

The Influence of Leadership Style, Organizational Culture, and Job Satisfaction on Employee Performance with Employee Loyalty as a Mediator among Private Sector Employees in Tangerang City

Xena Monica Susanto¹⁾
monicaxena@gmail.com

Agustinus Priyowidodo²⁾
aguskelik69@gmail.com

¹⁾²⁾Universitas Buddhi Dharma

Abstract

This study aims to analyze the effect of leadership style, organizational culture, and job satisfaction on employee performance with employee loyalty as a mediator in private companies in Tangerang City. Effective leadership style, strong organizational culture, and high levels of job satisfaction are considered key factors that can increase employee loyalty, which in turn has a positive impact on employee performance. A quantitative approach was used in this study with a survey method involving a number of employees from various private companies in Tangerang City. Data were collected through structured questionnaires to test the direct and indirect relationships between the variables. Based on the research that has been done, it is found that there is an influence of Leadership Style on Employee Performance with a T-Statistics value of 2.154 and P-Values of 0.032. There is an effect of Organizational Culture on Employee Performance with a T-Statistics value of 2.056 and P-Values of 0.040. There is an effect of Job Satisfaction on Employee Performance with a T-Statistics value of 2.113 and P-Values of 0.035. There is an effect of Employee Loyalty on Employee Performance with a T-Statistics value of 5.239 and P-Values of 0.000. There is an influence of Leadership Style on Employee Loyalty with a T-Statistics value of 2.281 and P-Values of 0.023. There is an effect of Organizational Culture on Employee Loyalty with a T-Statistics value of 3.383 and P-Values of 0.001. There is an effect of Job Satisfaction on Employee Loyalty with a T-Statistics value of 3.116 and P-Values of 0.002. There is an influence of Leadership Style on Employee Performance through Employee Loyalty with a T-Statistics value of 1.986 and P-Values of 0.048. There is an effect of Organizational Culture on Employee Performance through Employee Loyalty with a T-Statistics value of 3.265 and P-Values of 0.001. There is an effect of Job Satisfaction on Employee Performance through Employee Loyalty with a T-Statistics value of 2.314 and P-Values of 0.021.

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

INTRODUCTION

Human Resources (HR) is the main asset of a company, playing a crucial role in implementing policies and operational activities. Without optimal HR performance, other assets such as capital and technology will not produce maximal output. Therefore, HR planning is necessary to align the workforce with the company's needs in terms of quantity and quality (Silaswara et al., 2021). A company's success is directly related to the performance of its employees, but research shows a decline in employee performance in private companies in Tangerang City during the period of 2020-2024. This decline is influenced by several factors, including the impact of the COVID-19 pandemic, such as layoffs (PHK), the shift to work from home (WFH), increased work stress, and burnout due to high work pressure without adequate support. Research by Sunarto (2024) at PT. Sari Wangi Mentari, Tangerang City, found that the decline in employee performance was caused by a lack of adequate work facilities, such as desks, chairs, and air conditioning (AC), as well as low work discipline. Meanwhile, research by Triono (2024) at Rumah Makan Subari 74 Larangan, Tangerang City, found that team morale and the quality of the workplace significantly affect productivity. Although this research did not directly indicate a decline in performance, the results emphasize the importance of a supportive working condition. Therefore, it can be concluded that the performance of private sector employees in Tangerang City declined during the 2020-2024 period.

According to Wibowo (2022), A company's capacity to respond to changing market conditions and employee performance are both influenced by its leadership. Fen (2022) defines leadership as the traits of an individual acting as a leader to influence their group in achieving common goals. Effective leadership is necessary to align individual goals with company objectives, enabling the organization to operate optimally. Leadership style plays a role in creating a conducive work environment and improving employee productivity (Rosalina et al., 2020). On the flip side, when leaders' styles don't mesh with their employees' personalities, it can dampen their motivation and enthusiasm for the job, which in turn lowers productivity. Organizational culture has an impact on employee performance alongside leadership. Dunggio (2022) explains that organizational culture is a combination of norms, values, and behavior patterns that reflect how individuals and groups work. A strong organizational culture can enhance performance by creating a shared identity and values within the company. Another influential factor is job satisfaction. Widayati (2020) states that job satisfaction is related to meeting employee needs through appropriate rewards. Long-term dissatisfaction can lead to despair, sadness, and decreased productivity. Thus, leadership, organizational culture, and job satisfaction are key indicators in determining how much employees can contribute to the company's performance.

Employee loyalty is an important factor in the company context, related to employee commitment to support and benefit the company. As loyalty increases, a positive relationship between employees and the company is formed, making employees more committed to giving their best performance, including sacrifices of time and energy (Krjogja, 2021). Factors influencing employee performance can stem from within the employee or the company environment. Optimal employee performance facilitates the achievement of company goals, while performance decline can hinder those goals. Leadership factors include management support and guidance; team factors include peer support; system factors include work systems and facilities; and situational factors include pressure and environmental changes. Personal factors include ability, competence, motivation, and commitment. In addition to these factors, (Kasmir, 2018) lists the following: motivation, leadership style, organizational culture, job happiness, work environment, loyalty, and discipline. Employee performance is thus affected by a wide range of personal and organizational-related internal and external variables. In Tangerang City, a region directly bordering DKI Jakarta, there are 17,335 private employees

in 2024, which also affects the dynamics of the city's growth and development (Tangerang Satu Data, 2024).

