



## THE DETERMINANTS OF EMPLOYEE'S PERFORMANCE: LEADERSHIP STYLE, ORGANIZATIONAL CULTURE AND JOB SATISFACTION (LITERATURE REVIEW)

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**Abstract:** This piece of research highlights a contextual understanding of employee performance's concept by identifying factors affecting employee performance in the organization. The method of writing scientific articles is to use qualitative methods and library research. The results of this literature review article are: Leadership Style has a positive and significant effect on employee performance, Organizational Culture has a positive and significant effect on employee performance, and Job Satisfaction has a positive and significant effect on employee performance. On the other hand, the correlation between these factors has a vital role in maintaining employee's performance and attitude.

**Keywords:** Employee Performance, Leadership Style, Organizational Culture and Job Satisfaction.

## INTRODUCTION

Employee contributions to the organization will be important, if done with effective action and behave correctly. The properties of the employee, the effort or willingness to work, and the various things that are the support of the organization is very large meaning for the freedom of the employee's performance. Every employee needs to know for sure which is the main responsibility, performance as must be achieved as an indicator of success. Performance is a description of the implementation or targets of program implementation, efforts, and policies carried out to realize the vision, mission, and goals in a group or organization (Mahsun, 2006). Very High performance means increased efficiency, effectiveness, and better quality in completing tasks that will be assigned to each individual (Murty & Hudiwinarsih, 2012).

The success of individual performance is strongly influenced by motivational factors. Motivation can be seen as a change in energy in a person which is characterized by the emergence

of feelings, and is preceded by a response to the existence of a goal. Motivation is the basic drive that moves someone or the desire to devote all energy because of a goal. As stated by (A.A. Anwar Prabu Mangkunegara, 2009) motivation is a condition or energy that moves employees to be directed or directed to achieve the company's organizational goals. The positive mental attitude of employees towards the work situation strengthens their work motivation to achieve maximum performance. Leadership issues have emerged in conjunction with the start of human history, since humanity realized the importance of group life to achieve common goals. They need someone or some people who have excess of others, regardless of what form the human group is formed. It cannot be denied because humans always have certain limitations and advantages.

Leadership is one of the most important factors for the success of organizational management. Effective leadership will be able to foster the motivation of organizational members so that productivity, loyalty, and satisfaction of subordinates or members of the organization increase. Leadership Style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behaviour and strategies that are preferred and often applied by a leader (Gençer, M.S., Samur, 2016). At first many argue that the leader was born, however with the development of knowledge is known that the establishment of effective leadership can be learned (Hasibuan, 2016) leadership can be said as a way of a leader in directing, encouraging and regulating all elements in the group or organization to achieve a desired organizational goal so as to produce maximum employee performance. There is a strong organizational culture, it will affect the behavior and performance of its members, which in turn will increase the success of the organization (Edison, Emron. Yohny anwar, 2015) If the organizational culture is strong, employees in the organization consider the rules no longer a shackle of obligations, but have become the needs of employees and the organization. Human resources as a major supporter of achieving the objectives of the organization that has been established. Qualified human resources will also promote the organization as a container of improvement of work productivity.

The strategic position to increase the productivity of the organization is employees, who are individuals working in an organization. The crisis factor that relates to the long-term success of the organization is the ability to measure how much employees work and use that information to ensure that the implementation of work meets current standards of work and continues to increase over time. To know the performance of employees performed performance assessments. Performance appraisal is a useful tool not only to evaluate the work of the employees, but also to develop and motivate employees. In essence the performance assessment is regarded as a tool to verify that individuals meet established performance standards. In the midst of today's social life conditions that often experience change and uncertainty, due to the era of information globalization, the human need for leadership is increasingly covering all areas of life. Likewise, in an agency, leadership roles are one of the most influential factors on employee performance. Even now this can be said that the progress achieved and the decline experienced by the agency, is determined by the role of the leader that can be seen from his leadership style. With the leadership

style, organizational culture and good job satisfaction, the employee's performance is expected to be realized with good because performance is the goal that you want to reach from each organization.

