

## The Effect of Leadership Style and Work Culture on Employee Performance through Job Satisfaction as an Intervening Variable (Case Study at PT. Jaya Makmur Electrindo)

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### Abstract

*Optimal individual performance enhances productivity and reflects the effectiveness of human resource management. Job satisfaction is an important driver of performance and is shaped by leadership style and organizational culture. Effective leadership provides direction, motivation, and support, while a supportive culture fosters a positive and productive work environment. Since 2010, PT Jaya Makmur Electrindo (PT JME) has entered a new leadership era that introduced organizational restructuring and continuous cultural transformation. This study analyzes the effects of leadership style and organizational culture on employee performance, with job satisfaction as an intervening variable. A quantitative approach was applied using primary data collected through questionnaires and interviews, supported by secondary data. The sample comprised 104 employees of PT Jaya Makmur Electrindo. The findings show that leadership style has a direct positive effect on employee performance and a stronger indirect effect through job satisfaction. Organizational culture does not directly influence performance; however, it positively affects job satisfaction, which subsequently enhances employee performance.*

**Keywords:** Leadership, Work Culture, Employee Performance, Job Satisfaction

### Abstrak

Kinerja individu yang optimal tidak hanya meningkatkan produktivitas, tetapi juga mencerminkan efektivitas pengelolaan sumber daya manusia dalam perusahaan. Kepuasan kerja menjadi salah satu faktor penting yang memengaruhi kinerja karyawan, yang terbentuk melalui penerapan gaya kepemimpinan dan budaya kerja yang tepat. Sejak tahun 2010, PT Jaya Makmur Electrindo (PT JME) memasuki era kepemimpinan baru yang membawa perubahan pada struktur organisasi serta mendorong transformasi budaya kerja secara berkelanjutan. Penelitian ini bertujuan menganalisis pengaruh gaya kepemimpinan dan budaya kerja terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel *intervening*. Pendekatan yang digunakan adalah kuantitatif dengan data primer yang diperoleh melalui kuesioner dan wawancara, serta data sekunder sebagai pendukung. Sampel penelitian terdiri dari 104 karyawan PT Jaya Makmur Electrindo. Hasil penelitian menunjukkan bahwa gaya kepemimpinan berpengaruh positif secara langsung terhadap kinerja karyawan dan memiliki pengaruh tidak langsung yang lebih kuat melalui kepuasan kerja. Budaya kerja tidak berpengaruh langsung terhadap kinerja, namun berpengaruh positif terhadap kepuasan kerja yang meningkatkan kinerja karyawan.

**Kata kunci:** Kepemimpinan, Budaya Kerja, Kinerja Karyawan, Kepuasan Kerja

## INTRODUCTION

Employee performance is a crucial variable in industrial management, as it directly contributes to business success and corporate profitability (Griffin et al., 2017; Ángeles López-Cabarcos et al., 2022). Conversely, poor employee performance leads to decreased organizational productivity and effectiveness (Okoye & Ezejiolor, 2013). Therefore, identifying the determinants of employee performance is essential for improving organizational effectiveness. One of the key determinants is job satisfaction, which has been widely recognized as a significant driver of employee performance across various industrial sectors (Memon et al., 2023). Employees who experience higher levels of job satisfaction tend to be more productive, possess a clearer understanding of their role significance, and demonstrate greater confidence and optimal performance (Yirenkyi-Fiako & Chileshe, 2012).

Leadership is a critical factor influencing both job satisfaction and employee performance. Effective leadership fosters job satisfaction by enhancing employee motivation and engagement, which in turn positively affects performance outcomes (Kennerly, 1989; Kouzes & Posner, 2002; Dubey et al., 2022). In addition, work culture plays a vital role in shaping employee integrity, loyalty, commitment, and overall performance. A positive, inclusive, and supportive work culture encourages employees to contribute optimally toward achieving organizational goals (Ispik et al., 2020; Maha Putra & Nasution, 2024). The role of leadership and human resource management is not only relevant in domestic organizational contexts but also represents a strategic factor for companies operating on an international scale (Boada-Cuerva et al., 2019; McClean & Collins, 2019).

