

# Assessing Organizational Culture as A Mediator Between Leadership Style and Employee Performance in Public Sector Organizations

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## Abstrak

Penelitian ini bertujuan menganalisis pengaruh gaya kepemimpinan terhadap kinerja karyawan serta menguji peran budaya organisasi sebagai variabel mediasi dalam konteks organisasi publik. Penelitian menggunakan pendekatan kuantitatif dengan data primer yang dikumpulkan melalui kuesioner. Populasi penelitian berjumlah 208 pegawai, dengan sampel 137 responden yang ditentukan menggunakan rumus Slovin. Analisis data dilakukan dengan Partial Least Square melalui SmartPLS 3.2.9. Hasil penelitian menunjukkan bahwa gaya kepemimpinan berpengaruh positif dan signifikan terhadap kinerja karyawan serta budaya organisasi. Budaya organisasi juga berpengaruh positif dan signifikan terhadap kinerja karyawan. Selain itu, budaya organisasi terbukti memediasi pengaruh gaya kepemimpinan terhadap kinerja karyawan. Temuan ini menegaskan bahwa peningkatan kinerja tidak hanya dipengaruhi oleh efektivitas pemimpin dalam mengarahkan dan memotivasi pegawai, tetapi juga oleh kemampuan organisasi membangun nilai, norma, dan perilaku kerja yang konsisten, adaptif, dan mendukung pencapaian tujuan organisasi secara berkelanjutan. Hasil ini memperlihatkan pentingnya sinergi antara kepemimpinan dan budaya organisasi sebagai fondasi penguatan perilaku kerja, efektivitas pelaksanaan tugas, dan pencapaian sasaran institusional secara lebih optimal.

**Kata Kunci:** Gaya Kepemimpinan; Budaya Organisasi; Kinerja Pegawai.

## Abstract

The primary purpose of this research is to examine the relationship between approach to management and workforce output; the secondary purpose is to examine the role of corporate culture in moderating this relationship in publicly traded organizations. The present study utilizes a quantitative methodology, employing primary data that was gathered via questionnaires. The population from which the sample of respondents was drawn comprised 208 employees. The Slovin formula was used to determine the sample of 137 respondents. The data analysis was executed using Partial Least Square through SmartPLS 3.2.9. This study suggested that leadership style has a favorable and substantial impact on employee performance and organizational culture. Organizational culture strongly and beneficially impacts employee performance. The style of leadership and workforce performance can be affected by corporate culture, according to the present study. These findings indicate that performance enhancement is influenced by two factors: the effectiveness of leaders in directing and motivating employees, and the organization's ability to establish consistent, adaptive, and supportive values, norms, and work behaviors. These factors contribute to the sustainable achievement of organizational goals. The findings underscore the significance of the interplay between leadership and organizational culture as the crux for enhancing work behavior, task execution effectiveness, and the attainment of institutional objectives in a more efficacious manner.

