

Analysis of Organizational Culture, Job Satisfaction and Leadership Style on Employee Performance with Organizational Commitment as an Intervening Variable

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Article Info

Keywords:

Organizational Culture; Job Satisfaction; Leadership Style; Organizational Commitment; Employee Performance

Abstract

This study investigates the impact of organizational culture, job satisfaction, and leadership style on employee performance, with organizational commitment as a mediating variable at PT. Smart Elang Felindo. Motivated by the company's need to enhance employee performance, the research emphasizes strengthening organizational commitment as a key strategy. Using a quantitative method and Structural Equation Modeling with SmartPLS, data were collected from 92 employees with at least three years of service, selected through proportionate stratified random sampling. Questionnaires assessed organizational culture, job satisfaction, leadership style, commitment, and performance, with performance evaluations completed by branch heads to ensure objectivity. The findings reveal that organizational culture, job satisfaction, and leadership style significantly and positively influence organizational commitment, which in turn significantly affects employee performance. Furthermore, these three variables also indirectly impact performance through organizational commitment. The study highlights the strategic role of commitment in translating internal organizational factors into improved employee outcomes. By involving experienced employees and using 18 measurement indicators, the study offers practical recommendations for human resource management to enhance sustainable performance.

1. Introduction

Indonesia's large population and favorable demographics offer a golden opportunity to enhance the quality of human resources (HR), which can become a key driver of national development. However, this potential is accompanied by significant challenges. Building excellent HR is a long-term investment that requires proper strategies, especially focusing on job satisfaction, which directly impacts employee productivity and organizational performance.

Employee satisfaction is strongly influenced by the work environment, including relationships with coworkers, leadership style, and organizational culture. In an organization, each individual contributes uniquely, and success depends on alignment among people, systems, culture, and leadership. A harmonious and supportive work environment helps reduce internal conflict and increase collaboration,

ultimately strengthening organizational resilience.

PT Smart Elang Felindo is an example of a company striving to enhance employee performance through training and incentives. Employees who exceed sales targets receive commissions, but absenteeism remains an issue that affects overall sales. In 2023, only one outlet achieved its sales target, indicating the need for better management of human resources, organizational culture, and employee satisfaction to reach consistent success across all outlets.

Research shows that organizational culture indirectly influences employee performance through organizational commitment. Commitment is more than just attendance—it reflects emotional attachment to the organization and alignment with its values. Strong organizational commitment builds a loyal and productive workforce, which is

essential for achieving long-term goals.

Numerous studies confirm that leadership, job satisfaction, and organizational culture significantly influence both commitment and employee performance. However, findings on leadership's direct impact on performance vary, suggesting the need for broader research. Overall, enhancing employee performance requires an integrated approach involving leadership effectiveness, cultural alignment, and a focus on employee well-being.

2. Research Methods

2.1 Research Design

This study employs a quantitative research design using an explanatory approach to analyze causal relationships among organizational culture, job satisfaction, leadership style, organizational commitment, and employee performance. The study integrates Structural Equation Modeling (SEM) with a Partial Least Squares (PLS) approach to test both direct and indirect effects among variables. The SEM-PLS method is selected due to its suitability for complex models, predictive orientation, and robustness with relatively small sample sizes.

2.2 Population and Sample

The target population consists of 129 employees of PT Smart Elang Felindo who have served for at least three years. Employees with a minimum of three years of tenure are chosen to ensure adequate understanding of organizational culture, leadership style, and working conditions. Sampling was conducted using proportionate stratified random sampling, with strata based on branch locations to ensure equal representation across organizational units.

Following Hair et al. (1995), the minimum sample size for SEM-PLS is 5-10 times the number of indicators. With 18 indicators, the minimum required sample is 90 respondents. This study successfully collected and analyzed data from 92 employees, meeting the adequacy criteria for SEM analysis.

