

The Role of Job Satisfaction in Improving the Relationship Between Leadership and Organizational Culture on Employee Performance in Denpasar, Bali-Indonesia

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ABSTRACT: This study examines the problem of declining employee performance in several government agencies, which is characterized by work results that are not on target, lack of contribution, innovation, discipline, coordination, and the existence of job dissatisfaction and a suboptimal organizational culture. The existence of a gap in the results of previous research on the influence of servant leadership and organizational culture on employee performance, as well as the mediating role of job satisfaction, prompted this research. The purpose of this study is to analyze the influence of service leadership and organizational culture on employee performance, as well as on job satisfaction, and the mediating role of job satisfaction in these relationships. The research method uses a causal associative approach which was carried out at the Denpasar City Public Works and Spatial Planning Office (PUPR) from December 2024 to June 2025. With the entire employee population, 58 respondents were selected through the random sampling method. Data was collected using a questionnaire and analyzed with Structural Equation Modeling (SEM) based on Partial Least Square (PLS). The results show that servant leadership and organizational culture positively and significantly affect employee performance, either directly or indirectly through partial mediation of job satisfaction. Job satisfaction also positively and significantly affects employee performance. Overall, the research model shows strong and acceptable predictiveness. The contribution of this research is to provide a more comprehensive understanding of the mechanism of influencing the variables of leadership serving, organizational culture, and job satisfaction on employee performance in specific government agency environments, as well as filling in the gaps of previous research.

KEYWORDS: Servant Leadership, Organizational Culture, Job Satisfaction, Employee Performance

I. INTRODUCTION

The success or failure of a company or organization is often determined by the important role of its human resources. Human resources are the most valuable asset in an organization, because the success of the organization is highly determined by its human element (Fatril et al., 2022). Good performance has an important role in the success of the company in achieving its goals, requiring every company to realize that the success or failure of the tasks and functions carried out depends on the performance of employees who are well maintained (Yanti et al., 2024). Employees who have optimal performance will help the company to develop the business and also achieve the goals that have been set (Artini et al., 2023). Public sector organizations, including government services, are faced with high demands from the public for the performance of their services. Therefore, high employee performance is expected to achieve organizational goals (Sinaga, 2021)

Although employee performance plays a crucial role, observations in several government agencies show a decline in employee performance. This can be seen from the results of work that are not in accordance with the specified targets (Yanti et al., 2024). Some of the phenomena that indicate low performance include lack of employee contribution, low attendance rate (alpha), lack of innovation, improper practice of core tasks, low responsibility, and lack of coordination between employees (Fathoni et al., 2021). Other phenomena also show that teamwork is still not good and operational standards that have not been fully complied with (Yanti et al., 2024). Another factor that contributes to performance problems is a lack of work motivation, which can be seen from employees who neglect their jobs because they feel they don't get feedback or appreciation (HusainaH & Husainah, 2024; Yanti et al., 2024). In addition, a lack of work discipline, such as high absenteeism, the habit of arriving late, relaxing during working hours, or coming home early are also triggers for low performance (Yanti et al., 2024). The work

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environment can also be a factor, where the organizational culture may still be not good, as seen from the lack of consistent shared principles or differences of views between managers and teams (HusainaH & Husainah, 2024). Employee dissatisfaction with tasks that do not match their skills, benefits that do not match the workload, or the absence of rewards for outstanding employees can also reduce their morale and commitment to work (Artini et al., 2023)

In an effort to improve employee performance, several research variables have an important role. First, Servant Leadership is a leadership style that prioritizes service to other parties. Leaders who implement this style are responsible for supervising, protecting and engaging in subordinate work, as well as motivating them to achieve optimal results. Research shows that servant leadership has a positive and significant effect on employee performance (Yanti et al., 2024). Second, Organizational Culture is a system of shared meanings, values, and beliefs that guide the behavior of organizational members (Apryanti et al., 2021; Sari et al., 2022). A strong organizational culture can support employees in improving their performance and have a positive and significant effect on employee performance (Akbar & Hermiati, 2023; Artini et al., 2023; HusainaH & Husainah, 2024). Third, Job Satisfaction is defined as a positive feeling about the job that results from an evaluation of its characteristics (Artini et al., 2023; Fatril et al., 2022). Job satisfaction is important because it reflects how a person feels about their job (Fathoni et al., 2021) and can encourage employees to work more optimally (Artini et al., 2023). Research shows that job satisfaction has a positive and significant effect on employee performance (Akbar & Hermiati, 2023; Fifaldyovan & Nalurita, 2023; Khair & Adira, 2022; Puspasari, 2023; Sari et al., 2022)

Although these three variables have been extensively studied, there are still differences in the results of previous studies, which creates a research gap. For example, some studies have found servant leadership to have a positive and significant effect on Organizational Citizenship Behavior (OCB) or employee performance, while other studies report a non-significant effect on employee performance (HusainaH & Husainah, 2024; Monica & Partina, 2024). or has no effect on OCB (Monica & Partina, 2024). In the context of the role of mediation, there are differences in results regarding whether job satisfaction can mediate the influence of servant leadership on OCB or employee performance. Some studies have found that job satisfaction can mediate the influence of servant leadership on OCB/performance (Fatril et al., 2022; Monica & Partina, 2024; Puspasari, 2023), however, other studies stated that they could not mediate the influence of *servant leadership* on OCB (Fatril et al., 2022; Monica & Partina, 2024). Similarly to the mediation of job satisfaction between organizational culture and employee performance, some studies have found a significant mediating effect (Apryanti et al., 2021; Artini et al., 2023; Fathoni et al., 2021), while other studies have found that organizational culture has no effect on job satisfaction and/or has no effect on employee performance mediated by job satisfaction (Akbar & Hermiati, 2023).

