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Original Article

The Influence of Leadership Style and Organizational Culture on Employee Performance Through Job Satisfaction in the Public Water Utility Sector

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Abstract

PT. Air Minum Jaya (Perseroda) saw employee performance scores drop from 78% in 2023 to 65% in 2025. This decline warrants examining how leadership style and organizational culture influence employee performance, with job satisfaction as a mediating variable. With job satisfaction serving as a mediating variable, this inquiry analyzes how leadership style and organizational culture affect employee performance at PT. Air Minum Jaya (Perseroda). Methodologically, the study embraces a quantitative framework rooted in the post-positivist paradigm alongside an explanatory research design. Primary data were gathered via closed-ended Google Forms questionnaires using a 1 to 4 Likert scale. From a population of 323 Human Resources Division employees, 179 respondents were selected through purposive sampling based on Slovin's formula with a 5% margin of error. Analysis employed Structural Equation Modeling (SEM) via SmartPLS 3.0. All seven hypotheses are accepted, revealing positive and significant relationships at the 5% significance level. Leadership style exerts a positive and significant influence on job satisfaction ($p = 0.000$) and employee performance ($p = 0.000$). Organizational culture likewise demonstrates a positive and significant effect on job satisfaction ($p = 0.002$) and employee performance ($p = 0.000$). Job satisfaction significantly mediates the relationship between organizational culture and employee performance ($p = 0.004$). The indirect effect of leadership style via job satisfaction proves statistically significant ($p = 0.003$) yet practically negligible in magnitude (coefficient = 0.000). These results affirm that effective leadership and a robust organizational culture elevate employee performance, both directly and indirectly through job satisfaction.

Keywords: Employee Performance, Job Satisfaction, Leadership Style, Organizational Culture.

1. Introduction

A key factor dictating organizational success in realizing strategic goals is employee performance. Since human resources are perceived as a crucial asset and the driving force of an organization, companies require high-performing employees to accomplish the targets set forth (Kharis et al., 2015). Performance, as defined by Mangkunegara (2017) constitutes the result of employees' work in terms of both quality and quantity, consistent with the responsibilities assigned to them. In addition, a sequence of processes comprising planning, organizing, directing, and evaluation, performance management serves to guarantee that organizational goals can be attained effectively (Ruky, 2006). A variety of studies further indicate that many factors, such as leadership, organizational culture, motivation, compensation, and reward systems, exert influence on performance (Ivancevich et al., 2007; Kreitner & Kinicki, 2001; Mullins, 2004).

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PT. Air Minum Jaya (Perseroda) is a Regional Government-Owned Enterprise (BUMD) of DKI Jakarta Province responsible for the provision and service of piped drinking water, with a service coverage target of 100% by 2030. Although the number of employees increased from 317 people in 2023 to 323 people in 2025, this condition has not been followed by an improvement in performance. Company performance appraisal data shows a decline in employee performance scores from 78% in 2023 to 69% in 2024, and a further decline to 65% in 2025. This phenomenon indicates a problem in human resource management, so it is necessary to identify the factors that influence employee performance at PT. Air Minum Jaya (Perseroda).

Leadership style is among the factors believed to influence employee performance. In guiding, motivating, and swaying employee conduct to accomplish organizational objectives, leadership occupies a significant role (DuBrin, 2015). Leadership style is a pattern of interaction between leaders and subordinates that determines organizational effectiveness (Miller et al., 2002; Rahman, 2022; Rivai & Mulyadi, 2015), while organizational success is greatly influenced by the suitability of leadership style to organizational conditions (Mulyadi, 2018; Sunyoto, 2015; Suparyadi, 2015). At PT. Air Minum Jaya (Perseroda), the phenomenon of a leadership style that tends to be authoritarian, along with a change in leadership in 2025, is suspected of affecting work comfort, employee adaptation processes, and the achievement of organizational targets. Research by Mukmin and Prasetyo (2021) further demonstrates a significant effect of leadership style on employee performance.

Organizational culture, in addition to leadership, stands as an important factor molding employee behavior, values, and methods of working. A collection of values, beliefs, and basic assumptions that direct the behavior of organizational members is what organizational culture embodies (Schein, 2006). An organization possessing a strong culture can elevate its effectiveness and stimulate the emergence of superior performance (Edison et al. 2021; Mukmin & Prasetyo, 2021; Robbins, 2003). However, at PT. Air Minum Jaya (Perseroda), various work culture problems can still be found, such as tardiness, leaving before the appointed time, and leaving work during working hours, even though the company has implemented ten “shame culture” principles as guidelines for employee discipline (PT. Air Minum Jaya (Perseroda); Paramitha et al., 2018). Such a circumstance suggests that organizational culture has yet to be implemented in a fully optimal manner.

Job satisfaction is a further factor suspected of bridging leadership, organizational culture, and performance. It denotes a positive sentiment employees hold toward their work, emerging as a result of evaluating job characteristics (Robbins & Coulter, 2009). Compared with employees whose job satisfaction is low, those with high job satisfaction generally demonstrate greater motivation, loyalty, and productivity (Changgriawan, 2017; Putri & Yusuf, 2022). Therefore, this study situates job satisfaction as a mediating variable bridging leadership style, organizational culture, and employee performance. To investigate the interrelationships among variables, a Structural Equation Modeling-Partial Least Squares (SEM-PLS) approach is drawn upon. Testing the mediating role of job satisfaction in the relationship between leadership style and organizational culture on employee performance at PT. Air Minum Jaya (Perseroda) constitutes the study’s novelty, which is expected to offer recommendations for elevating human resource management effectiveness in BUMD companies.

