



A Path Analysis of Leadership, Organizational Culture, Job Satisfaction Intervention, and Employee Performance

Rudi Wibowo^a, Suyitno^b, Fais Wahidatul Arifatin^c, Adi Lukman Hakim^d

^{a,b,c}Universitas Muhammadiyah Lamongan, Lamongan, Indonesia

^dUniversiti Malaysia Kelantan, Bharu, Malaysia

ARTICLE INFO

ABSTRACT

Keywords:

Leadership, Organizational Culture, Work Satisfaction, and Employee Performance

Article History:

Received April 26, 2025

Revised May 10, 2025

Accepted May 22, 2025

Available online May 31, 2024

Numerous variables continue to contribute to the reduction in staff performance at Community Health Centers. By using employee job satisfaction interventions as health care interventions, this study seeks to examine the effects of organizational leadership and culture on service performance. A total of 47 respondents were sampled for this quantitative descriptive study. According to the research's findings, job satisfaction is one way that leadership and organizational culture have a positive and significant impact on employee performance. Leadership and organizational culture also have a positive and significant impact on employee performance.

This is an open-access article under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.

Correspondence:

Rudi Wibowo, Universitas Muhammadiyah Lamongan, Lamongan, Indonesia. Email: rudiw@umla.ac.id



INTRODUCTION

In 2024, the mandatory Community Health Center program will experience a decrease, namely public health services from 90% to 75%. This program is a program that supports improving public health by combining nursing science/practice with public health, prioritizing comprehensive and integrated services. Service performance at Community



Health Centers has experienced a decline, allegedly due to a lack of leadership ability in communicating with employees and motivating employees. Their morale suffers as a result, and they start putting off the task assigned by their bosses in favor of personal affairs. Another factor contributing to lower job satisfaction is bonuses that are not earned in line with performance. This decrease indicates that performance of the employee is not optimal. Without the assistance of its top performers, an agency will not be able to meet its high performance goals. Every agency is always influenced by the role of good human resources who contribute optimally in carrying out their duties.

Performance is what an individual or group of individuals inside in an organization can do in line with their power and duty to achieve its objectives legally and without violating statutory regulations. Meanwhile, performance, is the outcome of individual's labor who completes the tasks depending on ability, experience, seriousness and time. Ethically, this means that employee's performance determined by their capacity, willingness, and ability to achieve work results or performance. Leadership is the capacity to persuade others so that they can make an effort to achieve a predetermined target. Furthermore, according to Sugiono and Lumban Tobing (2021), leadership is a process to encourage other people to understand and agree on what must be done, along with a process to support group and individual efforts to achieve common objectives. Priyasmimana et al. (2023) define leadership as the capacity and traits of an individual to motivate a group of people toward a shared objective, foster cooperation, and exert influence. According to Purba (2019), organizational culture is the shared values or habits adopted by an organization which are expected to improve its quality. Meanwhile, according to Syukur et al. (2019), one of the signs of a successful organization is a strong culture that can retain, attract, and reward those who successfully achieve goals and carry out their responsibilities.

Sutrisno (2019) defines job satisfaction as an employee's attitude toward their work, which is influenced by a variety of elements such as the work environment, inter-employee collaboration, incentives received at work, and issues pertaining to both physical and psychological aspects. In the meantime, Wibowo (2016) asserts that everyone who works wants to be satisfied with their place of employment. Leaders must comprehend what has to be done to foster employee job satisfaction because it can affect the attainment of performance outcomes that meet the goals of the firm. Job satisfaction is a general attitude toward work that includes the difference between the labor received and the quantity of incentives they believe they should receive (Robbins 2015). The purpose of this study is to

describe organizational culture, leadership, employee job satisfaction, and employee performance at the Sukorame Community Health Center, as well as to determine and analyze the effect of the dependent variable on employee performance using job satisfaction as an intervening variable at the Community Health Center.

