

## **Moderating Role of Organizational Learning Culture Between Transformational Leadership and Employees' Job Satisfaction in Nepali Public Utility Sector**

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### **Abstract**

**Background:** In the workplace, transformational leadership is fundamental in influencing employee attitudes. Organizations can increase productivity by knowing how TL affects employees' job satisfaction moderated by OLC in Nepali public utility sector.

**Objectives:** This study was to scrutinize the impact of TL and OLC on EJS, and the moderating influence of OLC between TL between EJS in Nepali public utility sector.

**Methods:** The research designs of descriptive and causal comparative have been applied. The study utilized a sample of 388 permanent employees. Process Macro model one have been used to test objectives.

**Findings:** The results revealed that TL and OLC positively and significantly impacted EJS. The affiliation between TL and EJS is positively moderated by OLC.

**Conclusion:** Transformational leadership has a quality such as future mission, communication culture that are utilized in the organization automatically boosting employees' job satisfaction. Formal processes, policies, and a democratic management style are all part of OLC, which naturally increases employees' job satisfaction. OLC plays a significant part in strengthening the bond between TL and EJS.

**Novelty:** The connection between TL and EJS that is favorably moderated by OLC is empirically supported by this investigation. This study provides insightful information for managers and policymakers by highlighting the substantial influence of TL on employees' job satisfaction, which is moderated by OLC.

**Keywords:** Transformational Leadership, Organizational Learning Culture, Employees' Job Satisfaction, Nepali Public Utility Sector

## **Introduction**

Transformational leadership ([Burns, 2004](#)) is demonstrated when followers and leaders help one another reach new moral and motivational heights. Transformational leaders work with their teams or followers to recognize reforms and develop a visualization that inspires and influences them. Enthusiastic group members actively participate in the change process, coordinating their efforts with both personal interests and corporate objectives. As a result, maturity, and dedication to success of followers consequently rise ([Bass, 1985](#); [Northouse, 2018](#)). Transformational leadership refers to idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration ([Maquieira et al., 2020](#); [Aristana et al., 2023](#)). Organizational learning is the process through which members of an organization continuously process knowledge and information from both the inside and outside environments ([Hung et al., 2010](#); [Tsang, 1997](#)). Because learning becomes ingrained in all organizational tasks and becomes an active habit, companies that make learning a daily culture are able to achieve business success ([Marquardt, 2002](#)). [Armstrong & Taylor \(2014\)](#) define job satisfaction as people's attitudes and feelings toward their work. Transformational leadership serve as inspiration for followers by engaging in effective communication, commitment, encouraging trust, and ultimately increasing job satisfaction ([Pratama et al., 2025](#); [Gilic et al., 2024](#); [Rodrigues et al., 2024](#); [Islam et al., 2024](#); [Hendra et al., 2021](#); [Santya & Dewi, 2022](#); [Alsolamy, 2021](#); [Khan et al., 2020](#); [Abelha et al., 2018](#)). Organizational learning culture improves the job satisfaction ([Egan et al., 2004](#); [Moradi et al., 2013](#)). Organizational learning culture is necessity to improve the affiliation between TL and employee performance ([Udin, 2023](#)). Transformational leadership is a quality of leaders, which enhancing employees' job satisfaction (EJS) in educational sector of Nepal ([Bajracharya, 2023](#)) and in Nepali banking sector ([Lama et al., 2024](#)). The previous researchers did not study the moderating influence of OLC between TL and EJS in Nepali public utility sector. Thus, this study was to scrutinize the impact of TL and OLC on EJS, and the moderating influence of OLC between TL between EJS in Nepali public utility sector.

## **Literature Review**

### **Theoretical Review**

#### **Social Exchange Theory (SET)**

SET ([Blau, 1964](#)) explains social interactions as transactions where individuals seek to maximize their rewards and minimize their costs. It explains that transformational leaders create trust and reciprocity in relationships, leading employees to feel valued, which enhances job satisfaction. SET also suggests that workplace relationships are built on reciprocal

exchanges, meaning that when transformational leaders support employees in a learning-oriented culture, employees feel valued and reciprocate with higher job satisfaction.

