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The Influence of Leadership Style, Organizational Culture, and Job Satisfaction on Employee Performance through Organizational Commitment at PT. Nusa Indah Lestari, South Jakarta

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Abstract: This study aims to determine and analyze the positive and significant effects of leadership style, organizational culture, and job satisfaction on employee performance through organizational commitment at PT. Nusa Indah Lestari, South Jakarta. The study employs a descriptive method with a quantitative approach, using a Partial Least Squares-based Structural Equation Model (PLS-SEM) with SmartPLS 4.0 software. The population consisted of 140 permanent employees, and the sample was determined using the Slovin formula, resulting in 140 respondents. Data were collected via questionnaires measured on a five-point Likert scale. The findings show that: (1) Leadership style has a positive and significant effect on employee performance (β = 0.337; t = 3.711; p = 0.000); (2) Organizational culture has a positive but insignificant effect on employee performance (β = 0.088; t = 1.267; p = 0.205); (3) Job satisfaction has a positive but insignificant effect on employee performance (β = 0.154; t = 1.744; p = 0.081); (4) Leadership style has a positive and significant effect on organizational commitment (β = 0.480; t = 4.418; p = 0.000); (5) Organizational culture has a positive and significant effect on organizational commitment (β = 0.217; t = 2.272; p = 0.023); (6) Job satisfaction has a positive and significant effect on organizational commitment (β = 0.221; t = 2.041; p = 0.041); (7) Organizational commitment has a positive and significant effect on employee performance (β = 0.402; t = 6.898; p = 0.000). Organizational commitment is confirmed as an effective partial mediator bridging leadership style, organizational culture, and job satisfaction with employee performance at PT. Nusa Indah Lestari.

Introduction

In the era of globalization and industrial revolution 4.0, companies in Indonesia face increasingly complex challenges. The quality of human resources is a key factor in organizational success. PT. Nusa Indah Lestari is a company in the outsourcing sector providing cleaning service workers to partner companies. The company has experienced challenges

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related to employee performance, particularly in aspects of work discipline, supervision quality, and inter-employee relations.

Based on internal document data for the period 2022–2024, employee performance indicators such as work quality (from 3.0 to 3.5), work quantity (3.5 to 3.7), and employee relations (2.1 to 2.5) show a trend of improvement but remain in the low to moderate category. Organizational commitment also shows fluctuations, particularly in the normative commitment dimension which remains at a low level. These conditions indicate that leadership style, organizational culture, and job satisfaction at PT. Nusa Indah Lestari have not been optimized.

According to Kasmir (2018), performance is the work result achieved by a person by fulfilling assigned tasks and responsibilities within a certain time. Furthermore, organizational commitment acts as an important strategic variable in improving employee performance (Hasibuan in Fahmi, 2018). Research gap in previous studies shows that most studies only examine two or three variables, and few simultaneously integrate leadership style, organizational culture, and job satisfaction as independent variables with organizational commitment as an intervening variable in the specific context of outsourcing service companies.

Based on this background, this study aims to analyze the effect of leadership style, organizational culture, and job satisfaction on employee performance through organizational commitment at PT. Nusa Indah Lestari, South Jakarta.

Leadership Style

Leadership style is the characteristic, habits, temperament, character, and personality that distinguishes a leader in interacting with others (Kartono, 2019). Effective leadership can influence employees to work productively toward organizational goals (Rivai, 2019). In this study, leadership style is measured through five indicators: decision-making ability, motivating ability, communication ability, ability to control subordinates, and sense of responsibility.

Organizational Culture

Organizational culture refers to a shared system of meaning held by members that distinguishes one organization from others (Robbins, 2019). A strong organizational culture that emphasizes discipline, integrity, teamwork, and creativity can encourage employees to perform better and remain committed to the organization. In this study, organizational culture is measured through five indicators: discipline, perseverance, honesty, teamwork, and creativity and innovation (Susanti et al., 2021).

Job Satisfaction

Job satisfaction is a feeling of support or not support within an employee related to work and the conditions of the individual themselves (Widodo, 2019). It is measured through five indicators: salary, the work itself, co-workers, supervisor, and promotion opportunity.