McGregor (1960) classified managerial attitudes toward employees into Theory X and Theory Y. Theory X assumes that employees tend to avoid work and responsibility, thereby requiring strict supervision and control to achieve desired performance levels. In contrast, Theory Y posits that employees inherently enjoy their work, are motivated to achieve, and are likely to perform optimally when provided with trust, responsibility, and a supportive work environment (Galani & Galanakis, 2022). In line with this perspective, Bass (1990) categorized leadership styles into transactional and transformational leadership.

Transactional leadership is contractual in nature and focuses on the exchange of rewards and sanctions to achieve short-term targets. In contrast, transformational leadership emphasizes trust-based relationships, inspiration, and intrinsic motivation through individualized consideration, intellectual stimulation, and moral support. Bass (1990) argued that transformational leadership is more effective because it fosters employee commitment and job satisfaction, which ultimately leads to more sustainable performance outcomes (Rosari, 2011). In addition to leadership, Schein (1985) highlighted that organizational culture, reflected in shared values, norms, beliefs, and work practices, shapes employees' mindsets and behaviors and thereby influences organizational performance. Alignment between leadership style and organizational culture plays a crucial role in creating a positive and productive work environment that supports the achievement of organizational objectives.

Okolie et al. (2021) emphasized that leadership plays an essential role in managing and developing high-quality human resources and serves as a key determinant of organizational success, as effective leaders are able to inspire, motivate, and align employee values with the company's vision. Jakobsen and Kjeldsen (2023) found that leadership practices in Danish hospitals enhanced employee job satisfaction and innovative behavior, which directly contributed to improved performance. Similar findings were reported by Haile (2023) in the United Kingdom, where leadership quality was positively associated with employee performance and employee well-being. In terms of work culture, a study conducted in the remittance and foreign exchange industry in the United Arab Emirates revealed that 69 percent of respondents acknowledged that work culture significantly influenced performance, highlighting the importance of the work environment for both individual and organizational outcomes (Cherian et al., 2021). A positive work culture has also been shown to enhance employee commitment and motivation (Zhenjing et al., 2022). Furthermore, leadership and work culture have been empirically shown to have a significant influence on employee performance when mediated by job satisfaction (Ratnasari et al., 2019; Safitri et al., 2023).

Various empirical studies have reported inconsistent findings regarding the effects of leadership and work culture on employee performance. Salju (2023) and Senoaji et al. (2023) found that leadership does not have a significant effect on performance unless it

is supported by other factors such as motivation and discipline. Paais and Pattiruhu (2020) showed that although leadership influences job satisfaction, it does not necessarily translate into improved performance. Similar findings were reported in a study conducted at the University of Zululand, which revealed that employees were still able to complete their tasks despite experiencing low levels of job satisfaction. In the banking sector, leadership was even reported to have a negative effect on performance, and job satisfaction failed to mediate this relationship (Lestari and Putra, 2022). More diverse results were presented by Irwan et al. (2020), who found that job satisfaction was able to mediate the effect of leadership on employee performance, but not the effect of work culture. Meanwhile, Manuel et al. (2024) and Khan et al. (2020) concluded that work culture and the work environment exerted a stronger influence than leadership. In certain contexts, work culture was found to have no significant effect on performance due to employees' low adaptability.

PT Jaya Makmur Electrindo (PT JME) is an electrical and mechanical contracting service company with more than 26 years of experience and is recognized as one of the major industry players in Jember Regency. Since the beginning of a new leadership era in 2010, the company has undergone significant transformations in its organizational structure and work culture. The new leadership emphasized work discipline and implemented a more systematic division of tasks, resulting in clearer employee responsibilities. These changes fostered a collaborative work culture that is open to discussion and innovation. As a result, company performance improved, as evidenced by the successful acquisition of new projects, expansion of service coverage to Situbondo, and diversification of partnerships that are no longer limited to the national electricity company. Nevertheless, further empirical investigation is required to examine the effects of leadership style, work culture, and job satisfaction on employee performance at PT JME. Therefore, this study aims to analyze the effect of leadership style and work culture on employee performance, with job satisfaction serving as an intervening variable at PT Jaya Makmur Electrindo.