### **Organizational Learning Theory (OLT)**

OLT describes how businesses learn, develop, and share knowledge to enhance productivity and adjust to shifting conditions. It includes the creation of fresh perspectives, actions, and methods that improve creativity, problem-solving, and decision-making ([Argyris & Schon, 1978](#)). This theory illustrates how continual learning helps enterprises adapt, develop, and improve, which in turn creates a pleasant work environment and raises employee job satisfaction ([Egan & Bartlett, 2004](#); [Moradi et al., 2013](#)).

### **Social Learning Theory (SLT)**

SLT ([Bandura, 1977](#)) posits that people learn from one another through observation, imitation, and modeling. According to SLT, individuals learn by observing and imitating the behaviors of others, particularly role models. Transformational leaders act as role models, and in a strong organizational learning culture, employees are more likely to emulate their leaders' behaviors, leading to higher job satisfaction.

### **Empirical Review**

#### **TL and EJS**

Transformational leadership ([Avolio & Yammarino, 2013](#)) is characterized by a leader who inspires staff members to prioritize the organization's and the group's needs over their own. Job satisfaction ([Weiss, 2002](#)) is a favorable emotional and expressive condition that arises from an employee's assessment and relationship with their employment. It is a self-reported comparison between intended and actual employment consequences ([Oshagbemi, 2000](#)). Leadership style positively and significantly impacted job satisfaction ([Kongkaew & Nuangjamnong, 2023](#)). TL significantly and positively affected employee performance ([Udin, 2023](#)). Transformational leadership insignificantly impacted job satisfaction ([Firdaus et al., 2023](#); [Azmy et al., 2023](#)). Transformational leadership positively and significantly impacted employee job satisfaction ([Pratama et al., 2025](#); [Gilic et al., 2024](#); [Rodrigues et al., 2024](#); [Islam et al., 2024](#); [Hendra et al., 2021](#); [Santya & Dewi, 2022](#); [Alsolamy, 2021](#); [Khan et al., 2020](#)). The first hypothesis is derived from the literatures and SET.

$H_1$ : Transformational leadership has a positive impact on employees' job satisfaction.

#### **OLC and EJS**

Organizational culture ([Osibanjo & Adeniji, 2013](#)) can be defined as a conceptualization of beliefs and values, shared within the organization that shape the employee's behavioral patterns. Organizational learning culture ([Usman et al., 2011](#)) encourages employee productivity in order to sustain and enhance overall company outcomes. An employee's impression of their level of happiness or unhappiness based on their performance, expectations, desires, and thoughts is known as job satisfaction ([Nurjanah et al., 2020](#)). Organizational culture significantly and positively influenced job satisfaction ([Firdaus et al., 2023](#); [Hendra et al., 2021](#); [Pratama et al., 2025](#); [Santya & Dewi, 2022](#); [Azmy et al., 2023](#); [Kongkaew & Nuangjamnong, 2023](#); [Hien & Tuan, 2023](#)). Organizational culture insignificantly impacted

job satisfaction ([Rodrigues et al., 2024](#)). Organizational learning culture positively and significantly affected employee performance ([Udin, 2023](#)). Organizational learning culture had a positive and significant influence on job satisfaction ([Egan et al., 2004](#); [Moradi et al., 2013](#)). The second hypothesis is created based on OLT and the literatures.

$H_2$ : Organizational Learning culture positively impacts employees' job satisfaction.

