confirm the adequate convergent validity of all constructs included in the study.

4.3 Composite Reliability and Cronbach's Alpha Test

The next test was a reliability test using composite reliability and Cronbach's alpha. A variable can be considered reliable if it has a composite reliability and a Cronbach's alpha value > 0.70 .

Table 5. Composite reliability and cronbach's alpha results

Variables	Cronbach Alpha	Composite Reliability	Description
Quality of Work Life (X_1)	0.908	0.932	Reliable
Job Satisfaction (X_2)	0.905	0.931	Reliable
Transformational Leadership (X_3)	0.930	0.947	Reliable
Organizational Culture (Z)	0.940	0.951	Reliable
Enhancing Employee Performance (Y)	0.922	0.921	Reliable

Table 5 shows that all Cronbach's Alpha values, ranging from 0.905 to 0.940, and all Composite Reliability values, ranging from 0.921 to 0.951, exceeded the recommended threshold of 0.70, demonstrating strong internal consistency reliability for all five constructs and confirming that the measurement items for each construct behave as a coherent, dependable scale.

4.4 Discriminant Validity Test

To further ensure construct validity, discriminant validity was evaluated using the Heterotrait-Monotrait Ratio (HTMT) and cross-loadings.

Table 6. HTMT results

Variables	X_1	X_2	X_3	Z	Y
QWL (X_1)	-				
Job Satisfaction (X_2)	0.721	-			
Transformational Leadership (X_3)	0.754	0.693	-		
Organizational Culture (Z)	0.812	0.844	0.865	-	
team member Performance (Y)	0.887	0.792	0.804	0.876	-

Table 6 shows that all HTMT values, ranging from 0.693 to 0.887, were below the recommended threshold of 0.90, with the highest value observed between Team Member Performance and Quality of Work Life (0.887) and the lowest between Job Satisfaction and Transformational Leadership (0.693). This indicates satisfactory discriminant validity and confirms that each construct, despite the conceptually related nature of the variables in this study, remains empirically distinct.

4.5 Collinearity and Common Method Bias Assessment

Because all data were collected via self-reported questionnaires, collinearity and Common Method Bias (CMB) were assessed using Variance Inflation Factor (VIF) values.

Table 7. Inner VIF values

Relationship	VIF
QWL → Employee Performance	2.845
Job Satisfaction → Employee Performance	2.991
Transformational Leadership → Employee Performance	3.102
Organizational Culture → Employee Performance	2.776

Table 7 shows that all inner VIF values, ranging from 2.776 to 3.102, were below the recommended threshold of 3.3, with Transformational Leadership showing the highest value (3.102) and Organizational Culture the lowest (2.776). This indicates that multicollinearity and common method bias were not serious concerns in this study. In addition, Harman's single-factor test showed that no single factor accounted for the majority of the total variance, further suggesting that common method bias was unlikely to significantly affect the findings.

4.6 Structural Model Assessment

4.6.1 Path Coefficient Test

Hypothesis testing was conducted using a bootstrapping procedure with two-tailed significance tests. Therefore, hypotheses were considered significant when the t-statistic exceeded 1.96 and the p-value was below 0.05.

Table 8. Results of path coefficient test using the bootstrapping technique

Hypotheses	Hypotheses	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P-Values
1	$X_1 \rightarrow Y$	0.945	0.947	0.042	2.383	0.000
2	$X_2 \rightarrow Y$	-0.055	-0.055	0.032	1.615	0.083
3	$X_3 \rightarrow Y$	0.033	0.034	0.038	0.861	0.390
4	$X_1 \rightarrow Z \rightarrow Y$	0.079	0.073	0.077	1.021	0.308
5	$X_2 \rightarrow Z \rightarrow Y$	0.324	0.332	0.109	2.967	0.003
6	$X_3 \rightarrow Z \rightarrow Y$	0.589	0.588	0.078	7.550	0.000
7	$Z \rightarrow Y$	0.082	0.078	0.035	2.364	0.018