Figure 1. Number of Private Employees in Tangerang City

No	Urutan	Tahun Ke										Satuan	Sumber Data	Akses	Waktu Release	
		2018	2018	2019	2018	2019	2020	2021	2022	2023	2024					
36	Jumlah Penduduk di Kecamatan Tangerang (Pekerjaan/Mata Pencarian)	-	-	-	-	-	-	-	-	-	67.069	67.069	orang		Terbuka	Tahunan (Oktober)
36.1	Pegawai Negeri Sipil	-	-	-	-	-	-	-	-	-	1.712	1.712	orang		Terbuka	tahunan
36.1.3	Kelurahan Babakan	-	-	-	-	-	-	-	-	-	477	477	orang		Terbuka	tahunan
36.1.4	Kelurahan Sukasari	-	-	-	-	-	-	-	-	-	700	700	orang		Terbuka	tahunan
36.1.6	Kelurahan Tanah Tinggi	-	-	-	-	-	-	-	-	-	470	470	orang		Terbuka	tahunan
36.2	TM/Polri	-	-	-	-	-	-	-	-	-	382	382	orang		Terbuka	tahunan
36.2.1	Kelurahan Cikokol	-	-	-	-	-	-	-	-	-	-	-	orang		Terbuka	tahunan
36.2.2	Kelurahan Kelapa Indah	-	-	-	-	-	-	-	-	-	-	-	orang		Terbuka	tahunan
36.2.3	Kelurahan Babakan	-	-	-	-	-	-	-	-	-	-	-	orang		Terbuka	tahunan
36.2.4	Kelurahan Sukasari	-	-	-	-	-	-	-	-	-	139	139	orang		Terbuka	tahunan
36.2.5	Kelurahan Buaran Indah	-	-	-	-	-	-	-	-	-	-	-	orang		Terbuka	tahunan
36.2.6	Kelurahan Tanah Tinggi	-	-	-	-	-	-	-	-	-	123	123	orang		Terbuka	tahunan
36.2.7	Kelurahan Sukasari	-	-	-	-	-	-	-	-	-	-	-	orang		Terbuka	tahunan
36.2.8	Kelurahan Sukarasa	-	-	-	-	-	-	-	-	-	-	-	orang		Terbuka	tahunan
36.3	Karyawan Swasta	-	-	-	-	-	-	-	-	-	17.330	17.330	orang		Terbuka	tahunan
36.3.1	Kelurahan Cikokol	-	-	-	-	-	-	-	-	-	28	28	orang		Terbuka	tahunan
36.3.2	Kelurahan Kelapa Indah	-	-	-	-	-	-	-	-	-	-	-	orang		Terbuka	tahunan
36.3.3	Kelurahan Babakan	-	-	-	-	-	-	-	-	-	40	40	orang		Terbuka	tahunan
36.3.4	Kelurahan Sukasari	-	-	-	-	-	-	-	-	-	7.754	7.754	orang		Terbuka	tahunan
36.3.5	Kelurahan Buaran Indah	-	-	-	-	-	-	-	-	-	-	-	orang		Terbuka	tahunan
36.3.6	Kelurahan Tanah Tinggi	-	-	-	-	-	-	-	-	-	8.510	8.510	orang		Terbuka	tahunan
36.3.7	Kelurahan Sukasari	-	-	-	-	-	-	-	-	-	-	-	orang		Terbuka	tahunan
36.3.8	Kelurahan Sukarasa	-	-	-	-	-	-	-	-	-	-	-	orang		Terbuka	tahunan