Organizational Commitment

Organizational commitment is emotional attachment, the desire to remain part of the organization, and a sense of responsibility to contribute (Meyer et al., 2021). It is measured through three components: Affective Commitment, Continuance Commitment, and Normative Commitment (Allen & Meyer, 2019).

Employee Performance

Employee performance is the work result achieved by meeting assigned tasks and responsibilities within a specified period (Kasmir, 2018). It is measured through five indicators: work quantity, work quality, timeliness, work supervision, and inter-employee relations.

Conceptual Framework and Hypotheses

The conceptual model positions leadership style (X1), organizational culture (X2), and job satisfaction (X3) as independent variables; organizational commitment (Z) as an intervening variable; and employee performance (Y) as the dependent variable. Based on the theoretical review, ten hypotheses are proposed:

H1: Leadership style has a positive and significant effect on employee performance at PT. Nusa Indah Lestari.

H2: Organizational culture has a positive and significant effect on employee performance at PT. Nusa Indah Lestari.

H3: Job satisfaction has a positive and significant effect on employee performance at PT. Nusa Indah Lestari.

H4: Leadership style has a positive and significant effect on organizational commitment at PT. Nusa Indah Lestari.

H5: Organizational culture has a positive and significant effect on organizational commitment at PT. Nusa Indah Lestari.

H6: Job satisfaction has a positive and significant effect on organizational commitment at PT. Nusa Indah Lestari.

H7: Organizational commitment has a positive and significant effect on employee performance at PT. Nusa Indah Lestari.

H8: Organizational commitment mediates the effect of leadership style on employee performance.

H9: Organizational commitment mediates the effect of organizational culture on employee performance.

H10: Organizational commitment mediates the effect of job satisfaction on employee performance.

Research Method

This study was conducted at PT. Nusa Indah Lestari, South Jakarta, located at Veteran, RT.4/RW.10, Bintaro, Pesanggrahan Sub-district, South Jakarta, 12330. A quantitative, associative approach was used, aimed at determining the influence among variables (Sugiyono, 2019). The study was conducted from March to July 2025.

The population of the study consisted of 140 permanent employees of PT. Nusa Indah Lestari. The sample size was determined using the Slovin formula with a 5% margin of error, producing 140 respondents selected through proportional random sampling.

The research involves five variables: leadership style (X1), organizational culture (X2), and job satisfaction (X3) as independent variables; organizational commitment (Z) as an intervening variable; and employee performance (Y) as the dependent variable. The operational definitions and indicators of each variable are summarized in Table 1.

Data were collected using a questionnaire scored on a five-point Likert scale (5 = Strongly Agree to 1 = Strongly Disagree). The data were analyzed using Structural Equation Modeling – Partial Least Squares (SEM-PLS) with SmartPLS 4.0 software. Evaluation of the outer (measurement) model was based on outer loading (> 0.50), Composite Reliability (> 0.70), Cronbach's Alpha (> 0.70), and Average Variance Extracted/AVE (> 0.50). Discriminant validity was assessed using cross-loading criteria. The inner (structural) model was evaluated using R-Square, Q-Square, F-Square, and path coefficients, with a path considered significant when the t-statistic exceeds 1.96 and p-value is below 0.05 (Hair et al., 2020).

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Table 1. Operational Definition of Research Variables

Variable	Indicators	Source
Leadership Style (X1)	Decision-making ability; motivating ability; communication ability; ability to control subordinates; sense of responsibility	Kartono (2019)
Organizational Culture (X2)	Discipline; perseverance; honesty; teamwork; creativity and innovation	Robbins & Judge in Susanti et al. (2021)
Job Satisfaction (X3)	Salary; the work itself; co-workers; supervisor; promotion	Widodo (2019)
Organizational Commitment (Z)	Affective Commitment; Continuance Commitment; Normative Commitment	Meyer et al. (2021)
Employee Performance (Y)	Work quantity; work quality; timeliness; supervision; inter-employee relations	Kasmir (2018)

Results and Discussion

Research Results

Respondent Characteristics.