METHOD

The descriptive analysis approach is used to examine data by describing or explaining the data that has been acquired without attempting to create inferences that I then apply to the general public or to generalizations (Sugiyono 2019). Quantitative research methodologies are used in this work. This study's population consisted of all 47 staff from the Sukorame Community Health Center. The researchers employed total sampling in this study since the number of samples is equal to the population size. The classical assumption test employs arithmetic media, namely SPSS version 25. This study's data measurement technique employs the Likert scale.

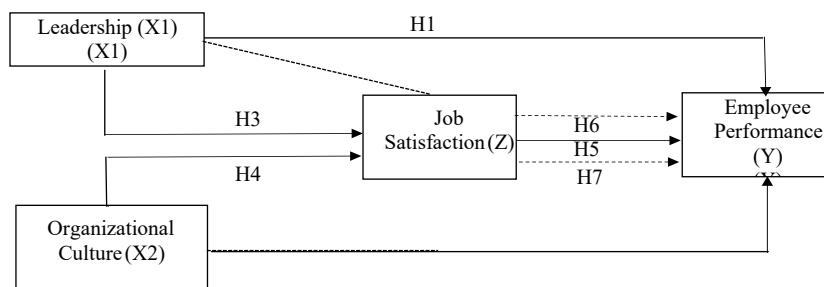


Figure 1. Research Desain

Before the hypothesis test, the data was analyzed by using validity test, reliability test, classical assumption test. First, validity test for this study show that all of the items are valid (see Table 1).

Table 1. Validity Test

Variable	Statement Item Code	R-Count	R-Label ($\alpha = 5\%$)	Decision
Leadership (X1)	X1.1	0.538	0.2876	Valid
	X1.2	0.559	0.2876	Valid
	X1.3	0.563	0.2876	Valid
	X1.4	0.669	0.2876	Valid
	X1.5	0.545	0.2876	Valid
	X1.6	0.661	0.2876	Valid
	X1.7	0.702	0.2876	Valid
	X1.8	0.734	0.2876	Valid
	X1.9	0.600	0.2876	Valid
	X1.10	0.506	0.2876	Valid
Organizational Culture (X2)	X2.1	0.567	0.2876	Valid
	X2.2	0.518	0.2876	Valid
	X2.3	0.678	0.2876	Valid

Organizational Culture (X2)	X2.4	0.611	0.2876	Valid
	X2.5	0.577	0.2876	Valid
	X2.6	0.800	0.2876	Valid
	X2.7	0.699	0.2876	Valid
	X2.8	0.634	0.2876	Valid
	X2.9	0.639	0.2876	Valid
	X2.10	0.697	0.2876	Valid
	X2.11	0.485	0.2876	Valid
	X2.12	0.533	0.2876	Valid
Job Satisfaction (Z)	Z1	0.580	0.2876	Valid
	Z2	0.718	0.2876	Valid
	Z3	0.710	0.2876	Valid
	Z4	0.773	0.2876	Valid
	Z5	0.756	0.2876	Valid
	Z6	0.763	0.2876	Valid
	Z7	0.728	0.2876	Valid
	Z8	0.728	0.2876	Valid
	Z9	0.769	0.2876	Valid
	Z10	0.687	0.2876	Valid
Employee Performance (Y)	Y1	0.652	0.2876	Valid
	Y2	0.712	0.2876	Valid
	Y3	0.678	0.2876	Valid
	Y4	0.641	0.2876	Valid
	Y5	0.705	0.2876	Valid
	Y6	0.716	0.2876	Valid
	Y7	0.788	0.2876	Valid
	Y8	0.780	0.2876	Valid
	Y9	0.798	0.2876	Valid
	Y10	0.767	0.2876	Valid

Second, reliability statistics show all variables is reliable based on Cronbach's Alpha score more than 0.700. It can be seen Table 2.

Table 2. Reliability Test

No	Variables	Cronbach's Alpha	Decision
1	Leadership (X1)	0.807	Reliable
2	Organizational Culture (X2)	0.856	Reliable
3	Job Satisfaction (Z)	0.895	Reliable
4	Employee Performance (Y)	0.899	Reliable

Third, normality test by using Kolmogorov-Smirnov test shows that the data is normal by sig.(2-tailed) score more than 0.05, in which the score is 0.200. Fourth, multicollinearity test show that the score of tolerance and VIF of all variables meet the standard for classical assumption of multicollinearity test (see Table 3).