## LITERATURE REVIEW

Effective human resource management serves as a fundamental foundation for improving employee performance and achieving organizational success. In this context, leadership style and work culture play strategic roles because they shape employees' daily work experiences. Appropriate leadership and a supportive work culture can create favorable working conditions that ultimately enhance job satisfaction as a prerequisite for achieving optimal employee performance (Bakator Mihalj, 2019).

Job satisfaction functions as an intervening variable that bridges the influence of leadership style and work culture on employee performance. Herzberg's Two-Factor Theory (1968) explains that job satisfaction is influenced by motivational factors and hygiene factors. Leadership styles that provide recognition, responsibility, and opportunities for personal development, along with work cultures that ensure fair, safe, and harmonious working environments, are likely to increase employee job satisfaction. Conversely, insufficient attention to these factors may lead to dissatisfaction, which negatively affects performance. Employee performance represents a manifestation of the level of job satisfaction experienced by employees. Satisfied employees tend to demonstrate more productive, disciplined, and high-quality work behaviors (Campbell and Wiernik, 2015). Objective and continuous performance appraisal further strengthens this relationship by providing feedback that encourages competency development and improved work outcomes (Mathis and Jackson, 2012).

Leadership style has a significant influence on employee satisfaction and performance. McGregor (1960) emphasized that leadership grounded in Theory Y, which empowers employees and fosters trust, is able to enhance motivation and job satisfaction, thereby positively affecting performance. Various leadership styles, such as transformational and democratic leadership, have been shown to be effective in creating a work climate that supports employee involvement. In addition to leadership, work culture also represents an important factor influencing employee satisfaction and performance. A strong and positive organizational culture shapes employees' attitudes, work ethic, and behavioral patterns in carrying out their tasks (Schein, 1992). Dimensions of work culture, including teamwork, results orientation, and innovation, contribute to

higher job satisfaction, which ultimately drives sustainable employee performance (Umam, 2022).

Numerous previous studies support the hypothesis that leadership style and work culture positively influence employee performance, particularly when job satisfaction serves as a mediating variable. Ozturk and Ozcan (2020) and Hilton et al. (2021) found that a combination of transactional and transformational leadership, together with a strong organizational culture, contributed significantly to improved employee performance in the banking sector. These findings were reinforced by Sirajuddin (2023) in the electricity sector, who demonstrated that intervening variables strengthen the relationship between leadership, work culture, and employee performance. In line with this, Abid (2024) emphasized that job satisfaction plays a critical mediating role in the relationship between leadership style and organizational culture and employee performance, even though the direct effect of leadership is not always significant.

Several studies further indicate that leadership and organizational culture play important roles in enhancing employee performance through job satisfaction as a mediating variable. Jakobsen and Kjeldsen (2023), in the context of Danish hospitals, and Paais and Pattiruhu (2020), in the Indonesian mining industry, found that leadership and work culture positively affected employee performance through increased job satisfaction. These findings are consistent with those of Ratnasari et al. (2019) and Safitri et al. (2023), who confirmed the mediating role of job satisfaction in this relationship. Studies by Taha et al. (2024) and Nassani et al. (2024) in the United Arab Emirates also demonstrated that transactional, transformational, and participative leadership styles, supported by a supportive organizational culture, enhanced job satisfaction, organizational commitment, and work life balance, which in turn led to better performance outcomes. Overall, these findings provide strong empirical support for the present study in examining the effects of leadership style and work culture on employee performance, with job satisfaction as an intervening variable.