**Keyword:** Leadership Style; Organizational Culture; Employee Performance.

## 1. Introduction

State officials play a pivotal function for supporting the conduct of public policies and ensuring effective governance, which serves as the primary foundation for the provision of services to the community (Salman Alfarizi Muhtar *et al.*, 2025). Government employees, as members of public organizations, are expected to demonstrate not only competence, professionalism, and responsibility in their work, but also a high degree of dedication to supporting various programs and policies established by the government for the purpose of enhancing public welfare. Good worker performance has positive effects on the quality of public services. (Mu'afia *et al.*, 2024). In the context of a government system that is becoming increasingly complex, it is imperative to consider the effectiveness and efficiency of employees in regard to the achievement of organizational goals. Institutional accountability in the public sector depends fundamentally on employee performance. For this reason, improving employee performance has become a critical issue in bureaucratic reform and public service modernization, particularly in demands for services that are effective, adaptive, and accountable. At the Denpasar City Education, Youth, and Sports Agency, performance problems extend beyond program achievement to administrative accuracy, interdepartmental coordination, work discipline, and policy accountability. These weaknesses indicate deeper organizational issues that warrant critical examination. Performance is defined as the result achieved by individuals within an organization, measured based on quality, quantity, and standards set by the organization (Arisman, 2022). One factor that influences performance is leadership style. An effective leadership style indicates the capacity to enhance employee understanding and motivation, while a style that is incompatible with employee characteristics or task demands can lead to diminished performance (Yohanes Gulo & Rifki Suwaji, 2025). However, the impact of leadership style on performance is often inconsistent because employees work in a bureaucratic system with formal rules, hierarchy, and strong work routines (Petek & Yesiltas, 2024). The current empirical evidence about the relationship between leadership style and employee performance remains inconsistent. Eliyana *et al.* (2019) claimed that although leadership that transforms has a notable effect on employees' dedication to their jobs and the company as a whole, it has no discernible effect on productivity on the job. Leaders who employ effective leadership styles, such as setting an example and providing clear authority, can inspire colleagues and enhance their dedication. The failure to address diminished morale and productivity stemming from a leader's approach (Aeni & Kuswanto, 2021).

A considerable amount of research has examined the relationship between style of leadership and worker performance. A multitude of studies have shown This leadership approach markedly and favorably impacts staff performance. A substantial body of research has been conducted on the relationship between leadership style and employee performance. This research was pioneered by Asrar-ul-Haq & Kuchinke (2016), who made the seminal observation that leadership style exerts an important effect on employee performance. This result aligns with the conclusions of recent studies by Baig *et al.*, (2021); Biloa, (2023); Hundie & Habtewold, (2024); Yohanes Gulo & Rifki Suwaji, (2025) which showed that leadership strategy substantially boosts employee performance. Research conducted Petek & Yesiltas, (2024) indicates a significant positive effect of leadership style on organizational culture. The researchers contend that leadership style is regarded as a strategic factor in order to address the demands of change and the complexity of public services. They assert that public leaders possess administrative functions and also shape the direction, values, and patterns of organizational interaction. The implementation of an effective leadership style has been demonstrated to enhance a culture that fosters performance effectiveness, change management, and the enhancement of public service quality. As indicated by the findings of Budi Cahyono & Nur, (2023); Chong *et al.*(2018); Khan *et al.* (2020); Pawirosumarto *et al.* (2017), in dynamic organizational conditions, a leadership style that fosters an adaptive environment enables employees to develop and enhances motivation and performance, thereby facilitating the achievement of shared objectives. With the leadership style of the organization, its organizational culture is a important factor of employee performance. A robust and favorable a company culture that promotes collaboration, transparent communication, and unwavering dedication engenders an atmosphere conducive to enhancing productivity (Iskamto, 2023).

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Organizational culture appears as the values, norms, and behaviors collectively accepted and confirmed by the members of an organization. A culture that fosters innovation, collaboration, and employee well-being is conducive to the creation of a harmonious employment atmosphere and the enhancement of employee performance. Researchers investigated the relationship between corporate culture and the performance of workers, as demonstrated by studies undertaken by (Almendras *et al.*, 2025; Budi Cahyono & Nur, 2023; Hanifah *et al.*, 2021; Iskamto, 2023; Paais & Pattiruhu, 2020). Culture in organizations is seen as a crucial element that profoundly impacts employee behavior and attitudes. A favorable and robust organizational culture can provide clear direction for employees in carrying out their duties, and a culture that supports the values of cooperation, open communication, and high commitment can create an atmosphere conducive to increased productivity. Conversely, a study by Pawirosumarto *et al.* (2017) concluded that company culture had no significant effect employee performance. Given these conditions, there are still important gaps in research. A plethora of prior studies have placed considerable emphasis on leadership style as a direct predictor of employee performance. However, the mechanisms through which this influence is formed remain to be extensively elucidated. This observation signifies a conspicuous research gap that necessitates further exploration. In this context, organizational culture emerges as a pertinent variable for examination, as it is characterized by a system of shared values, norms, and behaviors that can either enhance or diminish the impact of leadership style in influencing performance. Variable outcomes of earlier research underscore the necessity to examine the mediating function of organizational culture in the correlation between leadership style and employee performance. The present study focuses on the Denpasar City Education, Youth, and Sports Agency (Disdikpora), a government agency that has primary responsibility for the implementation of education, youth development, and management of the sports sector in the Denpasar City area. The research endeavors to elucidate the manner in which the organizational structure, leadership practices, and work culture at Disdikpora interact to support the achievement of institutional goals, thereby identifying factors that influence the performance of the apparatus.

