

# The Influence of Learning Organization and Transformational Leadership on Employee Performance: Unveiling the Role of Job Satisfaction at UMARA Foundation

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## ABSTRACT

*This research aims to analyze the influence of learning organizations and transformational leadership on employee performance through job satisfaction at the UMARA Foundation. The approach used is quantitative with census techniques, where all 300 employees were used as respondents. Data was collected using a questionnaire with a Likert scale, which was then analyzed using Stata MP17 software. Based on the results of the analysis, it can be concluded that learning organizations and transformational leadership have a significant positive influence on job satisfaction, which shows that learning in organizations and transformational leadership can increase employee job satisfaction. Meanwhile, although learning organizations have a significant effect on employee performance through job satisfaction, transformational leadership does not show a significant effect on employee performance. In addition, job satisfaction functions as a significant mediator in the relationship between learning organization and transformational leadership on employee performance. These results indicate that to improve employee performance, companies need to focus on efforts to increase employee job satisfaction, which in turn can encourage better performance. Overall, this research emphasizes the important role of learning organizations and transformational leadership in improving employee performance through increasing job satisfaction. The suggestion that must be made is that the UMARA foundation needs to strive to improve aspects related to job satisfaction, such as, satisfaction with rewards, promotion opportunities, relationships with superiors and co-workers.*

## 1. INTRODUCTION

A The rapid progress of organizations or companies and legal entities in Indonesia at this time cannot be separated from the company's good management of human resources within the organization or company (Latunreng et al., 2022). The human resource element is one of the factors that determines whether a company's performance is good or not, and various other elements such as marketing, operations and finance. On the other hand, if there are no qualified human resources, it will be difficult for the organization to achieve its goals. In the current era of reform and democracy, companies are required to improve the performance of human resources (HR) as an integral part of achieving organizational goals. Superior human resources are the key to driving productivity, innovation and company competitiveness. By prioritizing ethics, justice and employee welfare, the company not only creates a conducive work environment but also builds a solid foundation for organizational growth and sustainability. Increasing employee competency, job satisfaction and motivation will directly impact overall organizational performance (Abu Nasra et al, 2020; Avianda et al, 2020; Jufrizen et al, 2020). Employee performance is one of the key elements that determines an organization's success in achieving its strategic goals. Employee performance is defined as the level of individual achievement in completing tasks relevant to their job role. In an educational context such as at the UMARA Foundation, employee performance not only has an impact on operational efficiency but also on the quality of educational services provided. Therefore, improving employee performance is an important agenda to ensure organizational sustainability and competitiveness.

In measuring performance, five main indicators are examined, namely quantity of work, quality of work, punctuality, attendance and ability to work together. Work quantity describes the volume of tasks that employees are able to complete, while work quality assesses the level of conformity of results to established standards. Punctuality reflects employee discipline in completing tasks according to deadlines, while attendance shows an individual's commitment to their work. Apart from that, the ability to collaborate is an important indicator in creating synergy between team members, which is very relevant in an educational environment such as the UMARA Foundation. The Foundation was first established on March 3 2000 and since 2009 the Foundation was frozen and changed to P.T. Al-Zahra Indonesia School complies with the law and current developments. So far, the performance of Foundation employees is influenced by various organizational factors, including learning organization and transformational leadership style. Learning organizations encourage innovation and employee self-development and play an important role in improving competence, and directly impact the quality of work (Abu Nasra et al, 2020; Avianda et al, 2020; Jufrizen et al, 2020). Transformational leadership is also a significant variable, as it inspires employees to work beyond expectations through influence, motivation, and individual attention (Pala'langan et al, 2021; Riyanto et al, 2021; Sulistyawati et al, 2011; Syarif et al, 2022; Tan, 2022; Widayati, 2020). Table 1 shows case studies related to employee performance at the UMARA Foundation and is complemented by the results of observations and direct interviews with the Foundation's HRD.

