

**THE INFLUENCE OF LEADERSHIP STYLE AND ORGANIZATIONAL
CULTURE ON EMPLOYEE PERFORMANCE, MEDIATED BY JOB
SATISFACTION
(A Study of Community Health Center Employees in Wonosobo Regency)**



Aji Nur Salim¹
Universitas Stikubank, Semarang, Indonesia
ajinur7074@mhs.unisbank.ac.id

Lie Liana²
Universitas Stikubank, Semarang, Indonesia
lieliana@edu.unisbank.ac.id

Abstract

This study aims to analyze the influence of leadership style and organizational culture on employee performance mediated by job satisfaction. The population is 803 employees of Community Health Centers in Wonosobo Regency. The number of samples was calculated using the Slovin formula and obtained a sample size of 100 employees. Sampling used a purposive sampling technique with the criteria of employees with permanent employee status (PNS, PPPK and BLUD) and a minimum education of high school. Data were processed using SPSS software version 27. Data analysis techniques include respondent descriptions, variable descriptions, validity tests, reliability tests, F tests, R² tests, t tests, and Sobel Tests. The results of the study stated that leadership style does not affect job satisfaction, organizational culture has a positive effect on job satisfaction, leadership style has a negative effect on employee performance, organizational culture has a positive effect on employee performance, and job satisfaction has a positive effect on employee performance, job satisfaction does not mediate the effect of leadership style on employee performance, and job satisfaction mediates the effect of organizational culture on employee performance.

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

INTRODUCTION

Primary healthcare is one of the pillars of health transformation, focused on meeting life-cycle health needs that are easily accessible and affordable at the individual, family, and community levels. The implementation of primary healthcare services is carried out in an integrated manner at Community Health Centers (Puskesmas), or within a network of Community Health Centers (Puskesmas). The success of primary healthcare delivery in a region depends heavily on the performance of Puskesmas employees (Ministry of Health of the Republic of Indonesia, 2024). Robbins, in Sulastiningtyas & Nilasari (2018), defines performance as something that can directly influence the improvement of the performance and satisfaction of each employee through adjustments and abilities possessed in their work. This definition emphasizes that performance is not only related to the volume of work completed, but also factors that directly influence performance.

The Community Health Center (Puskesmas) is managed as an independent Regional Public Service Agency (BLUD) established in each sub-district. Each leader and employee has different characteristics. The performance issues at the Puskesmas are the low achievement of national priority programs, namely free health checks (CKG) and several other health programs, as well as delays in program reporting to the Health Office. This indicates that the performance of Puskesmas employees is not yet optimal in maximizing their performance. Therefore, to achieve more optimal performance in terms of quantity and quality, it is assumed that several factors influence performance, including leadership style, organizational culture, and job satisfaction.

Schermer-horn in Edison et al. (2022) defines leadership style as the process of inspiring others to work hard to complete important tasks. Research by Hardiansyah et al. (2018), Irwan et al. (2020), Susanto et al. (2020), Mukmin and Prasetyo (2021), and Alam et al. (2021) shows that leadership style has a positive effect on employee performance. Meanwhile, Purnomo et al. (2022) and Boyas et al. (2022) stated that leadership has no significant effect on employee performance. Different results were shown by Yusuf (2016), Hendri and Kirana (2021), and Sugiono et al. (2021), who stated that leadership style has a negative effect on employee performance.

Robbins and Coulter in Edison et al. (2022) define organizational culture as shared values, principles, traditions, and ways of doing things that influence how organizational members act. Research by Hardiansyah et al. (2018), Arifin et al. (2022), Purnomo et al. (2022), Susanto et al. (2020), Boyas et al. (2022), Mukmin and Prasetyo (2021), and Alam et al. (2021) shows that organizational culture has a positive effect on employee performance. Meanwhile, Irwan et al. (2020), Sapta et al. (2021), and Paramita et al. (2020) state that organizational culture has no significant effect on employee performance.

Luthans, in Supriyanto and Maharani (2013), explains that job satisfaction is the result of employee perceptions of how well a person's work delivers what is considered important through their work results. Research by Irwan et al. (2020), Hardiansyah et al. (2018), Arifin et al. (2022), Mukmin and Prasetyo (2021), and Boyas et al. (2022) shows that job satisfaction has a positive effect on employee performance. Meanwhile, Purnomo et al. (2020) and Alamanda et al. (2022) state that job satisfaction has no significant effect on employee performance.

Research by Irwan et al. (2020), Hardiansyah et al. (2018), Alamanda et al. (2022), Mukmin and Prasetyo (2021), and Boyas et al. (2022) indicates that leadership style has a positive effect on job satisfaction. Meanwhile, Trijaya et al. (2023) stated that leadership style has no effect on job satisfaction.

Research by Hardiansyah et al. (2018), Putriana et al. (2015), Arifin et al. (2022), Trijaya et al. (2023), Mukmin and Prasetyo (2021), and Boyas et al. (2022) indicates that organizational culture has a positive effect on job satisfaction. Meanwhile, Irwan et al. (2020) stated that organizational culture has no effect on job satisfaction.

Previous research by Putra et al. (2024), Mukmin and Prasetyo (2021), and Riyadi (2019) revealed that job satisfaction mediates the influence of leadership style on performance. However, Alamanda et al. (2022) found conflicting results, showing that job satisfaction did not mediate the influence of leadership style on performance.

