



## The Impact of Leadership Style and Organizational Culture on Employee Performance: The Mediating Role of Job Satisfaction

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### Abstract

This study aims to examine the influence of leadership style and organizational culture on employee performance, with job satisfaction as an intervening variable, at the Regional Secretariat of Kerinci Regency. The research employs a quantitative causality design, with data collected through questionnaires distributed to employees. A probability sampling technique was applied, resulting in 95 distributed questionnaires, of which 70 were valid and processed. The data were analyzed using multiple linear regression with the assistance of the SmartPLS program. The findings reveal that leadership style has a significant effect on job satisfaction, and organizational culture also has a significant effect on job satisfaction. Additionally, both leadership style and organizational culture have a significant direct effect on employee performance. However, job satisfaction does not have a significant effect on employee performance. Furthermore, job satisfaction does not mediate the relationship between leadership style and employee performance, nor does it mediate the relationship between organizational culture and employee performance.

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

### 1. Introduction

In the era of reform and democratization, public demands for improving the quality of public services from the government are increasing. The public hopes that the service process provided by the government can be obtained more easily, simply, smoothly, quickly, accurately, without complications, friendly, humane, with certainty and clarity of procedures, and reasonable service requirements. In addition, there is an impression that public services by local governments still have weaknesses and take too long. This is indicated by the continued existence of various public complaints conveyed through the mass media, which can create a less-than-good image of the regional apparatus as an extension of the central government (Fahmi, 2019).

Employees are the most valuable human resources in any organization. Without quality employees, the organization's goals cannot be achieved properly. Organizations are carried out in a system consisting of activities carried out regularly and repeatedly by a group of people to achieve common goals. To achieve these goals, an organization must be supported by quality resources in the form of materials, capital, and human. (Baskoro et al., 2021).

Human resources in an organization have a very important role because they are the main drivers in carrying out activities or activities to achieve their goals. The success of an organization in maintaining its existence starts from the human itself as an employee of the organization (Hasibuan, 2021).

Leadership style in the organization has direct and indirect effects on employee performance. The role of organizational leadership style supports the leadership style process, which consists of collaboration, commitment, and creativity. Organizational leaders will be able to create conditions as a basis for character so that they can encourage and support employee leadership styles that ultimately promote the best employee performance.

The results of research conducted by (Mustafa (2021) show that leadership style affects job satisfaction. This shows that if a leader's leadership is better and of higher quality, employee job satisfaction will be better. Based on the description above, the following hypothesis can be derived:

*H1: It is suspected that leadership style has a significant influence on job satisfaction at the Kerinci Regency Regional Secretariat.*

According to (Rivai, 2021) Organizational culture is what employees perceive and how this perception creates a pattern of exemplary beliefs, values, and expectations. Culture is a pattern of exemplary basic acceptance when found and developed by a particular group as an effort to learn to overcome problems of external adaptation and internal integration.

The results of research conducted by (Wibawa & Putra, 2020), (Mulyandi & Rusly, 2021), and (Vebranis et al., 2021) show that organizational culture has a significant influence on job satisfaction. Based on the description above, the following hypothesis can be derived:

*H2: It is suspected that organizational culture has a significant influence on job satisfaction at the Kerinci Regency Regional Secretariat.*

Leadership is the ability of an individual to influence, motivate, and enable others to contribute to the effectiveness and success of an organization. So it can be said that leadership is a way to influence and motivate others so that they are willing to contribute to the success of the organization. Leadership in an organization is directed to influence the people they lead, so that they are willing to act as expected or directed by the people who lead them.

