



Driving performance through leadership and culture: The job satisfaction connection

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ABSTRACT

The high employee turnover over several years at PT Jatianom Indah Farm has had an impact on the organization's ability to optimize sales so that it can maintain its position in the market. Therefore, companies need to review employee satisfaction which is influenced by the leadership style and organizational culture within the company. Employee satisfaction is also influenced by employee performance. This study aims to examine the influence of leadership style and organizational culture on employee performance, with employee job satisfaction as a mediating variable. Using a quantitative approach, data were collected through a Likert-scale questionnaire with a 100% response rate from 110 participants. Structural Equation Modeling (SEM) was employed to analyze the outer model, inner model, and hypotheses. The results show that leadership style and organizational culture significantly affect employee performance, and both variables also significantly influence employee job satisfaction. Furthermore, employee job satisfaction significantly impacts employee performance and mediates the relationship between leadership style and employee performance. However, employee job satisfaction does not mediate the relationship between organizational culture and employee performance. Improving employee satisfaction is expected to reduce employee turnover within the company.

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1. INTRODUCTION

PT Jatianom Indah Farm is a company that was founded from 1970 until now and operates in the field of egg-laying chicken farming. PT Jatianom Indah Farm is a laying hen farm located in Blitar, East Java. The livestock industry has relatively high competition. To face this competitive competition, companies must have the ability to differentiate themselves from the competition in order to maintain their position (Susan, 2019). It is important to know the relationship between leadership style, organizational culture, and job satisfaction in the context of the livestock industry because it directly affects productivity, employee retention, and product quality. The often challenging working environment in this industry, such as heavy physical working conditions and biological risks, requires adaptive leadership and a supportive organizational culture to create employee well-being and

increase their motivation. In addition, effective leadership styles and a culture that encourages innovation help the industry adapt to technological changes, improve operational efficiency, and ensure compliance with regulations related to animal welfare and occupational safety. This not only impacts the quality of production and stakeholder relationships, but also provides a competitive advantage for companies, allowing them to survive and compete effectively in an increasingly dynamic and competitive business world.

Rahmadani & Qomariah (2022) explain that human resources are a crucial asset in a company that can help the company maintain its position in the face of competitive business competition. The company certainly tries to make maximum efforts to maintain employee performance because employees are one of the company's assets which is very important in helping the company achieve its vision and mission. Sugiyono (2019), Nurindah et al. (2021), Eliza & Andria (2022) explain that employee performance can be measured by the following indicators: (1) quality, (2) quantity, (3) punctuality, and also (4) effectiveness.

One of the factors that influences the level of employee performance in an organization is the leadership style (Al et al., 2021; Surya & Setyawati, 2021). Leadership style will develop and direct employees' potential and abilities to achieve and even exceed organizational goals (Paais & Pattiruhu, 2020; Supartiningsih et al., 2024). Feri et al., (2020) explains that leadership is a process of a person's activities to move others by leading, guiding, influencing others to do something in order to achieve the expected results. (Kartono, 2008) dan (Wasiman, 2018) in their research said that there are six indicators of leadership style, including: (1) ability to make decisions, (2) ability to motivate, (3) communication skills, (4) ability to control subordinates, (5) responsibility, and (6) ability to control emotions. The leadership style used by PT Jatinom Indah Farm reflects the leader's lack of firmness when dealing with mistakes made by employees. It was found that there were several managers who were unable to provide sanctions against employees who made mistakes for humanitarian reasons or sanctions were given for mistakes that could not be made. Being tolerated does not have a deterrent effect so that employees will make mistakes over and over again. This means that an effective leadership style is needed that prioritizes a leader who is fast, responsive and firm in resolving every problem that exists within the company.