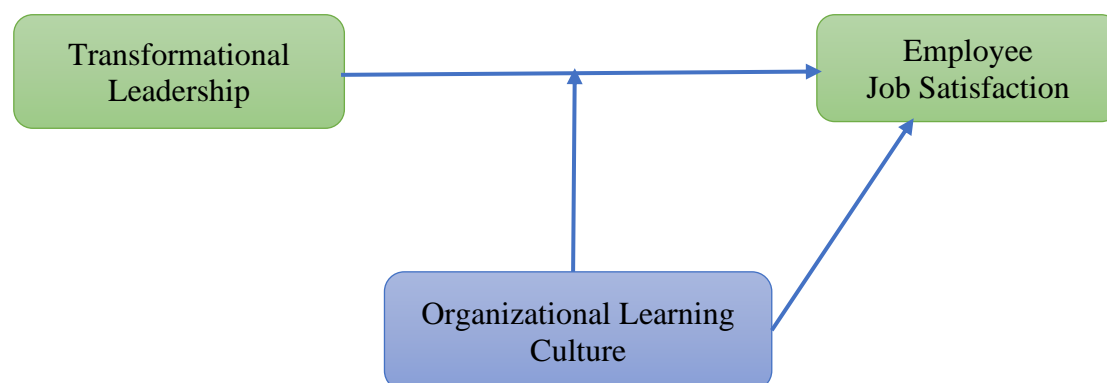
### **OLC Moderates Between TL and EJS**

Transformational leadership ([Bass & Riggio, 2006](#)) is a style of leadership that encourages and motivates followers to work together to accomplish remarkable goals while also fostering their leadership potential. Organizational culture ([Silva et al., 2018](#)) works as a behavioral guide for the organization's members, focusing on aspects such as the personal appreciation of the individuals and their well-being, autonomy, and flexibility. Organizational learning culture ([Usman et al., 2011](#)) makes use of information and knowledge both internal and external the company to adapt, develop, and foster employee creativity. Employees' subjective feelings about their work, or whether they enjoy it, are referred to as job satisfaction ([Lopes et al., 2014](#)). The moderation effect of OLC on the affiliation between TL and employee performance was significant ([Udin, 2023](#)). OLC did not moderate the link between TL and EJS ([Khan et al., 2020](#)). Based on the literature, SET and SLT, the third hypothesis is recognized.

$H_3$ : Organizational learning culture moderates in the affiliation between TL and EJS.

### **Conceptual Framework**

**Figure 1:** *The Study's Conceptual Framework*



Source: [Khan et al. \(2020\)](#) and [Moradi et al. \(2013\)](#)

### **Methodology**

The research designs of descriptive and causal comparative have been applied in the study. Cronbach's alpha has been used to find out reliability of the variables. Confirmatory factor analysis (CFA) is used to check the validity of each variable. Frequency distribution has been applied to identify the respondents profile. Normality of data was identified through the skewness and kurtosis. VIF and tolerance were used to check the Multicollinearity of variables. Regression analysis is used to test the direct effect of TL and OLC on EJS. Process Macro model one have been used to test moderating effect. The primary source of data was applied. Altogether twelve thousand seven hundred twelve (12,712) permanent employees of Nepali

public utility sector have been considered as the population ([Ministry of Finance, 2081](#)). The 388 sample size has been calculated using Slovin formula recommended by [Sevilla et al. \(2007\)](#). Only permanent employees of Nepali public utility sector have been selected using purposive sampling.

Transformational leadership was measured by idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration ([Maquieira et al., 2020](#); [Aristana et al., 2023](#)). Inspiring loyalty, future mission, and values and beliefs were used to gauge idealized influence. Communicative culture, team integration and mobilization, and behavioral consistency were used to gauge inspirational motivation. Understanding the needs of a group, coming up with new ideas, and continuously developing are all indicators of intellectual stimulation. The rewards of reaching goals, best thinking, and personal feelings were all taken into account while measuring individualized consideration. Formal policies, managerial style, leadership by example, organizational efficiency, and formal procedures were used to gauge the organizational learning culture ([Alqudah et al., 2022](#); [Aristana et al., 2023](#)). Indicators like teamwork, pay, relationships with coworkers, leadership, and work environment were used to explain employee job satisfaction ([Phuong et al., 2018](#); [Aristana et al., 2023](#)). For data collection, a seven-point Likert scale was employed.