Table 3. Multicollinearity Test

No	Variables	Tolerance	VIF	Decision
1	Leadership (X1)	0.534	1.874	No Multicollinearity
2	Organizational Culture (X2)	0.573	1.746	No Multicollinearity
3	Job Satisfaction (Z)	0.544	1.837	No Multicollinearity

Fifth, Heteroscedasticity test by using Glejser Test shows that all variables are no

heteroscedasticity in classical assumption (see Table 4).

Table 4. Heteroscedasticity Test (Glejser Method)

No	Variables	Results	Decision
1	Leadership (X1)	0.547	No Heteroscedasticity
2	Organizational Culture (X2)	0.576	No Heteroscedasticity
3	Job Satisfaction (Z)	0.082	No Heteroscedasticity

RESULTS AND DISCUSSIONS

Results

The finding of this study in each equation– after the classical assumption test – show that all variables (Leadership, Organizational Culture, and Job Satisfaction) influence Employee Performance (see Table 5, and 6) by score explaining in the equation 1 and 2. Table 5 and equation 1 show the model 1 of this paper.

Table 5. Model 1 for Leadership, Organizational Culture, and Job Satisfaction to Employee Performance

No	Variables	T-Count	T-Table	Beta	Decision
	Constant			-0.835	
1	Leadership (X1)	2.562	2.01669	0.348	Accepted
2	Organizational Culture (X2)	3.956	2.01669	0.391	Accepted
3	Job Satisfatcion (Z)	2.465	2.01669	0.257	Accepted

$$Y = a + bx_1 + bx_2 + bZ_1 + e \quad (1)$$

$$Y = -0.835 + 0,348x_1 + 0,391x_2 + 0,257Z_1 + e \quad (1)$$

If the constant is -0.835, then this equation may be explained. That is, if the variables X1, X2, and Z have zero (0) or fixed ivalue of (constant), then the variable Y has an ivalue of i-0.835 or is ifixed. Then, the coefficient determination or R- Square score of this model is 0.699 by adjusted r-square score (see table 7), so this model can be explained by 69.9%.

Table 6. Model 2 for Leadership, Organizational Culture, and Job Satisfaction

No	Variables	T-Count	T-Table	Beta	Decision
	Constant			6.398	
1	Leadership (X1)	2.562	2.01669	0.528	Accepted
2	Organizational Culture (X2)	3.956	2.01669	0.322	Accepted

$$Z = a + bx_1 + bx_2 + e \quad (2)$$

$$Z = 6.398 + 0.528x_1 + 0.322x_2 + e \quad (2)$$

If the constant is 6.398, that is, if the variables X1 and X2 have a zero (0) or values fixed (constant), then the variable Z has a value of 6.398. This equation can be explained. Then, the coefficient determination or R- Square score of this model is 0.431 by adjusted r-square score (see table 7), so this model can be explained by 43.1%.

Table 7. Coefficient Determination of Models

Model	Adjusted R-Square	Percentage
Model 1 (X1, X2, Z to Y)	0.699	69.9%
Model 2 (X1, X2 to Z)	0.431	43.1%

Furthermore, F test show that all variables have significant influence for the models. Data show that the model 1 and 2 have F score 36.539, and 18.416 (see Table 8).

Table 8. F Test of Models

Model	F-Score	F-Table
Model 1 (X1, X2, Z to Y)	36.539	2.82
Model 2 (X1, X2 to Z)	18.416	3.20

We know that the estimated F-score of the model 1 is bigger than the F-table ($36.539 > 2.82$), and a significance score is $0.000 < 0.05$. Based on the table variables X1, X2, and Z simultaneously have an effect on the variable Y. This indicates that H_a is accepted. Then, F-score of the model 2 is more than the F-table ($18.416 > 3.20$), and a significance score is $0.000 < 0.05$. Thus, the variables X1 and X2 influence simultaneously Z.