The results of research conducted by (Baskoro et al., 2021) show that leadership has a positive and significant influence on employee performance. However, the results of research conducted by (Ridwan & Hamelinda, 2021) show that leadership does not have a significant effect on employee performance. Based on the description above, the following hypothesis can be derived:

*H3: It is suspected that leadership style has a significant influence on employee performance at the Kerinci Regency Regional Secretariat.*

Organizational culture is the values and norms adopted and implemented by an organization related to the environment in which the organization operates. The existence of a match between personal values and company values will improve performance. Organizational culture is what employees perceive, and how this perception creates patterns of beliefs, values, and expectations. Employees, as part of a company organization, will perceive the values of the organizational culture in the company, whether the company's values align with their individual values. The results of research conducted by (Andyani & Tirtayasa, 2020) and (Lisdiana, 2019) show that organizational culture has a positive and significant influence on employee performance. Based on the

description above, the following hypothesis can be derived:

*H4: It is suspected that organizational culture has a significant influence on employee performance at the Kerinci Regency Regional Secretariat.*

The success of an organization is largely determined by the performance of its employees. Performance is the quantity or quality of the work results of individuals or groups within an organization in carrying out the main tasks and functions that are guided by norms, standard operating procedures, criteria, and measurements that have been set or that apply within the organization. The results of research conducted by (Pandaleke, 2019) show that job satisfaction has a positive and significant influence on employee performance.

Based on the description above, the following hypothesis can be derived:

*H5: It is suspected that job satisfaction has a significant influence on employee performance at the Kerinci Regency Regional Secretariat.*

Leadership in an organization is directed to influence the people they lead, so that they are willing to act as expected or directed by others who lead him. Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization according to their respective authorities and responsibilities or about how a person is expected to function and behave according to the tasks that have been assigned to him and the quantity, quality and time used in carrying out the tasks.

Such individuals have a high work ethic, are steadfast in facing all kinds of difficulties both in their lives and in their work. The feeling of worry in the individual is relatively small compared to their enthusiasm and courage to challenge themselves so that people like this never want to run away from every problem in their work. Based on the description above, the following hypothesis can be derived:

*H6: It is suspected that leadership style has a significant influence on employee performance through job satisfaction as an intervening variable at the Kerinci Regency Regional Secretariat.*

According to (Robbins & Judge, 2020) strong organizational culture tends to show a relationship with good organizational performance. Organizational culture is an even more important factor in determining the success or failure of an organization. Organizational

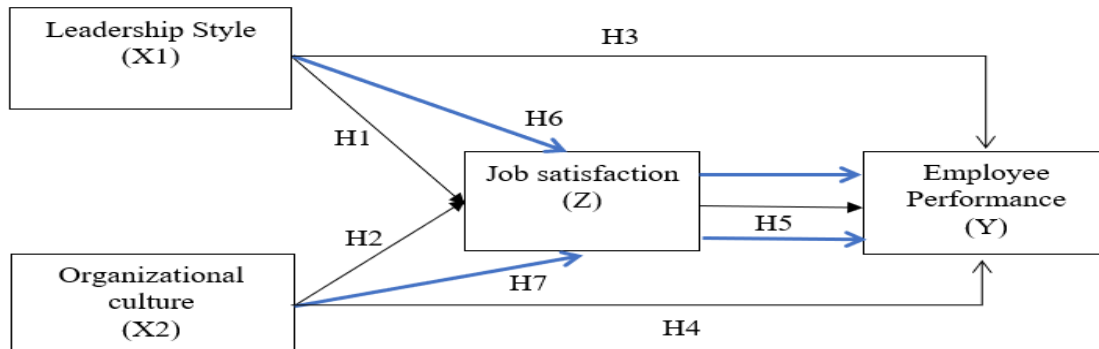
culture develops easily in organizations filled with rational and intelligent people, so that organizational culture can be created to further improve performance.