Table 2. Respondent Characteristics

Characteristic	Category	n	%
Gender	Male	120	85.7%
	Female	20	14.3%
Age	20–30 years	50	35.7%
	31–40 years	70	50.0%
	41–50 years	20	14.3%

Based on Table 2, the majority of respondents are male (85.7%). By age, the largest group is 31–40 years (50%), followed by 20–30 years (35.7%), and 41–50 years (14.3%). This demographic profile shows that the workforce at PT. Nusa Indah Lestari is dominated by productive-age employees.

Descriptive Statistics of Research Variables.

Table 3. Descriptive Statistics of Research Variables

Variable	Mean Score	Criterion
Leadership Style (X1)	4.03	Good
Organizational Culture (X2)	4.00	Good
Job Satisfaction (X3)	3.98	Good
Organizational Commitment (Z)	3.99	Good
Employee Performance (Y)	4.03	Good

All five variables fall within the "Good" category (mean scores 3.98–4.03 on a 5-point scale), indicating that leadership style, organizational culture, job satisfaction, organizational commitment, and employee performance at PT. Nusa Indah Lestari are perceived by employees as adequate but with room for improvement.

Measurement (Outer) Model.

All indicator loading factors exceed 0.50, confirming convergent validity. Table 4 presents the Composite Reliability, Cronbach's Alpha, and AVE for each construct.

Table 4. Construct Reliability and Validity

Construct	Cronbach's Alpha	Composite Reliability	AVE
Leadership Style	0.924	0.936	0.596
Organizational Culture	0.927	0.941	0.667
Job Satisfaction	0.921	0.935	0.644
Organizational Commitment	0.893	0.919	0.655
Employee Performance	0.923	0.936	0.620

All constructs have Composite Reliability and Cronbach's Alpha above 0.70, and AVE above 0.50 for every construct, confirming adequate reliability and convergent validity. Discriminant validity was confirmed through cross-loading analysis, where each indicator's loading on its own construct exceeded its loadings on other constructs.

Structural (Inner) Model

Table 5. Coefficient of Determination (R-Square)

Endogenous Variable	R-Square	R-Square Adjusted	Category
Organizational Commitment (Z)	0.776	0.770	Good
Employee Performance (Y)	0.869	0.864	Good

The R-square for organizational commitment is 0.776, meaning leadership style, organizational culture, and job satisfaction jointly explain 77.6% of the variance in organizational commitment. The R-square for employee performance is 0.869, meaning the four predictors jointly explain 86.9% of the variance in employee performance. The Q-square predictive relevance value was calculated at 0.971 (97.1%), confirming excellent predictive relevance. The direct and indirect path coefficients are shown in Tables 6 and 7.

Table 6. Path Coefficients, T-Statistics, and P-Values (Direct Effects)

Hypothesis	Path	β	T-Stat	P-Value	Decision
H1	Leadership Style → Employee Performance	0.337	3.711	0.000	Supported
H2	Organizational Culture → Employee Performance	0.088	1.267	0.205	Not Supported
H3	Job Satisfaction → Employee Performance	0.154	1.744	0.081	Not Supported
H4	Leadership Style → Organizational Commitment	0.480	4.418	0.000	Supported
H5	Organizational Culture → Organizational Commitment	0.217	2.272	0.023	Supported
H6	Job Satisfaction → Organizational Commitment	0.221	2.041	0.041	Supported
H7	Organizational Commitment → Employee Performance	0.402	6.898	0.000	Supported

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Table 7. Path Coefficients, T-Statistics, and P-Values (Indirect Effects)

Hypothesis	Indirect Path	β	T-Stat	P-Value	Decision
H8	Leadership Style → OC → Employee Performance	0.193	3.355	0.001	Supported
H9	Organizational Culture → OC → Employee Performance	0.087	2.271	0.023	Supported
H10	Job Satisfaction → OC → Employee Performance	0.089	1.971	0.049	Supported

As shown in Tables 6 and 7, leadership style (H1, H4, H8) consistently demonstrates significant positive effects. Organizational culture and job satisfaction show significant effects on organizational commitment (H5, H6) and through mediation on performance (H9, H10), but their direct effects on performance are not significant (H2, H3). Organizational commitment is confirmed as a significant positive predictor of employee performance (H7).