2.3 Data Collection Techniques

Primary data were obtained using structured questionnaires measured on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The questionnaire consists of five latent variables:

1. Organizational Culture (Integrity, Trust, Professionalism)
2. Job Satisfaction (Promotion, Salary, Co-workers, Job Nature)
3. Leadership Style (Participative, Caring, Authoritarian, Task-Oriented)
4. Organizational Commitment (Affective, Continuance, Normative)
5. Employee Performance (evaluated by branch heads to ensure objectivity)

Questionnaires measuring employee performance were completed by the direct supervisors (branch heads) to reduce common method bias.

2.4 Measurement Instruments

Each construct was measured using validated indicators adopted and adapted from previous empirical studies. All indicators were tested for:

1. Content validity, ensured through expert judgment.
2. Construct validity, assessed via loading factor (>0.70).
3. Reliability, assessed using Cronbach's Alpha, composite reliability (CR), rho_A, and Average Variance Extracted (AVE):
 - a. Cronbach's Alpha ≥ 0.6
 - b. CR ≥ 0.7
 - c. AVE ≥ 0.50

2.5 Data Analysis Technique

Data were analyzed using SmartPLS 4, following two main stages:

(a) Measurement Model (Outer Model) Testing

This stage evaluates indicator reliability and construct validity:

- Convergent Validity: Loading factors > 0.70
- Discriminant Validity: Fornell-Larcker and HTMT criteria

- Reliability Tests: Cronbach's Alpha, rho_A, CR, AVE

(b) Structural Model (Inner Model) Testing

The inner model analyzes causal paths among constructs:

- Collinearity Assessment: VIF < 10
- Coefficient of Determination (R^2):
 - 0.67–0.70: substantial
 - 0.33–0.67: moderate
 - < 0.19: weak
- Path Coefficient Analysis: using bootstrap resampling (5,000 samples)
- Significance Level: p-value < 0.05 ($z > 1.96$)

(c) Mediation Analysis

Indirect effects were tested using:

- Sobel Test
- Aroian Test
- Goodman Test

A mediation effect is confirmed if:

- z -value > 1.96
- p-value < 0.05

The results of these three tests were compared with PLS bootstrapping to ensure consistency.

2.6 Ethical Considerations

This research ensures data confidentiality, voluntary participation, informed consent, and anonymity. Respondents were briefed about the purpose of the study, and all information was used solely for academic purposes.

2.7 Research Variables and Indicators

Variable	Indicators
Organizational Culture	Integrity, Trust in Colleagues, Professionalism
Job Satisfaction	Promotion Opportunities, Salary, Co-workers, Nature of Work
Leadership Style	Participative, Caring, Authoritarian, Task-Oriented

Organizational Commitment	Affective, Normative	Continuance, Quality, Reliability, Initiative (assessed by supervisor)
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3. Results and Discussion

SEM-PLS analysis involving moderating variables begins with testing the analysis requirements:

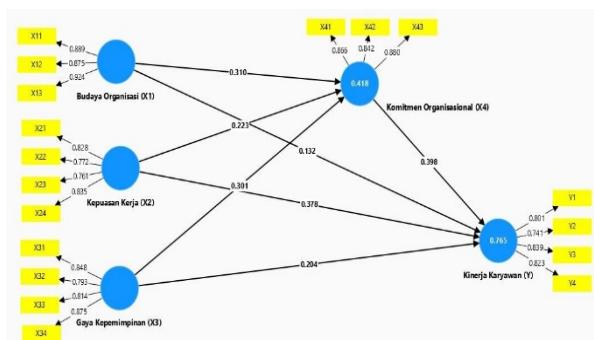


Figure 4, PLS Model

The validity test is carried out to show the extent to which this research questionnaire can measure what you want to measure. Validity is met when the loading value on the variable measuring indicator is greater than 0.7.