Employee performance is a measure or assessment of how well an employee carries out the tasks and responsibilities given in their job. Job satisfaction is important for individual well-being and can affect employee performance, motivation, and retention rates in an organization. When employees are satisfied with their jobs, they tend to be more productive and

committed to the company. Based on the description above, the following hypothesis can be derived:

*H7: It is suspected that organizational culture has a significant influence on employee performance and job satisfaction as an intervening variable at the Kerinci Regency Regional Secretariat.*

Based on theoretical studies and a review of previous research, a framework of thought can be put forward as shown in the image below:



**Figure 1. Conceptual Framework**

**2. Method**

The object of this research is all employees. The Regional Secretariat of Kerinci Regency is the agency that provides the data and information needed to support this writing. The research results obtained can be used as a description of information in efforts to determine policies to improve employee performance at the Regional Secretariat of Kerinci Regency. This research is planned for a period of four months, namely November to February 2025.

A variable is a variable that influences or causes changes or the emergence of dependent variables. The independent variables used in this study are leadership style (X1) and organizational culture (X2). The dependent variable is a variable that is influenced by or that is the result of the independent variable. The dependent variable used in this study is employee performance (Y). The intervening variable in this study is job satisfaction (Z).

**Table 1. Operational Definition of Research**

Variables	Operational Definition of Variables	Indicator
Employee Performance (Y)	Employee performance is work achieved by a person or group of people in an organization, following their respective authorities and responsibilities to achieve goals..	1. Quantity. 2. Quality. 3. Cooperation. 4. Responsibility. 5. Initiative.
Job Satisfaction (Z)	Job satisfaction is a person's attitude and feelings of satisfaction with their work. Feelings related to work that involve various aspects such as salary received, career development opportunities, relationships with coworkers, job placement, type of work, and the environment or conditions of the workplace, and leaders provide direction to their employees.	1. Challenging job. 2. Working conditions are supportive. 3. Decent salary or wages. 4. Personality and job compatibility. 5. Supportive coworkers.

Variables	Operational Definition of Variables	Indicator
Leadership Style (X1)	Leadership is the ability that a person has to influence others to work together to achieve goals and objectives.	1. Leader's relationship with subordinates. 2. The willingness of leaders to accept suggestions from subordinates. 3. The willingness of leaders to help overcome subordinates' difficulties. 4. The willingness of leaders to delegate their authority to subordinates. 5. The willingness of leaders to accept changes that occur in the implementation of work.
Organizational Culture (X2)	Organizational culture is a system of values, beliefs, and habits within an organization that interact with the formal system structure to produce norms of organizational behavior.	1. Awareness. 2. Aggressiveness. 3. Personality. 4. Performance. 5. Orientation.

Population is a complete collection of elements that is obtained by recording all the elements that are the object of research. (Masngudi, 2021). The population for the research is all employees in the Kerinci Regency Regional Secretariat, as many as 124 people. The research instrument used in this study is a questionnaire consisting of variables of leadership style (X1), work environment (X2), employee performance (Y), and job satisfaction (Z). The completion of the questionnaire was measured using a Likert scale. The data analysis method in this study uses the Structural Equation Modeling (SEM) tool using the Partial Least Squares (PLS) program, PLS is a Structural Equation Modeling (SEM) equation model with an approach based on

variance or component-based structural equation modeling.

### 3. Results and Discussion

Outer model testing is conducted based on the results of the questionnaire trials that have been conducted for all research variables. There are three criteria in the use of data analysis techniques to assess the outer model, namely Convergent Validity, Discriminant Validity, and Composite Reliability. In this study, the limit of Convergent Validity values is  $> 0.50$ . Based on the results of the outer model test using SmartPLS, the correlation values between the research variable statement items were obtained as follows:

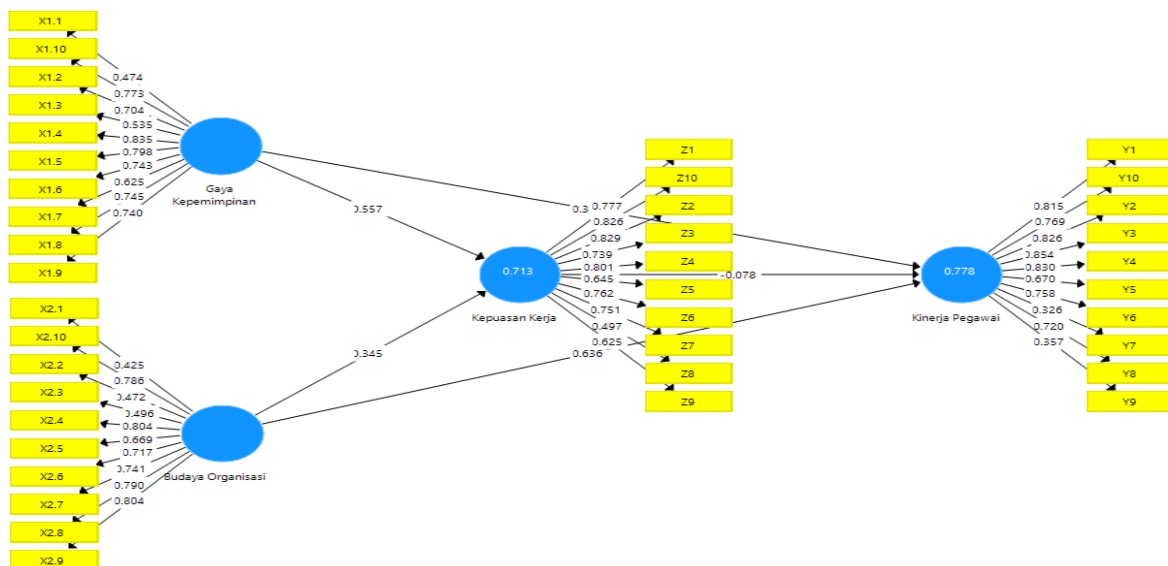
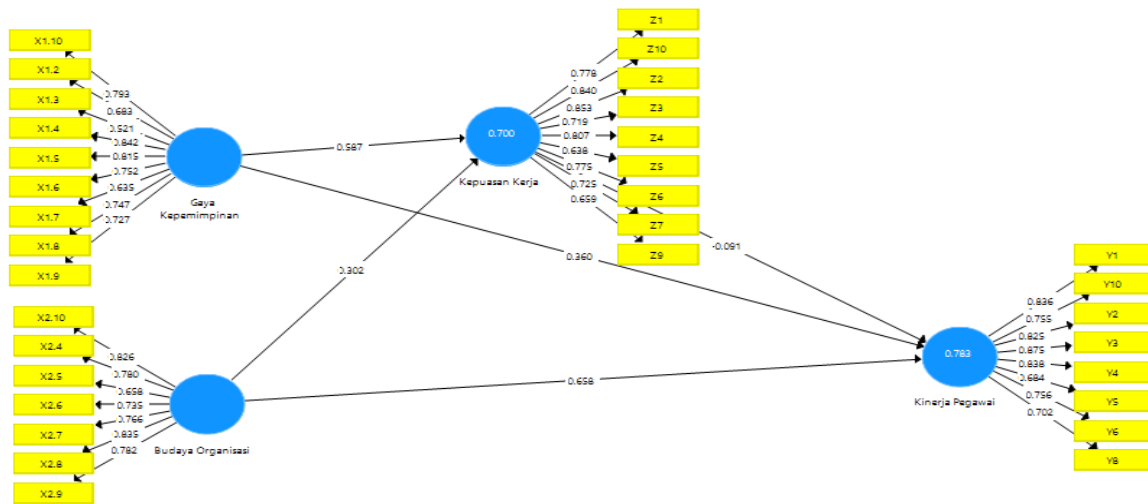


Figure 1. Outer Model Test Results Before Elimination

From Figure 4.1 at the development stage, the So, several indicators must be eliminated because there correlation of 0.50 to 0.60 is considered adequate or are values < 0.50. acceptable. In this study, acceptable values are > 0.50.