2. Literature Review

2.1. The Effect of Leadership Style on Job Satisfaction

The ability of a leader to sway, guide, and inspire subordinates to perform effectively in pursuit of organizational objectives is what leadership style represents. According to Hasibuan (2017), in enhancing job satisfaction, leadership style occupies an important function, given that leaders can establish a favorable work environment, supply unambiguous direction, and nurture amicable working relationships. Employees experience higher job satisfaction when a better leadership style is implemented. Such results are corroborated by studies from Mukmin and Prasetyo (2021); Prasetyaningtyas et al. (2020); as well as Siagian and Khair (2018), which establish a positive and significant influence of leadership style on job satisfaction. Grounded in the theoretical framework and preceding empirical findings, the hypothesis advanced is:
H1: Leadership Style influences Job Satisfaction.

2.2. The Effect of Leadership Style on Employee Performance

The approach by which a leader sways, guides, inspires, and harmonizes subordinates to enable them to perform effectively in realizing organizational objectives is what leadership style denotes (Hasibuan, 2017; Tohardi, 2002). A conducive work environment can be created, communication improved, clear direction provided, and positive working relationships built through effective leadership, thus encouraging employee job satisfaction to emerge. In addition, employee comfort and motivation in performing their duties will be elevated by leaders who can act as role models and furnish support to their subordinates.

Empirically, research by Ali and Agustian (2018); Mukmin and Prasetyo (2021); Susetyo et al. (2014); as well as Yanti and Dahlan (2018) reveal that effective leadership positively and significantly influences job satisfaction. These findings imply that employees experience higher job satisfaction when a more favorable leadership style is implemented within an organization. Drawing upon the theoretical framework and preceding empirical findings, the hypothesis posited is:
H2: Leadership Style influences Employee Performance.

2.3. The Effect of Organizational Culture on Job Satisfaction

A condition that drives employees toward positive attitudes, heightened productivity, and contribution to organizational goal attainment is what job satisfaction represents. Leadership style stands as one factor affecting job satisfaction. A conducive work climate can be created, harmonious leader-employee relationships built, and motivation and satisfaction at work augmented through effective leadership. Conversely, a leadership style that pays insufficient attention to employee needs and aspirations has the potential to create job dissatisfaction (Kuswadi, 2014).

Empirical findings also support this relationship. Research by Khairizah et al. (2015); Mukmin and Prasetyo (2021); Siagian and Khair (2018); as well as Yanti and Dahlan (2018) shows that leadership style has a positive effect on improving employee performance. In line with this, Trang (2013) explains that leadership is a process of influencing individuals to be willing to work effectively in achieving organizational goals. Grounded in the theoretical framework and preceding empirical findings, the hypothesis posited is as follows:
H3: Organizational Culture influences Job Satisfaction.

2.4. The Effect of Organizational Culture on Employee Performance

A collection of values, norms, and beliefs that steer all organizational members in performing their duties, consequently molding work behavior consistent with organizational objectives, is what organizational culture denotes (Wibowo, 2010). A conducive work

environment can be created, job satisfaction increased, and employees prompted to demonstrate more optimal performance through a strong organizational culture. Referring to Robbins and Judge (2017), a strong organizational culture functions to enhance employee satisfaction and performance, thereby ultimately underpinning the achievement of overall organizational performance. In alignment with this, Gibson et al. (1997) maintain that individual performance, as the chief engine of organizational operations, profoundly influences the quality of organizational performance.

Empirical findings also support this relationship. Research by Muis et al. (2018); Mukmin and Prasetyo (2021); Susetyo et al. (2014); as well as Trang (2013) establishes that organizational culture positively and significantly affects employee performance. Higher job satisfaction and more optimal performance result from the better implementation of organizational culture. Drawing upon the theoretical framework and preceding empirical findings, the hypothesis posited is:

H4: Organizational Culture influences Employee Performance.

2.5. Job Satisfaction on Employee Performance

An emotional condition that mirrors employees' favorable feelings regarding their work, influenced by diverse aspects including compensation, opportunities for promotion, coworker relationships, and supervision, is what job satisfaction denotes. Employees are encouraged by high job satisfaction to work more optimally, shoulder responsibility, and accomplish tasks to the best of their capacity, consequently affecting performance improvement. Conversely, productivity and the attainment of organizational goals may be obstructed by low job satisfaction. Such a position aligns with Badriyah (2015), who asserts that job satisfaction is a crucial element in yielding optimal performance. Findings from research by Mukmin and Prasetyo (2021); Siagian and Khair (2018); Susetyo et al. (2014) as well as Yanti and Dahlan (2018) also show that employee performance is positively and significantly affected by job satisfaction. On the basis of the preceding description, the following hypothesis is advanced:

H5: Job Satisfaction influences Employee Performance.

2.6. Leadership Style on Employee Performance Mediated by Job Satisfaction

The ability of a leader to sway and guide organizational members in realizing predetermined objectives is what leadership represents. A conducive work environment can be created, job satisfaction heightened, and employees prompted to display more optimal performance through the implementation of an effective leadership style. Job satisfaction thus serves as a mechanism linking the influence of leadership style to enhanced employee performance. This statement is supported by the theories of Hasibuan (2017) and Tohardi (2002), as well as the research results of Mukmin and Prasetyo (2021); Siagian and Khair (2018); as well as Yanti and Dahlan (2018), which show that leadership style has a positive effect on employee performance through job satisfaction. Based on the above description, the hypothesis proposed is:

H6: Leadership Style influences employee performance Through Job Satisfaction.