**Table 1.** Employee performance at the UMARA Foundation

Aspect	Findings	Explanation
Learning organization	A culture of knowledge sharing helps improve work quality, but inter-departmental collaboration is still less than optimal.	Strong interaction between teachers drives innovation, but more cross-departmental forums are needed for better synergy.
Transformational leaderships	Recognition and reward-based leadership increases employee motivation.	The transformational approach is effective in inspiring employee contributions, especially in creating a sense of purpose have towards organizational goals.
Job satisfaction	Job satisfaction is higher at the elementary and kindergarten levels than at middle schools, which face heavier administrative workloads.	Middle school teachers need work flexibility policy support to reduce work stress while improving work-life balance.
Employee satisfaction	The performance of elementary and kindergarten teachers is higher than administrative staff and middle school teachers, who still require attention in improving work facilities and reducing workload.	Performance is greatly influenced by supporting facilities and fair workload distribution.

In the context of this research, job satisfaction is considered as a mediator between the independent variables (learning organization and transformational leadership) and the dependent variable (employee performance) (Syarif et al, 2022; Tan, 2022; Widayati, 2020). It is known that employee job satisfaction is influenced by the extent to which their needs and expectations are met by the work environment. Therefore, job satisfaction is expected to bridge the influence of these variables on satisfaction work and employee performance and in short, the framework for thinking in research that will guide the research is as follows (Sunarsi et al. 2019; Sari et al, 2022). It was analyzed that the input of the research starting with the vision of forming a superior generation that has the devout faith and mission of the UMARA Foundation and science technology so that the whole human being can be formed. The process then begins with learning organization, including openness to learning, employee development, adaptability, encouraging innovation and loving a learning culture. In this process, the influence of ideals, inspirational motivation, intellectual motivation, and individual considerations are also analyzed. The output of this process is satisfaction with work, rewards, supervision from superiors, colleagues and promotions. The final impact of this research is that it is hoped that all Foundation staff will be able to improve the quality

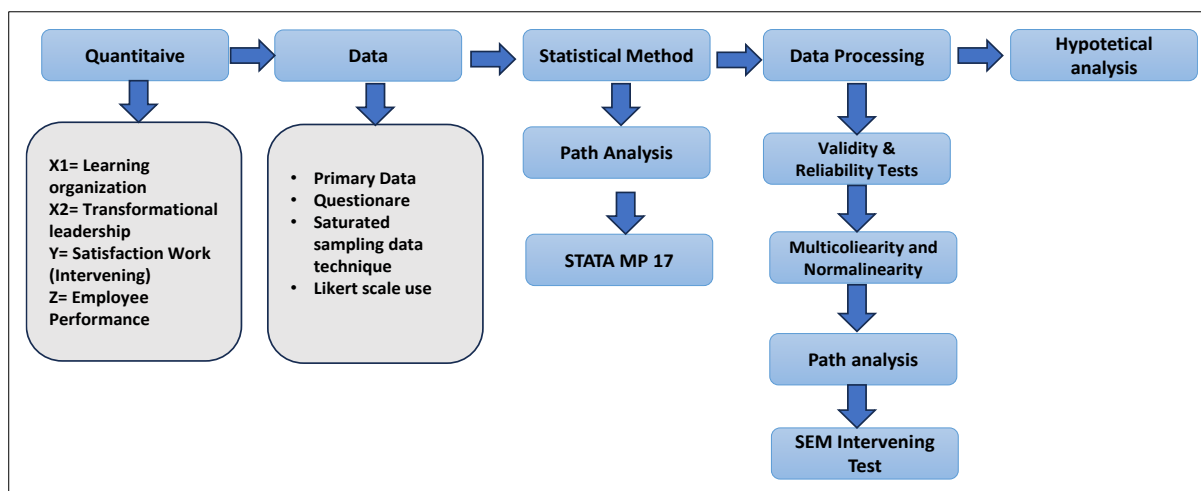
of their work, love their work, be more professional, disciplined and be able to increase cooperation between employees.