Leadership style is not one of the factors that can influence employee performance (Mwesigwa et al., 2020); (Murali & Aggarwal, 2020). Organizational culture was found to have a strong effect on employee performance (Prahasti & Wahyono, 2018)(Nur et al., 2022). (Cahyani & Yunus, 2022) stated that organizational culture is the result of merging the cultural styles and/or behaviors of each individual that were previously brought into new norms, (Robbins & Timothy, 2018) revealed that there are several indicators, including: (1) innovation and risk taking, (2) paying attention to every problem in detail, (3) oriented towards the results to be achieved, (4) oriented towards all employee interests, (5) oriented towards all team interests, (6) aggressive at work, and (7) maintaining work stability. The organizational culture that has been implemented by PT Jatinom Indah Farm is professionalism, integrity and religion. Culture as the identity of a company is tried to be applied as optimally as possible to the company so that it can be implemented and have an impact on the company. The company also provides outreach regarding culture through information walls and presentations at meetings which it hopes will serve as reminders for employees. This is done as a form of the company's efforts so that the culture within the company can run optimally which can have an impact on increasing employee job satisfaction.

Job satisfaction is directly proportional to employee performance, so employees who have a high level of satisfaction will also have high loyalty to the company ((Palinggi & Mawardi, 2020); (Indriawati et al., 2022); (Syamriati et al., 2022)(Wua et al., 2022). Job satisfaction is the attitude or behavior of employees regarding work related to the scope of the work environment, work culture, teamwork, salary or rewards received, and matters related to psychology (Alparedi & Toni, 2021); (Mukmin & Prasetyo, 2021); (Paparang et al., 2021). (Purnomo et al., 2020) put forward indicators to measure job satisfaction including: (1) work, (2) wages, (3) career level, (4) supervisors, and (5) coworkers. Leadership style is a consistent pattern of behavior that characterizes a leader ((Trisnowati,

2018). (Feri et al., 2020) and (Rivaldo et al., 2020) stated that leadership style had the most positive and significant effect on employee performance. (Purnomo et al., 2020) found that leadership style had an effect on employee performance and also stated that another factor that agencies had to consider in maintaining and improving employee performance was by providing job satisfaction for each employee. It can be concluded that job satisfaction is a benchmark felt by employees towards a job regarding things that are in accordance and not in accordance with what they feel.

Organizational culture is shared values, principles, traditions, and ways of doing things that influence the way members of an organization act (Cahyani & Yunus, 2022); (Malini & Handayani, 2022). Employee job satisfaction is an individual's general attitude towards their work which shows the difference between the amount of rewards received by workers and the amount they believe they should receive. Some important factors that bring more job satisfaction are the first is a job that provides opportunities to use skills, and feedback on how well employees work and how employee working conditions are, both in terms of personal comfort and ease of doing work, which is related to how the culture and work environment are ((Purnomo et al., 2020). (Himawan et al., 2019) dan (Purnomo et al., 2020) found that employee satisfaction has succeeded in becoming an intervening variable in the relationship between organizational culture and employee performance. This study was conducted to improve employee performance by looking at the influence of leadership style and corporate culture as well as the role of employee satisfaction as an intervening variable so that would give important results for PT Jatianom Indah Farm. This study also contributed to Human Resource Management (HRM) theory and practice by highlighting the intricate interplay between leadership, organizational culture, and employee satisfaction in driving performance. Theoretically, it expands leadership models by emphasizing specific styles that enhance job satisfaction and integrates culture as a mediator, offering deeper insights into engagement and performance frameworks. Practically, the findings can inform human resource strategies in leadership development, cultural alignment, job design, and retention programs, emphasizing data-driven and employee-centric approaches. By positioning job satisfaction as a key link between leadership and performance, your research underscores HR's strategic role in fostering sustainable success through empowered leadership, inclusive culture, and motivated employees.

2. RESEARCH METHOD

This research used descriptive quantitative research. (Sugiyono, 2019) explains that quantitative research is research whose analysis is based on using numbers in statistics. The aim of quantitative approach research is to test established hypotheses, revise existing theories and implement information obtained from scientific methods (Sugiyono, 2019). (Sugiyono, 2019) explains that descriptive quantitative research is a research method that describes and explains independent variables to analyze their influence on the dependent variable. This study was conducted in PT Jatianom Indah Farm which had high employee turnover in several time, and it was still interesting because there were inconsistency in the results of previous studies about the relationship between leadership style, organizational culture, and job satisfaction.

The population used in this research was all employees of PT Jatinom Indah Farm, totaling 879 employees. The sampling technique in this research used probability sampling. (Sugiyono, 2019) explains that probability sampling is a sampling technique that provides equal opportunities for each member of the population to be selected as a sample. The method used is the stratified random sampling method. Determining the sample size is influenced by the size of the known population. (Hair et al., 2017) explained that to determine the sample size through the number of question items in the questionnaire, by multiplying the number of question items five times so that the sample in this study was 110 respondents.