Table 2, Convergent Validity Test

	Outer loadings
X11 <- Budaya Organisasi (X1)	0.889
X12 <- Budaya Organisasi (X1)	0.875
X13 <- Budaya Organisasi (X1)	0.924
X21 <- Kepuasan Kerja (X2)	0.828
X22 <- Kepuasan Kerja (X2)	0.772
X23 <- Kepuasan Kerja (X2)	0.761
X24 <- Kepuasan Kerja (X2)	0.835
X31 <- Gaya Kepemimpinan (X3)	0.848
X32 <- Gaya Kepemimpinan (X3)	0.793
X33 <- Gaya Kepemimpinan (X3)	0.814
X34 <- Gaya Kepemimpinan (X3)	0.875
X41 <- Komitmen Organisasional (X4)	0.866
X42 <- Komitmen Organisasional (X4)	0.842
X43 <- Komitmen Organisasional (X4)	0.880
Y1 <- Kinerja Karyawan (Y)	0.801
Y2 <- Kinerja Karyawan (Y)	0.741
Y3 <- Kinerja Karyawan (Y)	0.839
Y4 <- Kinerja Karyawan (Y)	0.823

Reliability is an index that shows the extent to which a measuring device (list of statements) can be trusted or can be relied upon. Reliability is met if the Cronbach's Alpha value or composite reliability, rho_A, rho_C > 0.6 and or AVE > 0.5.

Table 3, Reliability Test

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Budaya Organisasi (X1)	0.878	0.887	0.924	0.803
Gaya Kepemimpinan (X3)	0.854	0.871	0.900	0.694
Kepuasan Kerja (X2)	0.816	0.843	0.876	0.640
Kinerja Karyawan (Y)	0.815	0.829	0.878	0.643
Komitmen Organisasional (X4)	0.830	0.847	0.897	0.744

If the VIF value ≥ 10 then there is multicollinearity between the independent variables. If the VIF value ≤ 10 then there is no multicollinearity problem between the independent variables.

Table 4, Multicollinearity Test

Variabel	VIF
Budaya Organisasi (X1) -> Kinerja Karyawan (Y)	1.389
Budaya Organisasi (X1) -> Komitmen Organisasional (X4)	1.224
Gaya Kepemimpinan (X3) -> Kinerja Karyawan (Y)	1.519
Gaya Kepemimpinan (X3) -> Komitmen Organisasional (X4)	1.364
Kepuasan Kerja (X2) -> Kinerja Karyawan (Y)	1.414
Kepuasan Kerja (X2) -> Komitmen Organisasional (X4)	1.328
Komitmen Organisasional (X4) -> Kinerja Karyawan (Y)	1.718

Model testing is carried out in several steps, where in this study with endogenous latent R Square, where the model is said to be feasible if the R Square value is more than 0.2.

Table 5, Model Test

	R-square	R-square adjusted
Kinerja Karyawan (Y)	0.765	0.754
Komitmen Organisasional (X4)	0.418	0.398

R Square has a range of categories, namely: more than 0.70 - strong; 0.67 to 0.7 - substantial; 0.33 to 0.67 - moderate; less than or equal to 0.19 - weak. Based on the table above, adjusted R Square is included in strong and moderate (moderate) and meets the requirements of the model test.

The hypothesis that has been given must be measured for significance. This can be obtained with a P-value <0.05 because this study uses a 95% confidence level. The following is a table of direct effect hypothesis testing results as follows:

Table 6, Path Coefficient

Variabel	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Budaya Organisasi (X1) -> Kinerja Karyawan (Y)	0.132	0.128	0.054	2.455	0.014
Budaya Organisasi (X1) -> Komitmen Organisasional (X4)	0.310	0.310	0.108	2.860	0.004
Gaya Kepemimpinan (X3) -> Kinerja Karyawan (Y)	0.204	0.204	0.066	3.093	0.002
Gaya Kepemimpinan (X3) -> Komitmen Organisasional (X4)	0.301	0.298	0.114	2.628	0.009
Kepuasan Kerja (X2) -> Kinerja Karyawan (Y)	0.378	0.383	0.061	6.204	0.000
Kepuasan Kerja (X2) -> Komitmen Organisasional (X4)	0.223	0.232	0.096	2.316	0.021
Komitmen Organisasional (X4) -> Kinerja Karyawan (Y)	0.398	0.396	0.058	6.904	0.000