**Tabel 1.**  
**Journal and Publisher Distribution**

No	Article Name	Author(S)	Journal	Publisher	Tahun
1	The Effect of Work Motivation And Compensation On Employee Performance	(Pangastuti & Dkk, 2020)	International Journal of Multicultural and Multireligious Understanding	Google Scholar	2020
2	The influence of transformational leadership style and organizational culture on organizational performance with emotional intelligence as a mediation variables: a case study at the Jati melati Bekasi village office.	(Mona et al., 2020)	International Journal of Business and Social Science Research	Elsevier	2020
3	The influence of leadership, competency, motivation and organizational culture on employees' job satisfaction and performance in ternate city government	(Jusuf Sunya, Salim Basalamah, Ahmad Gani, 2017)	International journal of Business Management	Google Scholar	2017
4	The Impact of Organizational Culture and Leadership Style on Job Satisfaction and Employee Performance	(Ilham, 2017)	Journal of Advanced Management Science	Researchgate	2017
5	The Effect of Compensation on Satisfaction and Employee Performance	(Darma & Supriyanto, 2017)	Management and Economics Journal (MEC-J), Vol 1, Issue 1, 2017	International Journal Corner. (theijbm)	2017
6	Motivation On Job Satisfaction And Employee Performance	(AdelinaDkk, 2020)	International Research Journal Of Management, It & Social Sciences	Emeraldinsight	2020
7	The Effect of Motivation on Employee Performance	(Kuswati, 2020)	Budapest International Research and Critics Institute (Birci-Journal): Humanities And Social Sciences	Emeraldinsight	2020
8	The effect of organizational culture and work ethics on	(Bijaang et al., 2018)	The International Journal of	Google scholar	2018

	job satisfaction and employees performance		Engineering and Science (IJES)		
9	The Effect of Leadership, Work Motivation and Work Satisfaction on Performance of Employees of Education and Culture Department in Padang Pariaman.	(Noviyanti et al., 2019)	Advances in Economics, Business and Management Research	Third International Conference On Economics Education, Economics, Business and Management, Accounting and Entrepreneurship (PICEEBA 2019)	2019
10	Knowledge system commitment and knowledge sharing intention: The role of personal information management motivation.	Hwang, Y., Lin, H., & Shin, D. (2018).	International Journal of Information Management,	Scimago	2018
11	The Effect of Leadership Style, Motivation And Work discipline Of Employee Performance With Understanding Of Islamic Work Ethics	(Permana et al., 2019)	INTERNATIONAL JOURNAL OF SCIENTIFIC & TECHNOLOGY RESEARCH VOLUME 8, ISSUE 08, AUGUST 2019	Searchgate	2019
12	Effects of Leadership style on employee performance in Dashen Bank, Addis Ababa, Ethiopia	Mohamed Esse Abdilahi (2016)	The International Journal of Business & Management Vol. 1	Google Scholar	2016
13	School leadership, teacher's psychological empowerment and work- related outcomes	Kõiv, K., Liik, K., & Heidmets, M. (2019)	International Journal of Educational Management	Elsevier	2019
14	Leadership, creativity, and innovation: A critical review and practical	Hughes, D. J., Lee, A., Tian, A. W., Newman, A., & Legood, A. (2018).	The Journal of Leadership Quarterly,	Emerald	2018
15	Effect of Leadership Style, Motivation and Work discipline on Employee Performance in PT. ABC Makassar	(Razak et al., 2018)	INTERNATIONAL REVIEW OF MANAGEMENT AND MARKETING; MERSIN VOL. 8, ISS. 6 (2018)	Emerald Scholarly Journals	2018