Based on Table 8, Work Life significantly influenced team member performance ($\beta = 0.945$; $t = 2.383$; $p < 0.05$), indicating support for H_1 . However, job satisfaction did not significantly influence team

member performance ($\beta = -0.055$; $t = 1.615$; $p > 0.05$), leading to the rejection of H_2 . Similarly, transformational leadership did not demonstrate a significant direct effect on team member performance ($\beta = 0.033$; $t = 0.861$; $p > 0.05$); therefore, H_3 was rejected. Regarding mediation effects, organizational culture did not mediate the relationship between Work Life and team member performance ($\beta = 0.079$; $t = 1.021$; $p > 0.05$), thereby rejecting H_4 . In contrast, organizational culture significantly mediated the influence of job satisfaction on team member performance ($\beta = 0.324$; $t = 2.967$; $p < 0.05$), supporting H_5 . Organizational Culture also significantly mediated the relationship between transformational leadership and team member performance ($\beta = 0.589$; $t = 7.550$; $p < 0.05$), supporting H_6 . Finally, organizational culture had a significant direct effect on team member performance ($\beta = 0.082$; $t = 2.364$; $p < 0.05$), supporting H_7 .

4.7 Coefficient of Determination (R^2)

4.7.1 R Square (R^2) Test

The coefficient of determination (R^2) and path coefficient tests were performed. R -squared was used to test the extent to which the independent variable influenced the dependent variable. The R^2 value indicates the degree of determination of the exogenous variable relative to the endogenous variables. A higher R^2 value indicates greater determination of the model.

Table 9. R-square result

	R-Square	R-Square Adjusted
Organizational Culture (Z)	0.876	0.872
Enhancing Employee Performance (Y)	0.985	0.984

Table 9 shows that the R -Square value for organizational culture was 0.876, indicating that QWL, job satisfaction, and transformational leadership explained 87.6% of the variance in organizational culture. The R -Square value for team member performance was 0.985, suggesting that the independent and mediating variables jointly explained 98.5% of the variance in team member performance. Although the R -Square value for team member performance was exceptionally high, this result should be interpreted with caution. In behavioral research, extremely high R -Square values may indicate potential conceptual overlap among constructs or strong interrelationships between variables. To address this concern, this study conducted discriminant validity testing using the HTMT and collinearity assessment using the VIF values. As the HTMT and VIF results remained within the acceptable thresholds, the findings suggest that the model did not suffer from severe multicollinearity or construct redundancy. Nevertheless, future studies should incorporate additional contextual variables and broader samples to further validate the model's robustness.

4.8 Discussion

4.8.1 The Effect of Quality of Work Life on Enhancing Employee Performance

The findings indicate that Work Life significantly influences team member performance. This result supports the Social Exchange Theory, which explains that employees tend to reciprocate positive organizational treatment with stronger commitment and improved performance. Employees who perceive supportive working conditions, fair compensation, and work-life balance are more likely to demonstrate higher motivation and productivity levels. This finding is consistent with [Fatmasari, Al, and Wulida \(2018\)](#), who found that QWL positively affects team member performance. However, this study extends previous findings by demonstrating that QWL remains a strong direct predictor, even when organizational culture is included in the model. This suggests that QWL may directly influence employees' day-to-day experiences and productivity without necessarily requiring cultural reinforcement ([Natasya & Awaluddin, 2021](#)).

4.8.2 The Effect of Job Satisfaction on Enhancing Employee Performance

Job satisfaction did not directly influence team member's performance. This finding contradicts many previous studies that have identified satisfaction as a major determinant of performance. However, the results support the argument that satisfaction alone may not automatically translate into productive behavior unless organizational systems and cultures are conducive to employees. Theoretically, this

research enriches Organizational Support Theory by [Riyadi and Suhana \(2025\)](#) suggesting that positive team member feelings are insufficient unless reinforced by collective organizational conditions. This finding also explains why previous empirical studies have produced inconsistent results regarding the relationship between job satisfaction and performance ([Wardiansyah, Indrawati, & Kurniawati, 2024](#)).