The existence of a gap in the results of this study confirms the need to conduct further research to re-examine the consistency of the relationship between these variables, especially in the Denpasar City Public Works and Spatial Planning Office (PUPR) as one of the vital government agencies. This research is expected to provide a more comprehensive understanding of the mechanism of influence of these variables on employee performance in this specific environment. Based on the background and motivation of the research, the purpose of this study is to analyze the influence of servant leadership and organizational culture on employee performance at the Denpasar City Public Works and Spatial Planning Office (PUPR). In addition, this study also aims to analyze the influence of servant leadership and organizational culture on employee job satisfaction, as well as the influence of job satisfaction on employee performance. Finally, this study will explore the mediating role of job satisfaction in the relationship between servant leadership and organizational culture on employee performance.

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II. LITERATURE REVIEW

Goal Setting Theory

Goal Setting Theory, developed by Locke in 1968, focuses on identifying the types of goals that are most effective in generating motivation and performance at a high level, as well as explaining the impact of those goals. This theory suggests a direct relationship between the goals set and a person's performance in carrying out tasks. Fundamentally, this theory seeks to motivate employees to contribute their input in order to achieve optimal performance and organizational goals. This approach bears similarities to expectation theory and fairness theory, but takes it a step further by emphasizing how a manager can ensure organizational members direct their efforts toward high performance and the success of organizational goals (Yanti et al., 2024)

Employee Performance

Employee performance can be defined as the results of work achieved by a person according to the measures that apply to the work carried out as well as a form of implementation of a plan that has been prepared by considering the availability of resources

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(Fifaldyovan & Nalurita, 2023; Nurhasanah et al., 2022; Yanti et al., 2024). In a broader context, performance is the outcome or level of success that an individual achieves overall over a given period of time in carrying out a task, as opposed to predefined and agreed standards, targets, or criteria (Sari et al., 2022). Good performance is very important for the success of a company in achieving its goals, because the success or failure of an organization is often determined by the important role of its human resources (Hartana & Sukarno, 2023; Keradjaan et al., 2020; Muhammad Ridlwan et al., 2021). Employees who show optimal performance help the company grow the business and achieve the set goals (Artini et al., 2023; Wanta & Augustine, 2021; Wijaya, 2024).

Job Satisfaction

Job satisfaction is defined as a positive feeling about a job that arises from an evaluation of its characteristics, as well as reflecting a set of emotions whether the employee likes or dislikes his or her job, or as a pleasant or positive emotional state resulting from an individual's work experience (Akbar & Hermiati, 2023; Wua et al., 2022). Job satisfaction is a crucial aspect because it reflects how a person feels about their job, and can encourage employees to work more optimally (Fidyah & Setiawati, 2020; Rayhana & Setiawati, 2024). Satisfied employees tend to show higher productivity, are more cooperative, and are more dedicated in their work, which ultimately contributes to adequate performance (Jufrizen et al., 2023; Muhammad Ridlwan et al., 2021; Wijaya, 2024).

Servant Leadership and Employee Performance

In an effort to improve this performance, servant leadership (Servant Leadership) emerged as a relevant leadership style. Servant leadership is defined as a leader's behavior that prioritizes service to employees through direct interaction to provide understanding and comfort at work. Leaders with this style focus on development, empowerment, responsibility, and selflessness, and naturally have a desire to serve first before leading (Jufrizen et al., 2023; Ludin & Mukti, 2023; Wijaya, 2024). Servant leaders not only supervise subordinates but also nurture, engage in subordinate work, and motivate them to work optimally for optimal results (Abbas et al., 2020; Ludin & Mukti, 2023; Pakpahan et al., 2021). In line with this, job satisfaction also plays an important role, defined as a pleasant or positive emotional state that results from a person's experience at work. Job satisfaction reflects a person's feelings towards their job, which arises from an evaluation of the characteristics of the job itself, salary, promotion opportunities, supervision (supervisor), and relationships with colleagues. The Goal Setting Theory developed by Locke (1968) emphasizes that clear and challenging goals can improve motivation and performance. This theory shows the close relationship between goals and performance, as well as how managers can help employees focus on achieving organizational goals. Servant leadership is in line with this theory, as servant leaders focus on developing employees by providing direction and support, as well as encouraging them to contribute to the maximum (Yanti et al., 2024). Although there are studies that show mixed results regarding the influence of servant leadership on employee performance (Apyanti et al., 2021; Wijaya, 2024; Yanti et al., 2024), Many empirical studies support that this approach positively affects employee performance and increases employee productivity (Abbas et al., 2020; Keradjaan et al., 2020; Wijaya, 2024).

Hypothesis: Servant leadership is suspected to have a positive and significant effect on employee performance

Servant Leadership and Job Satisfaction

Job satisfaction is a positive emotional state that arises from a person's experience at work, including an evaluation of job characteristics, salary, promotional opportunities, supervision, and relationships with colleagues (Fathoni et al., 2021; Fifaldyovan & Nalurita, 2023). Job satisfaction is the main goal of employees, because satisfied employees tend to be more productive and reliable (Puspasari, 2023; Yuanita & Padmantyo, 2022). Leadership styles, especially servant leadership, play an important role in creating a positive work environment. Servant leadership focuses on serving employees and their development (Yanti et al., 2024). The main characteristics of servant leadership, such as compassion, humility, vision, trust, and empowerment, contribute to a positive relationship between leaders and subordinates, which ultimately increases job satisfaction (Monica & Partina, 2024). The Goal Setting Theory by Locke (1968) is also in line with servant leadership, emphasizing the importance of clear goals in increasing motivation and performance (Yanti et al., 2024). Research shows that servant leadership has a significant positive influence on employee job satisfaction, although there are some varying results (Monica & Partina, 2024; Puspasari, 2023; Wijaya, 2024).