### **Reliability of Variables**

Cronbach's alpha of variables is shown in Table 1.

**Table 1: Reliability of Variables**

Variables	Cronbach's Alpha	N of Items
Transformational Leadership (TL)	.832	12
Idealized Influence (IDI)	.909	3
Inspirational Motivation (INM)	.903	3
Intellectual Stimulation (INS)	.913	3
Individualized Consideration (INC)	.893	3
Organizational Learning Culture (OLC)	.897	5
Employee Job Satisfaction (EJS)	.892	5

Cronbach's alpha of TL (.832), IDI (.909), INM (.903), INS (.913), INC (.893), OLC (.897), and EJS (.892) are above .70. Thus, all variables are acceptable ([Nunnally & Bernstein, 1994](#)).

### **Validity of the Variables**

Table 2 reveals the convergent and discrimination validity of the variables.

**Table 2: Validity of the variables**

	CR	AVE	MSV	IDI	INM	INS	INC	OLC	EJS
<b>IDI</b>	0.910	0.773	0.030	<b>0.879</b>					
<b>INM</b>	0.905	0.761	0.080	0.034	<b>0.872</b>				
<b>INS</b>	0.911	0.774	0.205	0.066	0.223	<b>0.880</b>			
<b>INC</b>	0.893	0.736	0.235	0.050	0.283	0.970	<b>0.858</b>		
<b>OLC</b>	0.897	0.637	0.240	0.097	0.108	0.031	0.057	<b>0.798</b>	
<b>EJS</b>	0.894	0.628	0.241	0.173	0.111	0.029	0.027	0.491	<b>0.793</b>

Composite reliability (CR) of IDI (0.910), INM (0.905), INS (0.911), INC (0.893), OLC (0.897), and EJS (0.984) are greater than 0.70. Thus, all variables are reliable (Hair et al., 2017). Average variance extracted (AVE) of IDI (0.773), INM (0.761), INS (0.774), INC (0.736), OLC (0.628), and EJS (0.628) are greater than 0.50 (Hair et al., 2017), and CR of IDI (0.910), INM (0.905), INS (0.911), INC (0.893), OLC (0.897), and EJS (0.984) are higher than AVE of IDI (0.773), INM (0.761), INS (0.774), INC (0.736), OLC (0.628), and EJS (0.628) (Bagozzi & Yi, 1988). Therefore, convergent validity is recognized.

The AVE of IDI (0.773), INM (0.761), INS (0.774), INC (0.736), OLC (0.628), and EJS (0.628) is greater than maximum share variance (MSV) of IDI (0.030), INM (0.080), INS (0.205), INC (0.235), OLC (0.240), and EJS (0.241) (Chin, 1998), and the square root of AVE IDI (0.879), INM (0.872), INS (0.880), INC (0.859), OLC (0.798), and EJS (0.793) are upper than the inter-construct correlation values of each off-diagonal variable (Chiu & Wang, 2008). Thus, discriminant validity is confirmed.

## Results of the Study

### Profile of Respondents

388 respondents are given based on gender, educational level, marital status, and age in table 3.

**Table 3:** *Respondents profile*

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>	<b>Marital Status</b>	<b>Frequency</b>	<b>Percent</b>
Male	229	59.0	Single	58	14.9
Female	159	41.0	Married	330	85.1
<b>Educational Level</b>	<b>Frequency</b>	<b>Percent</b>	<b>Age</b>	<b>Frequency</b>	<b>Percent</b>
Bachelor level	46	11.9	Less than 25	12	3.1
Master level	327	84.2	25-35	170	43.8
M.Phil.	15	3.9	35-45	172	44.3
			More than 45	34	8.8

N = 388

The supreme numbers of male (229, 59 percent), master level (327, 84.2 percent), married (330, 85.1 percent), and 35-45 age group (172, 44.3 percent) are in profile of respondents.

### Normality of Variables

Skewness and Kurtosis of values based on each variable are revealed in Table 4.