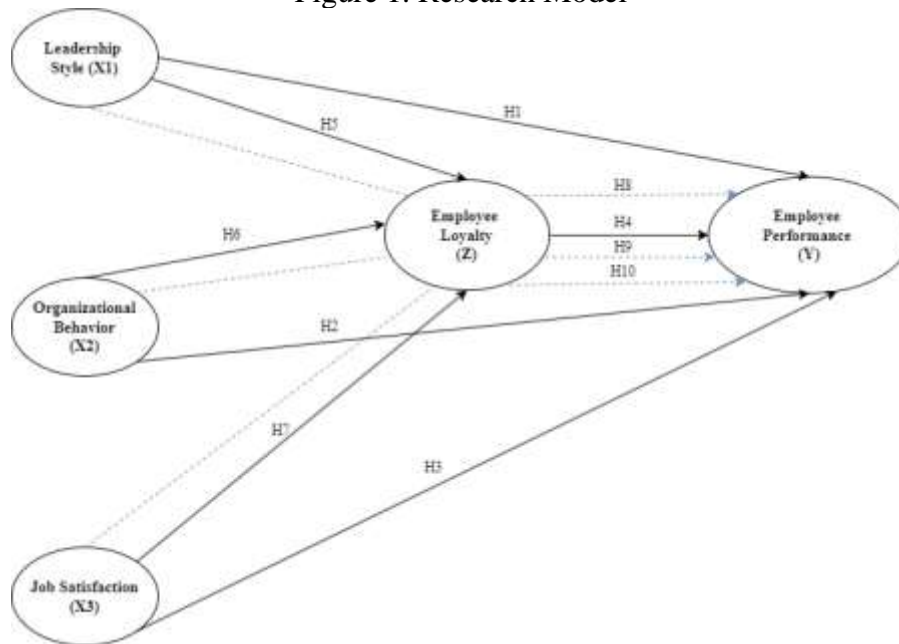
Source: Tangerang Satu Data

Performance is the main factor determining the achievement of private company goals in Tangerang City. The increase or decrease in employee performance is influenced by leadership style, work culture, job satisfaction, and employee loyalty. Leadership style and company culture have a positive effect on employee performance, according to multiple studies. (Adeline, 2022; Ginting et al., 2022; Jayanti et al., 2020; Ningrum et al., 2022; Pertiwi et al., 2023). However, there are also studies that find a negative or insignificant effect of these factors on employee performance, such as those by Kusumah (2022), Camelie (2023), and Hartoko (2024). This highlights the importance of organizational context in influencing the relationship between these variables.

Examining the mediating role of employee loyalty in the relationship between leadership style, organizational culture, and job satisfaction and their impact on employee performance is the overarching goal of this research. It is intended that by better understanding the connections between these factors, businesses will be able to develop more successful plans to boost worker loyalty and performance and establish more productive workplaces. There is high anticipation that this research will also significantly advance the field of human resource management theory and its application in practices in private companies in Tangerang City.

Research Model

Figure 1. Research Model



Source: Data Processed by Author

Hypothesis Development

1. The Relationship Between Leadership Style and Employee Performance

The way a leader does things have a significant impact on improving employee performance because leaders play a key role in driving organizational development and motivating employees to perform well. Leadership within an organization has a crucial function in human resource management, not only in providing direction but also in enhancing employee performance (Rosmala et al., 2017). Studies (Jayantiet al., 2020; Paramita et al., 2020; Pertiwi et al., 2023; Qasanah, 2020; Silitonga, 2023) show that employee performance is impacted by a leader's style. An effective leadership style is relevant as a factor influencing employee performance since it has the capacity to enhance performance. These findings support the first hypothesis in this study, which is H1: Employee Performance Is Improved by Effective Leadership.

2. The Relationship Between Organizational Culture and Employee Performance

Organizational culture is the personality of a company formed from a system of values that create norms governing behavior, reflected in the perceptions, attitudes, and actions of individuals within it (Jufrizen et al., 2020). A well-managed culture can motivate employees to exhibit positive, dedicated, and productive behaviors. While these cultural values may not be directly visible, they serve as forces driving work effectiveness. Research (Muhamad et al., 2023; Rivai, 2020; Anggraini, 2022; Wahyuni, 2020) demonstrates how employee performance is impacted by organisational culture. The study's second hypothesis, H2: Organisational Culture Has a Positive Effect on Employee Performance, is based on these findings.

3. The Relationship Between Job Satisfaction and Employee Performance

Job satisfaction is the positive emotional state that arises when an employee evaluates their work within the organization. According to Sausan (2020), job satisfaction has a positive and substantial effect on employee performance. Job satisfaction has an effect on employee performance., according to studies (Steven et al., 2020; Hermawan, 2019; Herniwati et al., 2021; Ngurah et al., 2022; Widayati et al., 2020) This demonstrates how job satisfaction can motivate workers to raise their level of performance. Drawing from

prior research and the aforementioned arguments, the third hypothesis in this investigation is H3: Employee performance is positively impacted by job satisfaction.