## RESEARCH METHODS

This study adopts a quantitative approach to analyze the effects of leadership style and work culture on employee performance, with job satisfaction serving as an intervening variable. The research was conducted at PT Jaya Makmur Electrindo, located in Jember Regency, during the period from December 2024 to September 2025. The research population consisted of 140 employees, from which a sample of 104 respondents was selected using the Slovin formula and purposive sampling techniques. The sampling criteria included employees with a minimum of three years of tenure. The data were obtained from both primary and secondary sources. Primary data were collected through questionnaires and interviews, while secondary data were gathered through literature review to support the analysis. Furthermore, the data were analyzed using descriptive analysis, multiple linear regression analysis, path analysis, and the Sobel test to examine the mediating role of job satisfaction.

## RESULTS AND DISCUSSION

### Descriptive Statistics

Based on the descriptive analysis, descriptive statistics including the mean, maximum, minimum, standard deviation, and number of observations were obtained, as presented in Table 1.

Table 1. Mean, Maximum, Minimum, and Standard Deviation Values

	Mean	Min	Max	Standard Deviation	Obs
Leadership Style	26.514	15	30	2.7842	104
Work Culture	42.704	20	50	6.1518	104
Employee performance	30.828	16	35	3.1818	104
Job Satisfaction	43.095	33	50	3.3926	104

Source: Primary Data, 2025 (processed)

Based on Table 1, the descriptive statistical analysis of 104 respondents indicates that all four variables fall within the high category, although they exhibit distinct characteristics. The leadership variable has a mean score of 26.514 out of a maximum scale of 30, which is approximately 88 percent, with a value range of 15 to 30 and a standard deviation of 2.7842. These results suggest that respondents perceive leadership positively and relatively consistently. The work culture variable records a mean score of

42.704 out of a maximum scale of 50, which is approximately 85 percent, with a value range of 20 to 50 and the largest standard deviation of 6.1518. This indicates a considerable variation in perceptions among respondents. The employee performance variable shows a mean score of 30.828 out of a maximum scale of 35, which is approximately 88 percent, with a value range of 16 to 35 and a standard deviation of 3.1818, reflecting positive and fairly stable performance perceptions. Meanwhile, the job satisfaction variable reports the highest mean score of 43.095 out of a maximum scale of 50, which is approximately 86 percent, with a value range of 33 to 50 and a standard deviation of 3.3926. This suggests a high level of job satisfaction and relatively homogeneous respondent perceptions.

### Interpretation of Multiple Linear Regression Model Estimation Results

The analysis uses two econometric models. The first model describes the relationship between leadership, work culture, and job satisfaction on employee performance.

*Employee performance<sub>i</sub>*

$$= \alpha + \beta_1 \text{Leadership Style}_{1i} + \beta_2 \text{Budaya}_{2i} + \beta_3 \text{Job Satisfaction}_{3i} + \varepsilon_i$$

In the first model, direct relationships are identified as presented in Table 2. The results indicate that leadership and job satisfaction have a significant direct effect on employee performance. In contrast, work culture does not show a significant effect on employee performance.

Table 2. Results of Multiple Linear Regression Analysis on the Effects of Leadership, Work Culture, and Job Satisfaction on Employee Performance

	Probability	Coefficient
Leadership Style	0.034**	0.2340208
Work Culture	0.531	0.0339343
Job Satisfaction	0.018**	0.2455687
Adj-R Square		0.1452
Prob (F-Statistik)		0.0003

Note: \*) \*\*) and \*\*\*) indicate significance levels at 10%, 5%, and 1%.

Based on the multiple linear regression results in the first model, leadership has a

significant effect on employee performance, with a probability value of 0.034 ( $p < 0.05$ ) and a coefficient of 0.2340208, indicating that an increase in leadership is associated with higher employee performance, *ceteris paribus*. In contrast, work culture does not have a significant effect on employee performance, as shown by a probability value of 0.531 ( $p > 0.05$ ) and a small coefficient of 0.0339343, suggesting a negligible direct effect when job satisfaction is included in the model. This finding is consistent with Sitorus et al. (2025) and Abid (2024). Meanwhile, job satisfaction shows a significant and strongest effect on employee performance, with a probability value of 0.018 ( $p < 0.05$ ) and a coefficient of 0.2455687, confirming its role as the main predictor of performance.