Before formulating a hypothesis, it is important to understand the relationship between learning organizations and transformational leadership in influencing employee performance. These three variables not only have a direct impact on performance, but also play a role through job satisfaction as intervening variables. Job satisfaction functions as a link that strengthens the positive influence of learning culture and transformational leadership on employee performance.

Based on the following understanding, the hypotheses that have been tested in this research are, a) transformational leadership has a positive and significant effect on job satisfaction and transformational leadership has no effect on job satisfaction, b) learning organization has a positive and significant effect on employee performance: learning organization has no effect on performance employees, c) transformational leadership has a positive and significant effect on employee performance. transformational leadership has no effect on employee performance, d) learning organization has a positive and significant indirect effect on employee performance through job satisfaction and learning organization has no indirect effect on employee performance through job satisfaction, e) transformational leadership has an indirect positive effect and significant on employee performance through job satisfaction and transformational leadership does not have an indirect influence on employee performance through job satisfaction and f) job satisfaction has a positive and significant effect on employee performance and job satisfaction has no effect on employee performance.

## 2. METHOD

Judging from the type of data and also the variables used, the research approach that will be used to examine relationships, learning organizations, transformational leadership and their influence on employee performance through job satisfaction is a quantitative approach. This research is required to reveal a lot of numbers, starting from data collection, interpretation of the data, and the appearance of the results. Also, this research tends to be more of a descriptive research study, namely a data collection design that explains the characteristics of a person, event or situation and briefly the research design can be seen in the following picture.



**Figure 1.** Design of Research

In this research, measurements by differentiating three variables will be studied to clarify and simplify the research. Based on the research title raised, it is examining employee performance through learning organizations and transformational leadership which is bridged by job satisfaction. Furthermore, independent variables are variables that are considered causes or factors that can influence or predict other variables in a relationship or model. Next is the dependent variable or response variable, because changes or variations in this variable can depend on other variables in a model or relationship. The dependent variable is symbolized by Z in the form of performance (Z). Intervening variables are variables that are between the independent variable and the dependent variable in a model or

relationship. In this context, intervening variables play a role in explaining or connecting the relationship between the independent variable and the dependent variable.

The source and method of data collection used in this research is Primary Data. This type of primary data is where the data is first collected directly by the researcher. Primary data is data that refers to information obtained directly (first hand) from the researcher with variables of interest for certain research objectives, in this case in the form of questionnaires taken from UMARA Foundation employees. Questionnaires are used to collect the required data and provide statements and questions that are answered by respondents. The Likert scale used contains 5 levels of answer preferences, namely, 5 for strongly agree (SS) down to 1 for strongly disagree (STS). This research was conducted on 300 people consisting of all students at the Foundation, staff and support staff.

In this research, validity testing was also carried out, namely the ability of each indicator to measure the accuracy of a concept. This means whether the concept that has been built previously is valid or even invalid. And in this research, the data quality test that will be carried out is an internal validity test regarding the influence of CSR, learning organization and transformational leadership with the impact on employee performance and employee job satisfaction. Confirmatory Factor Analysis (CFA) to check construct validity (Sekaran & Bougie, 2017). Apart from that, a reliability test is also carried out to prove the consistency and stability of the measurement instrument in the research to be conducted. The aim is to determine the consistency of research and the stability of measuring instruments in measuring the same symptoms. Measurements in this research were carried out using the Cronbach Alpha technique reliability test, namely a measurement technique by looking for the reliability of instruments with a range of values such as 0-10 or 10 - 100 or in the form of a scale of 1-3, 1-5 or 1-7 and so on can be done using Cronbach's Alpha ( $\alpha$ ) coefficient. In this study, the researcher used an interval scale of 1-5 with an even scale because it was to clarify the answers from respondents who agreed or not (Nurhasanah & Vikaliana, 2021)