4.8.3 The Effect of Transformational Leadership on Enhancing Employee Performance

Transformational Leadership did not directly affect team member performance. This finding differs from many prior studies but aligns with [Buil, Martínez, and Matute \(2019\)](#), who found that transformational leadership may not directly enhance performance under certain organizational conditions. From a theoretical perspective, this result suggests that transformational leadership may function more effectively through indirect mechanisms rather than direct influence. However, inspirational Leadership alone may be insufficient if employees do not experience organizational support, empowerment, or cultural alignment. Therefore, leadership effectiveness depends heavily on whether the organizational culture supports the leader's vision and values. This finding strengthens the Resource-Based View perspective, which emphasizes that leadership capabilities require complementary organizational resources, particularly culture, to generate sustainable organizational outcomes. Research conducted by [Muslimah and Tjahjono \(2023\)](#) found that transformational leadership did not significantly influence team member performance.

4.8.4 The Effect of Quality of Work Life on Enhancing Employee Performance mediated by Organizational Culture

Based on the results of the mediation test analysis, the probability value (0.308) was greater than 0.05; therefore, it can be concluded that organizational culture cannot mediate the influence of quality of work life on enhancing team member performance. This is due to the relatively stable and difficult-to-change nature of organizational Culture, while QWL and team member performance are more dynamic and context-dependent. Therefore, changes in the quality of work life are more likely to have a direct impact on team member performance levels without necessitating changes in the organizational culture. [Sabuero \(2023\)](#) indicates that organizational culture does not function effectively as an intermediary variable in contextual workplace relationships. Furthermore, organizational culture contributes to team member performance, but it does not consistently mediate the relationship between QWL and performance. Based on these findings, it can be concluded that organizational culture functions more effectively as a framework that strengthens or moderates the relationship between quality of work life and team member performance, rather than serving as a direct mediating variable between the two ([Akhirudin, Setiawan, Wening, & Sujoko, 2024](#)).

4.8.5 The Effect of Job Satisfaction on Enhancing Employee Performance mediated by Organizational Culture

Based on the results of the mediation test analysis, the probability value was $0.003 < 0.05$, indicating that organizational culture could mediate the influence of job satisfaction on team member performance. A study by [Procter \(2024\)](#) reinforces the idea that culture plays a pivotal role in connecting satisfaction to performance. Organizational Culture affects team members' job satisfaction, which is the level of satisfaction or happiness employees feel toward their work at the company. This information is based on research by [Tran \(2021\)](#), who found that organizational culture has a positive impact on job satisfaction. Organizations can instill strong cultural values because they are the core that enables them to achieve their goals successfully. Job satisfaction alone may not be sufficient to drive performance unless supported by a strong cultural foundation that promotes inclusivity and a shared purpose. A well-established organizational culture can amplify the positive emotions derived from job satisfaction, transforming them into proactive behaviors, such as commitment, creativity, and enthusiasm at work ([Rachmad & Hartono, 2024](#)). Therefore, organizational culture effectively mediates the relationship between job satisfaction and team member performance by providing a meaningful context in which satisfied employees feel motivated to contribute more actively to their organization's success.

4.8.6 The Effect of Transformational Leadership on Enhancing Employee Performance mediated by Organizational Culture

Based on the results of the mediation test analysis, the probability value was $0.000 < 0.05$, indicating that organizational culture could mediate the influence of transformational leadership on enhancing team member performance. The results of this study lend credence to the notion that organizational culture may mediate the impact of TFL on raising employee performance. This suggests that without the backing of a robust and encouraging corporate culture, transformational leadership might not be enough to directly boost performance. According to [Hidayat, Hermawan, and Berliyanti \(2024\)](#), an organization's established standards and shared values enable effective leadership. To achieve real performance, leadership traits such as motivating vision, intellectual stimulation, and personalized attention must be supported by a culture that values cooperation, trust, and a sense of community. This finding supports the notion that employees are more likely to internalize values and engage more deeply with their work when transformational leaders foster a culture of openness, support, and shared purpose ([Nishat, 2022](#)). Therefore, in organizations where the culture does not support the leader's vision or values, the impact of transformational behaviors on performance may be limited. In other words, transformational leadership creates direction, while organizational culture provides the context that transforms inspiration into sustained enhancement of team member performance.