The Adjusted R square value of 0.1452 indicates that the three independent variables explain 14.52 percent of the variation in employee performance, while the remaining 85.48 percent is explained by other factors outside the model. The F test yields a probability value of 0.0003 ( $p < 0.01$ ), indicating that the regression model is jointly significant and statistically acceptable, even though work culture does not show a significant partial effect. The analysis then proceeds to the second model.

$$Job\ Satisfaction_i = \alpha + \beta_1 Leadership\ Style_{1i} + \beta_2 Work\ Culture_{2i} + \varepsilon_i$$

The second model is designed to test the hypothesis concerning the effects of leadership style and work culture on employee job satisfaction. The results are presented in Table 3.

Table 3. Results of Multiple Linear Regression Analysis on the Effects of Leadership and Work Culture on Job Satisfaction

	<b>Probability</b>	<b>Coefficient</b>
Leadership Style	0.004***	0.2934
Work Culture	0.000***	0.2517
Adj-R Square	0.2881	
Prob (F-Statistik)	0.0000	

Note: \*) \*\*) and \*\*\*) indicate significance levels at 10%, 5%, and 1%.

Table 3 presents the estimation results of the second model, which examines the effects of leadership and work culture on employee job satisfaction. The leadership variable has a highly significant effect on job satisfaction, with a probability value of 0.004 ( $p < 0.01$ ) and a regression coefficient of 0.2934. This indicates that a one unit

increase in leadership is associated with an increase in job satisfaction of 0.2934 units, *ceteris paribus*. This finding confirms the important role of leadership in enhancing job satisfaction and is consistent with the studies of Li and Zhou (2023), Specchia et al. (2020), and Tingting et al. (2024), which report a positive relationship between leadership quality and job satisfaction.

The work culture variable also shows a highly significant effect on job satisfaction, with a probability value of 0.000 ( $p < 0.01$ ) and a coefficient of 0.2517. This result indicates the substantial contribution of organizational culture in shaping employee job satisfaction. The Adjusted R square value of 0.2881 indicates that leadership and work culture jointly explain 28.81 percent of the variation in job satisfaction, while the remaining 71.19 percent is influenced by other factors outside the model. The F test yields a probability value of 0.0000 ( $p < 0.01$ ), confirming that the regression model is statistically significant and suitable for predicting employee job satisfaction.

### Path Analysis and Mediation Effect Testing Using the Sobel Test

Based on the calculation results, the path coefficients and standard errors were obtained as follows.

Table 4. Results of the Sobel Test in the Path Analysis of Leadership Style on Employee Performance through Job Satisfaction

Path Analysis	Coefficient	Standard Error
Leadership Style → Job Satisfaction	0.2935	0.0991
Job Satisfaction → Employee Performance	0.2456	0.0905

Based on the data, the standard error of the indirect effect ( $Sp_2p_3$ ) is calculated using the following formula:

$$Sp_2p_3 = \sqrt{p_3^2 Sp^2 + p^2 Sp_3^2 + Sp^2 Sp_3^2}$$

Then the results obtained are:

$$Sp_2p_3 = 0.0371$$

The t-value of the Sobel test is calculated to test the significance of the mediation effect using the formula:

$$t = \frac{(0.2935)(0.2456)}{0.0371} = 7.15$$

With degrees of freedom (df) calculated as n minus k, resulting in 104 minus 3 equals 103, and a significance level of  $\alpha = 0.05$ , the critical t value is 1.983. The Sobel test results show that the calculated t value of 7.15 is greater than the critical t value ( $7.15 > 1.983$ ). It can therefore be concluded that job satisfaction has a significant mediating effect on the relationship between leadership style and employee performance. This finding indicates that job satisfaction functions as a significant mediating variable, whereby improved leadership style enhances employee job satisfaction, which in turn positively affects employee performance.