Table 7, Hypothesis Results of Direct Effect

Hipotesis	Original Sampel	T-statistic	Sig. value	P- Analisa Hipotesis
H1. Terdapat pengaruh budaya organisasi terhadap komitmen organisasional	0.310	2.860	0.004	Hipotesis di terima
H2. Terdapat pengaruh kepuasan kerja terhadap komitmen organisasional	0.223	2.316	0.021	Hipotesis di terima
H3. Terdapat pengaruh Gaya Kepemimpinan terhadap komitmen organisasional	0.301	2.628	0.009	Hipotesis di terima
H4. Terdapat pengaruh komitmen organisasional terhadap kinerja karyawan	0.398	6.904	0.000	Hipotesis di terima
H5. Terdapat pengaruh budaya organisasi terhadap kinerja karyawan	0.132	3.093	0.002	Hipotesis di terima
H6. Terdapat pengaruh kepuasan kerja terhadap kinerja karyawan	0.378	6.204	0.000	Hipotesis di terima
H7. Terdapat pengaruh Gaya Kepemimpinan terhadap kinerja karyawan	0.204	3.093	0.002	Hipotesis di terima

Table 8, Indirect Effect Table

Variabel	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Kepuasan Kerja (X2) -> Komitmen Organisasional (X4) -> Kinerja Karyawan (Y)	0.089	0.091	0.038	2.344	0.019
Budaya Organisasi (X1) -> Komitmen Organisasional (X4) -> Kinerja Karyawan (Y)	0.123	0.124	0.050	2.466	0.014
Gaya Kepemimpinan (X3) -> Komitmen Organisasional (X4) -> Kinerja Karyawan (Y)	0.120	0.119	0.049	2.428	0.015

Table 9, Results of the Indirect Effect Hypothesis

Hipotesis	Original Sampel	T-statistic	Sig P-value	Analisa Hipotesis
H8: Terdapat pengaruh Budaya Organisasi terhadap Kinerja Karyawan melalui Komitmen Organisasi sebagai variabel intervening	0.123	2.466	0.014	Hipotesis di terima
H9: Terdapat pengaruh Kepuasan Kerja terhadap Kinerja Karyawan melalui Komitmen Organisasi sebagai variabel intervening	0.089	2.344	0.019	Hipotesis di terima
H10: Terdapat pengaruh Gaya Kepemimpinan terhadap Kinerja Karyawan melalui Komitmen Organisasi sebagai variabel intervening	0.120	2.428	0.015	Hipotesis di terima

The significance test for indirect effects using the normal approach can be done through three main tests, namely the Sobel, Aroian, and Goodman tests. Then the results are compared with the research test level with test statistics ($z > 1.96$). The results of the Sobel, Aroian, and Goodman test calculations are presented in the following table:

Table 10, Confirmation test of mediation

Variabel	Sobel		Aroian		Goodman		Keterangan
	T-statistic	P-value	T-statistic	P-value	T-statistic	P-value	
Budaya Organisasi (X1) → Komitmen Organisasi (X4) → Kinerja Karyawan (Y)	2.648	0.0080	2.624	0.0086	2.672	0.0075	Signifikan
Kepuasan Kerja (X2) → Komitmen Organisasi (X4) → Kinerja Karyawan (Y)	2.200	0.0277	2.179	0.0292	2.221	0.0263	Signifikan
Gaya Kepemimpinan (X3) → Komitmen Organisasi (X4) → Kinerja Karyawan (Y)	2.464	0.0137	2.441	0.0146	2.487	0.0128	Signifikan

Based on the table above, it can be seen that all the Sobel, Aroian, and Goodman test results, the T statistic is above 1.96 and the P value is below 0.05. This means that they are all significant. This confirms that the calculation results with the Sobel, Aroian, and Goodman test formulas are the same as the PLS-SEM test results in Smart PLS 4. Effect of Organizational Culture on Organizational Commitment. Based on the research results, Organizational Culture

has a positive and significant effect on Organizational Commitment. This indicates that the indicators of Organizational Culture, namely Integrity, Trust in Colleagues, and Professionalism, have a significant effect in increasing the Organizational Commitment of employees at PT Smart Elang Felindo. However, the results of the answers to trust in coworkers have the highest value for employees. This means that employees have a high view of coworkers at work. The results of this study are in line with several studies conducted by Sitepu (2013) and Prasetyo & Kusuma (2021) and Samuel, S (2020).