Research by Putra et al. (2024), Arifin et al. (2022), Da Silva et al. (2019), Paramita et al. (2020), Mukmin and Prasetyo (2021), and Sudrajat et al. (2022) showed that job satisfaction mediates the influence of organizational culture on employee performance.

Based on the above issues and the research gap identified in previous studies, this study aims to analyze the impact of leadership style and organizational culture on employee performance, mediated by job satisfaction. This study was conducted on community health center employees in Wonosobo Regency.

REVIEW OF LITERATURE

Leadership Style

Schermerhorn, in Edison et al. (2022), defines leadership style as the process of inspiring others to work hard to complete important tasks. Schermerhorn, in Edison et al. (2022), states that there are five dimensions of leadership style: having a clear and well-communicated business strategy, caring for members and the environment, stimulating members, maintaining team cohesion, and respecting differences and beliefs. Indicators of the dimension of having a clear and well-communicated business strategy include three: the leader has a clear and realistic business strategy, the business strategy is well-communicated to members, and members trust the leader to implement changes for the better. There are three indicators of the dimension of concern for members and the environment, namely providing attention and motivating member work, caring about every problem faced by members and paying attention to the environment and comfort of work. There are three indicators of the dimension of stimulating members, namely stimulating members to equip themselves with knowledge and skills in an effort to improve competence, stimulating members to have the determination to complete tasks thoroughly and inviting all members to be quality-oriented. There are two indicators for the dimension of maintaining team cohesion: encouraging members to work in a solid and harmonious team and resolving any conflicts between members appropriately. Meanwhile, there are two indicators for the dimension of respecting differences and beliefs: respecting every difference of opinion for the greater good and encouraging all members to respect differences and beliefs.

Organizational Culture

Robbins & Coulter, in Edison et al. (2022), explain organizational culture as shared values, principles, traditions, and ways of doing things that influence how members of an

organization act. Robbins, in Kharisma et al. (2019), states that there are seven dimensions of organizational culture: innovation and risk-taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability. The innovation and risk-taking dimension has four indicators: support and a work environment that encourages creativity, respect for organizational aspirations, consideration for organizational members in taking risks, and accountability for organizational members. The attention and detail dimension has two indicators: thoroughness in work and performance evaluation. The results orientation dimension has two indicators: achieved targets and work facilities. The people orientation dimension has three indicators: organizational attention to employee work comfort, organizational attention to recreation, and organizational attention to employee personal needs. The team orientation dimension has two indicators: cooperation among organizational members and tolerance among organizational members. The aggressiveness dimension has three indicators: freedom to provide suggestions, a competitive climate within the organization, and employees' willingness to strive for self-improvement. Meanwhile, there are two indicators of the stability dimension, namely organizational support in maintaining the status quo and work stability.

Job Satisfaction

Luthans, as cited in Supriyanto & Maharani (2013), defines job satisfaction as the result of employee perceptions of how well their work delivers what they perceive as important through their work. Luthans, as cited in Supriyanto & Maharani (2013), states that there are five dimensions of job satisfaction: the work itself, job-personality fit, pay and promotions, attitudes of coworkers, supervisors, and superiors, and work environment conditions. The job dimension itself has two indicators: employees are interested in the work they are given and the tasks and responsibilities assigned are in line with their abilities. The job-personality fit dimension has two indicators: employees feel happy in the organization because they feel the work is right for them and employees feel happy from the moment they start working. The pay and promotions dimension has two indicators: satisfaction with the salary offered and openness to all employees to obtain opportunities for promotion. The attitudes of coworkers, supervisors, and superiors have two indicators: a close kinship between coworkers and superiors, and leaders provide technical assistance, supervision, and attention to employees. Meanwhile, there are 2 indicators of the dimensions of work environment conditions, namely that coworkers can get along well with each other and the organization is well managed.

Employee Performance

Robbins, as cited in Sulastiningtyas & Nilasari (2018), states that employee performance directly influences the performance improvement and satisfaction of each employee through adjustments and abilities in their work. Robbins, as cited in Sulastiningtyas & Nilasari (2018), explains five dimensions of employee performance: quality, quantity, effectiveness, outcomes, and development opportunities. The quality dimension has three indicators: completing work according to established standards, minimizing problems in completing work, and completing work well and thoroughly. The quantity dimension has three indicators: the amount of work assigned by the agency, completing work beyond the established target, and taking initiative in achieving targets. The effectiveness dimension has three indicators: job satisfaction, paying attention to quality in accordance with technical instructions (SOPs) provided for completing work, and recognition for work results. The

final outcome dimension has three indicators: the amount of work expected to be completed, the ability to complete assigned work, and the delivery of final results. The development opportunity dimension has three indicators: demonstrating expertise, taking initiative in work, and having a career path.

Hypothesis Development

The Influence of Leadership Style on Job Satisfaction

Pella (2020) suggests that if an employee is satisfied with their work, they will be happy to carry out the tasks assigned to them. Because employees spend a significant amount of time at work, these factors need to be considered to increase employee satisfaction, thereby supporting performance and achieving organizational goals.

Research by Irwan et al. (2020), Hardiansyah et al. (2018), Alamanda et al. (2022), Mukmin and Prasetyo (2021), and Boyas et al. (2022) indicates that leadership style has a positive effect on job satisfaction. Based on this theory and empirical studies, the following hypothesis can be developed:

H1: Leadership Style has a positive effect on Job Satisfaction

The Influence of Organizational Culture on Job Satisfaction

Kreitner & Kinicki, in Putriana et al. (2015), stated that a favorable organizational culture will lead to job satisfaction among workers in carrying out their duties within an organization. This condition will then serve as a certainty and increase job satisfaction.