2.7. Organizational Culture on Employee Performance Mediated by Job Satisfaction

A system of values, norms, and beliefs that directs the conduct of organizational members in performing work activities is what organizational culture represents. A supportive work environment can be created through a strong and conducive organizational culture, consequently heightening employee job satisfaction. Employees are then encouraged by high

job satisfaction to work more optimally and produce superior performance. Job satisfaction thereby serves as a mechanism linking the influence of organizational culture to employee performance. Research by Mukmin and Prasetyo (2021); Syaharuddin (2019); Yanti and Dahlan (2018) reveal that job satisfaction can mediate the effect of organizational culture on employee performance. Drawing upon the above elaboration, the hypothesis advanced is as follows:

H7: Organizational Culture influences Employee Performance Through Job Satisfaction.

Based on the theoretical framework and empirical findings discussed above, the proposed relationships among the research variables are presented in Figure 1.

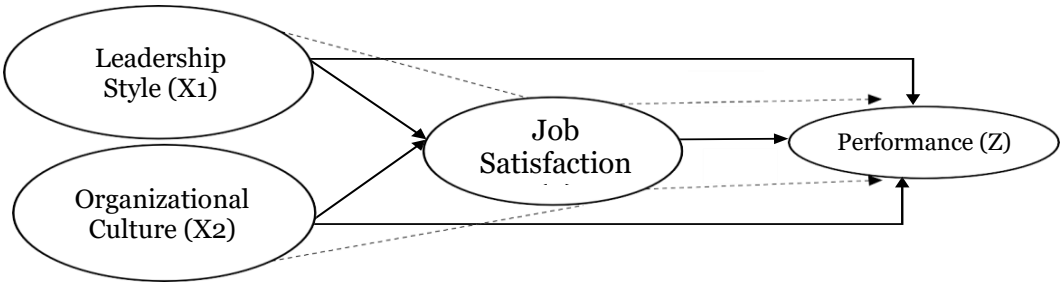


Figure 1. Conceptual Framework
Source: Authors' compilation (2026)

3. Methods

3.1. Type and Approach of Research

A quantitative approach of the explanatory research variety is adopted in this study, which seeks to elucidate causal relationships between variables via hypothesis testing (Sugiyono, 2018). This study, causal-associative in nature, focuses on analyzing the impact of leadership style and organizational culture on employee performance, positioning job satisfaction as a mediating variable (Sugiyono, 2018).

3.2. Research Location and Data Sources

This study, carried out at PT. Air Minum Jaya (Perseroda) from May through July 2026, utilized primary and secondary data. Direct acquisition of primary data from respondents occurred via the dissemination of questionnaires to Human Resources Division employees, while secondary data were drawn from diverse corporate documents, books, reports, and relevant academic literature concerning the research subject (Sugiyono, 2018). A comprehensive body of information for fulfilling the research objectives is expected to emerge from the integration of these two data sources.

3.3. Population and Sample

Population refers to the complete collection of individuals with characteristics germane to the aims of the research (Creswell & Creswell, 2023). All 323 employees of the Human Resources Division at PT. Air Minum Jaya (Perseroda) constitute the population of this study. A non-probability sampling technique employing the purposive sampling method was utilized, wherein respondents are chosen according to particular considerations pertinent to the research objectives (Creswell & Creswell, 2023; Sugiyono, 2018). Employees working in the Human Resources Division of PT. Air Minum Jaya (Perseroda) with a working period surpassing five years constitute the respondent criteria. Employing the Slovin formula with a 5% margin of error, the sample size was computed, resulting in 179 respondents regarded as capable of representing the research population.

3.4. Operational Definition of Variables

This study uses four variables: leadership style (X1) and organizational culture (X2) as independent variables, job satisfaction (Y) as a mediating variable, and employee performance (Z) as the dependent variable. Leadership style is measured based on the dimensions of having a clear strategy, concern for members and the work environment, the ability to stimulate members to improve their competence and quality of work, the ability to maintain team cohesiveness, and respect for differences and beliefs. The leadership style measurement instrument refers to indicators developed by Edison et al. (2021). Dimensions such as innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness at work, and organizational stability are encompassed in the measurement of organizational culture. All organizational culture indicators are adapted from the concept developed by Robbins and Coulter (2009).

Job satisfaction is measured through the dimensions of job position or status, rank and opportunities for salary increases, financial and social security, and relationships with superiors through the quality of supervision provided. Job satisfaction measurement refers to indicators developed by Sutrisno (2019). Employee performance is measured based on the dimensions of work quality, work quantity, timeliness, effectiveness of resource use, independence in completing work, and work commitment to the organization. The employee performance measurement instrument refers to indicators developed by Robbins and Judge (2017). A four-point Likert scale was employed to measure all variables in this study, namely 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, and 4 = Strongly Agree. The purpose of employing a four-point scale is to curtail respondents' inclination toward neutral responses, thus offering a more lucid portrayal of their perceptions of each research indicator (Sugiyono, 2018).