Path Analysis

To understand test of path analysis, we analyze all of the effect size of each variable in the models. This study shows that the total effect is more than the direct effect, by 0.42 score (see Table 9), so this model has indirect influence between the employee performance variable (Y) and the leadership variable (X1) through work satisfaction (Z). Then, the total effect is more than the direct effect, by 0.537 score, so this model has indirect influence between the organizational culture variable (X2) and the employee performance variable (Y) through job satisfaction (Z).

Table 9. Path Analysis

Variables	Direct Effect	Indirect Effect	Total Effect
X1 > Z	0.331	0	0
X2 > Z	0.423	0	0
X1 > Y	0.294	0	0
X2 > Y	0.423	0	0
Z > Y	0.270	0	0
X1 > Z > Y	0	0.089	0.420
X2 > Z > Y	0	0.114	0.537

Discussion

Leadership on Employee Performance

According to the results, the study concludes that hypothesis 1 is true, demonstrating that staff performance is positively and significantly impacted by leadership. According to Wokas et al. (2022), Surahman (2022), Puspitasari et al. (2022), and Handayani and Hakim (2022), leadership significantly and favorably affects employee performance, and the

hypothesis test results support these findings. Another viewpoint, expressed by Perkasa et al. (2023), holds that leaders must be able to make the right choices in every circumstance and that effective communication between leaders and subordinates is crucial to the organization. This means that decisions are made after careful consideration and mutual agreement, and that open communication between leaders and subordinates is executed effectively.

The Influence of Organizational Culture on Employee Performance

The study's results support hypothesis 2, which states that organizational culture significantly and favorably affects worker performance. Employee performance will therefore rise in Sukorame Community Health Center with a stronger organizational culture and fall in the other direction if the organizational culture is weak. The hypothesis's findings are consistent with research by Rahmizal and Arifin (2023), which shows that organizational culture controls and guides employee attitudes and behavior. Businesses that have a strong culture can improve employee performance and cultivate a cooperative environment. Organizational culture has a favorable and considerable impact on employee performance, according to additional studies by Skera et al. (2023), Wiratama et al. (2022), Arfion et al. (2022), and Widiastini et al. (2023).

Job Satisfaction on Employee Performance

The study's findings support hypothesis 3, which states that employee performance is positively and significantly impacted by job satisfaction. According to research by Badrianto and Astuti (2023), job satisfaction is a crucial factor since it is a powerful indicator of high performance. A excellent business is one that can enhance the well-being of its workers in order to generate skilled and superior workers. Job satisfaction has a positive and significant impact on employee performance, according to other research by Riskawati (2023), Indrayani et al. (2024), Ragil et al. (2023), and Setiani (2023). This suggests that if job satisfaction is high, employee performance will also be high.

Leadership on Job Satisfaction

Hypothesis 4 is accepted in light of the research findings, suggesting that job satisfaction is positively and significantly impacted by leadership. The hypothesis's findings are consistent with studies by Muaroma and Indriati (2022), and Anggiat (2022) that show leadership significantly and favorably affects worker job satisfaction.

Organizational Culture on Job Satisfaction

Hypothesis 5 is accepted in light of the research findings, suggesting that job satisfaction is positively and significantly impacted by company culture. Employee work satisfaction will rise at the Sukorame Community Health Center if the company culture is positive, and vice versa. According to studies by Hasibuan (2020), Rulianti and Nurpersonal (2023), and Busri et al. (2023), there are a number of workplace regulations designed to increase job satisfaction since workers need to have a strong sense of camaraderie.

Leadership on Employee Performance Through Job Satisfaction

According to the research findings, hypothesis 6 that leadership improved employee performance by using job happiness as an intervening variable was accepted. Job happiness is strongly correlated with the tight relationship that exists between leaders and subordinates. Job satisfaction can mediate leadership on employee performance, according to study by Haryani et al. (2022), Ritonga and Bahri (2022), Kholid and Utari (2023), and Gil et al. (2023).