**Figure 2. Outer Model Test Results After Elimination**

Discriminant validity can also be seen by looking at the average variance extracted (AVE) value for each indicator, the required value must be > 0.50 for a good model.

**Table 1. Average Variant Extracted (AVE)**

Variables	AVE
Leadership Style (X1)	0.533
Organizational Culture (X2)	0.594
Job Satisfaction (Z)	0.575
Employee Performance (Y)	0.619

Source: SmartPLS Processing, 2025

Based on Table 1, it is known that the AVE value of the variables Employee Performance, Leadership Style, Organizational Culture and Job Satisfaction is > 0.50. Thus, it can be stated that each variable has good discriminant validity.

**Table 2. Construct Reliability and Validity Values**

Information	Cronbach' SAlpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Leadership Style (X1)	0.887	0.897	0.910	0.533
Organizational Culture (X2)	0.886	0.900	0.911	0.594
Job Satisfaction (Z)	0.907	0.916	0.923	0.575
Employee Performance (Y)	0.911	0.917	0.928	0.619

Source: SmartPLS Processing, 2025

Based on Table 2, the Cronbach alpha value above 0.70 will be evaluated through the R-Square value, to assess has been found, meaning that the level of data the influence of certain exogenous latent constructs on reliability has been good or reliable. Then the endogenous latent constructs, whether they have a composite reliability value of each construct > 0.70, so substantive influence, the following is the R-Square estimate: it can also be concluded that the level of data reliability estimate: has been good or reliable, the inner model assessment

**Table 3. R-Square Test Results**

Information	R-Square	R-Square Adjusted
Job Satisfaction (Z)	0.700	0.691
Employee Performance (Y)	0.783	0.773

Source: SmartPLS Processing, 2025

In Table 3, the R-Square value for the job satisfaction construct is 0.700 or 70%, indicating the magnitude of the influence given by leadership style and organizational culture in explaining or influencing job

satisfaction and the remaining 30% is influenced by other variables not examined by this study. Meanwhile, the R-Square value of the employee performance construct is 0.783 or 78.3%, which illustrates the magnitude of the influence received by the employee performance construct from the leadership style, organizational culture and job satisfaction constructs, and the remaining 21.7% is influenced by other variables not examined in this study. The following is the SmartPLS output result, which illustrates the estimated output for testing path coefficients:

**Table 4. Path Coefficient Results**

Hypothesis	Description	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Information
H1	Leadership Style (X1) > Job Satisfaction (Z)	0.587	0.526	0.188	3,127	0.001	Accepted
H2	Organizational Culture (X2) > Job Satisfaction (Z)	0.302	0.366	0.160	1,889	0.030	Accepted
H3	Leadership Style(X1) > Employee Performance (Y)	0.360	0.347	0.167	2,157	0.016	Accepted
H4	Organizational Culture (X2) > Employee Performance (Y)	0.658	0.631	0.111	5,950	0,000	Accepted
H5	Job satisfaction (Z) > Employee Performance (Y)	-0.091	-0.067	0.184	0.462	0.322	Rejected

Source: SmartPLS Processing, 2025

Based on the results of data testing using the SmartPLS were obtained, which can be seen in the following program tool, the results of specific indirect effects table:

**Table 5. Specific Indirect Effects Results**

Hypothesis	Description	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	TStatistics ( O/STDEV )	PValues	Description
H6	Leadership Style (X1) > SatisfactionWork (Y) > Employee Performance (Y)	-0.053	-0.021	0.118	0.451	0.326	Rejected
H7	Organizational culture (X2) > SatisfactionWork (Z) > Employee Performance	-0.027	-0.027	0.075	0.366	0.357	Rejected

Source: SmartPLS Processing, 2025

**The Influence of Leadership Style on Job Satisfaction**

Based on the test results using the SmartPLS tool there a isopositive and significant influence of leadership style on job satisfaction. Where the original sample coefficient value is 0.587, which is the magnitude of the influence of the leadership style construct on job satisfaction. Then, the t-statistic value > t-table 1.96 at alpha 5% or 3.127 > 1.96, the value is 0.001 < 0.05, then it can be obtained that H0 is rejected and H1 is accepted. In other words, there is a positive and significant influence of leadership style on job satisfaction. Leadership style has a very significant

influence on employee job satisfaction. Employee job satisfaction can be influenced by the way leaders manage the team, the communication built, and the support given to team members.