Leadership at the Denpasar City Education, Youth, and Sports Agency appears to be a central factor shaping employee performance. Preliminary evidence suggests that the prevailing leadership style is inconsistent, highly centralized, and rarely accommodates staff input in decision making. This pattern limits employee participation, weakens psychological ownership, and fosters perceptions of exclusion among subordinates. In a public sector context, such a top-down approach is problematic because it not only reduces motivation and daily work effectiveness, but also constrains initiative, responsiveness, and professional accountability within the bureaucracy. These leadership issues are compounded by an organizational culture that remains weak in discipline, communication, and cross-level coordination. Personnel data show a sharp rise in tardiness, peaking at 68 cases in June 2023, while early departures reached 35 cases in July 2023. These figures indicate that performance problems are not merely individual, but are embedded in broader organizational norms and control mechanisms. Communication barriers and a rigid hierarchical structure further delay the dissemination of important policy information, thereby slowing task completion and reducing operational effectiveness. Accordingly, this study is significant because it critically examines whether organizational culture mediates the relationship between leadership style and employee performance. The findings are expected to provide an empirical basis for designing more participative leadership practices and strengthening an adaptive, disciplined, and performance-oriented work culture in public sector organizations. A plethora of studies have studied the relationship between method of leadership and staff performance. However, the findings have been inconsistent, indicating a need for further investigation to elucidate the precise impact of leadership style on employee performance. This study highlights the crucial effect of style of leadership on staff performance, with organizational environment serving as a substantial mediating factor. The performance of leadership is dependent on its congruence with the existing company culture. These findings offer a more comprehensive understanding of the influence pathway and provide strategies to improve performance through the strengthening of culture and aligned leadership.

## 2. Literature Review

### 2.1 Goal Setting Theory

The theory, created by Robert House in 1971 and updated in 1996, asserts that leaders can improve staff performance by offering essential support to facilitate the attainment of goals. The ability to effectively guide employees through challenges and provide appropriate recognition for their work is a hallmark of effective leadership. This approach has been shown to enhance motivation and performance among employees.

### 2.2 Employee Performance

The performance of employees is defined by the results achieved by personnel in performing their duties according to the organization's established requirements. Lestari *et al.* (2025). According to Yohanes Gulo & Rifki Suwaji, (2025), employee performance encompasses the work results achieved by individuals, which are measured based on quality, quantity, timeliness, effectiveness, and commitment to the work performed. Arisman, (2022) offers a definition of employee performance as the results of work accomplished by individuals within an organization, measured according to quality, quantity, and standards established by the organization. As posited by Baig *et al.* (2021); Hundie & Habtewold, (2024), the construct of employee performance encompasses a multitude of dimensions, including productivity, work quality, initiative, and job satisfaction. These dimensions, in turn, are influenced by the prevailing leadership style within the organizational milieu.

### 2.3 Organizational Culture

As posited by Bassem & Adel, (2018), organizational culture is comprised of the values, beliefs, and established practices that characterize an organization. This culture exerts a significant influence on the "work atmosphere," thereby establishing a benchmark for employee conduct in the execution of their duties. Additionally, it impacts the level of employee awareness concerning the prevailing circumstances within the organizational environment. Organizational culture is also understood as a system of values and norms that shape the behavior of organization members (Petek & Yesiltas, 2024). Organizational culture comprises elements that influence the manner in which work is conducted, the manner in which members interact with each other, and the manner in which the organization accomplishes its objectives (Budi Cahyono & Nur, 2023). According to the works of Chong *et al.* (2018); Khan *et al.* (2020), the concept of organizational culture is defined by its constituents of values, norms, and habits. These elements collectively influence the behaviors and interactions of the members within an organization.