Hypothesis: Servant leadership is thought to have a positive and significant effect on job satisfaction

Organizational Culture and Employee Performance

Employee performance is defined as the results of work achieved by individuals or groups in accordance with applicable standards, and is the implementation of a plan that has been prepared (Yanti et al., 2024). Performance indicators include work quality, output quantity, reliability, and cooperative attitude. Good performance is crucial for a company's success in achieving its goals, because optimal performance supports the achievement of organizational goals (Fifaldyovan & Nalurita, 2023). Organizational culture, which is a set of values and ways of operating within an organization, plays a fundamental role in achieving optimal performance (Sinaga, 2021). The Theory of Goal Setting by Locke (1968) emphasizes the importance of clear and challenging goal

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setting to improve motivation and performance (Yanti et al., 2024). A strong organizational culture provides a framework and norms that support members' behaviors toward common goals, creating an environment that motivates employees to achieve goals (Artini et al., 2023; Sinaga, 2021; Wua et al., 2022). A performance-based culture that values individual achievements can encourage employees to achieve high (Artini et al., 2023). Research shows that organizational culture has a positive and significant effect on employee performance, increasing attachment and commitment that supports work outcomes (Nurhasanah et al., 2022; Sinaga, 2021). A healthy organizational culture also helps improve performance by providing structure and control that does not suppress motivation (Mukmin & Prasetyo, 2021).

Hypothesis: Organizational culture is suspected to have a positive and significant effect on employee performance

Organizational Culture and Job Satisfaction

Job satisfaction is a positive emotional state resulting from an individual's work experience, reflecting an evaluation of job characteristics, salary, promotion opportunities, supervision, and relationships with colleagues (Fathoni et al., 2021; Fifaldyovan & Nalurita, 2023). This includes individual attitudes towards the work environment, including interactions within the organization and existing policies (Artini et al., 2023). Job satisfaction is important because satisfied employees tend to be more productive and reliable (Puspasari, 2023; Yuanita & Padmantyo, 2022). Organizational culture plays a vital role in creating an environment that supports job satisfaction. This culture is a set of values and ways of operating that guide employee behavior (Sinaga, 2021). A strong organizational culture can be a competitive tool, especially in responding to environmental issues (Artini et al., 2023). When employee values are aligned with company values, job satisfaction levels increase (Artini et al., 2023; Mukmin & Prasetyo, 2021). Goal-setting theory by Locke (1968) emphasizes the importance of setting clear and challenging goals to improve motivation and performance (Yanti et al., 2024). A strong organizational culture can facilitate the application of Goal Setting Theory principles by providing a framework that guides member behavior towards a common goal (Sinaga, 2021). Core cultural values, such as innovation and results-orientedness, can create a climate that supports goal setting (Artini et al., 2023; Wua et al., 2022). Success in achieving goals that are in line with organizational values can increase job satisfaction (Akbar & Hermiati, 2023; Puspasari, 2023). Many studies show that organizational culture has a positive effect on employee job satisfaction (Artini et al., 2023; Setyaningrum & Pawar, 2021; Wua et al., 2022). Although there are findings that suggest no effect, the majority of studies support this positive relationship (Akbar & Hermiati, 2023).

Hypothesis Organizational culture is thought to have a positive and significant effect on employee job satisfaction

Job Satisfaction and Employee Performance

Employee performance is defined as the results of work achieved by individuals or groups in accordance with applicable measures and is the implementation of a plan that has been prepared (Yanti et al., 2024). Good performance is very important for the success of a company in achieving its goals, because optimal performance supports the achievement of organizational goals. One of the main factors that affect performance is job satisfaction, which is a positive emotional state that results from work experience (Fifaldyovan & Nalurita, 2023). Job satisfaction reflects an individual's feelings towards their job and arises from an evaluation of job characteristics, salary, promotion opportunities, supervision, and relationships with colleagues (Fathoni et al., 2021; Monica & Partina, 2024). Job satisfaction is the initial goal of every employee, because satisfied employees tend to be more productive and reliable (Puspasari, 2023; Yuanita & Padmantyo, 2022). Goal Setting Theory by Locke (1968) emphasizes that clear and challenging goal setting is an effective factor in increasing motivation and performance (Yanti et al., 2024). This theory shows the linkage between goals and performance, as well as how managers can focus the contributions of organizational members to achieve high performance (Yanti et al., 2024). In this context, job satisfaction plays a fundamental role in strengthening the effectiveness of Goal Setting Theory. Satisfied employees tend to show the best ability to improve performance and commit to challenging goals (Artini et al., 2023) (Puspasari, 2023). When employees feel satisfied with their rights, working conditions, and support from colleagues and supervisors, they will feel part of the organization (Fifaldyovan & Nalurita, 2023). This increases morale and motivation to achieve organizational goals, in line with the principles of Goal Setting Theory (Mukmin & Prasetyo, 2021). Many studies show that job satisfaction has a positive and significant effect on employee performance (Fifaldyovan & Nalurita, 2023; Jamal et al., 2021; Mukmin & Prasetyo, 2021). Although there are findings that show no significant effect (Maswanto et al., 2024), the majority of studies support this positive relationship.

Hypothesis Job satisfaction is thought to have a positive and significant effect on employee performance

Servant Leadership, Job Satisfaction and Employee Performance

Employee performance is defined as the result of individual or group work in accordance with applicable measurements and the implementation of a prepared plan, with performance indicators including work quality, output quantity, reliability, and cooperative attitude (Yanti et al., 2024). Good performance is the key to a company's success in achieving its goals, as it supports the achievement of organizational objectives, provides positive feedback for future work motivation, and is significantly influenced