Employee job satisfaction is greatly influenced by the leadership style applied. A style that encourages participation, self-development, and open communication tends to increase job satisfaction (Babalola, 2016). Conversely, an authoritarian leadership style or one that pays little attention to employee welfare can decrease job satisfaction levels. Therefore, leaders need to adjust their leadership style to the needs of the team to create a more productive and satisfying work environment. The results of this study

are in line with research conducted by (Mustafa, 2021) shows that leadership style influences job satisfaction. This shows that if a leader's leadership is better and of higher quality, employee job satisfaction will be better.

### **The Influence of Organizational Culture on Job Satisfaction**

Based on the test results using the SmartPLS tool there a positive and significant influence of organizational culture on job satisfaction. The original sample coefficient value is 0.302, which is the magnitude of the influence of the organizational culture construct on job satisfaction. Then, the t-statistic value  $> t$ -table 1.96 at alpha 5% or 1.889  $> 1.96$ , the value is 0.030  $< 0.05$ , then it can be concluded that H0 is rejected and H2 is accepted.

In other words, there is a positive and significant influence of organizational culture on job satisfaction. Organizational culture has a major influence on employee job satisfaction. Organizational culture includes values, norms, habits, and ways of working that are accepted and implemented by all members of an organization. A healthy culture can create a supportive work environment, motivate employees, and increase job satisfaction. Conversely, a bad culture can cause job dissatisfaction and even hinder productivity.

A positive organizational culture that supports good values, open communication, employee appreciation, and a good work-life balance will greatly influence job satisfaction. Conversely, a culture that does not support and does not care about employee well-being can lead to dissatisfaction, decreased motivation, and even increased turnover rates. Therefore, organizations need to create and maintain a healthy culture to ensure high levels of job satisfaction and optimal productivity.

The results of this study are in line with research conducted by (Wibawa & Putra, 2020), (Mulyandi & Rusly, 2021), and (Vebrianis et al., 2021) shows that organizational culture has a significant influence on job satisfaction.

### **The Influence of Leadership Style on Employee Performance**

Based on the test results using the SmartPLS tool there is positive and significant influence of leadership style on employee performance. Where the original sample coefficient value is 0.360, which is the magnitude of the influence of the leadership style construct on employee performance. Then, the t-statistic value  $> t$ -table 1.96 at alpha 5% or 2.157  $> 1.96$ , the P-Values value is 0.016  $< 0.05$ , then it can be obtained that H0 is rejected and H3 is accepted.

In other words, there is a positive and significant influence of leadership style on employee performance. Leadership style has a significant influence on employee performance. Effective leaders can increase employee motivation, morale, and productivity, while leaders who are less effective or do not fit the needs of the team can have a negative impact on performance.

The leadership style applied in an organization has a major impact on employee performance. The right leadership style, which pays attention to employee needs and potential, can increase motivation, productivity, and performance quality (Iqbal et al., 2015). Conversely, an inappropriate or ineffective leadership style can decrease performance, cause dissatisfaction, and reduce productivity. Therefore, leaders need to adjust their leadership style to the characteristics of the team and the situation to achieve optimal results.

The results of this study are in line with research conducted by (Baskoro et al., 2021) shows that leadership has a positive and significant influence on employee performance. However, the results of research conducted by (Ridwan & Hamelinda, 2021) shows that leadership does not have a significant effect on employee performance.