In this research, Path Analysis was also chosen because of its ability to explain how the learning organization and transformational leadership variables influence employee performance both directly and through job satisfaction as an intervening variable. With Path analysis, we can measure how much each independent variable contributes to the dependent variable and see the indirect influence that may exist through intervening variables. Use of STATAMP 17 for Path Analysis Assumptions (Linearity, Multicollinearity) and then Homoscedasticity. The MP 17 is then also used to create path structure models, estimate path coefficients, test the significance of paths and calculate direct and indirect effects. Complete SEM Mediation Examination using PROCESS Macro by Andrew Hayes, Variance Accounted For (VAF) and Causal Mediation Analysis. Finally, testing the model and goodness of fit using the \*R-squared ( $R^2$ ) test, evaluating the overall model and interpreting the results of path analysis were also carried out.

### 3. RESULTS AND DISCUSSION

#### Results

##### *Data Collection Results*

Research was carried out by the UMARA Foundation by obtaining data from respondents totaling 300 employees of the UMARA Foundation. The data collection method was carried out face to face to maximize the data obtained. The most dominant group of respondents based on recent education were those with a bachelor's degree and amounted to 64% of the total respondents. This group provides benefits for the Foundation, because they generally have broader knowledge and more honed critical thinking skills. With the majority of respondents having a bachelor's degree, the UMARA Foundation can utilize their educational background to develop programs that are more knowledge-based and analytical thinking. In addition, they tend to be better able to adapt to increasingly rapid developments in technology and information, and are more skilled at solving problems systematically. Statistically, the interval has been determined with a minimum score of 1 and a maximum of 5 and a number of intervals of 5, so that the interval obtained is 0.8. The average category is determined as such, namely, 1.0-1.8 is very low; 1.8-2.6 low; 2.6-3.4 is sufficient; 3.4-4.2 high and 4.2-5.0 very high. The descriptive statistical results for the Learning Organization variable

above show a total average (mean) of 3.91. This value is in the high range and indicates that overall respondents tend to agree with statements that describe the company as a learning organization.

Descriptive statistical analysis of the transformational leadership variable includes 8 questions related to the characteristics of transformational leadership in companies. The overall average is 3.868 which shows that respondents generally agree that leadership in the company shows transformational leadership traits, such as being a role model, having integrity, providing motivation and inspiration, having a clear vision, and supporting the development and needs of individual employees. For descriptive statistical analysis of the job satisfaction variable, 10 questions were asked covering aspects of job satisfaction, rewards, supervision, teamwork, and career development opportunities in the company and the result was 4.027. This high average value indicates that employees are generally satisfied with aspects of their work at the company. Employees feel that the company provides a satisfying work environment, both in terms of support from superiors, rewards received, working relationships between colleagues, as well as opportunities to develop and improve their careers. It can be concluded that employee performance is quite consistent and of high quality, so the company expects optimal productivity from employees to achieve organizational goals.

#### *Validity Test*

Validity Test states the instruments, techniques, or processes used to truly measure the concept of research objectives. A questionnaire in a study is said to be valid if the questions in the questionnaire are able to reveal something that will be measured. If  $R_{\text{count}} > R_{\text{table}}$  means the question component is declared valid, but if the  $R_{\text{count}}$  value  $< R_{\text{table}}$  then the question is declared invalid. From the results of testing the validity of the learning organization variable, it was obtained that the value  $R_{\text{count}} > R_{\text{table}}$  (0.374) with a significant value  $< 0.05$  so that the 10 question items for the learning organization variable were declared valid. Furthermore, from the results of testing the validity of the transformational leadership variable, it can be seen that all question items produce a value of  $R_{\text{count}} > R_{\text{table}}$  (0, 0.163) with a significant value of  $< 0.05$  so that the 8 question items for the transformational leadership variable are declared valid. This means that all the statement items used are able to measure the transformational leadership variable. For job satisfaction, validity testing has also been carried out for the job satisfaction variable. It can be seen that all the question items produce a value of  $R_{\text{count}} > R_{\text{table}}$  and with a significant value of 0.05 and an  $R_{\text{table}}$  value of (0.374) so that the 10 question items in the job satisfaction variable are declared valid. Finally, by testing the validity of the employee performance variable, it can be seen that all the question items produce an  $R_{\text{count}} > R_{\text{table}}$  value and with a significant value of 0.05 and an  $R_{\text{table}}$  value (0.374) so that the 10 question items in the job satisfaction variable are declared valid and capable of measuring the employee performance variable.