The Effect of Job Satisfaction on Organizational Commitment. The results of the study, Job satisfaction has a positive and significant effect on Organizational Commitment. Indicators on job satisfaction, namely promotion opportunities, salary, colleagues coworkers and work that alone have a significant effect in organizational commitment. increase the Organizational Commitment of employees at PT Smart Elang Felindo. Thus the results of this study are in accordance with the results of research conducted by Dengo, S, Ys (2023) and Priskilla Nahita, E. H. (2021).

Effect of Leadership Style on Organizational Commitment. The results of the study, Leadership Style has a positive and significant effect on Organizational Commitment. Indicators in the Leadership Style, namely Participative Style, Caregiver Style, Authoritarian Style and Task-Oriented Style, have a significant effect in increasing the Organizational Commitment of employees at PT Smart Elang Felindo. The results of this study are in accordance with the results of research conducted by R Widjanti (2021).

Effect of Organizational Commitment on Employee Performance. Based on the research results, Organizational Commitment has a positive and significant effect on Employee Performance. This indicates that the indicators Organizational Commitment, namely Affective Commitment, Continuance Commitment,

Normative Commitment, have a significant effect in improving the Employee Performance of employees at PT Smart Elang Felindo. Thus the results of this study are in accordance with the results of research conducted by L Setiawati (2023) and AI Zakaria (2023).

Effect of Organizational Culture on Employee Performance. The results of the study, Organizational Culture has a positive and significant effect on Employee Performance. Indicators in Organizational Culture, namely Integrity, Trust in Colleagues, and Professionalism, have a significant effect in improving the Employee Performance of employees at PT Smart Elang Felindo. The results of this study are in accordance with the results of research conducted by E Sugiyono, R Rahajeng (2022).

The Effect of Job Satisfaction on Employee Performance. The results of the study, Job Satisfaction has a positive and significant effect on Employee Performance. Indicators in job satisfaction, namely promotion opportunities, salary, coworkers and the work itself, have a significant effect in improving employee performance of employees at PT Smart Elang Felindo. The results of this study are in accordance with the results of research conducted by S Suryadi, K Karyono (2022) and IN Suryawan, A Salsabilla (2022).

Effect of Leadership Style on Employee Performance. The results of the study, Leadership Style has a positive and significant effect on Employee Performance. Indicators in the Leadership Style, namely Participative Style, Caregiver Style, Authoritarian Style and Task-Oriented Style, have a significant effect in improving the Employee Performance of employees at PT Smart Elang Felindo. The results of this study are in accordance with the results of research conducted by BA Putra (2022).

Effect of Organizational Culture on Employee Performance through Organizational Commitment as an intervening variable. Based on the research results, Organizational Culture has a positive and significant effect on Employee

Performance through Organizational Commitment as an intervening variable. These results are in line with KP Anggara (2022) that Organizational Culture has a significant effect on Organizational Commitment, then M Rizal (2023) and R Angraini (2021) that Organizational Commitment has a significant effect on Employee Performance.

The Effect of Job Satisfaction on Employee Performance through Organizational Commitment as an intervening variable. Based on the research results Job Satisfaction has a positive and significant effect on Employee Performance through Organizational Commitment as an intervening variable. These results are in line with Halimah (2024) that Job Satisfaction has a significant effect on Organizational Commitment, then N Arezia (2022) and BH Maranata (2022) that Organizational Commitment has a significant effect on Employee Performance.

The Effect of Leadership Style on Employee Performance through Organizational Commitment as an intervening variable. Based on the results of the research, leadership style has a positive and significant effect on employee performance through organizational commitment as an intervening variable. These results are in line with F Kamal (2019) that Leadership Style has a significant effect on Organizational Commitment, then GA Putri (2023) and M Adriansyah (2020) that Organizational Commitment has a significant effect on Employee Performance.