3.5. Data Collection Technique

The survey method was employed for data collection, wherein questionnaires were distributed as the primary instrument of the research. A survey is one of the methods widely used in quantitative research to obtain information from respondents systematically (Ajayi, 2025). In addition to questionnaires, this study was also supported by observation and interviews to obtain more in-depth information about organizational conditions (Sugiyono, 2018). In hard copy, questionnaires were delivered directly to respondents who satisfied the research criteria. An explanation of the research objectives and a guarantee of identity confidentiality were provided to respondents before they completed the questionnaire, with the expectation that they would supply objective answers in accordance with actual circumstances.

3.6. Data Analysis Technique

Data analysis was performed using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method, with SmartPLS version 3.0 software providing support. This choice was prompted by its capability to inspect complex relationships between latent variables and to gauge direct and indirect effects within one research model (Hair & Alamer, 2022). Analysis began with an outer model evaluation, which comprised convergent validity testing grounded in loading factor values and Average Variance Extracted (AVE), as well as reliability examination via Composite Reliability and Cronbach's Alpha values (Garson, 2016; Hair & Alamer, 2022). Next, through analysis of path coefficient, R^2, and Q^2 values, an evaluation of the inner model was conducted so as to gauge the model's predictive capacity (Hair et al., 2017; Wong, 2013). A bootstrapping procedure was applied in hypothesis testing, under which a hypothesis is deemed accepted when its t-statistic value surpasses 1.96 and its

p-value falls beneath 0.05. Additionally, in order to establish how job satisfaction mediates the relationship among leadership style, organizational culture, and employee performance, the indirect effect was scrutinized in this study (Garson, 2016; Hair & Alamer, 2022).

4. Results and Discussion

4.1. Research Results

4.1.1. Respondent Characteristics

Involving 179 employees from the Human Resources (HR) department at PT. Air Minum Jaya (Perseroda) as respondents, this study gathered data through questionnaire distribution using Google Forms, which served to ease and accelerate the completion process. According to gender characteristics, males constituted the majority, numbering 127 people (70%), while females accounted for 52 people (30%). In terms of age, the largest share of respondents fell within the under-30 group, namely 97 people (54%), trailed by the 30-40 age group with 68 people (38%), and those above 40 years old with 14 people (8%). Such a finding reveals that relatively young workers dominate the HR employee composition at PT. Air Minum Jaya (Perseroda).

Based on length of service, respondents with less than 10 years of work experience were the largest group, namely 89 people (49%), followed by 10-20 years of service with 77 people (44%), and more than 20 years with 13 people (7%). This indicates that most employees have relatively moderate work experience and are still in the career development stage. In terms of educational background, the majority of respondents had a Bachelor's degree (S1), namely 119 people (66%), followed by Diploma (D3) with 34 people (19%), Master's degree (S2) with 15 people (9%), and high school graduates with 11 people (6%). Overall, the respondent characteristics show that HR employees at PT. Air Minum Jaya (Perseroda) are dominated by males, under 30 years of age, with less than 10 years of work experience, and holding a Bachelor's degree (S1) educational background.

4.1.2. Outer Model Test Results

Figure 2 presents the PLS model estimation results for the loading factor test, showing the loading values of the indicators used to measure each construct.

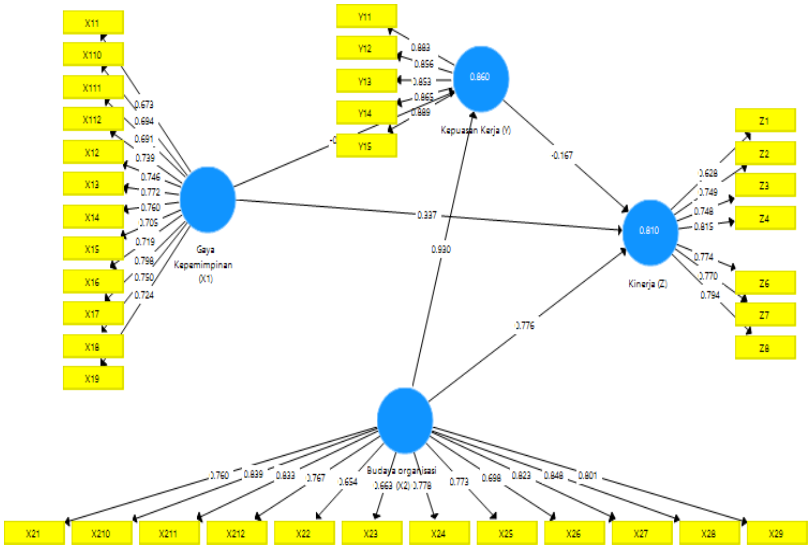


Figure 2. PLS Model Estimation Results for Loading Factor Test
Source: Processed data (2026)

As presented in Table 1, all variables under study possess AVE values surpassing 0.50, namely 0.535 for Leadership Style, 0.597 for Organizational Culture, 0.756 for Job Satisfaction, and 0.572 for Performance. Such results demonstrate that the requirement of convergent validity has been fulfilled by each construct, since it can elucidate over 50% of the variance of the indicators that measure it. Thus, every variable in the research model is deemed valid and appropriate for further structural model (inner model) examination.

Table 1. Average Variance Extracted (AVE) Test Results

	Average Variance Extracted (AVE)
Organizational Culture (X2)	0.597
Leadership Style (X1)	0.535
Job Satisfaction (Y)	0.756
Performance (Z)	0.572

Source: Processed data (2026)

A. Discriminant Validity Test

Table 2 reveals that all variables satisfy the discriminant validity criteria, exhibiting cross-loading values that are higher on the intended variable relative to other variables. Such evidence affirms that each variable captures a unique concept.