Research by Hardiansyah et al. (2018), Putriana et al. (2015), Arifin et al. (2022), Trijaya et al. (2023), Mukmin and Prasetyo (2021), and Boyas et al. (2022) shows that organizational culture has a positive effect on job satisfaction. Based on this theory and empirical studies, the following hypothesis can be developed:

H2: Organizational Culture has a positive effect on Job Satisfaction

The Influence of Leadership Style on Employee Performance

Performance within an organization is driven by all human resources within the organization, including both leaders and employees. Leadership and leadership style within an organization play a significant role in influencing employee performance. How leaders build relationships with employees, how they reward high-performing employees, and how they develop and empower their employees significantly impact the performance of their subordinates (Wibowo, 2017). Success and failure in achieving organizational goals can be determined by an individual's leadership style in managing all available resources. This leadership style determines the work environment (Suparyadi, 2015).

Schermerhorn, in Edison et al. (2022), defines leadership style as the process of inspiring others to work hard to complete important tasks. Research by Hardiansyah et al. (2018), Irwan et al. (2020), Susanto et al. (2020), Mukmin and Prasetyo (2021), and Alam et al. (2021) indicates that leadership style has a positive effect on employee performance. Based on this theory and empirical study, the following hypothesis can be developed:

H3: Leadership style has a positive effect on employee performance.

The Influence of Organizational Culture on Employee Performance

Organizational culture can influence the way members work and behave, thus forming habitual patterns of action and thought for all members of the organization in an effort to achieve organizational goals. Therefore, the ability to create an organization with a culture that can drive performance is essential (Wibowo, 2016).

Organizational culture is a pattern of shared beliefs, behaviors, assumptions, and values (Susanto in Edison et al., 2022). Research by Hardiansyah et al. (2018), Arifin et al. (2022), Purnomo et al. (2022), Susanto et al. (2020), Boyas et al. (2022), Mukmin and Prasetyo (2021), and Alam et al. (2021) shows that leadership style has a positive effect on employee performance. Based on this theory and empirical studies, the following hypothesis can be developed:

H4: Organizational Culture has a positive effect on Employee Performance

The Influence of Job Satisfaction on Employee Performance

Employee job satisfaction is a phenomenon that organizational leaders need to pay attention to, as it is closely related to employee performance. Job satisfaction is the result of employee perceptions of how well a person's job delivers what they perceive as important through their work results (Luthans in Supriyanto and Maharani, 2013).

Research by Irwan et al. (2020), Hardiansyah et al. (2018), Arifin et al. (2022), Mukmin and Prasetyo (2021), and Boyas et al. (2022) shows that job satisfaction has a positive effect on employee performance. Based on this theory and empirical studies, the following hypothesis can be developed:

H5: Job Satisfaction has a positive effect on Employee Performance

The Effect of Leadership Style on Employee Performance Mediated by Job Satisfaction

Research by Putra et al. (2024), Mukmin and Prasetyo (2021), and Riyadi (2009) indicates that job satisfaction mediates the influence of leadership style on employee performance. Based on these empirical studies, the following hypothesis can be developed:

H6: Job Satisfaction Mediates the Effect of Leadership Style on Employee Performance

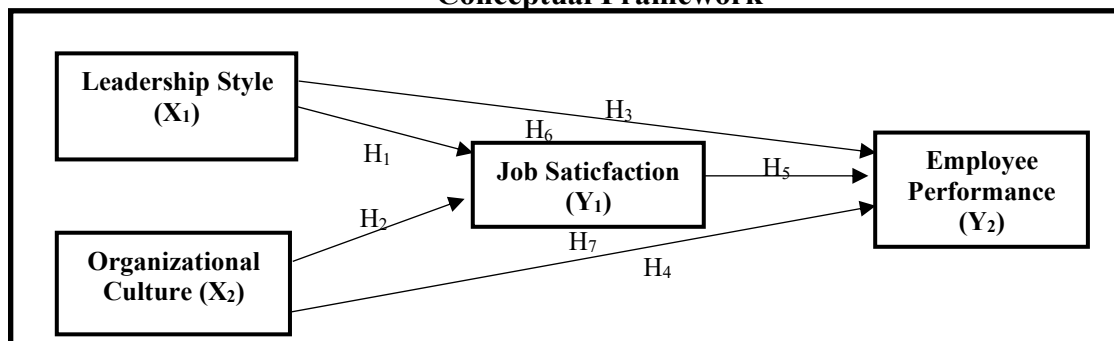
The Effect of Organizational Culture on Employee Performance Mediated by Job Satisfaction

Research by Putra et al. (2024), Arifin et al. (2022), Da Silva et al. (2019), Paramita et al. (2020), Mukmin and Prasetyo (2021), and Sudrajat et al. (2022) indicates that job satisfaction mediates the influence of organizational culture on employee performance. Based on these empirical studies, the following hypothesis can be developed:

H7: Job Satisfaction Mediates the Effect of Organizational Culture on Employee Performance

The conceptual framework used in this study consists of leadership style, organizational culture, job satisfaction, and employee performance. The graphical model is shown in Figure 1.