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by job satisfaction, a positive emotional state of work experience (Fifaldyovan & Nalurita, 2023). Job satisfaction reflects an individual's evaluation of employment, salary, promotion opportunities, supervision, and relationships with colleagues (Fathoni et al., 2021; Monica & Partina, 2024; Nurhasanah et al., 2022). Job satisfaction is an important goal for employees, because satisfied employees tend to be more productive and reliable (Puspasari, 2023; Yuanita & Padmantyo, 2022). Servant Leadership plays a crucial role in increasing job satisfaction. This leadership style focuses on the welfare of members and motivates employees to achieve optimal work results (Monica & Partina, 2024; Yanti et al., 2024). Servant Leadership indicators include compassion, humility, vision, trust, and empowerment (Monica & Partina, 2024; Yuanita & Padmantyo, 2022). A positive work environment created by servant leaders increases employee job satisfaction (Monica & Partina, 2024; Wijaya, 2024). Goal-setting theory by Locke (1968) shows that clear and challenging goal setting is effective in improving motivation and performance (Yanti et al., 2024). Satisfied employees tend to have high morale and are committed to challenging goals, as job satisfaction creates psychological conditions that encourage them to accept and commit to these goals (Fifaldyovan & Nalurita, 2023; Puspasari, 2023). Research shows that Servant Leadership has a positive effect on job satisfaction (Akbar & Hermiati, 2023; Monica & Partina, 2024; Wijaya, 2024). Although there are some findings that show the absence of a significant effect (Mach Fira et al., 2023). The majority of studies support this positive relationship. In addition, job satisfaction also has a positive effect on employee performance (Artini et al., 2023; Jamal et al., 2021; Mukmin & Prasetyo, 2021). Several studies have found the absence of a significant influence or mediation of job satisfaction (Maswanto et al., 2024) (Monica & Partina, 2024), but many studies support the role of job satisfaction mediation, especially in the context of Servant Leadership (Apyranti et al., 2021; Fifaldyovan & Nalurita, 2023; Jufrizen et al., 2023; Puspasari, 2023).

Hypothesis: Servant Leadership is suspected to have a positive and significant effect on employee performance, through job satisfaction

Organizational Culture, Job Satisfaction and Employee Performance

Employee performance is defined as the result of individual or group work in accordance with applicable measurements and the implementation of a prepared plan, with performance indicators including work quality, output quantity, reliability, and cooperative attitude (Yanti et al., 2024). Good performance is the key to a company's success in achieving its goals, as it supports the achievement of organizational objectives, provides positive feedback for future work motivation, and is significantly influenced by job satisfaction, a positive emotional state of work experience (Fifaldyovan & Nalurita, 2023). Job satisfaction reflects an individual's evaluation of employment, salary, promotion opportunities, supervision, and relationships with colleagues (Fathoni et al., 2021; Monica & Partina, 2024; Nurhasanah et al., 2022). Job satisfaction is an important goal for employees, because satisfied employees tend to be more productive and reliable (Puspasari, 2023; Yuanita & Padmantyo, 2022). Organizational culture plays an important role in increasing job satisfaction. Organizational culture is a system of shared beliefs and attitudes that guide the behavior of members (Maswanto et al., 2024). This culture can become an organizational identity and provide a supportive work atmosphere (Mukmin & Prasetyo, 2021; Sinaga, 2021). When employee values align with company values, employees feel more comfortable and motivated, which ultimately increases job satisfaction (Artini et al., 2023). The Goal Setting Theory developed by Locke (1968) states that clear and challenging goal setting is effective in increasing motivation and performance (Yanti et al., 2024). Satisfied employees tend to have high morale and feel part of the organization. A supportive organizational culture helps employees to accept and commit to SMART (specific, measurable, achievable, relevant, and time-bound) goals (Fifaldyovan & Nalurita, 2023; Puspasari, 2023). Many studies show that organizational culture has a positive effect on job satisfaction (Artini et al., 2023; Maswanto et al., 2024; Nurhasanah et al., 2022; Wua et al., 2022). However, some studies have found different results, showing that organizational culture has no significant effect on job satisfaction (Akbar & Hermiati, 2023). In addition, studies have consistently found that job satisfaction has a positive effect on employee performance (Artini et al., 2023; Fifaldyovan & Nalurita, 2023; Jamal et al., 2021; Rayhana & Setiawati, 2024). Although there are several studies that have found no significant influence or mediation of job satisfaction (Maswanto et al., 2024; Monica & Partina, 2024), many studies support the mediating role of job satisfaction, especially in the context of servant leadership (Apyranti et al., 2021; Jufrizen et al., 2023; Yuanita & Padmantyo, 2022).

Hypothesis: Organizational culture is thought to have a positive and significant effect on employee performance through job satisfaction.

Based on the concept, definition, theoretical study and previous empirical evidence, a conceptual framework or research model can be prepared as the basis for determining the hypothesis as shown in Figure as follows:

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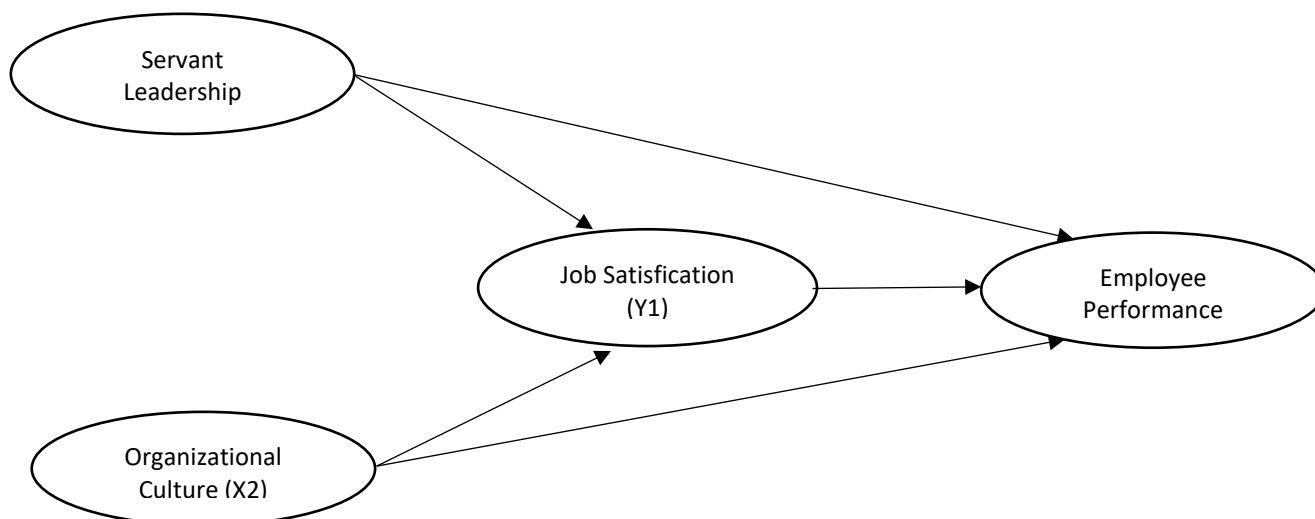