Table 2. Discriminant Validity Test Results

	Organizational Culture (X2)	Leadership Style (X1)	Job Satisfaction (Y)	Performance (Z)
X11	0.530	0.673	0.506	0.495
X11 0	0.507	0.694	0.463	0.589
X11 1	0.474	0.691	0.416	0.628
X11 2	0.623	0.739	0.568	0.749
X12	0.521	0.746	0.479	0.501
X13	0.522	0.772	0.438	0.534
X14	0.510	0.760	0.471	0.513
X15	0.426	0.705	0.424	0.450
X16	0.484	0.719	0.434	0.518
X17	0.562	0.798	0.552	0.646
X18	0.546	0.750	0.580	0.558
X19	0.634	0.724	0.537	0.655
X21	0.760	0.587	0.628	0.794
X21 0	0.839	0.654	0.856	0.692
X21 1	0.833	0.564	0.853	0.694
X21 2	0.767	0.519	0.865	0.655
X22	0.654	0.401	0.553	0.633
X23	0.663	0.446	0.562	0.605
X24	0.778	0.571	0.680	0.707
X25	0.773	0.632	0.642	0.655
X26	0.698	0.516	0.566	0.528
X27	0.823	0.617	0.675	0.694
X28	0.848	0.639	0.720	0.722
X29	0.801	0.586	0.883	0.644
Y11	0.801	0.586	0.883	0.644
Y12	0.839	0.654	0.856	0.692
Y13	0.833	0.564	0.853	0.694
Y14	0.767	0.519	0.865	0.655
Y15	0.788	0.608	0.889	0.706
Z1	0.474	0.691	0.416	0.628

	Organizational Culture (X2)	Leadership Style (X1)	Job Satisfaction (Y)	Performance (Z)
Z2	0.623	0.739	0.568	0.749
Z3	0.636	0.548	0.604	0.748
Z4	0.705	0.572	0.653	0.815
Z6	0.677	0.521	0.661	0.774
Z7	0.684	0.535	0.584	0.770
Z8	0.760	0.587	0.628	0.794

Source: Processed data (2026)

B. Composite Reliability Test

Where development research employs a reduced loading factor threshold (0.5), values of composite reliability and Cronbach's Alpha beneath 0.7 are nonetheless tolerable, so long as convergent validity and discriminant validity requirements are fulfilled (Hair et al., 2022).

Table 3. Reliability Test Results

Variable	CA	CR
Leadership Style (X1)	0.921	0.932
Organizational Culture (X2)	0.938	0.946
Job Satisfaction (Y)	0.919	0.939
Performance (Z)	0.874	0.903

Source: Processed data (2026)

As displayed in Table 3 above, the reliability test results demonstrate that every construct has satisfied Cronbach's Alpha and composite reliability values exceeding 0.7.

4.1.3. Inner Model (Structural Model) Test with Path Coefficient

As presented in Table 4, the path coefficient results indicate that organizational culture has the strongest positive effect on job satisfaction (0.930), followed by its effect on performance (0.776). Leadership style has a smaller positive effect on performance (0.337), while job satisfaction affects performance by 0.167. The weakest effect is leadership style on job satisfaction (0.003). All path coefficients are positive.

Table 4. Path Coefficient Test Results

Variable	Path Coefficient
Leadership Style → Job Satisfaction	0.003
Leadership Style → Performance	0.337
Organizational Culture → Job Satisfaction	0.930
Organizational Culture → Performance	0.776
Job Satisfaction → Performance	0.167

Source: Processed data (2026)

A. R Square Test

Testing of the structural model or inner model proceeded by examining the R-square value of the research model, which serves as a goodness-of-fit indicator. Assessment of whether a given exogenous latent variable exerts a substantive influence on the endogenous latent variable can be achieved by observing changes in the R-square value.

Table 5. R-square Values

	R Square
Job Satisfaction (Y)	0.860
Performance (Z)	0.810

Source: Processed data (2026)

Table 5 indicates an R-square value of 0.860 for the job satisfaction variable, which implies that the leadership style and organizational culture variables can explain 86% of it, with the remaining 27.4% accounted for by other exogenous variables not incorporated in the research model formulated in this study. Moreover, 81% of the Performance variable can be explained by the Leadership Style, Organizational Culture, and Job Satisfaction variables, and the remaining 19% is attributable to other exogenous variables left out of the research model formulated in this study.

B. Q-Square Test

Model fit was assessed using the Q-Square value, which functions similarly to R-Square in regression, higher values indicate better fit. The calculated Q-Square was 0.9734, meaning the model explains 97.34% of the variance in the research data, with the remaining 2.66% attributable to factors outside the model. This indicates a very good goodness of fit.

4.1.4. Hypothesis Test (t-statistics)

Table 6. Hypothesis Test Results (t-statistics)

Variable	t-statistics	p value	Description
Leadership Style → Job Satisfaction	21.375	0.000	Hypothesis supported
Leadership Style → Performance	6.090	0.000	Hypothesis supported
Organizational Culture → Job Satisfaction	3.055	0.002	Hypothesis supported
Organizational Culture → Performance	4.402	0.000	Hypothesis supported
Job Satisfaction → Performance	4.435	0.000	Hypothesis supported

Source: Processed data (2026)

As presented in Table 6, the hypothesis test results indicate that all relationships among the variables in this study have positive and significant effects. Leadership style positively affects job satisfaction and performance. Organizational culture also positively affects job satisfaction and performance. In addition, job satisfaction was found to positively affect performance. Hence, all hypotheses put forward in this study are accepted, given their fulfillment of the statistical testing criteria, specifically a t-statistic value greater than the t-table (1.9736) and a p-value smaller than 0.05.