Figure 1
Conceptual Framework



RESEARCH METHOD

This research is explanatory research, explaining the influence between specific variables through hypothesis testing. The purpose of this study was to analyze the influence of leadership style and organizational culture on employee performance, mediated by job satisfaction. The population used was all 803 Community Health Center employees in Wonosobo Regency. The sample was calculated using the Slovin formula (Tejada & Punzalan, 2012), with a result of 100. Sampling used a purposive sampling technique with the criteria of permanent employees (PNS, PPPK, and BLUD) and a minimum education of high school.

Data tabulation used a 5-point Likert scale, ranging from Strongly Disagree (1) to Strongly Agree (5), and analysis used SPSS version 29 software. Data testing included respondent descriptions, variable descriptions, validity tests, reliability tests, F-tests, R2-tests, t-tests, and mediation tests using the Sobel test.

Data Analysis

Respondent Description

Table 1.
Respondent Description

	Category	Frequency	Percentage
Age	31-40years	36	36,0
Gender	Female	78	78,0
Education	Diploma III	51	51,0
Service Period	>10 tahun	58	58,0
Rank	PNS Grade III	55	55,0
Position	Functional	78	78,0

Source: Data processed in 2025.

Table 1 shows that the majority of respondents are aged 20-30 years (36%), with 26 respondents. Further results indicate that 51 respondents have a diploma III education (51.0%), the majority have service period >10 years (58%), 55 respondents are in Grade III (55%), and 78 respondents hold functional positions (78%).

Variable Description

Table 2
Leadership Style Variables

	<i>Mean</i>		<i>Mean</i>
X1.1	4,26	X1.9	4,30
X1.2	4,18	X1.10	4,33
X1.3	4,33	X1.11	4,08
X1.4	4,16	X1.12	4,15
X1.5	4,14	X1.13	4,32
X1.6	4,12	X1	4,22
X1.7	4,18		
X1.8	4,24		

Source: Data processed in 2025.

Table 3
Organizational Culture Variables

	<i>Mean</i>		<i>Mean</i>
--	-------------	--	-------------

X2.1	4,12	X2.11	3,63
X2.2	3,99	X2.12	4,18
X2.3	4,10	X2.13	4,23
X2.4	4,44	X2.14	4,20
X2.5	4,28	X2.15	4,05
X2.6	4,15	X2.16	4,23
X2.7	4,23	X2.17	4,19
X2.8	4,05	X2.18	4,16
X2.9	4,16	X2	4,17
X2.10	4,06		

Source: Data processed in 2025

Table 4
Job Satisfaction Variables

	<i>Mean</i>		<i>Mean</i>
Y1.1	4,11	Y1.7	4,20
Y1.2	4,16	Y1.8	4,04
Y1.3	4,12	Y1.9	4,28
Y1.4	4,14	Y1.10	4,10
Y1.5	3,90	Y1	4,10
Y1.6	3,98		

Source: Data processed in 2025

Table 5
Employee Performance Variables

	<i>Mean</i>		<i>Mean</i>
Y2.1	4,22	Y2.9	4,15
Y2.2	4,31	Y2.10	4,08
Y2.3	4,20	Y2.11	4,03
Y2.4	4,04	Y2.12	4,16
Y2.5	3,82	Y2.13	3,93
Y2.6	4,04	Y2.14	4,11
Y2.7	4,10	Y2.15	3,92
Y2.8	4,24	Y2	4,09

Source: Data processed in 2025

A mean score of 4.22 for leadership style indicates that respondents tend to agree with 13 indicators. A mean score of 4.17 for organizational culture indicates that respondents tend to agree with 18 indicators. A mean score of 4.10 for job satisfaction indicates that respondents tend to agree with 10 indicators. Furthermore, a mean score of 4.09 for employee performance indicates that respondents tend to agree with 15 indicators.

Validity Test Results

Table 6
Validity Test Result

Variables	Validity Test Criteria	
	KMO	Componen Matrix
Leadership Style	0.926	> 0,5
Organizational Culture	0.896	>0,5
Job Satisfaction	0.892	>0,5
Employee Performance	0.890	>0,5

Source: Data processed in 2025

Table 6 shows that the KMO for leadership style, organizational culture, job satisfaction, and employee performance is greater than 0.5, thus concluding that the sample size is sufficient. The component matrix values for 13 leadership style indicators, 18 organizational culture indicators, 10 job satisfaction indicators, and 15 employee performance indicators are greater than 0.5, indicating that all indicators are valid.

Reliability Test Results

Table 7
Reliability Test Result

Variables	Reliability Test Criteria	
	<i>Alpha Cronbach</i>	<i>Cutt-off</i>
Leadership Style	0,953	>0,7
Organizational Culture	0,943	>0,7
Job Satisfaction	0,913	>0,7
Employee Performance	0,946	>0,7

Source: Data processed in 2025

Based on table 7, it can be shown that the Cronbach's alpha for leadership style, organizational culture, job satisfaction, and employee performance is > 0.7, thus it can be concluded that all variables are reliable.