Figure 1. Conceptual Framework

III. METHOD

This study is a causal associative research that aims to test the hypothesis regarding the relationship between three variables. Carried out at the PUPR Office of the Denpasar City Government from December 2024 to June 2025, this study involved all employees as a population and produced 58 selected respondents through the random sampling method. The variables studied consisted of independent variables, namely Servant Leadership (X1) and Organizational Culture (X2), as well as mediating variables, namely Job Satisfaction (Y1), which functioned to see the impact on the bound variable, namely Employee Performance (Y2). Here is a table of operational definitions and performance measurements.

Table 1 Research Constructs

Construct	Indicator		Source
Servant Leadership	X1.1	Love (<i>Love</i>)	Rindahati & Helmy (2021); Dami <i>et al.</i> , (2022); Wiyono <i>et al.</i> , (2024)
	X1.2	Empowerment	
	X1.3	Visi (<i>Vision</i>)	
	X1.4	Humility	
	X1.5	Trust	
Organizational Culture	X2.1	Innovation and risk-taking	Jamaluddin <i>et al.</i> , (2023) and Andayani & Tirtayasa (2023),
	X2.2	Attention to detail	
	X2.3	Result orientation	
	X2.4	Team onboarding	
	X2.5	Stability or stability of work	
Job Satisfaction	Y1.1	Salary	Sudiyani & Sawitri (2022); Rafiqah <i>et al.</i> , (2024); Aditya & Devastri (2024),
	Y1.2	Supervision or relationship with superiors	
	Y1.3	Additional Allowances	
	Y1.4	Appreciation	
	Y1.5	The work itself	
Employee Performance	Y2.1	Quality of Work	Dewi <i>et al.</i> , (2023); Putri <i>and al.</i> , (2024); and Indraswara <i>et al.</i> , (2024)
	Y2.2	Working Quantity	
	Y2.3	Work Productivity	
	Y2.4	Individual target achievement	
	Y2.5	Suggestions for improvement	
	Y2.6	Ability to carry out work	

Source: Processed Data (2025)

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Data was collected through questionnaires designed to measure each variable and analyzed using descriptive and inferential statistical methods, using Structural Equation Modeling (SEM) with Partial Least Square (PLS). Validity and reliability tests are carried out to ensure the validity of the research instrument. Thus, the results of the study are expected to provide deeper insights into the influence of Servant Leadership and Organizational Culture on Employee Performance through Job Satisfaction.

IV. RESULT AND DISCUSSION

THIS CHAPTER EXPLAINS THE RESULTS OF THE ANALYSIS AND DISCUSSION OF RESEARCH CONDUCTED AT THE DENPASAR CITY PUPR OFFICE. THE CHARACTERISTICS OF THE RESPONDENTS SHOWED THAT THE MAJORITY WERE MEN (70.69%) WITH A PRODUCTIVE AGE OF 31-35 YEARS, STAFF POSITIONS, AND S1 EDUCATION. IN DATA ANALYSIS, THE MEASUREMENT MODEL TEST SHOWS THE VALIDITY AND RELIABILITY OF THE MEASURING INSTRUMENT. ALL INDICATORS HAVE AN OUTER LOADING VALUE ABOVE 0.60 AND AN AVE OF MORE THAN 0.50, INDICATING GOOD CONVERGENT VALIDITY (HAIR ET AL., 2019). DISCRIMINANT VALIDITY IS ALSO QUALIFIED, WITH THE VALUE OF VAVE GREATER THAN THE CORRELATION BETWEEN VARIABLES.

Table 2. Discriminant Validity Test Results

Variabel	AVE	Culture Organisasi	Job Satisfaction	Employee Performance	Servant Leadership
Organizational Culture	0,754	0,869			
Job Satisfaction	0,766	0,849	0,907		
Employee Performance	0,770	0,850	0,875	0,878	
Servant Leadership	0,703	0,850	0,839	0,853	0,888

Evaluation of the structural model using R-Square shows that job satisfaction can be explained by 77.0% by Servant Leadership and Organizational Culture, while employee performance is explained by 85.8% by these three variables. The Q^2 value also indicates high predictive relevance.