A. Indirect Effect Test Results

Table 7. Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Organizational Culture (X2) → Performance (Z)	0.155	0.164	0.108	2.430	0.004
Leadership Style (X1) → Performance (Z)	0.000	0.000	0.011	2.043	0.003

Source: Processed data (2026)

Table 7 shows that both Leadership Style and Organizational Culture significantly influence Performance indirectly through Job Satisfaction as a mediating variable, with p-values of 0.003 and 0.004 (both < 0.05), respectively. This confirms that Job Satisfaction mediates the effects of both variables, contributing to improved employee performance.

4.2. Discussion

4.2.1. The Effect of Leadership Style on Job Satisfaction

A leader, in carrying out their duties, has a leadership style that can differ according to the characteristics of the organization. Each company has different conditions, work systems, and targets, so the choice of leadership style needs to be adjusted to the needs of the organization. Before adopting a given leadership approach, leaders need to grasp the company's internal circumstances so that goal attainment can unfold effectively. An appropriate leadership style is thus anticipated to cultivate a supportive work environment and heighten employee satisfaction.

The ability to influence a group in achieving goals is what leadership denotes. In an organizational setting, leadership comprises the process of influencing subordinates, enabling them to understand the tasks to be performed and how to perform them, while also galvanizing individual and group endeavors to realize common goals. Meanwhile, leadership style describes the pattern of behavior and strategy used by leaders in carrying out this process. Leadership style reflects a combination of a leader's philosophy, skills, characteristics, and attitude in interacting with subordinates. The application of a leadership style that suits the conditions and needs of employees can form better working relationships and support the creation of job satisfaction.

Findings from this study reveal that higher job satisfaction is felt when the leadership style applied corresponds more closely with employee expectations. A contribution of 0.003 to job satisfaction is made by leadership style in this study. Such a result concurs with Lumbanraja (2009), which shows that employee commitment is linked to individual characteristics, leadership style, and organizational culture through job satisfaction.

While a positive and significant effect of leadership style on job satisfaction is clearly demonstrated, this effect is weaker than that of organizational culture. Such a circumstance indicates that employee job satisfaction is shaped not merely by the manner in which leaders guide and influence employees, but also by the values, habits, communication patterns, and work environment that have solidified over time. In the context of PT. Air Minum Jaya (Perseroda), the change in leadership style in 2025 may be one of the contexts influencing employee perceptions through changes in communication patterns, decision making, and working relationships, although this study does not specifically test the impact of that change. Findings in public sector organizations also show that leadership style and organizational culture can both influence job satisfaction, with the strength of influence differing according to the characteristics and context of each organization (T. S. Putri & Veri, 2025; Sewang, 2023). Therefore, the results of the study at PT. Air Minum Jaya (Perseroda) have relevance to other public organizations, but cannot be directly generalized because each BUMD has different leadership characteristics, organizational culture, and working conditions.

4.2.2. The Effect of Leadership Style on Performance

In efforts to elevate overall performance, whether at the individual or organizational level, leadership factors occupy a significant role. This is because performance does not only focus on operational staff, which is generally technical in nature, but also includes groups and management. Stephen Robbins P. (in Fahmi, 2016) states that performance can improve when a leader is able to address employee shortcomings in a work situation.

The results of this study align with the research of Utami (2015) and Wihardi et al. (2014), which demonstrates that leadership positively affects employee performance. Leadership exercised to influence employees through a communication process aimed at achieving organizational goals is expected to yield positive change in the form of a dynamic force capable of coordinating the organization toward the goals that have been set, in accordance with the corridor agreed upon by both parties and aligned with their respective positions. In theoretical terms, per Tohardi (2015), a leader's success or failure is decided by their style of behavior and actions, mirrored in their capacity to direct, communicate, make decisions, and motivate subordinates.

Although leadership style is shown to significantly affect performance, the findings indicate that organizational culture wields a more powerful influence on performance than leadership style. Such a condition demonstrates that employee performance at PT. Air Minum Jaya (Perseroda) is influenced not merely by the leader's ability to guide and motivate subordinates, but likewise by the values, norms, habits, and work patterns that have developed within the organization. A strong organizational culture can create relatively consistent patterns of behavior and work standards, so that it continues to influence performance even when there are changes in leadership style. The change in leadership in 2025, including the application of a leadership style that tends to be more authoritarian, may be a context that helps explain this finding. A more centralized leadership style can influence employee behavior through instructions and decision making, but its impact on performance remains influenced by the organizational culture that has developed and become part of employees' work habits.

This finding also needs to be understood by considering the characteristics of BUMD and public sector organizations. Organizations in that sector generally have relatively structured work structures, distribution of authority, procedures, and organizational provisions. This condition allows the organizational culture and work system that have been formed to remain an important part in determining employee performance, in addition to the leadership style applied. Thus, while the findings at PT. Air Minum Jaya (Perseroda) demonstrate a pattern of relationships relevant to the public organization context, the magnitude of the influence exerted by leadership style and organizational culture may vary across other BUMDs or public organizations, since it is conditioned by each organization's characteristics, structure, and leadership context.