4. **The Relationship Between Employee Loyalty and Employee Performance**
Loyalty is the quality of commitment that makes us continuously support and defend something. Loyalty causes us to defend a friend even when they are at risk of going to jail, and it also drives us to cheer enthusiastically for our favorite sports team, even if they are losing by several goals. Generally, loyalty tends to be emotional. Loyalty is a quality of feeling that does not always require a rational explanation (Jayanti et al., 2020). Studies (Armadita, 2021; Batubara et al., 2020; Jayanti et al., 2020; Madicha et al., 2024; Dewi et al., 2022) indicate that employee loyalty affects employee performance. Based on previous studies and the arguments provided, the fourth hypothesis in this research is H4: Employee Loyalty Has a Positive Effect on Employee Performance.
5. **The Relationship Between Leadership Style and Employee Loyalty**
While there is no perfect leadership style, the correct adoption and effective leadership style can foster employee loyalty. Applying an effective leadership style in an organization can help leaders and employees build positive relationships and enable leaders to guide employees toward organizational goals efficiently. Different work characteristics and environments require leadership styles that can effectively contribute to employee loyalty (Adeline, 2022). Studies (Adeline, 2022; Kusumah et al., 2022; Jayanti et al., 2020; Ningrum et al., 2022; Pertiwi et al., 2023) show that leadership style influences employee loyalty. Based on these findings and the arguments presented, the fifth hypothesis in this research is H5: Leadership Style Has a Positive Effect on Employee Loyalty.
6. **The Relationship Between Organizational Culture and Employee Loyalty**
According to Rose (2019), organizational culture affects the operations and attitudes of individuals within the company. This culture is primarily demonstrated through attitudes and dedication to the company. Additionally, a strong organizational culture reflects a clear company purpose and a high level of loyalty. Studies (Made et al., 2021; Ningrum et al., 2022; Pasca et al., 2021; Qorfianalda et al., 2021; Rose, 2019) indicate that organizational culture affects employee loyalty. These studies prove that organizational culture is a factor in employee loyalty to a company. Based on these findings and the arguments provided, the sixth hypothesis in this research is H6: Organizational Culture Has a Positive Effect on Employee Loyalty.
7. **The Relationship Between Job Satisfaction and Employee Loyalty**
Job satisfaction results from the interaction between employees and their work environment, leading to varying levels of job satisfaction among individuals. Job satisfaction is expected to lead to high work loyalty. One perspective on employee loyalty suggests that loyalty develops when employees feel their needs are adequately met by their jobs, making them content in their work environment (Citra et al., 2019). In studies (Giovanni et al., 2022; Larastrini et al., 2019; Qorfianalda et al., 2021; Sausan et al., 2021; Stefanie et al., 2020), there is an influence of job satisfaction on employee loyalty. Based on previous studies and the arguments presented, the seventh hypothesis in this research is H7: Job Satisfaction Has a Positive Effect on Employee Loyalty.
8. **The Relationship Between Leadership Style and Employee Performance Through Employee Loyalty**
Leadership, demonstrated and implemented through leadership styles, is a key factor in improving employee performance, as leadership plays a crucial role in driving organizational development by encouraging and motivating positive work behaviors.

Therefore, leaders must consider and demonstrate the appropriate leadership style. Loyalty, which is primarily emotional, does not always require rational explanations. Those who are loyal are believed to contribute maximally and consistently in their work. In studies (Jayanti et al., 2020; Pertiwi et al., 2023; Dewi et al., 2022), through employee loyalty, leadership style influences employee performance. Based on the findings from previous studies and the arguments presented, the eighth hypothesis in this research is H8: Leadership Style Has a Positive Effect on Employee Performance Through Employee Loyalty.

9. The Relationship Between Organizational Culture and Employee Performance Through Employee Loyalty

Employees who are connected to the organization's values tend to feel loyal and proud of the organization. This sense of pride drives employees to strive to do their best in their work, thus achieving optimal task completion. Studies (Hartoko, 2024; Qorfianalda et al., 2021; Rose, 2019) indicate that organizational culture affects employee performance through employee loyalty. Based on previous studies and the arguments provided, the ninth hypothesis in this research is H9: Organizational Culture Has a Positive Effect on Employee Performance Through Employee Loyalty.

10. The Relationship Between Job Satisfaction and Employee Performance Through Employee Loyalty

The degree to which an employee is happy or satisfied with their work is reflected in their level of job satisfaction. Individual differences exist in job satisfaction, with each person experiencing varying degrees of contentment. When activities match personal preferences or emotional reactions to components of the job, job satisfaction rises. An employee's attitude, which includes their work morale, discipline, and performance, affects employee loyalty and performance (Larastrini et al., 2019). Job satisfaction influences employee performance through employee loyalty, according to studies (Giovanni et al., 2022; Dewi et al., 2022; Qorfianalda et al., 2021). Based on the previous studies and the arguments presented, the tenth hypothesis in this research is H10: Job Satisfaction Has a Positive Effect on Employee Performance Through Employee Loyalty.

RESEARCH METHOD

Population and Sample

The purpose of this study is to test hypotheses and draw general conclusions from the results using a quantitative research method with a deductive-inductive approach (Parlindungan, 2023). Methods such as observation and questionnaires are used to collect data, where the questionnaires are distributed to respondents in the form of written questions to obtain accurate quantitative information (Sujarweni, 2019). The research focuses on private employees in Tangerang City, with a sample of 150 people selected using non-probability sampling and purposive sampling methods, where the sample is chosen based on predetermined criteria (Sekaran et al., 2016).

The research subjects are private employees in Tangerang City who understand the variables being studied: leadership style, organizational culture, job satisfaction, employee loyalty, and employee performance. The study's data includes primary data collected via interviews and surveys, along with secondary data sourced from books, journals, and scholarly articles (Sitorus et al., 2023).

Data Collection

Data collection instruments use Likert Scale-based questionnaires ranging from one to six to measure the variables being studied. The data collection method using a research questionnaire was compiled based on indicators of each variable studied, respondents'

answers using a Likert Scale of one to six consisting of strongly disagree (1), disagree (2), quite disagree (3), quite agree (4), agree (5), strongly agree (6).