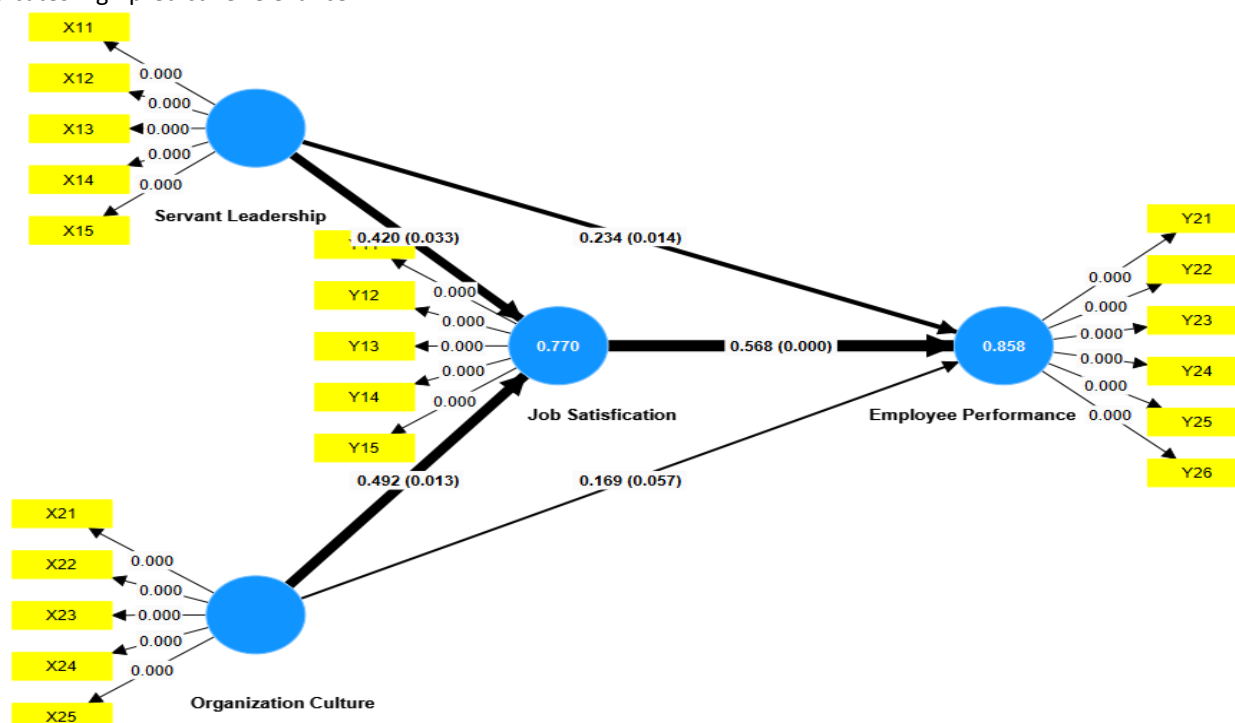


Figure 2. Structural Model Test Results

Hypothesis testing indicated that all influence hypotheses were immediately accepted, with significant influence of Servant Leadership and Organizational Culture on Job Satisfaction and Employee Performance. In addition, job satisfaction plays a significant mediating variable in the influence of Servant Leadership and Organizational Culture on Employee Performance.

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Overall, the research model showed strong and acceptable predictiveness, with a Goodness of Fit (GoF) value of 0.73, as well as an SRMR that showed the model's fit with empirical data.

Table 3. Hypothesis Testing Results

Hypothesis	Direct Effect	Coeficin	T Statistic	Probability Value	Results
H1	Servant Leadership -> Employee Performance	0,234	2,462	0,007	Accepted
H2	Servant Leadership -> Job Satisfaction	0,420	2,138	0,016	Accepted
H3	Organizational Culture -> Employee Performance	0,169	1,902	0,029	Accepted
H4	Organizational Culture -> Job Satisfaction	0,492	2,492	0,006	Accepted
H5	Job Satisfaction -> Employee Performance	0,568	6,972	0,000	Accepted
H6	Servant Leadership -> Job Satisfaction -> Employee Performance	0.279	2,189	0,000	Accepted
H7	Organizational Culture -> Job Satisfaction -> Employee Performance	0.238	2,026	0,000	Accepted

Source: Data Processed

The Influence of Servant Leadership on Employee Performance

The results of the study statistically strengthen the hypothesis that servant leadership has a positive and significant effect on employee performance. These findings are in accordance with the definition of servant leadership as a leadership style that prioritizes service to employees with a close and personal interpersonal approach, providing understanding and comfort at work (Jufrizen et al., 2023; Ludin & Mukti, 2023; Wijaya, 2024). Leaders with this style not only position themselves as supervisors but also as protectors and motivators for subordinates, who are actively involved in their work in order to achieve optimal results (Abbas et al., 2020; Ludin & Mukti, 2023; Pakpahan et al., 2021). In addition, this research also confirms the role of job satisfaction as an important supporting factor that strengthens these relationships. Job satisfaction, as a positive emotional state that arises from an employee's assessment of aspects of work, including compensation, promotion, supervision, and relationships between colleagues, helps to create high motivation to contribute to the organization to the maximum. This is in line with Locke's Goal Setting Theory (1968), which emphasizes the importance of clear and challenging goals and the role of leaders in facilitating the achievement of those goals through effective support and direction (Yanti et al., 2024). Although there are several studies that report variations in outcomes related to the influence of servant leadership on performance (Apryanti et al., 2021; Wijaya, 2024; Yanti et al., 2024), the majority of empirical studies support that this leadership style is able to significantly improve employee performance and productivity (Abbas et al., 2020; Keradjaan et al., 2020; Wijaya, 2024). Thus, the servant leadership style not only enhances the interpersonal relationship between the leader and subordinates, but also facilitates the creation of a productive and motivating work environment, which in turn increases the achievement of the organization's overall goals.

The Influence of Servant Leadership on Job Satisfaction

The results of the study statistically support the hypothesis that Servant Leadership (servant leadership) has a positive and significant influence on employee job satisfaction. Job satisfaction, which is a positive emotional state arising from an individual's experience at work, includes an evaluation of various aspects such as job characteristics, salary, promotion opportunities, supervision, and relationships between colleagues (Nalurita, 2023; Indrayani, 2021; Partina, 2024). Servant leadership as a leadership style that prioritizes employee service and development plays a very important role in creating a conducive work environment and building positive relationships between leaders and subordinates (Adhika, 2024). Typical characteristics of servant leadership such as compassion, humility, vision, trust, and employee empowerment are key factors that contribute to increasing job satisfaction (Adhika, 2024; Partina, 2024). In addition, these findings are in line with Locke's Goal Setting Theory

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(1968), which emphasizes that clear and challenging goal setting by leaders can increase employee motivation as well as job satisfaction (Adhika, 2024). Previous studies have also indicated that servant leadership has consistently had a positive effect on job satisfaction, although there are variations in results in several studies (Fitri, 2022; Pandia, 2023; Padmantyo, 2022; Puspasari, 2023; Wijaya, 2024; Ulfah, 2023; Partina, 2024). Thus, this service-oriented leadership style not only increases work effectiveness but also strengthens employees' emotional well-being which impacts long-term loyalty and productivity.