### 2.4 Leadership Style

As posited by Bassem & Adel, (2018), the term "leadership style" has characteristics by the approach a leader employs to direct and engage with people, thereby guiding them towards the achievement of organizational objectives and assessing their performance. Leadership style is defined as the manner in which leaders influence and direct the behaviors of employees to achieve organizational goals (Aeni & Kuswanto, 2021). According to Arisman, (2022); Yohanes Gulo & Rifki Suwaji, (2025), leadership style is defined as the manner in which a leader influences and directs employees to achieve organizational goals, involving the adjustment of leadership style to the situation and needs of employees. Concurrently, Asrar-ul-Haq & Kuchinke, (2016); Biloa, (2023) explain that leadership style consists of various varying approaches employed by leaders, integrating a blend of abilities, behaviors, and characteristics to affect and encourage personnel in attaining corporate goals.

### 2.5 Research Hypotheses

A hypothesis is defined as an assumption regarding a phenomenon that indicates a relationship and influence between two or more variables. This assumption functions as a provisional response to the research questions posed by the researcher. The hypotheses posited in this study are as follows:

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H1: The impact of leadership style on employee performance is a multifaceted issue that merits further examination.

H2: The leadership style that is employed by an organization has a significant impact on the organizational culture that is cultivated within said organization.

H3: The present study seeks to demonstrate the extent to which organizational culture exerts an influence on employee performance.

H4: The present study seeks to examine role of organizational culture in the relationship between leadership style and employee performance.

### 3. Research Methodology

In this study, leadership style is posited as an exogenous variable, while employee performance is posited as an endogenous variable, and organizational culture is posited as a mediating variable. This study employs an empirical approach, collecting data directly from relevant sources to obtain valid conclusions. The population of interest in this study comprises all employees of the Denpasar City Education, Youth, and Sports Agency in 2025. From a total population of 208 employees of the Denpasar City Education, Youth, and Sports Agency, the recommended sample size, according to the Slovin formula with a margin of error of 5% (Sugiyono, 2017), was 137 respondents. The present study utilizes Partial Least Square (PLS) path analysis to assess the relationship between variables and research hypotheses. The selection of this method was predicated on its flexibility, its compatibility with a variety of data types, the absence of stringent statistical assumptions, and its continued efficacy in limited samples (Solimun, 2008; Ghozali, 2009; Hair *et al.*, 2006). The data analysis was executed using SmartPLS 3.2.9, and the results were interpreted in light of prior theories and research to formulate conclusions and recommendations for future studies. The five indications of leadership styles were derived from Arisman, (2022) and included decision-making capability, motivational capability, communication capability, subordinate control capability, and emotional regulation capability. The organizational culture indicators were adapted from Petek & Yesiltas, (2024) including self-confidence, assertiveness, emotional management skills, initiative, and supervisory skills. The employee performance metrics were derived from Baig *et al.* (2021) specifically productivity, work quantity, competence, collaboration, and innovation.

### 4. Results and Discussion

#### 4.1 Results

##### 4.1.1 Validity and Reliability Test

The implementation of validity and reliability tests constitutes a critical component in research methodology, as these tests aim to ensure the accuracy and consistency of research instruments in measuring the intended variables. The validity of a research instrument is contingent upon the capacity of each component of the questionnaire to accurately reflect the construct under measurement. An outer loading (OL) value of at least 0.5 is indicative of convergent validity, while a value of at least 0.7 is considered evidence of excellent validity (Ghozali & Latan, 2015). The reliability of an instrument is determined by the magnitude of its internal consistency, as indicated by a Cronbach's Alpha (CA) value > 0.60 and a Composite Reliability (CR) value > 0.70 (Ghozali & Latan, 2015). Conclusions of the validity and reliability assessments are displayed in Table 1.