4.2.3. The Effect of Organizational Culture on Job Satisfaction

With job satisfaction, individuals tend to show good character within the organization, positive performance that satisfies the company, and a willingness to take actions that can increase work productivity for the benefit of the organization. Employee dissatisfaction can be influenced by a leader's inability to monitor and manage employee character and attitudes. Therefore, leaders need to know whether employees feel satisfied or experience dissatisfaction in carrying out their duties (Kuswadi, 2014). Leadership can influence the organizational climate, either positively or negatively, which in turn has an impact on the work effectiveness of subordinates. This condition requires leaders to create a conducive organizational climate so that job satisfaction can be achieved and organizational goals can be realized.

This study's findings disclose that organizational culture exerts a positive and significant effect on job satisfaction. These results indicate that organizational culture plays a significant role in elevating employee job satisfaction. As the organizational culture grows better, more conducive, and more closely aligned with employee expectations, the job satisfaction experienced by employees increases. Organizational culture's stronger effect compared with leadership style is comprehensible, given that values, norms, habits, interaction patterns, and work practices continuously experienced by employees within the organizational environment are encompassed by organizational culture. Meanwhile, leadership style is more related to the behavior and approach of leaders in directing subordinates. In the context of PT. Air Minum Jaya (Perseroda), the change in leadership that occurred in 2025 may cause changes in communication patterns, decision making, and the relationship between leaders and employees. However, the values and work habits that have formed within the organization can continue to influence employees' experience even when there is a change in leadership. This shows that job satisfaction is not only influenced by leader behavior, but also by organizational culture, which consistently shapes employees' work environment.

The results of this study align with Wulandari (2016) research, which demonstrates that organizational culture positively and significantly affects employee job satisfaction. In like manner, Umala (2017) research found that organizational culture influences job satisfaction. The findings of this study can also be compared with conditions in public sector organizations and Regional Government-Owned Enterprises (BUMD), which have characteristics such as a hierarchical organizational structure, formal work rules, and an orientation toward public service. In organizations with these characteristics, a work culture that supports cooperation, communication, regularity, and alignment with organizational values can continuously shape employees' work experience. Nevertheless, the results of the study at PT. Air Minum Jaya (Perseroda) cannot be directly generalized to all BUMDs, because each organization has different institutional characteristics, management patterns, work culture, and leadership dynamics. Thus, the strong role of organizational culture in this study needs to be understood based on the organizational context and working environment conditions of PT. Air Minum Jaya (Perseroda).

4.2.4. The Effect of Organizational Culture on Performance

Organizational culture can shape the behavior expected by the company in relation to employee performance. Behavior that is in line with company policy can create job satisfaction for employees, thereby ultimately supporting the quality of performance in accordance with the company's expectations. A well-formed organizational culture will shape employee behavior in discharging their duties. Organizational Culture denotes the fundamental philosophy of an organization, encompassing the beliefs, norms, and values that steer all human resources in performing their work (Wibowo, 2010).

This study's results concur with the theory put forward by Gibson et al. (1997), namely that employees are the propelling force of organizational activities, meaning that sound employee performance will sustain organizational performance. Robbins and Judge (2017) likewise explain that a strong organizational culture is necessary to enhance employee satisfaction and performance and, in the end, to support the realization of overall organizational performance. Hence, core values must be built and disseminated by organizations to all employees so that they serve as a guide in performing work.

The stronger effect of organizational culture compared with leadership style can be understood because organizational culture includes values, norms, habits, and patterns of behavior that have become embedded in employees' work activities and take place continuously. Meanwhile, leadership style is more related to the approach used by leaders in

directing and interacting with employees. In the context of PT. Air Minum Jaya (Perseroda), the change in leadership in 2025 may be one of the contexts that helps explain this finding. Shifts in leadership may affect patterns of direction and work interaction, whereas the organizational culture that has taken shape can persist as a guide for employees in discharging their duties. Thus, the consistency of values and work habits within the organization can play an important role in maintaining employee performance despite changes in leadership.

This study's findings likewise concur with research results from other BUMD and public sector organizations, which show that a role in supporting employee performance is played by organizational culture. Organizational culture in public service organizations can function as a compass for molding work behavior, discipline, coordination, and service orientation. This similarity shows that the importance of organizational culture in supporting performance is not only found at PT. Air Minum Jaya (Perseroda), but is also relevant in the context of regional companies and other public organizations. Nevertheless, the strength of the influence of organizational culture may differ according to the characteristics of the organization, work system, developing values, and each organization's leadership conditions. Therefore, the findings of this study are relevant to the context of BUMD and the public sector, but their generalization still needs to consider the characteristics of each organization.

4.2.5. The Effect of Job Satisfaction on Performance

Job satisfaction influences employee performance. An upsurge in job satisfaction can foster improved employee performance, since satisfied employees tend to carry out their tasks and responsibilities more optimally. In the setting of public organizations, job satisfaction ranks among the important aspects supporting the achievement of organizational goals and the quality of employee performance. Hence, conditions capable of sustaining job satisfaction need to be maintained by organizations so that employees can preserve their performance when facing job demands and community needs. The direct effect of job satisfaction (Y) on employee performance (Z) is proven significant according to this study's results. Such a result concurs with Devi (2009) research, which shows that job satisfaction has a positive and significant effect on employee performance.