Multiple Linear Regression Analysis Results

Table 8
Multiple Regression Analysis Results

Model	Independent Variables	Adjusted R^2	Anova		Standardized Coefficients		Information
			F	Sig	Beta	Sig	
Model I: $Y_1 = 0,028 X_1 + 0,816 X_2 + e_1$							
Model I: The Influence of Leadership Style and Organizational Culture on Job Satisfaction	Leadership Style	0,699	115,781	0,000	0,028	0,789	Hypothesis 1 is rejected
	Organizational Culture				0,816	0,000	Hypothesis 2 is accepted
Model II: $Y_2 = -0,248 X_1 + 0,628 X_2 + 0,447 Y_1 + e_2$							
Model II: The Influence of Leadership Style, Organizational Culture, and Job Satisfaction on Employee Performance	Leadership Style	0,696	76,636	0,000	-0,248	0,018	Hypothesis 3 is rejected
	Organizational Culture				0,628	0,000	Hypothesis 4 is accepted
	Job Satisfaction				0,447	0,000	Hypothesis 5 is accepted

Source: Data processed in 2025

Table 8 shows the test results for Model 1:

- The F-test results show a sig. $0.000 < 0.05$, indicating that this model is fit and suitable for further analysis.
- The coefficient of determination test results obtained an adjusted R^2 of 0.699, indicating that the leadership style and organizational culture variables explain 69.9% of the job satisfaction variable, while the remaining 30.1% is explained by other variables outside the research model.
- H1: Leadership style has a positive effect on job satisfaction

The sig. $0.789 > 0.05$ indicates that leadership style has no effect on job satisfaction. Therefore, H1 is rejected.

H2: Organizational culture has a positive effect on job satisfaction

The sig. $0.000 < 0.05$ and the beta value of 0.816 are positive, indicating that organizational culture has a positive effect on job satisfaction. Therefore, H2 is accepted.

Table 8 shows the test results for Model II:

- The F-test showed a sig. $0.000 < 0.05$, indicating a good fit for further analysis.
- The coefficient of determination test yielded an adjusted R² of 0.696, indicating that leadership style, organizational culture, and job satisfaction explained 69.6% of employee performance, while the remaining 30.4% was explained by other variables outside the study.
- H3: Leadership style has a positive effect on employee performance.
The sig. $0.018 < 0.05$ and the beta value of -0.248 are negative, indicating that leadership style has a negative effect on employee performance. Therefore, H3 is rejected.
- H4: Organizational culture has a positive effect on employee performance.
The sig. $0.000 < 0.05$ and the beta value of 0.628 are positive, indicating that organizational culture has a positive effect on employee performance. Therefore, H4 is accepted.
- H5: Job satisfaction has a positive effect on employee performance
The sig value is $0.000 < 0.05$ and the beta value is 0.447, indicating that job satisfaction has a positive effect on employee performance. Therefore, H5 is accepted.

Mediation Test Results

The influence of leadership style on employee performance is mediated by job satisfaction.

Table 9
Mediation Test 1

Variables	<i>Sobel test statistic</i>	<i>One-tailed probability</i>	<i>Two-tailed probability</i>	Information
X1 → Y1 → Y2	0,272	0,392	0,785	Hypothesis 6 is rejected

Source: Data processed in 2025

Description: X1 = Leadership Style; Y1 = Job Satisfaction; Y2 = Employee Performance

Based on Table 9 above, the two-tailed probability value of $0.785 > 0.05$ indicates that job satisfaction does not mediate the influence of leadership style on employee performance. Therefore, H6 is rejected.

The influence of organizational culture on employee performance is mediated by job satisfaction.

Table 10
Mediation Test 2

Variables	<i>Sobel test statistic</i>	<i>One-tailed probability</i>	<i>Two-tailed probability</i>	Information
X2 → Y1 → Y2	3,845	0,000	0,000	Hypothesis 7 is accepted

Source: Data processed in 2025

Description: X2 = Organizational Culture; Y1 = Job Satisfaction; Y2 = Employee Performance

Based on Table 10 above, the two-tailed probability value of $0.000 < 0.05$ indicates that job satisfaction mediates the influence of organizational culture on employee performance. Thus, H7 is accepted.

Leadership Style Has No Impact on Job Satisfaction

Based on respondent descriptions, the majority of employees are aged 31-40 with a Diploma III education and more than 10 years of service. This indicates that respondents are of a productive age, actively working, and driven by self-development. In this context, it is crucial for leaders to possess good communication skills, demonstrate concern, and build positive working relationships. These skills contribute to creating a comfortable work environment, which in turn increases employee job satisfaction.

Based on the description of the leadership style variable, several indicators had mean scores below the mean. These include: well-communicated business strategies to employees, paying attention to and motivating employees, caring about any problems faced by employees, paying attention to the work environment and comfort, encouraging employees to equip themselves with knowledge and skills to improve their competencies, resolving any conflicts between employees effectively, and respecting differences of opinion for the greater good. This reflects that a leadership style with a lack of communication and concern will hinder the creation of a positive work environment and feelings of comfort, resulting in less employee satisfaction.

Leaders at Community Health Centers are civil servants (PNS) with additional duties as heads of the Community Health Centers. This results in their leadership role being secondary to their primary duties as civil servants. Based on the results of hypothesis testing, it was found that leadership style had no effect on job satisfaction. This finding is supported by research by Trijaya et al. (2023), which stated that leadership style had no significant effect on job satisfaction.

Organizational Culture Has a Positive Influence on Job Satisfaction

Based on respondent descriptions, the majority of employees are aged 31-40, have a Diploma III education and have worked for more than 10 years. This indicates that respondents are of productive age and are still in the early to mid-career stages. The majority having worked for more than 10 years indicates that employees at a Community Health Center have worked together for a long time.

Based on the description of organizational culture variables, several indicators had mean values above the mean, including organizational responsibility, work accuracy, achieved targets, cooperation among organizational members, tolerance among organizational members, freedom to provide suggestions, employee willingness to strive for self-improvement, and organizational support in maintaining the status quo. This condition indicates that the organizational culture developed among employees is highly conducive, thus fostering positive perceptions that increase job satisfaction.