The Influence of Organizational Culture on Employee Performance

The results of the study statistically support the hypothesis that organizational culture has a positive and significant influence on employee performance. Employee performance is defined as the results of work achieved by individuals or groups in accordance with established standards, which are a direct implementation of a previously prepared work plan (Adhika, 2024). Performance indicators include work quality, output quantity, reliability level, and cooperative attitude shown in the work environment. Organizational culture itself is a set of values, norms, and ways of operating that direct the behavior of organizational members, providing a framework to achieve common goals (Sinaga, 2021). According to the Goal Setting Theory (Locke, 1968), setting clear, challenging, and structured goals will increase employee motivation and work performance (Adhika, 2024). A strong organizational culture provides norms, rules, and social support that motivate employees to optimize their performance to achieve the organization's common goals (Agung, 2022; Ayuk, 2023; Sinaga, 2021). In particular, an organizational culture that is performance-based and rewards achievements, can encourage employees to show their best performance consistently (Ayuk, 2023). Previous research has also shown that a positive organizational culture increases employee attachment and commitment to the organization, which greatly contributes to optimal work outcomes (Ayuk, 2023; Indrayani, 2021; Puspitawati, 2022; Reza, 2023; Setiawati, 2024; Tupti, 2022; Husainah, 2022). In addition, a healthy organizational culture provides clear structure and control without suppressing the intrinsic motivation of employees, thus creating a work atmosphere conducive to improving performance (Mukmin, 2021). Thus, strengthening an organizational culture that is adaptive, positive, and oriented towards achieving common goals is essential in supporting optimal employee performance and overall organizational success.

The Influence of Organizational Culture on Job Satisfaction

The results of the study statistically support the hypothesis that organizational culture has a positive and significant effect on employee job satisfaction. Job satisfaction is an individual's subjective evaluation of various aspects of the work environment such as job characteristics, wage policies, promotion opportunities, supervision, and interpersonal relationships with colleagues, which together form a positive attitude towards the workplace (Nalurita, 2023; Indrayani, 2021; Partina, 2024). A strong and healthy organizational culture, consisting of core values, norms, and behavior patterns that are collectively adopted by the organization's members, is an important foundation for creating a work environment conducive to increased job satisfaction (Sinaga, 2021; Ayuk, 2023). When employee values are aligned with the company's values, an emotional bond is created that strengthens employee satisfaction with their work (Ayuk, 2023; Mukmin, 2021). Furthermore, based on Locke's Goal Setting Theory (1968), an organizational culture that allows for clear, challenging, and structured goal setting is effective in increasing employee motivation, which in turn increases job satisfaction (Adhika, 2024). A culture that prioritizes the value of innovation, results-orientation, and collaboration creates a climate that supports the achievement of goals and the fulfillment of employee needs holistically (Agung, 2022; Tupti, 2022; Ayuk, 2023). The success of employees in achieving goals that are in line with these cultural values will strengthen their job satisfaction (Puspasari, 2023; Hermiati, 2023). Although there are some findings that show no effect, the majority of research results support a positive relationship between organizational culture and employee job satisfaction (Indrayani, 2021; Ayuk, 2023; Agung, 2022; Husainah, 2022; Believer; Setiawati, 2024; Synagogue, 2021; Tupti, 2022; Hermiati, 2023). Therefore, the development of a strong and adaptive organizational culture is an important factor in improving employee welfare and performance in a sustainable manner.

The Effect of Job Satisfaction on Employee Performance

The results of the study statistically strengthen the hypothesis that job satisfaction has a positive and significant effect on employee performance. Employee performance refers to the work results achieved by individuals and groups in accordance with pre-set standards and plans (Adhika, 2024). Optimal performance is a crucial factor in the success of an organization in achieving its strategic goals (Nalurita, 2023). Job satisfaction, which is a positive emotional state that arises from an individual's assessment of aspects of work such as job characteristics, pay levels, promotion opportunities, supervision, and relationships between colleagues, plays a key role as a key supporter of performance improvement (Indrayani, 2021; Partina, 2024). Employees who feel satisfied tend to be more productive, committed, and reliable in carrying out their duties (Padmantyo, 2022; Puspasari, 2023). Goal-setting theory from Locke (1968) asserts that clear and challenging goal setting can increase motivation which ultimately

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improves performance (Adhika, 2024). Job satisfaction serves as a catalyst that reinforces the effectiveness of this theory, where satisfied employees show better performance because they are more motivated to achieve preset goals (Ayuk, 2023; Puspasari, 2023). In addition, the sense of satisfaction that arises from respect for their rights, supportive working conditions, and social support from colleagues and superiors, increases the employee's identification with the organization. This has a positive impact on increasing work morale and motivation in achieving organizational targets in accordance with the principles of Goal Setting Theory (Nalurita, 2023; Mukmin, 2021). Various studies support these findings, with the majority showing a positive and significant influence of job satisfaction on employee performance (Ayuk, 2023; Husainah, 2022; Indrayani, 2021; Mukmin, 2021; Nalurita, 2023; Padmantyo, 2022; Puspasari, 2023; Puspitawati, 2022; Setiawati, 2024; Tupti, 2022; Jamal, 2021). Although there are several findings that state that there is no significant effect (Husainah, 2022), the consensus of the majority of studies strengthens this positive relationship. Therefore, increasing employee job satisfaction is an important strategy in human resource management to optimize performance and achieve organizational goals.