**Table 2.**  
**Articles Category Based on the Subject**

No	Article Name	Objectives	Findings	Recommendations
1	The effects of leadership styles on team motivation	to find out if Democratic leadership style is positively correlated with team motivation, Authoritarian leadership style is to find out if Democratic leadership style is positively correlated with team motivation, Authoritarian leadership style is positively correlated with team motivation, Laissez-faire leadership style is negatively correlated with team motivation and Organizational culture dynamic mediates the relationship between leadership styles and dynamic team motivation	Democratic leadership style is positively correlated with team motivation, Authoritarian leadership style is positively correlated with team motivation, Laissez-faire leadership style is negatively correlated with team motivation and Organizational culture dynamic mediates the relationship between leadership styles and dynamic team motivation	This study provides an effective framework for determining the association between different leadership styles and team motivation in the healthcare sector. The framework also focuses on the dynamics of organizational culture and team motivation. Hence, this paper provides opportunities to improve team motivation in healthcare organizations. In addition, the paper establishes a clear link between leadership style (democratic, authoritarian and laissez-faire) and team motivation. Future studies can focus on developing other frameworks for investigating the relationship between aspects such as leadership style and employee satisfaction and happiness. In this context, researchers can use both qualitative and quantitative studies. This will help to investigate the profound details of leadership styles and their impact on the various aspects of organizations.
2	The Effect of Leadership, Work Motivation and Work Satisfaction on Performance of Employees of Education and Culture Department in Padang Pariaman	This study aims to examine the effect of leadership, motivation, and job satisfaction on performance of the education and culture office of Padang Pariaman Regency	The results show that leadership has a significant effect on work motivation, leadership has no significant effect on job satisfaction, work motivation significant effect on job satisfaction, leadership has no significant effect on performance, work motivation has a significant effect on performance and job satisfaction has a significant effect on the performance of the Padang Pariaman Regency Education Office employees and the Department of Culture	Further analysis of to increase the motivation of the leadership

3	Effects of Leadership style on employee performance in Dashen Bank, Addis Ababa, Ethiopia	The purpose of the study was to investigate effects of the different leadership styles on employees' performance.	The results indicated that the independent variables (Democratic, Laissez-Faire, Autocratic, Transformational, Charismatic, Transactional, Bureaucratic) on dependent variable (Employees' Performance) of the Dashen Bank were found to be weak. These would have no significant influence on achievement of organizational goals and objectives in Dashen Bank. However, decision-making of leaders in Dashen Bank was not in right tracks to consider employee ideas and taught the styles that the organizational leadership could actively do	suggest that this relationship could vary based on employees' perceptions of their ability to find another job with similar characteristics. Emphasis in this area could improve leaders' ability to have positive influence on employees who stay with the organization because they feel they have no other choice.
4	The Effect Of Leadership Style, Motivation And Work discipline Of Employee Performance With Understanding Of Islamic Work Ethics	The purpose of this study was to examine the Effect of Leadership Style, Motivation and Work discipline on Employee Performance with Understanding of Islamic Work Ethics as a Moderating Variable	The results showed that Leadership Style had significant influence on Employee Understanding of Islamic Work Ethics, Motivation did not significantly influence Employee Understanding of Islamic Work Ethics, Work discipline did not significantly influence Employee Understanding of Islamic Work Ethics. While leadership style, motivation, and work discipline together have a significant influence on Employee Understanding of Islamic Work Ethics. The results of the moderating analysis (path analysis) show that the Leadership Style has an indirect positive effect on employee performance. Motivation has an indirect negative influence on employee performance. Work discipline has an indirect positive influence on employee performance.	Another interesting fact from the operationalization of the Sejahtera Bersama Savings and Loans Cooperative is the centralization of management that must be carried out in Bogor So the researchers after that can do further research by adding factors that we didn't examine and the object could be about branch offices scattered in other areas.