Organizational Culture on Employee Performance Through Job Satisfaction

According to the study's findings, hypothesis 7, which states that organizational culture improves staff performance through job satisfaction, was accepted. This indicates that job satisfaction may act as a mediating factor between organizational culture and employee performance at the Sukorame Community Health Center. The findings of the hypothesis test are consistent with studies by Nurhasanah et al. (2022), Dethan et al. (2023), Harahap and Nasution (2023), and Hariyani et al. (2022) that show that corporate culture can influence employee performance through work satisfaction.

CONCLUSION

Employees believe that effective and suitable leadership will boost performance, which puts leadership in the very high category. Additionally, when organizational culture is strong, employees' job satisfaction is also high, indicating that they want to acquire what they deserve from their jobs in order to perform successfully. Employee performance falls into the high category, which means that if the linked variables are improved, performance achievements can be made if the employee performs well. Leadership has a positive and significant effect on employee performance at the Sukorame Community Health Center, meaning that the better the

leadership, the higher the performance that will be produced and vice versa. Organizational culture has a positive and significant effect on employee performance at the Sukorame Community Health Center, meaning that the better the leadership, the higher the performance that will be produced and vice versa. Job satisfaction has a positive and significant effect on employee performance at the Sukorame Community Health Center, meaning that if employee job satisfaction is high, the higher the performance will be and vice versa. Leadership has a positive and significant effect on job satisfaction at the Sukorame Community Health Center, meaning that the better the leadership, the job satisfaction will increase and vice versa. Organizational culture has a positive effect on job satisfaction at the Sukorame Community Health Center, meaning that the better the leadership, the job satisfaction will increase and vice versa. Leadership has a positive and significant effect on employee performance with job satisfaction as a variable *intervening* meaning, if leadership is carried out well it will increase employee job satisfaction and will have an impact on employee performance. Organizational culture has a positive and significant effect on employee performance with job satisfaction as a variable *intervening* meaning, if the organizational culture is carried out well, it will increase employee job satisfaction and will have an impact on employee performance.

ACKNOWLEDGEMENT

We would thank to undergraduate student in Universitas Negeri Surabaya and all parties that help this research. We hope this research can be used for Academicians and Practicioners.

REFERENCES

- Angkiat, A. (2022). Analisis Pengaruh Gaya Kepemimpinan dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan di PT.Warna Warni Kreasi. *Jurnal Indonesia Sosial Teknologi* 3(02): 190–202.
- Badrianto, Y, dan Astuti, D. (2023). Peran Kepuasan kerja sebagai Mediasi pada Pengaruh Komitmen Organisasi terhadap Kinerja Karyawan. *Jesya* 6(1): 841–48.
- Busri, Hadi et al. 2023. Pengaruh Budaya Organisasi Dan Komunikasi Organisasi Terhadap Kepuasan Kerja Karyawan Pada Perusahaan. 4(1): 55–64.
- Dethan, S. C H, John E. H. J. F., dan Henny, A. M. (2023). Pengaruh Motivasi, Lingkungan Kerja, dan Budaya Organisasi terhadap Kinerja Pegawai Melalui Kepuasan Kerja sebagai Variabel Mediasi (Kajian Studi Literatur Manajemen Sumber Daya Manusia). *Jurnal Ekonomi Manajemen Sistem Informasi* 4(4): 675–87. <https://creativecommons.org/licenses/by/4.0/>.
- Handayani, Prastiwi, R., and Hakim, A. L. (2022). The Moderation Effect of Work Discipline: Leadership Style on the Statistics Indonesia Employee Performance in Lamongan. *Journal of Leadership in Organizations* 4(2): 120–33.