#### *Reliability and Normality Test*

Reliability testing is proof of the consistency and stability of measurement instruments in a research study and to determine the consistency, reliability and stability of measuring instruments in measuring the same symptoms. For reliability testing, Cronbach's Alpha technique has been used. A variable can be said to be reliable if the Cronbach's Alpha value is  $> 0.70$  (Ghozali, 2018). The test results show that all variables in this research, namely, learning organization, transformational leadership, employee performance, and job satisfaction, have Cronbach's Alpha values above 0.70. These values indicate that all question items asked in the questionnaire can be considered reliable. Thus, respondents' answers are considered consistent in responding to the questions used to measure each variable.

A normality test has also been carried out and this test can be seen through the Kolmogorov-Smirnov value, where data is said to be normally distributed if the resulting residual value is greater than 0.05. The normality test results for research related to learning organizations, transformational leadership, job satisfaction and employee performance are p-value 1. The multicollinearity test aims to be able to test the regression model which will later see whether or not there is a correlation between the independent variables. To be able to detect the presence or absence of multicollinearity in the regression model, there is a way, namely by looking at the tolerance and variance inflation factor (VIF) values. The value commonly used to indicate that multicollinearity is occurring is a Tolerance



value  $< 0.10$  or the same as a VIF value  $< 10$  (Ghozali, 2018). The results obtained from testing the independent variables learning organization, transformational leadership and job satisfaction VIF 1.46 - 1.65, meaning that there is no multicollinearity. Therefore, in this multicollinearity test, it can be concluded that there is no multicollinearity between independent variables in the regression model.

#### *Heteroscedasticity Test*

The Heteroscedasticity test aims to test whether there is an inequality of variance from the residuals of one observation to another in the regression model. In this research, the method used to detect the presence or absence of heteroscedasticity is the Glejser test. If the independent variable shows statistical significance, then this indicates heteroscedasticity. This test is said to be significant if the significance value is below the confidence level of 5% and for the Heteroscedasticity test, all independent variables have a significance value greater than 0.05. This shows that there are no symptoms of heteroscedasticity in the regression model used, so the homoscedasticity assumption is met. Before carrying out regression analysis, a linearity test is needed to ensure that the relationship between the independent variable and the dependent variable is linear. In this research, a linearity test was carried out to test the relationship between the independent variables, namely internal CSR, learning organization, and transformational leadership, with the dependent variable employee performance, as well as the intervening variable job satisfaction and the results using the RAMSEY TEST test with the criterion if the probability value (significant)  $< 0.05$ , and all  $> 0.05$ , so it can be concluded that the linearity test has been fulfilled.

Next, the regression coefficient significance test was carried out to determine whether each independent variable had a significant influence on the dependent variable and the result was a p-value of less than 0.05, which means that each independent variable had a significant influence on the dependent variable. Meanwhile, transformational leadership has a (p-value) of more than 0.05, which means that these two variables do not have a significant effect on employee performance. The R-squared test ( $R^2$ ) is also carried out to measure how much the independent variable can explain the dependent variable. The  $R^2$  value shows the proportion of variance in the dependent variable that can be explained by the independent variable. In the first model, the  $R^2$  value of 0.5735 indicates that 57.35% of the variance in the employee performance variable can be explained by 3 main factors, namely learning organization, transformational leadership and job satisfaction. This means that the three independent variables have a fairly large contribution in influencing employee performance. However, there is still another 42.65% variance that is not explained by this model, which is likely influenced by external factors or other variables not included in this study. For the second model, the  $R^2$  value obtained is 0.3937, which indicates that 39.37% of the variance in job satisfaction can be explained by the learning organization and transformational leadership variables, but the other 60.63% of the variance is influenced by other factors outside three variables.