			Employee Understanding of Islamic Work Ethics has an indirect positive effect on employee performance.	
5	Motivation On Job Satisfaction And Employee Performance	This Study Aims To Study The Effect Of Motivation On Job Satisfaction And Employee Performance	The Results show that Motivation has a Significant Positive Effect On Job Satisfaction And Employee Performance. The Findings of This Study Also State That Job Satisfaction Has a Significant Positive Effect On Employee Performance.	The Implications Of This Study Emphasize The Need To Improve Adaptive Performance So That Companies Can Always Keep Abreast Of Developments In The Face Of Increasingly Fierce Competition
6	The Effect Of Motivation On Employee Performance	This Research Is Motivated By The Decline Of Employee Performance Over A Period Of Time Which Results In The Realization Of The Work Not Fully Achieving The Specified Targets	The Results Of This Study Provide Recommendations That Majalengka Regency Education Office Should Focus On Increasing Work Motivation By Considering Physiological Needs Such As Providing Incentives Or Transportation Fees, Food Allowances And So Forth.	Determination Of The Awarding Of Compensation Depends On The Contribution Made To The Majalengka Regency Education Office
7	Effect of Leadership Style, Motivation and Work discipline on Employee Performance in PT. ABC Makassar	The purpose of this study was to identify and explore the conceptual framework of the relationship model of transformational leadership style, organizational culture and work motivation on employee performance	Results of the study is to obtain review of the conceptual framework of research variables that affect the relationship of transformational leadership style, organizational culture and work motivation on employee performance.	This research is original it will produce an integrated conceptual framework that combines the relationships of transformational leadership style, organizational culture and work motivation on employee performance
8	Effect Of Compensation On Employee Satisfaction And Employee Performance	The purpose of this study was to identify and explore the conceptual framework of the relationship model of transformational leadership style, organizational culture and work motivation on employee performance	Results of the study is to obtain review of the conceptual framework of research variables that affect the relationship of transformational leadership style, organizational culture and work motivation on employee performance.	This research is original it will produce an integrated conceptual framework that combines the relationships of transformational leadership style, organizational culture and work motivation on employee performance
9	The Influence of Organizational Culture And Work Motivation on	This research aims to analyze the direct and indirect influence of organizational culture	The results of this research indicate that: 1). Organizational culture direct positive and	The findings of this research provide both theoretical and practical implications. This research contributes to the

	Employee Performance, Job Satisfaction As Intervening Variable (Study On Secretariat Staff of Pasuruan Regency)	and work motivation on employee performance through employee job satisfaction	significant influences on job satisfaction 2) organizational culture direct positive and significant influences on employee performance. 3) job satisfaction a direct positive and significant influences on employee performance, 4) work motivation a direct positive and significant Influences on job satisfaction, 5) work motivation did not influence on employee performance, 6) job satisfaction mediate a relationship between organizational culture and work motivation with employee performance.	existing management literature related to Organizational Culture, work motivation on employee performance through job satisfaction. The findings of this research are expected to be a source of information and material considerations for the Regional Secretariat Pasuruan in improving the performance of employees by forming organizational culture and improve motivation and employee job satisfaction. Keywords: Culture of Organizational, work motivation, employee performance, job satisfaction.
10	The effect of leadership and organizational culture on employee performance that is mediated by motivation	To know the effect leadership on employee performance, organizational influence culture on employee performance, the third is the influence of leadership on work motivation, fourth, the influence of organizational culture on work motivation, fifth, the effect of work motivation on employee performance, influence, the influence of work motivation is a perfect mediator of the influence of leadership on employee performance, seventh, work motivation as a mediator of influence organizational culture on employee performance	The results of the study show that, first, direct leadership has no significant effect on employee performance, second, organizational culture has a significant effect on employee performance, third, leadership has a significant effect on work motivation, fourth, organizational culture has a significant effect on work motivation, fifth, work motivation has a significant effect on employee performance, sixth, work motivation is a perfect mediator of the influence of leadership on employee performance, seventh, work motivation as a partial mediator of the influence of organizational culture on employee performance	
11	The influence of leadership, competency, motivation and organizational culture on employees' job satisfaction and	To find out whether leadership, competence, motivation and organizational culture have a positive and significant effect on job satisfaction;	The result of the study found that leadership, competency, motivation and organizational culture have positive and significant impact on job satisfaction; leadership has a negative impact and not	