Each individual has a different level of satisfaction with their work. Kreitner & Kinicki, in Putriana et al. (2015), stated that a favorable organizational culture will lead to job satisfaction among employees in carrying out their duties in an organization. This condition will then serve as a certainty and increase job satisfaction.

Based on the results of hypothesis testing, it was found that organizational culture has a positive effect on job satisfaction. Consistent with this opinion, research by Hardiansyah et

al. (2018), Arifin et al. (2022), Trijaya et al. (2023), Mukmin and Prasetyo (2021), and Boyas et al. (2022) indicates that organizational culture has a positive effect on job satisfaction.

Leadership Style Negatively Influences Employee Performance

Based on respondents' descriptions, the majority of employees are aged 31-40, with a Diploma III education and more than 10 years of service. This indicates that respondents are of a productive age, actively working, and driven by self-development. In this context, it is crucial for leaders to possess good communication skills, demonstrate concern, and build positive working relationships.

Based on the description of the leadership style variable, several indicators had mean scores below the mean. These include: well-communicated business strategies to employees, paying attention to and motivating employees, addressing any issues faced by employees, paying attention to the work environment and comfort, encouraging employees to equip themselves with knowledge and skills to improve their competencies, resolving any conflicts between employees effectively, and respecting differences of opinion for the greater good. This reflects that a leadership style with poor communication and concern will hinder leaders from inspiring and influencing employees to complete their tasks.

Performance within an organization is driven by all human resources within the organization, including both leaders and employees. Leadership and leadership style within an organization play a significant role in influencing employee performance. How leaders establish relationships with employees; How they reward high-performing employees; how they develop and empower their employees; significantly influences the performance of their subordinate human resources (Wibowo, 2017).

Based on the results of hypothesis testing, it was found that leadership style negatively impacts employee performance. This finding is supported by research by Yusuf (2016), Hendri and Kirana (2021), and Sugiono et al. (2021), which states that leadership style negatively impacts employee performance.

Organizational Culture Has a Positive Influence on Employee Performance

Based on respondent descriptions, the majority of employees are aged 31-40, with a Diploma III degree and more than 10 years of service. This indicates that respondents are of productive age and still in the early to mid-stages of their career development. The majority having more than 10 years of service indicates that employees at a Community Health Center have worked together for a long time.

Based on the description of organizational culture variables, several indicators have mean values above the mean, including organizational responsibility, work accuracy, achieved targets, cooperation among organizational members, tolerance among organizational members, freedom to provide suggestions, employee willingness to strive for self-improvement, and organizational support in maintaining the status quo. This condition indicates that the organizational culture developed among employees is very conducive, thus fostering positive perceptions that increase job satisfaction.

Based on the results of hypothesis testing, it was found that organizational culture has a positive influence on employee performance. This finding aligns with research by Hardiansyah et al. (2018), Arifin et al. (2022), Purnomo et al. (2022), and Susanto et al. (2020), Boyas et al. (2022), Mukmin and Prasetyo (2021), and Alam et al. (2021) showed that organizational culture has a positive effect on employee performance.

Job Satisfaction Positively Influences Employee Performance

Based on respondent descriptions, the majority of employees are aged 31-40, with a Diploma III degree and more than 10 years of service, indicating that respondents are of productive age, actively working, and driven by self-development. At this stage, job satisfaction plays a crucial role in shaping employee work attitudes, discipline, and commitment in carrying out their duties and responsibilities.

Based on the description of the job satisfaction variable, several indicators had mean values above the mean. These include: employees are interested in the work assigned, tasks and responsibilities align with their abilities, employees feel happy in the organization because they feel their work is a good fit, employees feel happy from the moment they start work, there is a strong sense of camaraderie between coworkers and superiors, and coworkers get along well with one another. These conditions indicate that a high level of job satisfaction encourages employees to work more diligently and contribute optimally, thus positively impacting employee performance.

Employees who are satisfied with their jobs tend to have higher work motivation and are able to complete tasks more effectively. Therefore, a high level of job satisfaction can drive improvements in the quality and quantity of employee performance. In this study, to improve employee job satisfaction, it is necessary to review indicators with mean values below the variable mean, namely satisfaction with salary, openness to all employees in obtaining opportunities for promotion, and leadership providing technical assistance, supervision, and attention to employees.

Based on the results of the hypothesis testing, it was found that job satisfaction positively influences employee performance. This finding is supported by research by Irwan et al. (2020), Hardiansyah et al. (2018), Arifin et al. (2022), Mukmin and Prasetyo (2021), and Boyas et al. (2022), which found that job satisfaction positively influences employee performance.

Job Satisfaction Does Not Mediate the Effect of Leadership Style on Employee Performance

Based on respondent descriptions, the majority of employees are aged 31-40, with a Diploma III education and more than 10 years of service. This indicates that respondents are of a productive age, actively working, and driven by self-development. In this context, it is crucial for leaders to possess good communication skills, demonstrate concern, and build positive working relationships.

Based on the description of the leadership style variable, several indicators had mean scores below the mean. These include: well-communicating business strategies to employees, paying attention to and motivating employees, addressing any issues faced by employees, paying attention to the work environment and comfort, encouraging employees to equip themselves with knowledge and skills to improve their competencies, resolving any conflicts between employees effectively, and respecting differences of opinion for the greater good. This reflects that a leadership style with poor communication and concern will hinder the creation of a positive work environment and create feelings of discomfort, leading to employee dissatisfaction. This makes it difficult for leaders to inspire and influence employees to complete their tasks.