#### *Path Analysis and Mediation Test*

In path analysis (Path Coefficients) is used to see the strength of influence of each independent variable on the dependent variable in the structural model. This analysis shows the path coefficients between the variables in the model. The results show that learning organization has a significant positive influence on job satisfaction, with a path coefficient of 0.3606442 and t-value = 6.83 which is greater than the t-table, namely 1.97. This value shows that a better learning organization can increase job satisfaction by 0.360 units for every 1 unit increase in learning organization. With a p-value of 0.000, this relationship is very significant, confirming that an organizational learning culture plays a very important role in creating a work environment that supports employee satisfaction.

For the relationship between transformational leadership and job satisfaction, a path coefficient of 0.428 and t-value = 7.10 is obtained, which is greater than the t-table of  $\pm 1.97$ . With a p-value of 0.00, this relationship is very statistically significant. emphasized that transformational leadership plays a very important role in creating inspiring figures that support employee satisfaction. learning organization shows a positive path coefficient of 0.1867 and a t-value of 3.08, with a p-value of 0.002, which is smaller than the 5% significance level. This shows that the learning organization has a significant influence on employee performance in this model, and a positive direction of the

relationship can indicate a strong influence from the learning organization. Meanwhile, transformational leadership has a negative and insignificant influence on employee performance, with a path coefficient of 0.0034 and t-value = 0.05, much smaller than the t-table.

With a p-value of 0.961, this relationship is also not significant, indicating that this leadership style does not have a very significant role in improving employee work results. Finally, the relationship between job satisfaction and employee performance has a path coefficient of 0.841 and t-value = 12.96, with a p-value of 0.000. This shows that job satisfaction has a positive and significant influence on employee performance, where every increase in job satisfaction by 1 unit will increase employee performance by 0,840 units. This relationship strengthens the role of job satisfaction as an important factor that supports employee productivity. Finally, a mediation test was carried out to determine whether the job satisfaction variable mediates the relationship between the independent variables (Internal CSR, learning organization, transformational leadership) and the dependent variable employee performance). This mediation test is important to understand the role of intervening variables in the model and the results can be seen in Table 2.

**Table 2.** Mediation Test Results

Indirect Path Effect	Coefficient	Interpretation
Tplo → Tpkk → Tpkp	0.3033	Learning organization (Tplo) has an indirect influence of 0.3033 on employee performance (Tpkp) through job satisfaction (Tpkk). This means that every 1 unit increase in Tplo will increase Tpkp by 0.3033 units through Tpkk.
Tpkt → Tpkk → Tpkp	0.3607	Transformational leadership (Tpkt) has an indirect influence of 0.3607 on employee performance (Tpkp) through job satisfaction (Tpkk). This means that every 1 unit increase in Tpkt will increase Tpkp by 0.3607 units via Tpkk.

Model Fit Indices were used to measure the suitability or suitability between the proposed model and the data obtained. This index helps assess how well the research model fits the empirical data.