The Influence of Servant Leadership on Employee Performance through Job Satisfaction

The results of the study statistically strengthen the hypothesis that Servant Leadership has a positive and significant effect on employee performance through partial mediation of job satisfaction. Employee performance is defined as the result of individual or group work in accordance with standards and the implementation of a plan that has been set, including aspects of quality, quantity, reliability, and cooperative attitude (Adhika, 2024). Optimal performance is the key to organizational success in achieving strategic goals (Nalurita, 2023) and provides positive feedback for future motivation. Job satisfaction, which is a positive emotional state of work experience and a thorough evaluation of salary, promotion, supervision, and relationships between coworkers, plays a central role in strengthening these relationships (Indrayani, 2021; Partina, 2024; Tupti, 2022). Servant Leadership style that emphasizes member well-being, with indicators of compassion, humility, vision, trust, and empowerment, creates a positive work environment. This directly increases employee job satisfaction (Partina, 2024; Puspasari, 2023; Wijaya, 2024). Job satisfaction then acts as a mediator that strengthens the influence of Servant Leadership on employee performance. Employees who feel satisfied with the work environment and leadership support tend to show high motivation and commit to challenging goals, in accordance with Locke's (1968) Goal Setting theory (Adhika, 2024; Nalurita, 2023; Puspasari, 2023). Various studies support these findings, most of which show that Servant Leadership affects job satisfaction (Fitri, 2022; Hidayat, 2021; Padmantyo, 2022; Pandia, 2023; Partina, 2024; Puspasari, 2023; Wijaya, 2024; Imelda, 2023) and job satisfaction have a positive effect on employee performance (Ayuk, 2023; Hidayat, 2021; Indrayani, 2021; Mukmin, 2021; Nalurita, 2023; Padmantyo, 2022; Puspitawati, 2021; Setiawati, 2024; Synagogue, 2021; Stuart, 2024; Tupti, 2022; Wijaya, 2024; Jamal, 2021; Imelda, 2023). Although some studies report the absence of significant influence or mediation (Husainah, 2022; Partina, 2024), the majority of empirical data affirm the importance of mediation of job satisfaction, especially in the context of Servant Leadership (Hidayat, 2021; Nalurita, 2023; Padmantyo, 2022; Pandia, 2023; Puspasari, 2023; Wijaya, 2024; Imelda, 2023). Thus, the Servant Leadership style not only directly improves employee performance, but also through increased job satisfaction as an effective mediation mechanism.

The Influence of Organization Culture on Employee Performance through Job Satisfaction

The results of the study show that organizational culture has a positive and significant effect on employee performance through partial mediation of job satisfaction. Employee performance is defined as the result of individual or group work in accordance with applicable standards and is the implementation of a plan that has been prepared, with indicators such as work quality, output quantity, reliability, and cooperative attitude (Adhika, 2024). Good performance is essential for the success of the organization in achieving its goals, as well as providing positive feedback that increases motivation for work in the future (Nalurita, 2023). Job satisfaction is a key variable that mediates the influence of organizational culture on performance. Job satisfaction is a positive emotional state of work experience as well as evaluation of aspects of work, salary, promotion, supervision, and relationships between colleagues (Indrayani, 2021; Partina, 2024; Tupti, 2022). Organizational culture as a belief system and shared attitudes that guide the behavior of organizational members also creates a conducive work atmosphere and supports job satisfaction (Husainah, 2022; Mukmin, 2021; Sinaga, 2021). The conformity of individual values with organizational values increases employee comfort and motivation so that they are more enthusiastic and committed to achieving organizational goals set in a SMART manner (Nalurita, 2023; Puspasari, 2023). The influence of organizational culture on job satisfaction has been widely supported by the literature (Agung, 2022; Ayuk, 2023; Husainah, 2022; Indrayani, 2021; Mukmin, 2021), although there are some studies that show different results (Hermiati, 2023). Meanwhile, job satisfaction has consistently been found to have a positive effect on employee performance (Ayuk, 2023; Hidayat, 2021; Indrayani, 2021; Mukmin, 2021; Nalurita, 2023; Padmantyo, 2022; Puspitawati, 2021). Although there are several studies that have found no significant influence or mediating role in job satisfaction (Husainah, 2022; Partina, 2024), the majority of empirical evidence shows that job satisfaction mediates the relationship between

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organizational culture and employee performance, confirming the importance of a positive organizational culture in creating psychological conditions that support the achievement of optimal performance.

V. CONCLUSIONS, IMPLICATIONS AND LIMITATIONS

This research has succeeded in proving that Servant Leadership (servant leadership) and organizational culture collectively have a positive and significant influence on employee performance. Another important finding is that job satisfaction plays a significant partial mediating variable in the relationship between Servant Leadership and organizational culture on employee performance. This shows that Servant Leadership not only directly improves performance, but also through increased job satisfaction as an effective mechanism. A supportive organizational culture also contributes to creating job satisfaction, which in turn improves employee performance. In addition, Servant Leadership and organizational culture positively affect job satisfaction, which itself has a positive effect on employee performance. Overall, the research model showed strong and acceptable predictiveness, with a high Goodness of Fit (GoF) value.

In terms of practical implications, leaders of government agencies, especially in the Denpasar City PUPR Office, are advised to implement and strengthen the Servant Leadership style that focuses on serving, protecting, and empowering employees. Organizations also need to build a strong, positive, and performance-oriented organizational culture, as well as improve employee job satisfaction through job alignment, appropriate benefits, and rewards for outstanding employees. On the theoretical side, this study fills a gap from the results of previous research that varied regarding the relationship between Servant Leadership, organizational culture, job satisfaction, and employee performance. These results also support Locke's (1968) Goal Setting Theory, showing that Servant Leadership and a strong organizational culture can motivate employees to set and commit to clear and challenging goals, ultimately improving organizational performance.

However, this study has limitations, including the limited geographical scope of the Denpasar City PUPR Office, small sample size, and cross-sectional nature that limits the ability to establish cause-and-effect relationships. For further research, it is recommended that the research be conducted in various government agencies and the private sector, with a larger sample size and a longitudinal approach to observe the development of relationships between variables over time. The research can also explore additional mediation or moderation variables and use blended methods to gain deeper insights into the influence of leadership and culture on employee satisfaction and performance

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