Table 1. Validity and Reliability Test

Variable	Item Construct	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
Leadership Style	LD1	0.732	0.760	0.834	0.504
	LD2	0.781			

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	LD3	0.575			
	LD4	0.737			
	LD5	0.707			
Organizational Culture	OC1	0.753	0.784	0.852	0.536
	OC2	0.715			
	OC3	0.809			
	OC4	0.706			
	OC5	0.670			
Employee Performance	EP1	0.715	0.795	0.855	0.544
	EP2	0.634			
	EP3	0.825			
	EP4	0.675			
	EP5	0.819			

The findings presented in Table 1 demonstrate that all variables under scrutiny exhibit commendable validity and reliability. The Leadership Style variable (X) has an outer loading between 0.707 and 0.732, with CA 0.760, CR 0.834, and AVE 0.504, which indicates very strong convergent validity and internal consistency. The Organizational Culture variable (Z) also meets the criteria with an OL of 0.670–0.753, an AC of 0.784, a CR of 0.852, and an AVE of 0.536, indicating fairly good reliability. Conversely, the Employee Performance variable (Y) exhibited an OL between 0.819–0.715, CR 0.795, CR 0.855, and AVE 0.544, suggesting exceptional validity and reliability.

4.1.2 Goodness of Fit Test Results (R<sup>2</sup>)

The present study focuses on two constructs: organizational culture and employee performance. This model is regarded as having moderate strength, as indicated by an R<sup>2</sup> value of 0.33, and weak strength, with a value of 0.19. An R<sup>2</sup> value of 0.51 signifies a relatively high level of strength for the model (Lathan & Ghozali, 2012). The R<sup>2</sup> values for these variable constructs are presented in Table 2 below.

Table 2. R-Square Value (R<sup>2</sup>)

Variable	R Square
Employee Performance	0.302
Organizational Culture	0.261

The text must be typed in Arial Narrow, 11 PT, Single Space, Justify Alignment, First Paragraph Indentation None, in the rest of the text, the first line indentation at 1cm. The R-Square value for organizational culture is 0.302, indicating that the leadership style influence model falls within the moderate model criteria. Concurrently, the R-Square index value for employee performance was determined to be 0.261, indicating that leadership style influence and organizational culture models exhibited a substantial degree of influence.

4.1.3 Predictive Relevance Test Results (Q<sup>2</sup>)

Subsequently, a predictive relevance test (Q<sup>2</sup>) is conducted to ascertain the total coefficient of determination value with the Q Square Test (Q<sup>2</sup>). The q-square predictive relevance value criterion is categorized as follows: if the q-square value is greater than or equal to 0, the model is considered to be predictively relevant. Conversely, if the q-square value is less than 0, the model is deemed to be less relevant. The calculation of Q<sup>2</sup> can be determined as follows:

$$Q2 = 1 - \{(1-R1.2) (1-R2.2)\}$$

$$Q2 = 1 - \{(1-0,302) (1-0,621)\}$$

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$$Q^2 = 1 - (0,698) (0,379)$$

$$Q^2 = 1 - 0,0264 = 0,974$$

The findings of the study, as evidenced by the test results, yielded a Q<sup>2</sup> value of 0.974, which corresponds to 97.40% of the total variation in the data. This finding indicates that the structural model possesses considerable predictive relevance in elucidating the variability of the research data. The high Q<sup>2</sup> value indicates that the developed model is able to represent the relationship between variables well, so it has very adequate predictive capacity in the context of this study. In essence, this value substantiates the hypothesis that 97.40% of the observed data diversity can be attributed to the constructed model, while the residual 2.60% is influenced by factors external to the research model and the potential for unaccounted residual errors not addressed by the analysis.