Table 5. Results of the Sobel Test on the Path Analysis of Culture on Employee Performance through Job Satisfaction

Path Analysis	Coefficient	Standard Error
Culture → Job Satisfaction	0.2517	0.0637
Job Satisfaction → Employee Performance	0.2455	0.0905

Based on these data, the standard error of the indirect effect ( $Sp_2p_3$ ) obtained is as follows:

$$Sp_2p_3 = 0.028252$$

The t-value of the Sobel test is calculated to test the significance of the mediation effect using the formula:

$$t = \frac{(0.2517)(0.2455)}{0.028} = 8,90$$

The calculated t value of 8.90, which is greater than the critical t value of 1.983, indicates that job satisfaction serves as a significant mediator in the relationship between work culture and employee performance. This result suggests that work culture does not have a direct effect on employee performance, but rather influences performance through the enhancement of job satisfaction. This finding is consistent with Schein (2010), who stated that organizational culture shapes shared values and collective mindsets that influence job satisfaction, which subsequently leads to improved employee performance.

Based on the results of the three analyses conducted, both direct and indirect effects among the research variables were identified. The first analysis examines the effects of leadership, work culture, and job satisfaction on employee performance. The results indicate that leadership style has a positive and significant effect on employee performance at PT Jaya Makmur Electrindo, with a probability value of 0.034 ( $p < 0.05$ )

at a 95 percent confidence level. The regression coefficient of 0.234 indicates that an improvement in leadership quality is associated with an increase in employee performance, *ceteris paribus*. This finding confirms that leadership capable of providing direction, motivation, and role modeling plays an important role in enhancing employee performance. The results are consistent with Robbins and Judge (2017) and Northouse (2018) and are further supported by cross sector empirical evidence showing that various leadership styles, particularly transformational leadership, are positively associated with performance, work engagement, innovative behavior, and adaptive performance (Nguyen Hai Thanh et al., 2022; Gameda et al., 2020; López Cabarcos et al., 2021; Saleem et al., 2020). In addition, the meta analysis by Bonini et al. (2024) confirms a positive and significant relationship between leadership and adaptive performance.

The job satisfaction variable shows a similar effect to that of leadership. This finding confirms that employees who experience higher levels of job satisfaction tend to demonstrate greater productivity, commitment, and work quality. From a theoretical perspective, this result is consistent with Herzberg's Two Factor Theory (1959), which emphasizes the role of motivator factors such as achievement, recognition, and responsibility in enhancing performance, as well as Vroom's Expectancy Theory (1964), which suggests that performance increases when employees believe that their efforts will lead to valued rewards. Empirically, this finding aligns with a wide range of cross sector studies demonstrating that job satisfaction has a significant effect on employee performance in the insurance sector (Sah et al., 2022), the automotive industry (Champoux et al., 2020), the construction sector (Memon et al., 2023), as well as manufacturing and service industries (Alkandi et al., 2023; Gazi et al., 2022). Therefore, job satisfaction is proven to play a strategic role in promoting sustainable employee performance. In contrast, work culture exhibits a positive regression coefficient of 0.0339 but does not show statistical significance ( $p = 0.531 > 0.05$ ), indicating that it does not have a direct effect on employee performance. This finding is consistent with Sitorus et al. (2025) and Abid (2024), who argue that organizational culture tends to influence performance indirectly. From a theoretical standpoint, Denison (1990) and Schein (2010) explain that work culture shapes employee attitudes, commitment, and engagement before translating into performance outcomes. This result suggests that at PT Jaya

Makmur Electrindo, work culture functions primarily as a supporting factor that affects employee performance through mediating variables such as job satisfaction.