**Table 3.** Results of Model Fit Indices

Fit Model Indicator	Value	Match criteria	Interpretation
Chi-Square ( $\chi^2$ ) Model vs. Saturated	0.000	Approach to 0	The model fits perfectly data
p > Chi <sup>2</sup> (Model vs. Saturated)	-	> 0.05	Not available (undefined)
Chi-Square ( $\chi^2$ ) Baseline vs. Saturated	365.161	-	For comparison of baseline and saturated model
p > Chi <sup>2</sup> (Baseline vs. Saturated)	0.000	-	Shows the baseline the model is significantly different from saturation
RMSEA (Root Mean Square Error of Approximation)	0.000	< 0.08	Fit model very good
90% CI Lower Bound (RMSEA)	0.000	-	-
90% CI Upper Bound (RMSEA)	0.000	-	-
PCLOSE (Probability RMSEA ≤ 0.05)	1.000	> 0.05	Very significant, fit model good
AIC (Akaike's Information Criterion)	6275.115	The smaller, the better	For compration model and alternative
BIC (Bayesian Information Criterion)	6307.501	The smaller, the better	Same as AIC
CFI (Comparative Fit Index)	1.000	> 0.90	Fit model very good
TLI (Tucker-Lewis Index)	1.000	> 0.90	Fit model very good
SRMR (Standardized Root Mean Square Residual)	0.000	< 0.08	Fit model very good

CD (Coefficient of Determination)	0.416 -	The variance explained by the model quite good
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Based on the Model Fit Indices test results, this model has a very good fit. All indicators such as RMSEA, CFI, TLI, and SRMR show optimal model fit. The RMSEA = 0.000 and CFI = 1.000 values indicate that the model fits the empirical data very well. Furthermore, based on the results of the hypothesis testing carried out, all variables in this study showed a significant influence with a p-value below 0.05. These results indicate that each proposed hypothesis is accepted, showing that there is a significant influence of the independent variables Internal CSR, learning organization, and transformational leadership on the dependent variable employee performance, both directly and through the mediation of job satisfaction and Table 4 shows a recapitulation of each hypothesis proposed.

**Table 4.** Recapitulation of Hypotheses

No.	Hipotesis	Coefficient	p-value	Kesimpulan
1	Learning organization has a significant positive effect on satisfaction work	0.360	< 0.05	Ha accepted, Ho rejected (Significant)
2	Transformasional leaderships has a significant positive effect on satisfaction work	0.428	< 0.05	Ha rejecetd, Ho accepted (Significant)
3	Learning organization has a significant positive effect on employee performance	0.186	< 0.05	Ha rejecetd, Ho accepted (Significant)
4	Transformasional leaderships has a significant positive effect on employee performance	0.0034	> 0.05	Ha accepted, Ho rejected (Not significant)
5,6	Job satisfaction mediates the influence of learning organization and transformational leadership on employee performance	0.303 0.360	< 0.05	Ha accepted, Ho rejected (Significant)
7	Satisfaction work has a significant positive effect on employee performance	0.840	< 0.05	Ha accepted, Ho rejected (Significant)

From the results of Table 4 above, first, learning organization has a significant positive effect on job satisfaction with a coefficient of 0.360, which shows that improving learning organization will increase job satisfaction. Likewise, transformational leadership has a significant positive influence on job satisfaction with a coefficient of 0.428. However, the influence of learning organization on employee performance was not significant (0.186) even though the coefficient was positive, while transformational leadership had no significant effect on employee performance (coefficient 0.0034). Furthermore, job satisfaction is proven to significantly mediate the influence of learning organization and transformational leadership on employee performance, with coefficients of 0.303 and 0.360, which indicates that job satisfaction plays an important role in improving employee performance. The overall, job satisfaction has a significant positive influence on employee performance with a coefficient of 0.840.

## Discussion

The findings of this research provide significant insights into the role of learning organizations and transformational leadership in influencing employee performance through job satisfaction at the UMARA Foundation. The results indicate that both learning organizations and transformational leadership significantly impact job satisfaction, highlighting their importance in fostering a positive and engaging work environment. However, while learning organizations positively influence employee performance, transformational leadership does not show a significant direct effect on performance. Instead, job satisfaction plays a crucial mediating role in enhancing employee performance.