4.1.4 Direct Effect Test

The subsequent evaluation involves conducting a direct effect test between the variables that have been studied. The results of the aforementioned test are presented in Table 3.

Table 3. Results of Direct Effect Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV)	P Values
Leadership Style -> Employee Performance	0.324	0.323	0.104	3.126	0.002
Leadership Style -> Organizational Culture	0.511	0.521	0.068	7.495	0.000
Organizational Culture -> Employee Performance	0.309	0.323	0.086	3.589	0.000

As illustrated in Table 3, A considerable correlation reportedly exists between employee performance metrics and their commitment to leadership style. This relationship is supported by a t-statistic value of 3.126 and a p-value of 0.002, indicating a high degree of statistical significance. The findings of this study demonstrate that a t-value of 7.495 and a p-value of 0.000 highlight the substantial impact of leadership style on corporate culture. This study's findings indicate that organizational culture significantly impacts performance, as reflected by a t-statistic of 3.589 and a p-value of 0.000.

4.1.5 Test of Indirect Effects

The expected assessment will involve the examination of the indirect impact among construct variables. This research aims to assess the mediating role of organizational commitment in the relationship between compensation, competence, and employee performance. As demonstrated in Table 4, the organizational culture variable has been shown to function as a mediating variable in the influence of leadership style on employee performance. This finding is significant at the 5% level, as indicated by a t-statistic value of 0.051 and a p-value of 0.002. As a result, the organizational culture variable is categorized as a mediating variable.

Table 4. Results of Indirect Effect Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV)	P Values
Leadership Style -> Organizational Culture -> Employee Performance	0.158	0.168	0.051	3.099	0.002

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In order to ascertain the significance of the hypothesized effects, it is necessary to analyze the parameter coefficients and significance values of the t-statistics. The structural model of this study is presented in Figure 1.