The data source used in this research is a primary data source obtained from questionnaires collected directly from employees of PT Jatinom Indah Farm. Likert scale answer indicators for quantitative analysis purposes can be scored in the range of 1 up to 5. To ensure the validity and reliability of the data obtained from the 1-5 Likert scale questionnaire, this study employed several

rigorous procedures. The validity test included content validity, ensuring that the questionnaire items comprehensively covered the dimensions being measured, and construct validity, which was assessed using factor analysis methods. For reliability testing, the Cronbach's Alpha coefficient was calculated to evaluate the internal consistency of the items, ensuring that they reliably measured the intended constructs. Furthermore, the questionnaire items were adapted from prior studies that had already undergone thorough validity and reliability testing, thereby reinforcing the robustness and credibility of the measurement instrument. This research uses the Structural Equation Modeling (SEM) method, which can provide predictions regarding the relationship between the dependent variable and the independent variable (Ghozali, 2018). This method is to help researchers to confirm theories and to explain whether or not there is a relationship between latent variables.

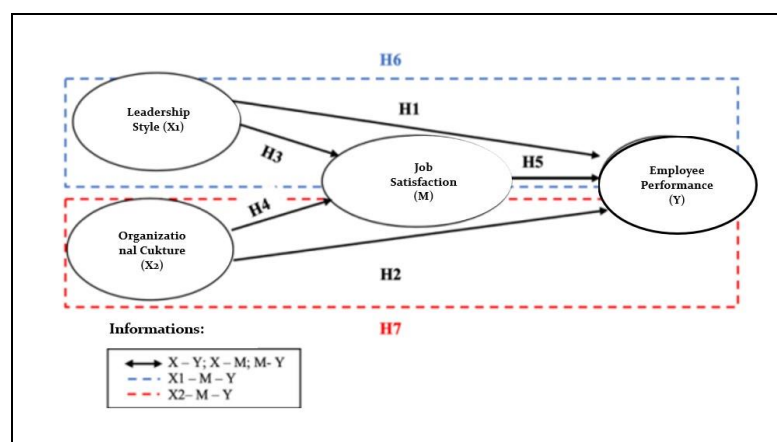


Figure 1. Research framework

3. RESULTS AND DISCUSSIONS

Based on the questionnaire that was distributed, the following respondent data was obtained: 73.6% of respondents were men and 26.4% of respondents were women. As many as 1.8% of respondents were aged between 21-25 years, as many as 28.22% of respondents were aged 26-30 years, as many as 50.9% of respondents were aged 31-40 years, and as many as 19.1% of respondents were aged more than 40 years. Respondents in managerial positions were 8.2%, staff positions were 67.3%, and 24.5% were in positions responsible for farming. Respondents who had worked for less than 1 year were 1.8%, while 28.2% had worked between 1-5 years, then 50.9% had worked between 6-10 years, and 19.1% had worked more than 10 years. For education, 40.9% of respondents had a high school education and 59.1% had a bachelor's degree.

The average value of the leadership style variable is 4.097. This value is included in the strongly agree category, which means that company leaders have good ways of making decisions and solving problems. The average standard deviation is 0.605. This value is relatively low for standard deviation. This indicates that there are variations in answers from respondents regarding leadership style. Some respondents agreed with the leadership style in the company and some did not. The largest indicator value of leadership style is X_{1.1} with a value of 4.227. The results of this research show the level of respondents who agree that their leaders can make decisions on every problem. The smallest standard deviation value is X_{1.2} with a value of 0.531, so it can be concluded that there are more and more respondents with assessments close to the average value of X_{1.2}.

The average value of the Organizational Culture variable is 3.922, which means that the respondents' assessment of organizational culture is agree. These figures show that people strongly agree that organizational culture is an important thing for respondents. The average standard deviation is 0.589 which means low. This value interprets that the respondent has an answer that is relatively close to the average, namely that the respondent agrees that the respondent approves of the organizational culture implemented in the company. The highest average indicator value for the

organizational culture variable is $X_{2,6}$ with a value of 4.00. This shows that employees feel that the company has succeeded in creating a positive competitive climate. The lowest standard deviation value for organizational culture is $X_{2,6}$ too. This indicates that respondents have relatively homogeneous opinions regarding a positive competitive climate as part of organizational culture.