	performance in ternate city goverment		significant effect on performance; competency has a positive but not significant impact on performance; motivation, organizational culture and job satisfaction have positive and significant impact on performance; leadership, competence, motivation and organizational culture have positive and significant effect on performance through job satisfaction.	
12	Influence of Leadership, Organizational Culture, Work Motivation, and Job Satisfaction of Performance Principles of Senior High School in Medan City	This study aims to determine and examine the influence of Leadership (X1), Organizational Culture (X2), Work Motivation (X3), and Job Satisfaction (X4), on the Performance of High School Heads (X5) in Medan. This study also aims to determine the theoretical model of performance (fixed model) that can describe the structure of the causal relationship between the exogonus variable and the endogonus variable.	there is a positive and significant direct influence of Leadership, Organizational Culture, Work Motivation, and Job Satisfaction on the Performance of High School Heads in Medan City.	Increasing the variables influencing the variables of work motivation and job satisfaction. Future studies are expected to work on various methods and strategies to improve leadership quality, organizational culture, work motivation, job satisfaction, and performance. This research has not seen the influence of each indicator on other indicators so that further research is recommended to analyze the effect of each indicator on other indicators, and what are the best methods and strategies for improving these indicators.
13	Effect Of Compensation On Employee Satisfaction And Employee Performance	This Study Aims To Determine The Effect Of Compensation On Job Satisfaction And The Effect Of Compensation On Employee Performance In The Mining Company	The Results Of This Study Reveal That Compensation Has A Significant Effect On Job Satisfaction, In Addition, Compensation Also Has a Significant Effect On Employee Performance.	

14	The influence of transformational leadership style and organizational culture on organizational performance with emotional intelligence as a mediation variables: a case study at the jatimelati bekasi village office	This study aims to examine the influence of transformational leadership style and organizational culture on organizational performance with emotional intelligence as a mediation variable	In this study, in determining the sample using saturated samples. Researchers set the sample in this study consisting of 30 employees. Based on result that partially, it shows that there is a positive and significant influence between transformational leadership style variables on emotional intelligence. Partially, it shows that there is a positive and significant influence between organizational culture variables on emotional intelligence. Partially, it shows that there is a positive and significant influence between transformational leadership style variables on organizational performance variables. Partially it shows a positive and significant influence between organizational culture variables on organizational performance variables. The emotional intelligence variable does not influence organizational performance; this is in contrast to previous research. So that it distinguishes this research from previous research. The results showed that simultaneously there was an influence between transformational leadership style and organizational culture on organizational performance, with emotional intelligence as an intervening variable	
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15	The Effect of Compensation On job Satisfaction and Employee Performance	This Research Aim Is to Determine the Effect Of Compensation On Employee Satisfaction and Employee Performance And Employee Satisfaction To Mediate The Effect Of Compensation On Employee Performance	The Results Show That Compensation affects on Employee Satisfaction And Employee Performance At Pt. Telekomunikasi Indonesia. Employee Satisfaction Can Mediate the Effect Of Compensation On Employee Performance	<p>a. The leader should be able to maintain the quality of his leadership by improving the quality of employee performance by conducting regular job evaluations. So that it has an impact on improving the quality of better services, according to the mission and vision of the organization</p> <p>b. Leaders should maintain and improve the quality of organizational culture and good emotional management of employees which will have a good impact on the performance appraisal of each employee.</p> <p>c. Leaders should be able to maintain and improve performance with good emotional management which will result in good organizational performance, to reduce the negative stigma of society towards unsatisfactory service quality, will be better than before</p>
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## FINDING AND DISCUSSION

This article is organized systematically by determining the context and knowing the articles in mini-reviews. Referring to the reviews in tables 1 and 2, it can be seen that various opinions regarding the positive and significant influence of Employee Performance, Leadership Style, Organizational Culture and Job Satisfaction. Or further researchers are expected to develop more variables that affect employee performance. next time expected to develop more variables that affect employee performance because during the research researchers still found many other variables such as facilities and infrastructure, incentives, technology and coordination and many others.

## CONCLUSION

The success or failure of a company depends on the performance of the employees who work for the company. To achieve this, Employee Performance, Leadership Style, Organizational Culture and Job Satisfaction. Are needed in the company. Employees who are satisfied with their work and environment will increase their motivation to improve their abilities and improve their performance.

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