Data Analysis Technique

Data analysis is conducted using a quantitative method with a Structural Equation Modeling (SEM) approach and the SmartPLS software. Analysis steps include descriptive statistics, validity testing, reliability testing, coefficient of determination (R^2), and hypothesis testing with t-statistics values greater than 1.65 and P-Value less than 0.05 (Sekaran et al., 2016). Validity testing is performed to assess how well the research instruments measure the intended variables using product-moment correlation, while reliability testing is done using Cronbach's Alpha, where an instrument is considered reliable if the alpha value is greater than 0.6 (Sihombing, 2022). This method aims to ensure that the research results are objective, valid, and reliable.

Variable Operationalization

Operationalization of variables includes indicators of each variable, such as effectiveness and efficiency for employee performance (Moehariono, 2021), and obedience and responsibility for employee loyalty (Saydam, 2023).

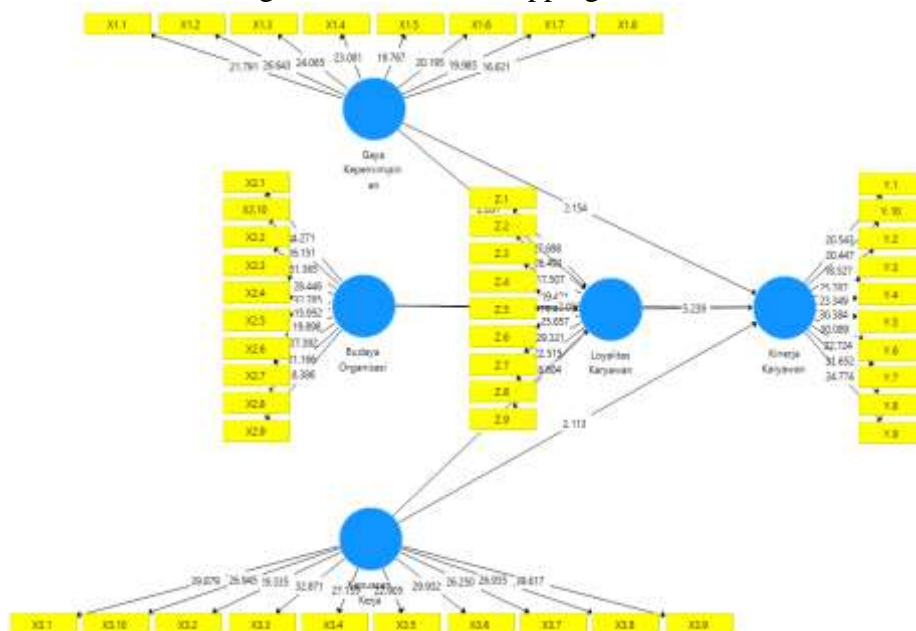
FINDINGS AND DISCUSSION

Data Analysis Test Results

Structural Model (Inner Model)

The Inner Model, also known as the Structural Model, is employed to assess how effectively the model's structure explains the relationships among the latent variables in the research (Hair et al., 2019). The Structural Model can be assessed by evaluating the Coefficient of Determination (R^2), Path Coefficient (β), and Predictive Relevance (Q^2).

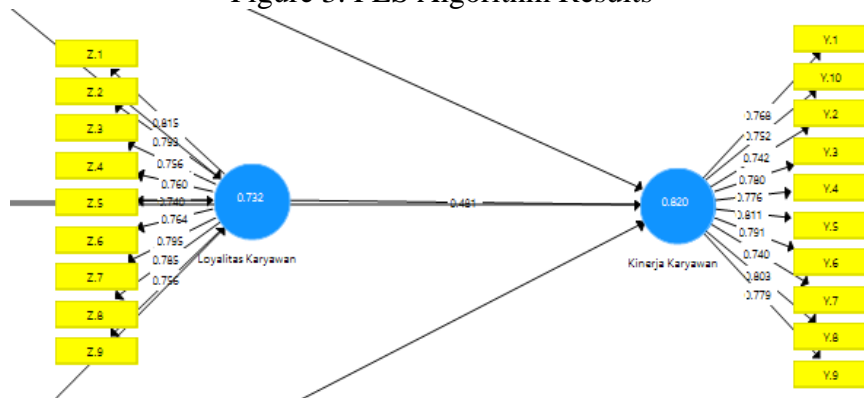
Figure 2. PLS Bootstrapping Results



Source: SmartPLS 3 (2024)

Coefficient of Determination Test

Figure 3. PLS Algorithm Results



Source: SmartPLS 3 (2024)

According to Hair, (2019), the Coefficient of Determination (R^2) is used to show how much the independent variables impact the dependent variables. Here are the findings:

Table 1. Coefficient of Determination (R^2) Results

	<i>R Square</i>	<i>R Square Adjusted</i>
Employee Performance (Y)	0,820	0,815
Employee Loyalty (Z)	0,732	0,726

Source: SmartPLS 3 (2024)

Table 1 indicates that the dependent variable, Employee Performance, is affected by 82% by the factors of Leadership Style, Organizational Culture, Job Satisfaction, and Employee Loyalty. The residual 18% is perceptibly influenced by additional factors not analyzed in this study. The second dependent variable, Employee Loyalty, is influenced 73.2% by Leadership Style, Organizational Culture, and Job Satisfaction, with the remaining 26.8% likely attributable to other variables not examined in the study.