Based on the results of the hypothesis testing, it was found that job satisfaction did not mediate the influence of leadership style on employee performance. The results showed

that leadership style had no effect on job satisfaction, and leadership style had a negative effect on employee performance. This finding is supported by research by Alamanda et al. (2022), which stated that job satisfaction cannot mediate the influence of leadership style on employee performance. This provides input for leaders at the Community Health Center (Puskesmas) to pay attention to leadership style to encourage job satisfaction, which ultimately improves employee performance.

Job Satisfaction Mediates the Effect of Organizational Culture on Employee Performance

Based on respondent descriptions, the majority of employees are aged 31-40, have a Diploma III degree and have worked for more than 10 years. This indicates that respondents are of productive age and still in the early to mid-stages of their career development. The majority having worked for more than 10 years indicates that employees at a Community Health Center have worked together for a long time.

Based on the description of organizational culture variables, several indicators have mean values above the mean, including organizational responsibility, work accuracy, achieved targets, cooperation among organizational members, tolerance among organizational members, freedom to provide suggestions, employee willingness to strive for self-improvement, and organizational support in maintaining the status quo. This condition indicates that the organizational culture developed among employees is very conducive, resulting in positive perceptions that increase job satisfaction.

The results of the study indicate that job satisfaction acts as a mediating variable, strengthening the influence of organizational culture on employee performance. A good organizational culture encourages job satisfaction, which impacts performance improvement. This finding is supported by research by Arifin et al. (2022) and Putra et al. (2024), Da Silva et al. (2019), Paramita et al. (2020), Mukmin and Prasetyo (2021), and Sudrajat et al. (2022), which state that job satisfaction can mediate the positive influence of organizational culture on employee performance.

CONCLUSION

Based on data analysis, hypothesis testing, and discussion, it can be concluded that leadership style has no effect on job satisfaction, organizational culture has a positive effect on job satisfaction, leadership style has a negative effect on employee performance, organizational culture has a positive effect on employee performance, job satisfaction has a positive effect on employee performance, job satisfaction does not mediate the effect of leadership style on employee performance, and job satisfaction mediates the effect of organizational culture on employee performance.

Practically, these results are useful for Community Health Centers (Puskesmas) and Health Offices, as they serve as a basis for evaluating the leadership style of Puskesmas Heads in terms of communication and concern for employees, as well as maintaining a positive organizational culture to improve job satisfaction and employee performance.

This study still has limitations, particularly related to the sample size and characteristics. Therefore, further research is recommended to expand the number of respondents and include other variables that could potentially influence employee performance.

REFERENCES

- Alamanda, S., Setiawan, M., & Irawanto, D.W. (2021). Leadership Styles on Employee Performance with Work Satisfaction and Organizational Commitment as Intervening Variables. *Journal of Applied Management (JAM)* Volume 20 Number 1, March 2022.
- Alam, S., Lawalata, I.L.D., Maricar, R., & Halim, A. (2021). Influence of Leadership Style and Work Motivation on Employee Performance. *Point of View Research Management* 2(2) 2021. May. pp 123-131 ISSN: 2722-791X.
- Arifin, A.H., & Matriadi, F. (2022). The Role of Job Satisfaction in Relationship to Organization Culture and Organization Commitment on Employee Performance. *United International Journal for Research & Technology*. Volume 03, Issue 06, 2022 | ISSN: 2582-6832.
- Boyas, J.R., & Rachmad, Y.E., (2022). Analysis of the Effect of Leadership Style, Organizational Culture and Training Through Job Satisfaction on Employee Performance. *Proceedings of the 2nd International Conference on Business & Social Sciences (ICOBUSS)* Surabaya, March 5-6th, 2022.
- Da Silva, Y.O., Firdiansjah, A., & Triatmanto, B., (2019). Work Satisfaction as a Mediation Tool of Analysis of Organizational Culture Towards Employee Performance. *International Journal of Advances in Scientific Research and Engineering*, Volume 05, Issue 03, March 2019 | ISSN: 2454-8006.
- Edison, E., Anwar, Y., & Komariyah, I. (2018). *Human Resource Management* (3rd ed.). Bandung: Alfabeta.
- Hardiansyah, M.U., Razak Jer, A., & Nugroho, G. (2024). The Influence of Organizational Culture and Leadership on Employee Performance with Job Satisfaction as an Intervening Variable (Case Study of BPJS Employment Pekanbaru City). *e-Journal of Economic Appreciation* Volume 12, Number 2, May 2024: 256-264.
- Hendri, M., & Kirana, K.C. (2021). The Influence of Leadership Style, Locus of Control, Organizational Commitment, and Organizational Culture on Employee Performance at Roy Sentoso Collection. *Journal of Research Innovation* Vol. 2 No. 1 June 2021 ISSN: 27722-9467.
- Irwan, A., Mahfudnurnajamuddin, Nujum, S., & Mangkona, S. (2020). The Effect of Leadership Style, Work Motivation, and Organizational Culture on Employee Performance Mediated by Job Satisfaction. *International Journal of Multicultural and Multireligious Understanding (IJMMU)* Vol. 7, No. 8, September 2020.
- Ministry of Health of the Republic of Indonesia. (2024). Regulation of the Minister of Health Number 19 of 2024 concerning the Implementation of Community Health Centers. Jakarta: Ministry of Health of the Republic of Indonesia
- Ministry of Health of the Republic of Indonesia. (2024). Regulation of the Minister of Health Number 19 of 2024 concerning the Implementation of Community Health Centers. Jakarta: Ministry of Health of the Republic of Indonesia.
- Mukmin, S., & Prasetyo, I. (2021). The Influence of Leadership Style and Organizational Culture on Employee Performance Through Job Satisfaction as an Intervening Variable. *Journal of Business Managerial* Vol. 4 No. 2, December-March 2021, ISSN 2597-503X, 4(2).
- Paramita, E., Lumbanraja, P. & Absah, Y. (2020). The Influence of Organizational Culture and Organizational Commitment on Employee Performance and Job Satisfaction as a