4.8.7 The Mediating Role of Organizational Culture

The findings revealed that organizational culture failed to mediate the relationship between QWL and team member performance but successfully mediated the relationships involving job satisfaction and transformational leadership. The insignificant mediation between QWL and performance suggests that QWL affects team member performance more directly rather than through cultural mechanisms. This may occur because QWL reflects practical and immediate team member experiences, such as workload balance, compensation, and workplace comfort, which directly influence team member's productivity. Conversely, organizational culture significantly mediated the influence of job satisfaction and transformational leadership on performance. These findings [Khoiri, Burhan, and Suharto \(2025\)](#) imply that team member emotions and leadership influence require supportive cultural environments to be translated into sustained performance behaviors. Theoretically, these findings contribute to SET, OST, and RBV by demonstrating that organizational culture functions as a strategic organizational mechanism that transforms team member satisfaction and leadership inspiration into actual workplace performance.

4.8.8 The Effect of Organizational Culture on Employee Performance

Organizational Culture significantly influences team member performance. This finding supports prior studies emphasizing that cultures characterized by trust, collaboration, innovation, and open communication create psychologically supportive environments that encourage employees to contribute effectively. This result also strengthens the Resource-Based View perspective, which considers organizational culture a valuable intangible organizational asset capable of generating sustainable competitive advantage. A supportive culture shapes team members' attitudes and aligns their behavior with organizational goals, thereby improving organizational effectiveness and long-term performance sustainability ([Samanta, 2021](#)).

5. Conclusions

5.1 Conclusion

This study examined the influence of Quality of Work Life (QWL), Job Satisfaction, and Transformational Leadership on Employee Performance, with Organizational Culture as a mediating variable in private companies. Based on the results of Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 3.29, several important conclusions can be drawn. First, Quality of Work Life (QWL) has a significant and positive direct effect on team member performance. This finding indicates that supportive working conditions, work-life balance, fair compensation, team member participation, and career development opportunities directly contribute to improving team member motivation, engagement, and work outcomes. Employees who perceive a higher quality of work life tend to demonstrate stronger commitment and perform better.

Second, Job Satisfaction and Transformational Leadership do not directly influence team member performance. These findings suggest that team member satisfaction and inspirational leadership alone are insufficient to automatically improve performance outcomes. Instead, supportive organizational conditions are needed to transform positive team member attitudes and leadership influence into sustainable performance. Third, Organizational Culture plays a strategic role in the model. Organizational Culture significantly mediates the relationship between Job Satisfaction and Employee Performance, as well as between Transformational Leadership and Employee Performance. However, Organizational Culture does not mediate the relationship between Quality of Work Life and Employee Performance, indicating that QWL influences team member performance more directly through employees' immediate work experiences and perceptions.

Fourth, Organizational Culture has a significant direct effect on team member performance. This finding emphasizes that organizational values, trust, collaboration, participation, and open communication are essential factors in achieving sustainable improvements in team member performance in private organizations. Theoretically, this study contributes to the organizational behavior literature by integrating Social Exchange Theory (SET), Organizational Support Theory (OST), Ability-Motivation-Opportunity (AMO) Theory, and the Resource-Based View (RBV) into a comprehensive framework to explain team member performance. Unlike many previous studies that focused primarily on direct relationships, this study demonstrates that organizational culture functions as an important organizational mechanism that transforms team member satisfaction and transformational leadership into measurable performance outcomes. The findings also help explain the inconsistencies in previous studies regarding the direct effects of job satisfaction and transformational leadership on team member performance.