Managerial Implications. PT Smart Elang Felindo, in implementing organizational culture, can implement strategies such as developing orientation programs that emphasize the values of the Company's culture, strengthening relationships between employees and building a sense of community. As for the implementation of job satisfaction, it can conduct periodic surveys to identify areas that need improvement, provide comfortable and supportive work facilities, and incentive and reward programs for employees who exceed performance targets.

Implementation for leadership style can be done by training managers, encouraging communication between managers and employees in building trust and regularly listening to the aspirations of their employees' complaints. As for the improvement of the thesis, it can conduct research on the influence of external factors, such as economic and social conditions on performance at PT Smart Elang Felindo. It can also develop a more comprehensive management model, by testing the model in various industrial contexts in order to gain an understanding of employee performance.

Managerial implementation that focuses on strengthening organizational culture, increasing job satisfaction, and implementing effective leadership styles can improve employee performance at PT Smart Elang Felindo. The role of academia in research and theory development, as well as collaboration with industry, is crucial to creating a productive work environment. Future research is expected to provide deeper insights into the factors that influence employee performance and assist companies in achieving their strategic goals.

4. Conclusion

4.1 Summary of Findings

This study empirically examined the effects of organizational culture, job satisfaction, and leadership style on employee performance, with organizational commitment serving as an intervening variable at PT Smart Elang Felindo. Using SEM-PLS with 92 qualified respondents, the findings confirm that all three independent variables significantly and positively influence organizational commitment. Furthermore, organizational commitment has a direct and significant effect on employee performance. The mediation analysis using Sobel, Aroian, and Goodman tests consistently demonstrates that organizational commitment acts as a partial mediator in the relationship between organizational culture, job satisfaction, leadership style, and employee performance. These findings highlight the

crucial role of internal organizational factors in shaping employees' psychological attachment and ultimately enhancing performance outcomes.

4.2 Theoretical Implications

This study contributes to the literature in organizational behavior and human resource management by validating the mediating role of organizational commitment in the relationship between internal organizational variables and performance. The results reinforce Social Exchange Theory, which explains that positive work environments, supportive leadership, and adequate job satisfaction create reciprocal employee behavior in the form of commitment and improved performance. The consistency of the mediation results across multiple statistical tests strengthens the theoretical foundation for commitment as a key mechanism linking organizational context and individual outcomes.

4.3 Managerial Implications

The findings offer practical insights for managers and decision-makers at PT Smart Elang Felindo. Strengthening organizational culture—particularly professionalism, which received the lowest assessment—should be prioritized through structured training, competency-based recruitment, and enforcement of behavioral standards. Job satisfaction should be enhanced by improving transparency in promotion systems, providing clear career pathways, and ensuring equitable reward mechanisms. Leadership development programs should emphasize participative and nurturing leadership styles, while balancing task-oriented approaches to address identified weaknesses. By integrating these strategies, organizations can cultivate stronger commitment and sustainably enhance employee performance.

4.4 Limitations

Although this research provides significant insights, several limitations should be acknowledged. First, the study relies on self-

reported data for most variables except performance, which may introduce subjectivity despite control for common method bias. Second, the sample is limited to one company, restricting the generalizability of findings across different industries or organizational contexts. Third, the cross-sectional design limits the ability to infer long-term causal relationships. Future research should consider longitudinal approaches and multi-company comparisons to improve external validity.

4.5 Recommendations for Future Research

Future studies may expand the model by incorporating external variables such as work environment, compensation systems, or organizational justice to obtain a more comprehensive understanding of performance determinants. Researchers may also explore moderating variables, such as employee engagement or leadership maturity level, to identify boundary conditions of the model. Comparative studies across industries can provide broader validation and support the development of universal frameworks for managing organizational culture, leadership, job satisfaction, and performance. Additionally, qualitative approaches could be used to capture deeper insights into employee experiences and organizational dynamics.

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