Second, this study examines the effects of leadership and work culture on job satisfaction. The analysis results indicate that leadership has a positive and significant effect on employee job satisfaction at PT Jaya Makmur Electrindo, with a probability value of 0.004 ( $p < 0.01$ ). This finding confirms that leadership quality plays a crucial role in shaping employees' psychological and emotional conditions, which directly affect their level of job satisfaction. The result is consistent with numerous empirical studies showing that leadership, particularly transformational and inclusive leadership, enhances job satisfaction through openness, empathy, recognition, and participative decision making processes (Specchia et al., 2020; Li and Zhou, 2023; Tingting et al., 2024). From a theoretical perspective, Transformational Leadership Theory (Burns, 2007) explains that leaders play a key role in fostering intrinsic motivation and a positive psychological climate, which encourages job satisfaction as an emotional response to work (Locke, 1983).

Work culture is also found to have a positive and significant effect on employee job satisfaction, with a probability value of 0.000 ( $p < 0.01$ ) and a regression coefficient of 0.2517. This result indicates that a supportive, collaborative, and communicative organizational culture directly enhances employee job satisfaction. The finding is consistent with previous studies suggesting that work cultures promoting teamwork, open communication, and alignment between organizational and individual values contribute significantly to higher job satisfaction (Hoxha et al., 2024; Dirwan et al., 2024; Meng and Berger, 2019). Therefore, both leadership and work culture function as key factors in creating employee job satisfaction, which subsequently supports sustainable improvements in employee performance.

Third, this study examines the effects of leadership and work culture on employee performance through job satisfaction as an intervening variable. The Sobel test results indicate that job satisfaction significantly mediates the relationship between leadership style and employee performance at PT Jaya Makmur Electrindo. This finding suggests that supportive, communicative, and appreciative leadership enhances employee job satisfaction, which subsequently leads to improved performance. From a theoretical

perspective, this result is consistent with Herzberg's Two Factor Theory (1959), which emphasizes that motivational factors such as recognition, responsibility, and achievement foster job satisfaction that ultimately results in higher performance. Empirically, this finding aligns with numerous studies demonstrating the mediating role of job satisfaction in the relationship between leadership and employee performance across various sectors (Bernanthos et al., 2018; Rahmat et al., 2019; Ahmad Muwaffaq et al., 2020; Nurma Firstania et al., 2021; Mujiono et al., 2024).

Furthermore, the test results indicate that job satisfaction significantly mediates the relationship between work culture and employee performance, as evidenced by a t value of 8.90 exceeding the critical value of 1.983. This finding confirms that work culture does not directly influence performance, but instead shapes employee job satisfaction, which subsequently affects performance. This result is consistent with the perspective of Robbins and Judge (2017) and Social Exchange Theory (Blau, 1964), which emphasizes reciprocal relationships between organizations and employees. Empirically, this finding is supported by Rachman et al. (2017) and Saputra et al. (2021), who demonstrate that the effect of work culture on performance becomes significant when mediated by job satisfaction, although its magnitude varies depending on organizational context and characteristics.

## **CONCLUSION**

The findings of this study indicate that leadership style has a direct positive effect on employee performance, and this effect becomes stronger when mediated by job satisfaction, which serves as a psychological bridge between leaders' behaviors and employees' responses. In contrast, work culture does not have a direct effect on performance, as it operates at the level of values and basic assumptions that shape employees' mindsets and behaviors. Therefore, the impact of work culture on employee performance is largely indirect and mediated by psychological factors such as job satisfaction and organizational commitment. Accordingly, work culture continues to make a significant contribution to performance improvement through the job satisfaction pathway. An organizational culture that supports openness, cooperation, and recognition of achievement enhances employees' feelings of acceptance and appreciation, which in

turn fosters higher job satisfaction and motivates employees to perform more optimally.

Future research is encouraged to incorporate variables such as employee engagement, organizational commitment, or work motivation as mediators or moderators in order to enrich the analytical model and increase the adjusted R square value. Cross sector studies are also recommended to strengthen the generalizability of the findings. For PT Jaya Makmur Electrindo, strengthening participative, communicative, and supportive leadership styles should be prioritized, as they have been proven to enhance job satisfaction and employee performance. Although work culture does not directly affect performance, its management remains essential because it contributes to sustainable improvements in job satisfaction and employee performance.

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