From a managerial perspective, the findings imply that organizations should not rely solely on compensation systems or inspirational leadership programs to improve team member performance. Managers must build supportive organizational cultures characterized by trust, collaboration, participation, innovation, and psychological safety. Organizations should also strengthen team member involvement, transparent communication, recognition systems, and leadership development programs that align with organizational cultural values. In this way, organizations can create an environment where team member attitudes, leadership practices, and organizational support are effectively translated into sustainable performance improvements.

5.2 Research Limitations

Although this study provides important theoretical and practical insights, it has several limitations. First, the sample comprised only 105 respondents from private companies, which may limit the generalizability of the findings across industries, organizational size, and cultural contexts. Future studies involving broader and more diverse samples may yield more comprehensive findings. Second, this study employed a cross-sectional research design, which limits the ability to observe causal relationships over time in the sample. Team member attitudes, leadership effectiveness, and organizational culture may change dynamically in response to organizational and environmental changes. Therefore, longitudinal approaches may provide deeper insights into the development of team-member performance over time. Third, the study relied on self-reported questionnaire data collected from respondents simultaneously. Although Common Method Bias (CMB) testing indicated no serious bias issues, the possibility of response subjectivity and perceptual bias cannot be fully eliminated. Fourth, the exceptionally high R^2 value for team member performance indicates that the model has a very strong explanatory power; however, this may also suggest strong interrelationships among the variables. Although the discriminant validity and collinearity tests met acceptable thresholds, future studies should continue to refine construct operationalization and incorporate additional contextual variables to further strengthen model robustness.

5.3 Suggestions and Directions for Future Research

Organizations should prioritize strategies to improve employees' quality of work life by providing fair compensation, career development opportunities, flexible working arrangements, and supportive working environments. As QWL has a direct influence on team member performance, organizations

should view team member well-being as a strategic investment rather than merely an administrative policy. In addition, organizations should strengthen their organizational culture because the findings indicate that culture plays a central role in transforming team member satisfaction and transformational leadership into improved performance. Companies are encouraged to cultivate organizational values that emphasize collaboration, participation, innovation, trust, and open communication. Leadership development initiatives should focus not only on inspirational leadership skills but also on leaders' ability to consistently reinforce organizational culture. Organizations should further develop integrated human resource management systems that align team member satisfaction programs, leadership practices, and organizational culture. Such integration is important to ensure that positive team member attitudes are effectively translated into productive organizational behaviors and long-term performance sustainability.

Future studies should involve larger samples across multiple industries and geographical regions to improve generalizability and allow comparative analysis across organizational contexts. Longitudinal research designs are also recommended to examine how QWL, Leadership, organizational culture, and team member performance evolve and to better capture causal relationships among variables. Future researchers may also incorporate additional mediating or moderating variables, such as team member engagement, psychological empowerment, organizational commitment, trust, work motivation, digital transformation, or perceived organizational support, to develop more comprehensive explanatory models. Future studies may adopt mixed-method approaches by combining quantitative analysis with qualitative methods, such as interviews or case studies. Such approaches may provide deeper insights into how organizational culture shapes team member behavior and organizational performance in practice. Finally, future research should explore different organizational culture typologies, such as clan, adhocracy, hierarchy, and market cultures, to determine which cultural characteristics most effectively support team member performance under different organizational conditions.

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Author Contributions

YP contributed to conceptualization, methodology, writing original draft, and supervision; BN contributed to methodology, data curation, formal analysis, and validation. JJ contributed to investigation, data collection, resources, and project administration. FHA contributed to formal analysis, software, visualization, and writing, review & editing. MARH contributed to writing, review & editing, validation, supervision, and final approval of the manuscript. All authors contributed to the revision of the manuscript, read and approved the final version, and agreed to be accountable for all aspects of this work.

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