Path Coefficient Test

The Path Coefficient test is employed to ascertain the directional relationships among the variables utilized in the research. The Path Coefficient ranges from -1 to +1, with values close to -1 indicating a strong negative relationship and values close to +1 denoting a strong positive relationship (Hair et al., 2019).

Table 2: Path Coefficient (β) Results

	Employee Performance (Y)	Employee Loyalty (Z)
Employee Performance (Y)		
Employee Loyalty (Z)	0,481	
Leadership Style (X1)	0,206	0,300
Organizational Culture (X2)	0,145	0,401
Job Satisfaction (X3)	0,165	0,258

Source: SmartPLS 3 (2024)

Table 2 shows the results of the Path Coefficient, indicating that all relationships between variables are positive. This means that the relationships between variables have a positive and direct impact.

Predictive Relevance (Q²)

A test called Predictive Relevance (Q²) is used to assess how well the research model can forecast the dependent variables. Stated differently, the Q² test results indicate the degree to which the observed values match the predictions. The research model's capacity to predict the dependent variables is shown by a high Q² value (Hair et al., 2019). The Q² test results are as follows:

Table 3: Predictive Relevance (Q²) Results

	SSO	SSE	Q ² (=1-SSE/SSO)
Employee Performance (Y)	1520,000	787,727	0,482
Employee Loyalty (Z)	1368,000	779,085	0,430
Leadership Style (X1)	1216,000	1216,000	
Organizational Culture (X2)	1520,000	1520,000	
Job Satisfaction (X3)	1520,000	1520,000	

Source: SmartPLS 3 (2024)

The Q² test results show that the dependent variables have values greater than 0. The Employee Performance and Employee Loyalty variables have Q² values of 0.482 and 0.430, respectively, indicating that the model can explain the information contained in the research data or has good observation values.

Hypothesis Test Results

t-Test

The t-test in this study demonstrates the degree to which the independent variables influence the dependent variables. A t-test result exceeding 1.65 is deemed significant with an alpha level below 5%. The criteria for evaluating the acceptance or rejection of a hypothesis are as follows: If the p-value is below 0.05, the hypothesis is accepted; if the p-value exceeds 0.05, the hypothesis is rejected (Hair et al., 2019).

Table 4: Direct Relationship Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership Style (X1) -> Employee Performance (Y)	0,206	0,216	0,096	2,154	0,032
Leadership Style (X1) -> Employee Loyalty (Z)	0,300	0,329	0,132	2,281	0,023
Organizational Culture (X2) -> Employee Performance (Y)	0,145	0,149	0,071	2,056	0,040
Organizational Culture (X2) -> Employee Loyalty (Z)	0,401	0,373	0,118	3,383	0,001
Job Satisfaction (X3) -> Employee Performance (Y)	0,165	0,147	0,078	2,113	0,035
Job Satisfaction (X3) -> Employee Loyalty (Z)	0,258	0,257	0,083	3,116	0,002
Employee Loyalty (Z) -> Employee Performance (Y)	0,481	0,486	0,092	5,239	0,000

Source: SmartPLS 3 (2024)

Table 4 indicates that all direct relationships among the variables in this study exhibit a t-statistic value exceeding 1.65, accompanied by p-values (significance) below 0.05, meaning that all hypotheses in this research are accepted. Furthermore, to examine the mediation effects, see the indirect relationship test results below:

Table 5: Indirect Relationship Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership Style (X1) -> Employee Loyalty (Z) -> Employee Performance (Y)	0,145	0,161	0,073	1,986	0,048
Organizational Culture (X2) -> Employee Loyalty (Z) -> Employee Performance (Y)	0,193	0,179	0,059	3,265	0,001
Job Satisfaction (X3) -> Employee Loyalty (Z) -> Employee Performance (Y)	0,124	0,127	0,054	2,314	0,021

Source: SmartPLS 3 (2024)

Table 5 shows that all indirect relationships between the variables in this study have a t-statistic value greater than 1.65 with p-values (significance) less than 0.05, meaning that the indirect relationship hypotheses are accepted.

Interpretation of Research Results and Discussion

The results of this study indicate that there is an effect between the variables of Employee Performance, Employee Loyalty, Leadership Style, Organizational Culture, and Job Satisfaction. For more clarity, the findings are as follows:

1. Leadership Style on Employee Performance

The results of the first hypothesis testing show that Leadership Style (X1) has a positive and significant effect on Employee Performance (Y). The Path Coefficient value between Leadership Style and Employee Performance is 0.206, indicating a positive relationship between the two variables. The T-Statistic value of $2.154 > 1.65$ and P-Values of $0.032 < 0.05$ show a significant effect. This result supports previous research (Armadita, 2021; Batubara et al., 2020; Jayanti et al., 2020; Rosalina et al., 2020; Wibowo et al., 2022), which states that Leadership Style positively influences Employee Performance. Different leadership styles can impact employee performance, in line with the Balance Theory, where employees who feel treated fairly are more motivated and show better performance. Respondents in this study predominantly stated that the Telling Style Leadership, which directs employees before the task, is the most common leadership style among employees in private companies in Tangerang City.