- Moderating Variable at PT. Bank Mandiri (Persero), Tbk. *International Journal of Research and Review* Vol. 7, Issue 3, March 2020 ISSN 2349-9788.
- Pella, D. D. A. (2020). *Employee Satisfaction and Engagement Management* (1st ed.). Jakarta: AIDA Infini Maksima.
- Purnomo, B.R., Eliyana, A., & Pramesti, E.D. (2020). The Effect of Leadership Style, Organizational Culture, and Job Satisfaction on Employee Performance with Organizational Commitment as the Intervening Variable. *Systematic Reviews in Pharmacy* Vol. 11, Issue 10, 446-458, Oct-Nov 2020.
- Putra, I.G.N.R., Sara, I.M., & Sitiari, N.W. (2024). The Role of Job Satisfaction in Mediating the Influence of Organizational Culture and Leadership on Employee Performance (Study at PT. Arta Boga Cemerlang Gianyar Branch). *International Journal of Environmental, Sustainability and Social Science* Vol 5, Issue 3, 632-647, Oct-Nov 2020 ISSN 2721-0871.
- Putriana, L., Wibowo, Umar, H., & Riady, H. (2015). The Impact of Organizational Culture on Job Satisfaction, Organizational Commitment and Job Performance: Study on Japanese Motorcycle Companies in Indonesia. *International Journal of Education and Research* Vol 3, Issue 9 September 2015, ISSN 2411-5681.
- Riyadi, M.A., & Soeling, P.D. (2019). Analysis on the Impact of Leadership on Employee Performance Considering Organizational Culture and Job Satisfaction as Mediators. *Journal of Public Administration and Governance* ISSN 2161-7104 2019, Vol. 9, no. 4
- Sapta, I.K.S., Muafi, M. & Setini, N.M. (2021). The Role of Technology, Organizational Culture and Job Satisfaction in Improving Employee Performance during the Covid-19 Pandemic. *Journal of Asian Finance, Economics and Business* ISSN 2288-4645 2019, Vol. 8, no. 1 495-505.
- Sudrajat, Y.A., & Hartono, A., (2022). The Effect of Organizational Culture and Organizational Commitment on Employee Performance with Job Satisfaction as Intervening Variable. *Journal of Research o Social Science, Economics and Management* Vol 2 No.1 October 2018 Page 93-114. E-ISSN: 2807-6494.
- Sugiono, A., Darmadi & Efendi, S. (2021). The Influence of Compensation, Leadership Style, and Competence on Employee Performance through Job Satisfaction at the Indonesian Ministry of Manpower's Data Center (Pusdatin). *Journal of Management and Business* 1
- Sulastiningtyas, D., & Nilasari, B.M., (2018). The Effect of Leadership Style, Work Environment, and Organizational Motivation on Employee Performance with Job Satisfaction as a Mediating Variable. *Business and Entrepreneurial Review* Vol. 18 No. 2 October 2018 Pages 93-114. E-ISSN: 2252-4614
- Suparyadi, (2015). *Human Resource Management: Creating Competitive Advantage Based on Human Resource Competition*. Yogyakarta: Andi.
- Supriyanto, A. S., & Maharani, V. (2013). *Human Resource Management Research Methodology: Questionnaire Theory, and Data Analysis* (2nd ed.). Malang: UIN-Maliki Press.
- Susanto, H., Susena, K. C., Rahman, A. (2020). The Relationship between Leadership Style, Competence, and Compensation on Employee Performance at the Seluma Regency Regional Secretariat. *EMAK: Journal of Economics, Management, Accounting, and Finance*, Vol. 1 No. 2, April 2020, pages 72–82

- Trijaya, E., & Safaria, S. (2023). The Influence of Organizational Culture and Leadership Style on Employee Performance in Financing Distribution with Employee Satisfaction as an Intervening Variable at PT PNM Ventura Syariah. *UTSAHA (Journal of Entrepreneurship)* Vol. 2, Issue 3, July 2023, ISSN 2809-8501.
- Wibowo, (2016). *Organizational Culture: A Necessity to Improve Long-Term Performance* (4th ed.). Jakarta: PT. Raja Grafindo Persada.
- Wibowo, (2017). *Performance Management* (5th ed.). Depok: Rajawali Pers.
- Yusuf, M. (2016). The Influence of Leadership Style and Organizational Culture on Job Satisfaction and Performance of Military Teachers of the VII/Wirabuana Military Regional Command Main Regiment in Sulawesi. *Journal of Business and Entrepreneurship*, 5(2). <https://doi.org/10.37476/jbk.v5i2.47>.
<https://e-jurnal.nobel.ac.id/index.php/jbk/article/view/47>.