The average value of the employee job satisfaction variable is 4.110, which means agree. This indicates that the respondent agrees that the respondent has felt job satisfaction. The average standard deviation value is 0.522, which indicates that respondents have a tendency to answer questionnaires with low variance. This indicates that respondents quite agree that job satisfaction is important for respondents which has an impact on the respondent's performance within the company. The highest average indicator value for the employee job satisfaction variable was found in M_1 with a value of 4.218. This indicates that employee job satisfaction is largely formed from the company's ability to provide work that matches the abilities and expectations of its employees. The lowest standard deviation value of the indicator of the job satisfaction variable is M_1 with a standard deviation of 0.474. This indicates that respondents have relatively the same view regarding the work provided by the company as being in line with the expectations and abilities of its employees.

The average value for the Employee Performance variable is 3.74, which means that respondents who are employees in an organization agree that employee performance is important for the sustainability of a company. The average value of the standard deviation is 0.751 which shows a quite large number. This standard deviation proves that employee performance is influenced by all the work done by each individual in the company. The highest average indicator value is Y_4 with a value of 3.773. This value indicates that the majority of respondents have a performance that utilizes the facilities provided by the company. The lowest standard deviation value is in the Y_1 indicator with a standard deviation value of 0.700. This indicates that respondents have relatively the same answer regarding the quality achievement of each individual which is in accordance with what has been determined by the company. The results of the validity test of leadership style, organizational culture, employee performance and employee job satisfaction have an item value of more than 0.7, so in accordance with the basis for test decision making by (Ghozali, 2018), all statement items in the questionnaire are valid. Reliability test that each instrument of each statement of the variable (leadership style, organizational culture, employee performance, and employee job satisfaction) has a Cronbach alpha value > 0.7 which means that each variable used in this study is reliable and can be used.

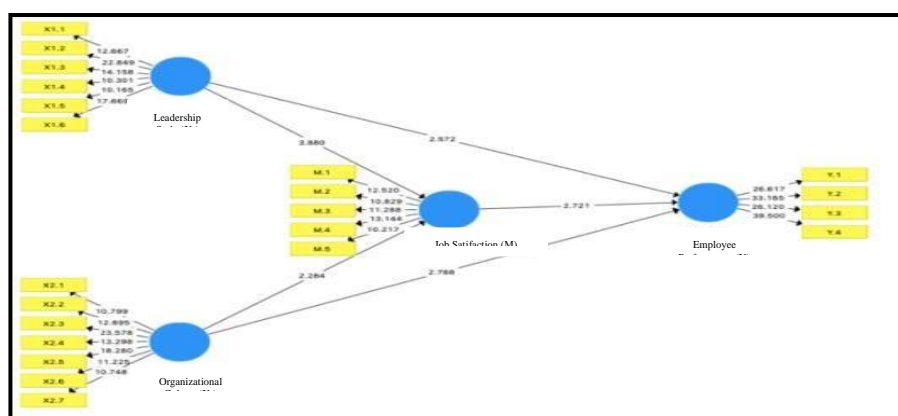


Figure 2. Hypothesis testing

The results of the structural model test, R^2 of the job satisfaction variable is 0.290, meaning that the variation in changes in the mediating variable that can be explained is 29% and the remaining 71% is influenced by other variables outside this study. While for the employee performance variable has an R^2 of 0.423, meaning that the variation in changes in the dependent

variable that can be explained is 42.3% and the remaining 57.7% is influenced by other variables outside this study.