The study reveals that a learning organization positively affects job satisfaction, as indicated by a strong path coefficient (0.3606,  $p < 0.05$ ). This suggests that an environment that promotes continuous learning, innovation, and knowledge-sharing contributes to employee satisfaction (Tan & Olaore, 2022). Employees who perceive their workplace as a learning organization tend to experience higher motivation, engagement, and professional growth, ultimately leading to increased job satisfaction. Furthermore, the direct influence of learning organizations on employee performance is also significant



(coefficient = 0.1867,  $p < 0.05$ ), demonstrating that a well-established learning culture leads to improved competencies and work quality (Avianda & Wikaningrum, 2020).

Transformational leadership is found to have a significant positive impact on job satisfaction (coefficient = 0.428,  $p < 0.05$ ). This result aligns with previous studies suggesting that transformational leaders, by providing vision, inspiration, and individual support, enhance employee motivation and job satisfaction (Abu Nasra & Arar, 2020). Employees who feel valued and supported by their leaders tend to exhibit greater commitment and satisfaction with their jobs. However, the direct effect of transformational leadership on employee performance is not statistically significant (coefficient = 0.0034,  $p > 0.05$ ). This finding implies that while transformational leadership fosters a positive work environment, it does not necessarily translate directly into higher employee performance without additional mediating factors (Jufrizen & Lubis, 2020).

Job satisfaction emerges as a critical mediating variable in this study. The mediation test results show that job satisfaction significantly mediates the relationship between learning organizations and employee performance (coefficient = 0.3033,  $p < 0.05$ ) as well as between transformational leadership and employee performance (coefficient = 0.3607,  $p < 0.05$ ). This underscores the importance of job satisfaction in bridging the gap between organizational practices and employee performance. When employees experience higher satisfaction levels due to supportive leadership and learning opportunities, their performance improves, reinforcing the notion that job satisfaction serves as an essential driver of productivity and engagement (Riyanto, Endri, & Herlisha, 2021).

These findings provide valuable insights for organizations seeking to enhance employee performance. First, fostering a learning organization is crucial for improving both job satisfaction and performance. Companies should invest in training programs, encourage knowledge sharing, and create a culture that values continuous learning (Sulistyawati, Setyadi, & Nawir, 2022). Second, transformational leadership should be leveraged to improve job satisfaction. Leaders should focus on motivation, employee development, and personalized support to create a more engaged workforce. Finally, since job satisfaction plays a mediating role, organizations should implement policies that enhance employee well-being, such as fair reward systems, career development opportunities, and a positive work environment.

In summary, this study highlights the interconnectedness of learning organizations, transformational leadership, job satisfaction, and employee performance. While learning organizations directly impact performance, transformational leadership enhances performance primarily through job satisfaction. These findings emphasize the need for organizations to cultivate a culture of continuous learning, support transformational leadership practices, and prioritize employee satisfaction to drive better performance outcomes.

#### 4. CONCLUSION

From all the analyzes described in detail previously, it can be concluded that learning organizations and transformational leadership have a significant positive influence on job satisfaction, which shows that learning in organizations and transformational leadership can increase employee job satisfaction. Meanwhile, although learning organizations have a significant effect on employee performance through job satisfaction, transformational leadership does not show a significant effect on employee performance. Furthermore, job satisfaction functions as a significant mediator in the relationship between learning organization and transformational leadership on employee performance. The research results show that to improve employee performance, the UMARA Foundation needs to focus on efforts to increase employee job satisfaction, which is believed to encourage better performance. Overall, this research emphasizes the important role of learning organizations and transformational leadership in improving employee performance through increasing job satisfaction. In the future, the Foundation UMARA needs to provide greater opportunities for training, seminars and discussions so that it can improve employee skills and knowledge. Managers need to develop more inspiring and innovative leadership qualities and the UMARA Foundation needs to improve aspects of job satisfaction, such as satisfaction with rewards, promotion opportunities, relationships with superiors and co-workers.

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