2. Organizational Culture on Employee Performance

The second hypothesis test indicates that Organizational Culture (X2) positively and significantly influences Employee Performance (Y), evidenced by a Path Coefficient of 0.145, which reflects a positive correlation between the two variables. The T-Statistic value of 2.056 exceeds 1.65, and the P-Value of 0.040 is less than 0.05, indicating a significant effect. This result supports previous research (Dunggio, 2022; Lumingkewas et al., 2019; Hidayat et al., 2022; Anggraini, 2022; Rusli et al., 2023), which states that Organizational Culture positively influences Employee Performance. Employees tend to follow the culture that has been established in the company rather than creating a new one. According to organizational behavior theory, organizational culture influences employee performance through motivation, work attitudes, and interaction patterns. A positive culture supports the work environment, enhances motivation, collaboration, and loyalty, while a negative culture can decrease motivation and productivity. Respondents in this study predominantly stated that the existing organizational culture among private employees in Tangerang City involves communication and cooperation with leaders or coworkers.

3. **Job Satisfaction on Employee Performance**
The third hypothesis test indicates that Job Satisfaction (X3) exerts a positive and significant influence on Employee Performance (Y), evidenced by a Path Coefficient of 0.165, indicating a positive relationship between the two variables. The T-Statistic value of $2.113 > 1.65$ and P-Values of $0.035 < 0.05$ show a significant effect. This result aligns with previous research (Steven et al., 2020; Herniwati et al., 2021; Marbun, 2022; Sausan, 2020; Stefanie et al., 2020), which states that Job Satisfaction positively affects Employee Performance. Job satisfaction increases motivation, enthusiasm, and work productivity, and makes employees more committed and less stressed. According to the Equity Theory, job satisfaction and employee performance are interrelated through perceptions of fairness, where employees who feel treated fairly tend to be more satisfied and motivated. On the other hand, injustice decreases job satisfaction and performance. Therefore, organizations need to create a transparent and fair reward system and decision-making process to achieve optimal performance.
4. **Employee Loyalty on Employee Performance**
The fourth hypothesis test indicates that Employee Loyalty (Z) positively and influences Employee Performance (Y), evidenced by a Path Coefficient of 0.481, which reflects a positive correlation between the two variables. The T-Statistic value of 5.239 exceeds 1.65, and the P-Value of 0.000 is less than 0.05, indicating a significant effect. This result aligns with previous research (Anjani et al., 2020; Larastrini et al., 2019; Sausan, 2020; Silitonga, 2023; Widayati et al., 2020), which states that Employee Loyalty positively influences Employee Performance. The more loyal an employee is, the higher their performance, as loyal employees tend to have better performance indicators. Based on the Equity Theory, the relationship between loyalty and employee performance is influenced by perceptions of fairness, where employees who feel treated fairly are more loyal and show optimal performance.
5. **Leadership Style on Employee Loyalty**
The fifth hypothesis test indicates that Leadership Style (X1) exerts a positive and significant influence on Employee Loyalty (Z), evidenced by a Path Coefficient of 0.300, which reflects a positive correlation between the two variables. The T-Statistic value of 2.281 exceeds 1.65, and the P-Value of 0.023 is less than 0.05, indicating a significant effect. This outcome aligns with prior research (Adeline, 2022; Armadita, 2021; Batubara et al., 2020; Madicha et al., 2024; Pertiwi et al., 2023), which states that Leadership Style positively affects Employee Loyalty. An effective leader can increase employee motivation and loyalty because employees feel appreciated and have clear goals. According to organizational behavior theory, good leadership style enhances loyalty by creating a positive work environment, while poor leadership can weaken loyalty and reduce productivity.
6. **Organizational Culture on Employee Loyalty**
The sixth hypothesis test demonstrates that Organizational Culture (X2) exerts a positive and significant influence on Employee Loyalty (Z), evidenced by a Path Coefficient of 0.401, which signifies a positive correlation between the two variables. The T-Statistic value of 3.383 exceeds 1.65, and the P-Value of 0.001 is less than 0.05, indicating a significant effect. This outcome aligns with previous studies (Lumingkewas et al., 2019; Hidayat et al., 2022; Made et al., 2021; Ningrum et al., 2022; Pasca et al., 2021), indicating that Organizational Culture influences Employee Loyalty. An effective organizational culture fosters a sense of ownership and comfort among employees, motivating them to commit to the company and align with its values. According to

organizational behavior theory, a culture based on fairness and appreciation enhances employees' emotional attachment, which ultimately increases their loyalty. On the other hand, a negative culture reduces loyalty and increases turnover.