Additionally, the findings indicate that organizational culture affects performance more strongly than leadership style. Such an outcome can arise because values, norms, habits, and work patterns that have become entrenched in organizational activities are encompassed by organizational culture, thereby consistently influencing employee behavior in executing their duties. In contrast, leadership style is more related to the pattern of direction and interaction between leaders and employees, which can change along with the dynamics of leadership within the organization. This condition is relevant in the context of PT. Air Minum Jaya because a change in leadership can cause employees to adjust to new patterns of communication and direction, while the organizational culture that has formed remains part of the work routine. Findings in other public organizations and BUMDs also show that organizational culture and leadership are factors related to employee performance, although the strength of their influence may differ according to the characteristics of each organization. Accordingly, this study's results provide an illustration that organizational culture, having become embedded in the work environment of PT. Air Minum Jaya, may exert a stronger role in shaping employee performance than leadership style does.

4.2.6. Leadership Style on Performance Through Job Satisfaction

According to the study's results, the indirect effect of Leadership Style (X1) on Employee Performance (Z) via Job Satisfaction (Y) as an intervening or mediating variable proves significant, with a P value of 0.003 < α = 0.05. Such a finding indicates that Job Satisfaction serves as a mechanism linking Leadership Style to Employee Performance. The leadership style applied within an organization can shape employees' work experience through direction, communication, support, recognition, and the working relationship formed with the leader. This work experience is, in turn, related to the level of employee job satisfaction, which ultimately relates to the execution of tasks and the achievement of performance. Thus, the relationship between Leadership Style and Employee Performance is not only understood through the direct effect of leadership, but also through the condition of satisfaction felt by employees in carrying out their work.

As presented in Table 7, the indirect effect coefficient (Original Sample) of Leadership Style (X1) on Employee Performance (Z) via Job Satisfaction (Y) was recorded at 0.000. This value requires interpretation alongside the P value of 0.003, since the coefficient indicates the magnitude of the effect whereas the P value indicates its significance. Hence, the test results demonstrate the existence of a mediating role played by Job Satisfaction in the relationship between Leadership Style and Employee Performance in statistical terms, even though the magnitude of the indirect effect displayed proves exceedingly small. Such a finding aligns with Wulandari (2016), which demonstrates that organizational culture, work discipline, and leadership style significantly and positively affect employee performance through job satisfaction.

4.2.7. Organizational Culture on Performance Through Job Satisfaction

This study's findings disclose that organizational culture exerts an indirect effect on employee performance through job satisfaction as a mediating variable. This means that job satisfaction can be heightened by the organizational culture implemented within an organization, which in the end contributes to enhanced employee performance. Consistent with this study's results is the research of Wulandari (2016), which shows that through job satisfaction, organizational culture, work discipline, and leadership style positively and significantly affect employee performance.

The stronger effect of organizational culture compared with leadership style can be explained because organizational culture is reflected in values, norms, habits, communication patterns, and behavioral standards that are consistently applied in daily work activities. Meanwhile, the effect of leadership style may be more influenced by the pattern of relationships between leaders and employees and by changes in leadership characteristics over a particular period. In the context of PT Air Minum Jaya (Perseroda), the shift toward a more authoritarian leadership pattern in 2025 may be one of the contextual factors explaining this difference in the strength of influence. Although there was a change in leadership pattern, the organizational culture that had formed could remain part of employees' habits and work patterns. This finding also has relevance to BUMD and public sector organizations that have characteristics such as a formal organizational structure, strong regulation, and an orientation toward public service. However, the application of organizational culture and leadership style may differ across organizations, so the findings at PT Air Minum Jaya (Perseroda) cannot be directly generalized to all BUMDs or public sector organizations.

5. Conclusion

This study's evidence demonstrates that both job satisfaction and employee performance at PT. Air Minum Jaya (Perseroda) are positively and significantly affected by leadership style and organizational culture. Job satisfaction is likewise proven to positively and significantly affect employee performance. This finding indicates that the more effectively leadership style is implemented and the stronger the organizational culture established, the higher the job satisfaction achieved, which ultimately supports improved employee performance. As a significant intervening variable connecting leadership style and organizational culture to performance, job satisfaction can likewise serve. However, organizational culture's indirect effect via job satisfaction is still less substantial than its direct effect on employee performance.

Drawing upon these findings, continuous evaluation and strengthening of its leadership style and organizational culture are required of the company so as to create a work environment able to sustainably enhance employee satisfaction and performance. Limitations attend this study because a survey method with data collection at one point in time is used, meaning the relationships between variables describe only the conditions prevailing when the research was conducted. Therefore, it is recommended that future research develop supplementary variables and research instruments and employ alternative approaches, such as interviews or longitudinal research, in order to produce more comprehensive findings and explain the relationships between variables more profoundly.

This study possesses several limitations that must be taken into account in interpreting the research results. First, a single point in time characterizes data collection owing to the use of a survey design with a cross-sectional approach, meaning the relationships between variables describe only the conditions prevailing during the research period and are unable to explain how these relationships shift over time. Second, the study was conducted only on employees of PT. Air Minum Jaya (Perseroda), so the generalization of results to other organizations or sectors with different characteristics remains limited. Third, the use of a questionnaire as the data collection instrument allows for subjectivity of perception and bias in respondents' answers. Therefore, future research can use a broader sample, add other variables and measurement approaches, and apply a longitudinal design or qualitative methods such as interviews to obtain a more comprehensive understanding of the relationships between variables.

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