### **The Influence of Organizational Culture on Employee Performance**

Based on the test results using the SmartPLS tool, there is a positive and significant influence of organizational culture on employee performance. The original sample coefficient value is 0.658, which is the magnitude of the influence of the organizational culture construct on employee performance. Then, the t-statistic value  $> t$ -table 1.96 at alpha 5% or 5.950  $> 1.96$ , the P-value is 0.000  $< 0.05$ , then it can be concluded that H0 is rejected and H4 is accepted.

In other words, there is a positive and significant influence of organizational culture on employee performance. Organizational culture plays a vital role in shaping employee performance in an organization. It encompasses the values, norms, habits, and ways of working that are generally accepted by members of the organization. When organizational culture supports positive and productive behavior, it enhances employee performance, while an unhealthy culture can decrease motivation, engagement, and performance.

A positive organizational culture greatly influences employee performance. Organizations that create a culture that supports open communication, employee appreciation, career development opportunities, and work-life balance tend to perform better. Conversely, a culture that is negative, unfair, or full of stress and

unhealthy competition can reduce employee motivation and performance. Therefore, organizations need to build and maintain a culture that supports optimal employee performance. The results of this study are in line with research conducted by (Andyani & Tirtayasa, 2020) and (Lisdiana, 2019) shows that organizational culture has a positive and significant influence on employee performance.

### **The Influence of Job Satisfaction on Employee Performance**

Based on the test results using the SmartPLS tool there is a negative and insignificant influence of job satisfaction on employee performance. The original sample coefficient value is -0.091, which is the magnitude of the influence of the job satisfaction construct on employee performance. Then, the t-statistic value <t-table 1.96 at alpha 5% or 0.462 <1.96, the P-value value 0.322> 0.05 can be obtained, H0 is accepted and H5 is rejected.

In other words, there is a negative and insignificant influence of job satisfaction on employee performance. Employee performance is not only influenced by their level of job satisfaction, but also by external factors such as economic conditions, organizational policies, or personal problems. For example, employees who are satisfied with their jobs may face external pressures that interfere with their performance, such as financial problems or family problems.

Every employee has a different response to job satisfaction. Some employees may be highly motivated by factors such as recognition and rewards, while others may be more motivated by other aspects, such as salary, job stability, or growth opportunities (Chatzoglou et al., 2024). Therefore, even if an employee is satisfied with some aspects of their job, their performance will not necessarily improve if they are less interested in other factors that affect their performance.

The results of this study are not in line with research conducted by (Pandaleke, 2019) shows that job satisfaction has a positive and significant influence on employee performance.

### **The Influence of Leadership Style on Employee Performance through Job Satisfaction**

Based on the test results using the SmartPLS tool, there is no significant influence of leadership style on employee performance through job satisfaction. Where the original sample coefficient value is -0.053, which is the magnitude of the influence of the leadership style construct on employee performance through job satisfaction. Then, the t-statistic value <t-table 1.96 at

alpha 5% or 0.451 <1.96, the P-Values value 0.326> 0.05, then it can be obtained that H0 is accepted and H6 is rejected.

In other words, there is no significant influence of leadership style on employee performance through job satisfaction. Although leadership style can affect employee performance, job satisfaction is not a factor that bridges the relationship. In this case, although there is an influence of leadership style on job satisfaction, this influence does not automatically improve employee performance through job satisfaction.

If job satisfaction does not mediate the effect of leadership style on employee performance, this suggests that leadership style can affect performance directly without necessarily changing levels of job satisfaction. An effective leadership style may motivate employees to work harder, achieve higher goals, and produce better performance, even though it does not necessarily increase their job satisfaction. This underscores the importance of a multifaceted approach to management, in which effective leadership, individual skills, and other factors play a role in determining employee performance.