7. Job Satisfaction on Employee Loyalty

The seventh hypothesis test indicates that Job Satisfaction (X3) positively and significantly influences Employee Loyalty (Y), with a Path Coefficient of 0.258, signifying a positive correlation between the two variables. The T-Statistic value of 3.116 > 1.65, and the P-Value of 0.002 < 0.05, indicating a significant effect. This outcome aligns with previous studies (Herniwati et al., 2021; Larastrini et al., 2019; Sausan, 2020; Stefanie et al., 2020; Widayati et al., 2020), indicating that Job Satisfaction positively influences Employee Loyalty. Content employees are generally more loyal to the organization, contribute more significantly, and exhibit frequent absenteeism. Organizational behavior theory posits that job satisfaction influences loyalty, as content employees are more inclined to be dedicated to the organization and its objectives. Dissatisfaction can diminish loyalty and increase turnover. Consequently, organizations must establish an equitable and supportive workplace to enhance job satisfaction and employee loyalty.

8. Leadership Style on Employee Performance through Employee Loyalty

The eighth hypothesis test indicates that Job Satisfaction (X3) positively and significantly influences Employee Performance (Y) via Employee Loyalty (Z), evidenced by a Path Coefficient of 0.258, which reflects a positive correlation among the three variables. The T-Statistic value is 3.116 > 1.65, and the P-Value is 0.002, < 0.05, signifying a significant effect. This outcome aligns with prior research. (Firdaus et al., 2022; Jayanti et al., 2020; Pertiwi et al., 2023) which state that Job Satisfaction positively influences Employee Loyalty. Satisfied employees tend to be more loyal to the company, contributing more and rarely absent. According to organizational behavior theory, job satisfaction influences loyalty because satisfied employees are more likely to stay loyal to the organization and committed to the company's goals. Conversely, dissatisfaction can lower loyalty and increase turnover. Therefore, organizations must create a work environment that fosters job satisfaction, fairness in rewards, and strengthens employee loyalty to improve performance.

9. Organizational Culture on Employee Performance through Employee Loyalty

The ninth hypothesis test indicates that Organizational Culture (X2) positively and significantly influences Employee Performance (Y) via Employee Loyalty (Z), with a Path Coefficient of 0.193, demonstrating a positive correlation among the three variables. The T-Statistic value is 3.265 > 1.65, and the P-Value is 0.001 < 0.05, signifying a significant effect. This outcome underscores the impact of Organizational Culture on Employee Performance via Employee Loyalty, in contrast to the direct effect identified in Hypothesis 2. This study aligns with (Lumingkewas et al., 2019; Pasca et al., 2021; Qorfianalda et al., 2021), which indicates that Organizational Culture impacts Employee Performance by fostering Employee Loyalty. A robust organizational culture cultivates a supportive workplace atmosphere, bolsters loyalty, and ultimately improves performance. Based on Equity Theory, fair recognition strengthens loyalty and performance. Conversely, imbalance in treatment can reduce loyalty and performance. Therefore, it is important for organizations to ensure that the culture they implement is fair and provides equitable rewards.

10. Job Satisfaction on Employee Performance through Employee Loyalty

The tenth hypothesis test reveals that Job Satisfaction (X3) positively and significantly influences Employee Performance (Y) when mediated by Employee Loyalty (Z), with a Path Coefficient value of 0.124, indicating a positive relationship among the three

variables. The T-Statistic value is $2.314 > 1.65$ and the P-Value is $0.021 < 0.05$, indicating a significant effect. This result reinforces the influence of Job Satisfaction on Employee Performance through Employee Loyalty, compared to the direct effect found in Hypothesis 3. This research is consistent with (Cahyoadi et al., 2019; Herniwati et al., 2021; Sausan, 2020), which states that Job Satisfaction positively influences Employee Performance through Employee Loyalty. Job satisfaction increases employee loyalty, which in turn impacts performance. Employees who are satisfied with their salary, recognition, and work environment tend to be more loyal and motivated to work harder. Based on Equity Theory, employees who feel satisfied and perceive balance between efforts and rewards will be more loyal, ultimately enhancing their performance. Conversely, imbalance between input and output can reduce satisfaction, loyalty, and performance. Therefore, organizations need to create a work environment that supports job satisfaction, fairness in rewards, and strengthens employee loyalty to improve performance.

SUMMARY AND SUGGESTIONS

This study illustrates that leadership style, organizational culture, and work satisfaction significantly influence employee performance, both directly and indirectly via the mediating effect of employee loyalty. The analysis reveals that 82% of the variance in employee performance is attributable to these three characteristics, with employee loyalty accounting for 73.2% of this variance. The principal findings indicate that the enhancement of leadership style, organizational culture, and job satisfaction favorably affects employee loyalty, subsequently resulting in improved employee performance.

However, this study has several limitations, including the limited research timeframe, potential biases in questionnaire responses, and the scope of variables that do not cover other factors that may affect employee performance. Therefore, further research with a broader scope and different methods is needed to enrich the understanding of the factors influencing employee performance.

Based on the research results, companies are expected to improve employee performance by building a positive organizational culture, enhancing job satisfaction, and implementing effective leadership styles. Employee loyalty has proven to have the most significant impact on performance, so companies need to create a fair, transparent, and reward-based work environment. Additionally, job satisfaction can be improved by recognizing employee contributions and creating a work environment that supports professional development. Lastly, good leadership should be developed to encourage long-term employee motivation, innovation, and dedication.

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