Table 1. Hypothesis testing

Hypothesis	T Statistic	P Values	Result
Leadership style → employee performance	2.572	0.010	Supported
Organizational culture → employee performance	2.788	0.006	Supported
Leadership style → job satisfaction	3.887	0.000	Supported
Organizational culture → job satisfaction	2.284	0.023	Supported
Job Satisfaction → employee performance	2.721	0.007	Supported
Leadership style → job satisfaction → employee performance	1.989	0.047	Supported
Organizational culture → job satisfaction → employee performance	1.763	0.079	Not Supported

Source: Primary data processed, 2024

The findings indicate a coefficient value of 0.299, a p-value of 0.010, and a t-statistic of 2.572. Since the p-value (0.010) is below the threshold of 0.05 and the t-statistic (2.572) exceeds the t-table value of 1.960, it can be concluded that Leadership Style significantly influences Employee Performance. Thus, the hypothesis stating that Leadership Style affects Employee Performance is supported. These results align with previous studies, such as (Feri et al., 2020), which found that a leader's leadership style positively impacts employee performance within organizations. Similarly, (Cahyani & Yunus, 2022) reported a significant relationship, indicating that the application of an effective leadership style contributes to improved employee performance.

The findings in this study show that the majority of the age range of PT employees. Jatinom Indah is 30-40 years old, this affects each employee's performance because this age is a mature and adult age that tends to have more stable emotions in receiving direction. The length of service of employees in this study mostly worked in the company for more than 5 years, this affects each employee's performance because of the leadership. The analysis reveals a coefficient value of 0.277, a p-value of 0.006, and a t-statistic of 2.788. Since the p-value (0.006) is below the 0.05 significance level and the t-statistic (2.788) exceeds the t-table value of 1.960, it confirms that Organizational Culture significantly influences Employee Performance. Therefore, the hypothesis stating that Organizational Culture impacts Employee Performance is supported. The results of this study are in line with research conducted by (Purnomo et al., 2020) who stated in their research that a strong organizational culture will also have a good influence on the performance of company employees. Employees who work in a supportive cultural environment will have maximum performance. The majority of respondents in this study were 30-40 years old, where at that age, employees are more obedient to company regulations, so that corporate culture can be realized, in addition, there was also a relationship between employee tenure and employee performance, where a person's tenure will determine individual achievement which is the basis for organizational achievement and performance.

The findings of this study show a coefficient value of 0.382, a p-value of 0.000, and a t-statistic of 3.887. Since the p-value (0.000) is below the 0.05 significance level and the t-statistic (3.887) exceeds the t-table value of 1.960, it can be concluded that Leadership Style significantly influences Employee Job Satisfaction. Therefore, the hypothesis stating that Leadership Style affects Employee Job Satisfaction is supported. The test results in this study are supported by research conducted by (Cahyani & Yunus, 2022), a good leadership style will result in satisfaction felt by employees towards leaders in creating a conducive working climate. The results of this study indicate that there is a significant relationship between age and job satisfaction, meaning that the older the employee, the higher the level of job satisfaction. Employees with older ages usually no longer think about looking for work elsewhere. Employees feel that they can no longer be accepted if they apply for work because of age factors (Prahasti & Wahyono, 2018).

The results of this study indicate a coefficient value of 0.242, a p-value of 0.023, and a t-statistic of 2.284. As the p-value (0.023) is below the 0.05 significance threshold and the t-statistic (2.284) surpasses the t-table value of 1.960, it can be concluded that Organizational Culture has a

significant influence on Employee Job Satisfaction. Therefore, the hypothesis stating that Organizational Culture affects Employee Job Satisfaction is supported. Research conducted by (Feri et al., 2020) supports the results of this study, where companies that have a strong organizational culture can foster job satisfaction in employees. The stronger the culture formed in the company, the higher the job satisfaction will be. The findings of this study indicate a coefficient value of 0.237, a p-value of 0.007, and a t-statistic of 2.721. Given that the p-value (0.007) is below the 0.05 significance level and the t-statistic (2.721) is greater than the t-table value of 1.960, it can be concluded that Employee Job Satisfaction has a significant impact on Employee Performance. Therefore, the hypothesis stating that Employee Job Satisfaction influenced Employee Performance is supported.