**Table 4:** *Normality of Variables*

<b>Variables</b>	<b>Skewness</b>	<b>Kurtosis</b>
IDI	-.867	-.108
INM	-.767	-.164
INS	-.600	-.687
INC	-.503	-.772
TL	-.635	.381
OLC	-.924	.677
EJS	-.848	.293



The skewness values of IDI (-.867), INM (-.767), INS (-.600), INC (-.503), TL (-.924), OLC (-.924), and EJS (-.848) fall between -3 and +3, Thus, the value of skewness is acceptable for all variables (Brown, 2006). Furthermore, the kurtosis values of IDI (-.108), INM (-.164), INS (-.687), INC (-.772), TL (.381), OLC (.677), and EJS (.293) are located between -10 and +10. Hence, the kurtosis value of all variables are acceptable level (Brown, 2006). So, all variables have completed the normal distribution.

### **Multicollinearity Test**

Tolerance and variance inflation factor values of each variable are displayed in Table 5.

**Table 5: Multicollinearity of Variables**

Variables	Collinearity Statistics	
	Tolerance	VIF
IDI	.986	1.014
INM	.925	1.081
INS	.242	4.132
INC	.236	4.233
OLC	.980	1.021

The tolerance values of IDI (.986), INM (.925), INS (.242), INC (.236), and OLC (.980) are not less than 0.10. Thus, the tolerance values of each variable are not multicollinearity (Kline, 2016). Moreover, VIF values of IDI (1.014), INM (1.081), INS (4.132), INC (4.233), and OLC (1.021) are not greater than 10. Thus, the VIF values of each variable are not multicollinearity (Kline, 2016).

### **Regressing Transformational Leadership on Employees' Job Satisfaction**

Regressing TL on EJS reveals in Table 6.

**Table 6: Regressing TL on EJS**

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	21.624	1.537	14.068	.000
	TL	.064	.028	2.264	.024

Dependent Variable: EJS

TL positively and significantly impact EJS ( $\beta = .064$ ,  $p = .024$ ). Thus,  $H_1$  is accepted. Thus, transformational leadership has a future mission, an open communicative structure, an understanding of group needs, team integration, good personal feelings, values, beliefs, inspired loyalty, and behavioral consistency that enhance employees' job satisfaction.

### **Regressing Organizational Learning Culture on Employees' Job Satisfaction**

Regressing OLC on EJS unveils in Table 7.

**Table 7:** *Regressing OLC on EJS*

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
1 (Constant)	14.076	1.157	12.168	.000
OLC	.475	.048	9.842	.000

Dependent Variable: EJS

OLC positively and significantly influences EJS ( $\beta = .475$ ,  $P = .000$ ). Thus,  $H_2$  is accepted. Therefore, OLC is the term used to define the organization's formal processes, policies, democratic management style, coordination, and efficiency, all of which naturally increase employees' job satisfaction.

#### **Moderation of OLC Between TL and EJS**

SPSS PROCESS macro version 4.1 is applied to test the moderation as suggested by [Hayes \(2022\)](#). Process Macro Model One is used to examine moderation with a 95 percent confidential interval and 5000 bootstrap samples, as suggested by [Hayes \(2022\)](#). The moderating impact of OLC between TL and EJS is revealed in Table 8.

**Table 8:** *Moderating Effect of OLC Between TL and EJS*

Model Summary						
R	R-sq	MSE	F	df1	df2	p
.4637	.2150	39.9802	35.0557	3.0000	384.0000	.0000
Model						
	coeff	se	t	p	LLCI	ULCI
constant	3.7166	4.2336	.8779	.3806	-4.6074	12.0407
TL	.2058	.0805	2.5547	.0110	.0474	.3641
OLC	.8575	.1840	4.6600	.0000	.4957	1.2194
Int_1	.0076	.0035	2.1977	.0286	.0144	.0008
Test of Highest Order Unconditional Interaction						
	R2-chng	F	df1	df2	p	
X*W	.0099	4.8297	1.0000	384.0000	.0286	