- Harahap, F. A., and Nasution, A. E. (2023). Studi Kinerja Karyawan: Budaya Organisasi dan Stres Kerja Melalui Kepuasan Kerja Pada PT. Perkebunan Nusantara II (Persero) Medan. *Jesya* 6(2): 2317–30.
- Haryani, T., Kirana, K. C., and Wiyono, G. (2022). Kepemimpinan, Budaya Organisasi, dan Motivasi Kerja Terhadap Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Variabel Intervening. *The Journalish: Social and Government* 3(1): 55–74.
- Indrayani, I., Nurhatisyah, N., Damsar, D., and Wibisono, C. (2024). How does millennial employee job satisfaction affect performance? *Higher Education, Skills and Work-based Learning* 14(1): 22–40.
- Nurhasanah, N., Jufrizen, J., and Tupti, Z. (2022). Pengaruh Etika Kerja, Budaya Organisasi Dan Beban Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening. *Jesya (Jurnal Ekonomi & EkonomiSyariah)* 5(1): 245–61.
- Perkasa, D. H. (2023). Pengaruh Kedisiplinan, Kepemimpinan dan Lingkungan Kerja terhadap Kinerja Karyawan. *AGILITY: Lentera Manajemen Sumber Daya Manusia* 1(02): 47–59.
- Priyasmimana, H. F., dan Fitriani, Y. (2023). Pengaruh Kepemimpinan Dan Budaya Organisasi Terhadap Kinerja Karyawan di Universitas PGRI Palembang. *Jurnal Media Wahana Ekonomika* 20(1): 151–75.
- Purba, M. N. B. (2019). Analisis Budaya Organisasi Pada Kantor Pelayanan Pajak Pratama Kabanjahe. *Digital Repository Universitas Quality*: 6–22. <http://portaluniversitasquality.ac.id:55555/171/>.
- Puspitasari, A., Andara, A. M., Putry, M., and Sandra, M. (2022). Analisis pengaruh pelatihan dan kepemimpinan terhadap kinerja karyawan. *Jurnal Integrasi Sumber Daya Manusia* 1(1): 40–51.
- Ragil, S. W., and Siska, E. (2023). Pengaruh Motivasi Kerja dan Kepuasan Kerja terhadap Kinerja Pegawai PT Fasen Creative Quality. *Jurnal Manajemen Dan Bisnis Ekonomi* 1(3): 2580–8028.
- Riskawati, M. K. (2023). Pengaruh Quality of Work Life Dan Kepuasan Kerja. *Jurnal Ilmiah MEA (Manajemen, Ekonomi, dan Akuntansi)*, 7(1), 60–71.
- Rulianti, E., dan Nurpribadi, G. (2023). Pengaruh Motivasi Kerja, Lingkungan Kerja dan Pengembangan Karir Terhadap Kepuasan Kerja Karyawan. *Jesya* 6(1): 849– 58.
- Skera, S. Y. W., Nursiani, N. P., Maak, C. S., and Fanggidae, R. E. (2023). Pengaruh Budaya Organisasi Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada PT. Bosowa Berlian Motor Kupang. *GLORY Jurnal Ekonomi dan Ilmu Sosial* 4(2-Apr): 419–34.
- Sugiyono. (2019). *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R & D*. Alfabeta: Bandung.
- Surahman, M. (2022). Pengaruh Kepemimpinan Dan Budaya Organisasi Terhadap Kinerja. *Perwira Journal of Economics & Business* 2(1): 12–19.
- Widiastini, Mia, N. K., Wijaya, P. Y., and Mahayasa, I. G. A. (2023). Pengaruh Kompetensi Dan Budaya Organisasi Terhadap Kinerja Karyawan (Studi pada PT Gapura Angkasa Cabang Denpasar). *Journal of Applied Management Studies (JAMMS)* 4(2): 147–58.
- Wiratama, R. A. A., Widayani, A. A. D. and Saraswati, N. P. A. S. (2022). Pengaruh Budaya Organisasi, Stres Kerja dan Komitmen Organisasi Terhadap Kinerja Karyawan Pada

Koperasi Lumbung Sari Sedana Buduk Kabupaten Badung. *Jurnal Emas* 3(9): 190–99.

Wokas, N. G. C., Dotulong, L. O. H., and Saerang, Regina. T. (2022). Pengaruh Gaya Kepemimpinan, Keterlibatan Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan PT. PLN Kawangkoan. *Jurnal EMBA : Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi* 10(3): 56.