### **The Influence of Organizational Culture on Employee Performance through Job Satisfaction**

Based on the test results using the SmartPLS tool, there is a negative and insignificant influence of organizational culture on employee performance through job satisfaction. The original sample coefficient value is -0.027, which is the magnitude of the influence of the organizational culture construct on employee performance through job satisfaction. Then, the t-statistic value <t-table 1.96 at alpha 5% or 0.366 <1.96, the P-Values value 0.357> 0.05, then H0 is accepted and H7 is rejected.

In other words, there is a negative and insignificant influence of organizational culture on employee performance through job satisfaction. Although organizational culture can affect employee performance, job satisfaction is not an intermediary factor that bridges the influence. This means that although a good organizational culture can have an impact on employee performance, the influence does not need to be through job satisfaction.

If job satisfaction does not mediate the effect of organizational culture on employee performance, this suggests that although organizational culture has a significant effect on employee behavior and performance, this effect does not necessarily occur through job satisfaction. Organizational culture can directly affect performance through the formation of supportive values, norms, and work practices, even

when employee job satisfaction does not increase. Therefore, organizations need to understand that although job satisfaction can be a supporting factor, a strong organizational culture that is aligned with the organization's goals will be more influential in improving employee performance

#### 4. Conclusion

Based on the discussions in the previous chapters, several conclusions can be drawn regarding the influence of leadership style and organizational culture on employee performance at the Regional Secretariat of Kerinci Regency. First, leadership style significantly influences job satisfaction, indicating that the way leaders interact with and guide their employees plays a crucial role in shaping their attitudes toward work. Similarly, organizational culture has a significant impact on job satisfaction, suggesting that the values, norms, and atmosphere within the institution affect how satisfied employees feel in their roles.

Furthermore, both leadership style and organizational culture have a direct and significant influence on employee performance, reinforcing the idea that effective leadership and a supportive organizational environment are key drivers of productivity. However, job satisfaction itself does not significantly impact employee performance, nor does it mediate the effect of leadership style or organizational culture on performance. This implies that while job satisfaction is important, it may not serve as a strong intermediary in translating leadership and culture into performance outcomes in this specific organizational context.

Based on these conclusions, several recommendations are proposed for the Regional Secretariat of Kerinci Regency. First, leaders need to adapt their leadership style to suit the needs of employees and team dynamics. Embracing a transformational or participative leadership style can inspire and motivate employees, thereby enhancing job satisfaction and, in turn, performance. Improving communication and fostering employee engagement in decision-making processes are also crucial. Open dialogue and inclusive planning increase trust and a sense of ownership, which positively affect both satisfaction and performance.

Recognizing and rewarding employee achievements can also boost motivation and engagement. Such appreciation may take the form of verbal recognition, performance incentives, or professional development opportunities. Additionally, it is important to prioritize career and skills development by offering training and clear pathways for growth, as this will elevate employees' sense of purpose and satisfaction.

Creating a positive, inclusive, and emotionally supportive work environment will contribute

significantly to employee well-being and productivity. Leaders should ensure a healthy work-life balance by providing flexibility and supporting employees' physical and mental health. Furthermore, encouraging active participation in decision-making processes helps embed a culture of shared responsibility and commitment. Strengthening the organization's values and vision, and consistently integrating them into daily operations, will also give employees a clearer sense of direction and purpose.

For future researchers, several suggestions are offered. It is recommended to explore different dimensions of leadership styles, such as transformational, transactional, participative, and authoritarian, and analyze how each uniquely impacts job satisfaction and performance. Utilizing mediation models can provide a more nuanced understanding of the role of job satisfaction as a potential intermediary. Additionally, future studies should adopt broader performance indicators, including innovation, work quality, and task completion speed, and assess job satisfaction across various dimensions like relationships with supervisors, colleagues, and the work environment.

Lastly, employing a mixed-methods approach combining quantitative data with qualitative insights will enrich the understanding of how leadership and organizational dynamics influence employee satisfaction and performance. Through such comprehensive approaches, deeper insights can be gained into the complex interplay between leadership, culture, and employee outcomes in public institutions like the Kerinci Regency Regional Secretariat.

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