*Note: R-sq = R-Square, MSE = Mean Square Error, df1 = Degree of Freedom 1, df2 = Degree of Freedom 2, P = Probability Value, Coeff = Coefficients, se = Standard Error, t = t-value, ULCI = Upper Level Confidence Interval, LLCI = Lower Level Confidence Interval, TL (X) = Transformational Leadership, OLC(W) = Organizational Learning Culture, Interaction (Int\_1) = TL(X) × OLC(W), R2-chng = R-Square Change*

TL positively and significantly impact EJS ( $\beta = .2058$ ,  $p = .0110$ ). OLC positively and significantly influences EJS ( $\beta = .8575$ ,  $P = 0.000$ ). Interaction (TL × OLC) positively and significantly impacts EJS ( $\beta = .0076$ ,  $P = .0286$ ), and the test of unconditional interaction (X\*W) reveals that the change in R-square (.0099) increases due to interaction. Thus, this is significant ( $F_{(1, 384)} = 4.8297$ ,  $P = .0286$ ). Therefore, the affiliation between TL and EJS is



positively moderated by OLC. Thus,  $H_3$  is accepted. Therefore, OLC is essential in improving the connection between TL and OLC.

### **Discussion**

This study finding is that TL significantly and positively impacts EJS in Nepali public utility sector. This finding is constant with the preceding findings found that TL ([Pratama et al., 2025](#); [Gilic et al., 2024](#); [Rodrigues et al., 2024](#); [Islam et al., 2024](#); [Hendra et al., 2021](#); [Santya & Dewi, 2022](#); [Alsolamy, 2021](#); [Khan et al., 2020](#)) positively and significantly impacted EJS. However, this result is inconsistent with former result found that TL insignificantly impacted job satisfaction ([Firdaus et al., 2023](#); [Azmy et al., 2023](#)). SET ([Blau, 1964](#)) suggests that TL creates trust and reciprocity in relationships, leading employees to feel valued, which enhances job satisfaction. Thus, this finding supports the SET.

The result reveals that OLC positively and significantly influences EJS in Nepali public utility sector. This result is the constant with the former findings found that job satisfaction was significantly and positively influenced by OLC ([Egan et al., 2004](#); [Moradi et al., 2013](#)). OLT ([Argyris & Schon, 1978](#)) illustrates how continual learning helps enterprises adapt, develop, and improve, which in turn creates a pleasant work environment and raises employee job satisfaction. Thus, this result supports the OLT.

The finding unveils that the affiliation between TL and EJS moderated by OLC in Nepali public utility sector. The finding is inconsistent with a previous research finding found that OLC did not moderate the affiliation between TL and EJS ([Khan et al., 2020](#)). The context is different so that this finding is a dissimilarity with Khan et al. (2020). SET ([Blau, 1964](#)) and SLT ([Bandura, 1977](#)) suggests that workplace relationships are built on reciprocal exchanges or role models, meaning that when transformational leaders support employees in a learning-oriented culture, employees feel valued and reciprocate with higher job satisfaction. Consequently, this result supports SET and SLT.

### **Conclusion**

Transformational leadership has qualities such as future mission, communicative culture, understanding a group's needs, team integration and mobilization, considering personal feelings, values, beliefs, inspired loyalty, behavioral consistency, continually improving, thinking of new ways, and achieving goals that are applied in the organization, automatically enhancing employees' job satisfaction. OLC refers to formal procedures, policies, democratic management style, coordination, and efficiency applied in the organization, automatically improving employees' job satisfaction. OLC is important role in enhancing the affiliation between TL and EJS in Nepali public utility sector.

### **Practical Implication**

Managers in the public utility sector can identify organizational learning culture and transformational leadership through this study and then make policies. Effective OLC is required to strengthen the interaction between TL and EJS, and this study is expected to provide managers in the Nepali public utility sector with references for creating transformational leadership and organizational learning culture that increase employees' job satisfaction.

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