Discussion

Effect of Leadership Style on Employee Performance (H1). Leadership style has a significant positive effect on employee performance (β = 0.337; t = 3.711; p = 0.000). Effective leaders who can make timely decisions, motivate teams, communicate clearly, and take responsibility for results create conditions where employees can perform optimally. This finding is consistent with Syahri Bungu Farizka and Rosadi Rofik (2022) who found that leadership style positively and significantly affects employee performance.

Effect of Organizational Culture on Employee Performance (H2). Organizational culture has a positive but insignificant direct effect on employee performance (β = 0.088; t = 1.267; p = 0.205). Although cultural values of discipline, honesty, and teamwork are important, their direct influence on performance may be fully channeled through the mediation of organizational commitment. This finding aligns with Khoirin Nida (2025).

Effect of Job Satisfaction on Employee Performance (H3). Job satisfaction has a positive but insignificant direct effect on employee performance (β = 0.154; t = 1.744; p = 0.081). The relationship between satisfaction and performance is not always direct, but is mediated by commitment and motivation. This is consistent with Kholilah and Efrina Masdaini (2024).

Effect of Leadership Style on Organizational Commitment (H4). Leadership style has a significant positive effect on organizational commitment (β = 0.480; t = 4.418; p = 0.000). Leaders who apply participative, supportive, and fair styles can build employee emotional attachment to the organization. This finding is consistent with Ahmad (2022).

Effect of Organizational Culture on Organizational Commitment (H5). Organizational culture has a significant positive effect on organizational commitment (β = 0.217; t = 2.272; p = 0.023). A strong organizational culture that is internalized by employees increases their sense of belonging and loyalty to the organization. This is consistent with Desnirita (2021).

Effect of Job Satisfaction on Organizational Commitment (H6). Job satisfaction has a significant positive effect on organizational commitment (β = 0.221; t = 2.041; p = 0.041). Employees who are satisfied with salary, work content, relationships with colleagues and supervisors, and career promotion opportunities tend to show higher organizational commitment. This finding supports Santoso (2023).

Effect of Organizational Commitment on Employee Performance (H7). Organizational commitment has a significant positive effect on employee performance (β = 0.402; t = 6.898; p = 0.000), making it the strongest predictor of performance in this model. Highly committed employees are more motivated to complete tasks well, have lower turnover intentions, and are willing to give extra effort. This finding is consistent with Doni Marlius (2024).

Mediation Effects (H8, H9, H10). Organizational commitment significantly mediates: the effect of leadership style on performance (β = 0.193; t = 3.355; p = 0.001); the effect of organizational culture on performance (β = 0.087; t = 2.271; p = 0.023); and the effect of job satisfaction on performance (β = 0.089; t = 1.971; p = 0.049). These results confirm that organizational commitment acts as a partial mediator, strengthening the influence of the three independent variables on employee performance.

Conclusion

Based on the results and discussion, this study concludes that: (1) leadership style has a positive and significant effect on employee performance (t = 3.711; p = 0.000); (2) organizational culture has a positive but insignificant direct effect on employee performance (t = 1.267; p = 0.205); (3) job satisfaction has a positive but insignificant direct effect on employee performance (t = 1.744; p = 0.081); (4) leadership style has a positive and significant effect on organizational commitment (t = 4.418; p = 0.000); (5) organizational culture has a positive and significant effect on organizational commitment (t = 2.272; p = 0.023); (6) job satisfaction has a positive and significant effect on organizational commitment (t = 2.041; p = 0.041); (7) organizational commitment has a positive and significant effect on employee performance (t = 6.898; p = 0.000); and (8–10) organizational commitment significantly mediates all three independent variable effects on employee performance at PT. Nusa Indah Lestari, South Jakarta.

Based on these findings, several practical recommendations are proposed. For leadership, management should provide communication training for supervisors and create open feedback channels. For organizational culture, the company should strengthen team collaboration programs and reinforce core values consistently. For job satisfaction, reviewing the salary and promotion system in a transparent and merit-based manner is recommended. For organizational commitment, strengthening the sense of belonging through career development programs will improve overall employee performance. For future researchers, it is suggested to expand the research variables and use different samples to validate these findings.

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