These findings are consistent with research by (Feri et al., 2020), which indicates that employee satisfaction has a significant impact on employee performance within organizations. Similar research was conducted by (Fidyah & Setiawati, 2019) which stated that employee satisfaction is a view related to how the employee is. The more satisfied employees are with a job, the better the employee's performance. The findings in this study, the average length of service of PT Jatinom Indah Farm employees is above 5 years, usually job satisfaction is expressed in attitudes, for example being more loyal to the company, working well, highly dedicated to the organization and complying with regulations and other attitudes that are positive. The findings of this study show a coefficient value of 0.090, a p-value of 0.047 and a t-statistic of 1.989. The p-value of 0.047 is less than 0.05 and the t-statistic value of 1.989 is more than the t-table of 1.960. These results indicate that Leadership Style has an effect on Employee Performance through Employee Job Satisfaction, so the hypothesis that Leadership Style has an effect on Employee Performance through Employee Job Satisfaction is supported. The results of this study are supported by research conducted by (Purnomo et al., 2020) which states that leadership style has a significant effect on employee performance through employee satisfaction. The leadership style applied in the company will shape the assessment or views of employees regarding how the work is so that it causes employee satisfaction or dissatisfaction with the work which will have an impact on how the employee performs. A person's length of service will determine individual achievement which is the basis for organizational achievement and performance. The longer a person works in an organization, the higher the level of individual achievement will be. Each employee receives a performance allowance, the amount of which is determined based on their performance. Thus, the longer the employee's tenure, the higher the income they get, so that their job satisfaction will also increase.

The results of this study indicate a coefficient value of 0.057, a p-value of 0.079, and a t-statistic of 1.763. Since the p-value (0.079) is greater than the 0.05 significance level and the t-statistic (1.763) is below the t-table value of 1.960, it can be concluded that Organizational Culture does not significantly affect Employee Performance through Employee Job Satisfaction. Therefore, the hypothesis stating that Organizational Culture influences Employee Performance through Employee Job Satisfaction is not supported. The results of this study contradict the research conducted by (Purnomo et al., 2020) which states that employee satisfaction was found to be an intervening variable between the relationship between organizational culture and employee performance. However, research conducted by (Hayuningtyas, 2017) supports this study. In his study, he found that employee satisfaction had no influence in mediating the relationship between organizational culture and employee performance. An interesting finding that caused this hypothesis to be rejected is due to several factors, including the majority of respondents having worked for more than 5 years, this causes organizational culture to underlie performance activities, so that whether or not employees are satisfied with their work will not affect the magnitude of the influence of the work culture in the company on performance. In addition, employee satisfaction at PT. Jatinom Indah Farm has been met well, so that employees will have a strong motivation to show performance results rather than rewards through job satisfaction. Job satisfaction referred to in this study is not only material, but various things that can influence such as, work environment, coworkers, career levels, jobs.

4. CONCLUSION

Based on data analysis and discussion, this study concludes that leadership style significantly affects employee performance, and organizational culture also has a significant effect on employee performance. Additionally, leadership style and organizational culture significantly influence employee job satisfaction. Employee job satisfaction significantly impacts employee performance and mediates the relationship between leadership style and employee performance, but it does not mediate the relationship between organizational culture and employee performance. The findings of this study have significant implications for human resource management at PT Jatinom Indah Farm and similar industries. Understanding the relationship between leadership style, organizational culture, and job satisfaction provides a foundation for developing leadership strategies that enhance employee welfare and productivity. These insights can also guide the creation of a collaborative and innovative organizational culture capable of adapting to technological and regulatory changes in the livestock sector. Additionally, the study highlights the importance of managing employee retention, reducing turnover, and fostering loyalty—key challenges in this industry. By implementing effective leadership and HR practices, companies can achieve sustainable competitive advantages, improve product quality, and strengthen their market position, offering valuable lessons for other businesses in similar fields. The findings and identified limitations provide valuable insights for future research. It is recommended that future studies involve respondents aged 31–40 years or older and ensure direct assistance during questionnaire completion to help respondents better understand the statements provided. Based on the research findings during data collection accompanied by field observations and further strengthened by several previous studies, it is known that job satisfaction is also influenced by other variables, such as employee motivation to work, employee engagement in the company, and work experience. Future studies also can explore other mediating variables, such as motivation, employee engagement, or organizational commitment, and include moderating variables like gender, education level, or work experience to gain deeper insights. Future research could focus on specific industries, such as manufacturing, healthcare, or technology, to examine how leadership style and organizational culture impact employee performance in different organizational contexts. Future research could conduct longitudinal studies to observe the long-term effects of leadership style and organizational culture on employee job satisfaction and performance over time.

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