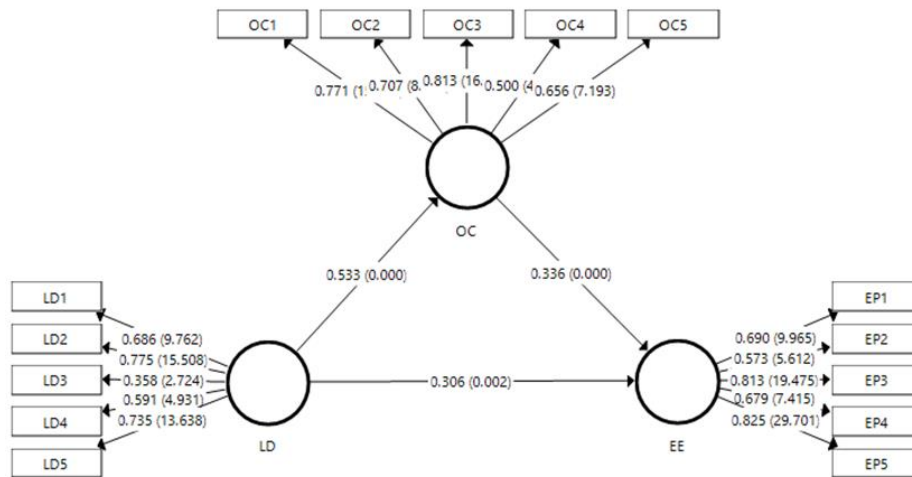


Figure 1. SEM PLS Model

4.2 Discussion

The findings, which were based on a t-value of 3.126 and a p-value of 0.002, indicated a direct effect in which leadership style significantly improved performance, suggesting a high level of statistical significance. The findings of Aeni & Kuswanto, (2021); Asrar-ul-Haq & Kuchinke, (2016); Baig *et al.*(2021); Biloa, (2023); Hundie & Habtewold, (2024) are corroborated by the results of this study, which indicate that leadership style is a significant factor in enhancing performance. The research findings suggest the effectiveness of leadership style is directly linked to employee performance levels. Leaders who offer clear direction, inspiration, support, and exemplary conduct will inspire staff to work with greater discipline, responsibility, and focus on achieving company goals. The results of the research indicate that leadership style has a significant and positive effect on commitment to corporate culture, as indicated by a t-value of 7.495 and a p-value of 0.000, confirming a robust and substantial influence. The empirical evidence provided in this study corroborates the conclusions of Budi Cahyono & Nur, (2023); Chong *et al.* (2018); Iskanto, (2023); Khan *et al.*(2020); Pawirosumarto *et al.*(2017); Petek & Yesiltas, (2024). These studies corroborate the hypothesis that the efficacy of leadership style is directly proportional to the strength of the organizational culture that is cultivated within the work environment. Leaders that offer explicit guidance, exemplify desired behaviors, promote transparent communication, and establish uniform work values will facilitate the development of norms, behaviors, and work habits that are congruent with the organization's objectives.

The results of the direct effect test indicate that corporate culture significantly enhances employee performance, as evidenced by a t-value of 3.589 and a p-value of 0.000. This outcome signifies that the observed effect can be regarded as statistically significant. The empirical evidence from this study lends credence to the hypothesis put forth and corroborates the findings of previous research by (Almendras *et al.*, 2025; Budi Cahyono & Nur, 2023; Hanifah *et al.*, 2021; Iskanto, 2023; Paais & Pattiruhu, 2020). These studies reached similar conclusions, positing that the strength of the organizational culture that develops in the work environment is positively correlated with employee performance. An organizational culture defined by shared values, explicit work standards, collective commitment, and constructive work habits has demonstrated the capacity to influence employee behavior towards more discipline, responsibility, and alignment with corporate goals.

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Results indicate that company culture substantially impacts employee productivity. This assertion is substantiated by a t-statistic value of 0.051 and a p-value of 0.002, suggesting a robust and statistically significant relationship that validates the proposed hypothesis. This research suggests that organizational culture directly impacts performance and serves as a mediator that enhances the link between current characteristics and performance enhancement. Consequently, it links other variables (e.g., leadership style or motivation) to employee performance, while also reinforcing the indirect contribution of these factors in increasing productivity and work effectiveness.

## 5. Conclusion

The current study demonstrates that leadership style has a favorable and significant impact on staff performance at the Denpasar City Education, Youth, and Sports Agency. The leadership style utilized by an organization significantly affects the culture of the company positively. This cultural environment has been proved to favorably and significantly influence employee productivity. The affect of company culture on the correlation between leadership style and employee performance has been validated. This suggests that performance enhancement is influenced not only by the direct effectiveness of leaders but also by their capacity to influence the values, norms, and conducive work behaviors within the organization. Consequently, the efficacy of the leadership style employed, as well as the strength of the organizational culture cultivated, directly correlates with the level of employee performance. The conclusions confirm that organizational culture is a vital factor in improving the connection between leadership style and employee performance, making this research model relevant for clarifying the improvement of civil servants' performance in public organizations. In light of these findings, the Denpasar City Education, Youth, and Sports Agency is advised to adopt a leadership style that is more participatory, consistent, and communicative, while also setting an example. Furthermore, the agency should cultivate an organizational culture that emphasizes discipline, cooperation, responsibility, and clarity of work values. These measures, if implemented, will contribute to the sustainable improvement of employee performance. This study has significant deficiencies from an academic standpoint. The study was done within a single government organization, limiting the generalizability of its conclusions. Secondly, its cross-sectional design prevents the observation of changes in organizational behavior over time. Thirdly, the dependence on self-reported questionnaire data adds the possibility of subjective bias. The present study focuses exclusively on leadership style and organizational culture; consequently, it does not take into account other variables that may also influence performance, including work motivation, job satisfaction, organizational commitment, and the work environment. Consequently, further research is recommended to expand the research object to other sectors and regions, add more diverse variables, and use a longitudinal or mixed methods approach so that the results are more comprehensive and have broader coverage.

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