



Organizational Culture and Leadership Style Effects on Job Satisfaction through Work Motivation in Higher Education

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Abstract

Purpose: This study aims to analyze the influence of organizational culture and leadership style on job satisfaction with work motivation as an intervening variable.

Research Methodology: The analytical technique used to analyze the effects of intervening variables is the path analysis method, with several tests carried out, including validity, reliability, and descriptive analyses, and classic tests, which include multicollinearity, autocorrelation, heteroscedasticity, and normality tests. The population and sample in this study were 40 employees.

Results: The results show that organizational culture and leadership style have a positive and significant indirect effect on job satisfaction through work motivation. This is indicated by the t-count values of organizational culture and leadership style, which are higher than the t-table value.

Conclusions: This study concludes that organizational culture and leadership style have direct positive and significant effects on job satisfaction. Work motivation also positively affects job satisfaction and mediates the relationship between organizational culture, leadership style, and job satisfaction.

Limitations: This study is limited to employees at STIT Raden Wijaya Mojokerto with a relatively small sample size. Future studies are encouraged to involve broader institutional contexts and additional variables such as organizational commitment, work environment, or employee performance.

Contributions: This study contributes to human resource management literature by confirming the role of work motivation as an intervening variable in strengthening job satisfaction in higher education institutions.

Keywords: *Job Satisfaction, Leadership Style, Organizational Culture, Work Motivation*

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1. Introduction

Human resources are a central element in determining the effectiveness and sustainability of higher education institutions. In the context of universities, employees are not only required to complete administrative tasks, but also to support academic services, institutional governance, and the achievement of organizational goals (Algarni & Alemeri, 2023; Dirwan et al., 2024; Udin, 2023). Therefore, job satisfaction becomes an important issue because satisfied employees tend to show stronger commitment, better work enthusiasm, and higher loyalty to the institution (Prawira & Assa, 2025; Sismiati et al., 2025). Job satisfaction is also closely related to how employees perceive the organizational culture, leadership style, and motivational climate within their workplace (Arifiani & Rumijati, 2021; Hasibuan, 2016).

Organizational culture is one of the important factors that can shape employee attitudes and behavior. A strong organizational culture provides shared values, norms, and work principles that guide employees in carrying out their duties (Alkhodary, 2023; Rojak et al., 2024). When the culture within an institution supports collaboration, discipline, responsibility, and innovation, employees are more likely to feel comfortable and satisfied with their work. Several previous studies have shown that organizational culture has a positive and significant effect on job satisfaction (Shahriar et al., 2024; Shahriari et al., 2023; Sirait et al., 2022). However, different findings were found by Fridan and Maamari (2024), who stated that organizational culture has a positive but insignificant effect on job satisfaction.

In addition to organizational culture, leadership style also plays an important role in influencing employee job satisfaction. Leaders have the responsibility to direct, motivate, and support employees in achieving organizational objectives. An appropriate leadership style can create a comfortable work atmosphere, improve communication, and increase employee trust in the organization. Shahriar et al. (2024), Shahriari et al. (2023), and Sirait et al. (2022) found that leadership style has a positive and significant effect on job satisfaction. Nevertheless, this finding is not fully consistent with Fridan and Maamari (2024), who found that leadership style has a positive but insignificant effect on job satisfaction.

Previous research has shown inconsistent results or research gaps, as shown in the following table:

Table 1. Previous Research Findings

No	Influence	Researchers and Years	Findings
1	The Influence of Organizational Culture on Job Satisfaction	Shahriar et al. (2024), Shahriari et al. (2023), and Sirait et al. (2022),	Organizational culture has a significant positive effect on job satisfaction
		Fridan and Maamari (2024)	Organizational culture positively but insignificantly affects job satisfaction
2	The Influence of Leadership Style on Job Satisfaction	Shahriar et al. (2024), Shahriari et al. (2023), and Sirait et al. (2022)	Leadership style has a significant positive effect on job satisfaction
		Fridan and Maamari (2024)	Leadership style has a positive but insignificant effect on job satisfaction

Based on Table 1, it can be seen that the relationship between organizational culture, leadership style, and job satisfaction still shows inconsistent results. Some studies prove that organizational culture and leadership style significantly influence job satisfaction, while other studies show insignificant results. This inconsistency indicates that the direct relationship between these variables may not be strong enough without the presence of other supporting variables. Therefore, this study includes work motivation as an intervening variable to explain how organizational culture and leadership style can influence job satisfaction more effectively.

Work motivation is considered an important intervening variable because motivation can encourage employees to work with greater enthusiasm, responsibility, and commitment (Nugroho et al., 2025; Prawira & Assa, 2025). Employees who are motivated tend to respond more positively to organizational values and leadership practices. In this sense, motivation may strengthen the influence of organizational culture on job satisfaction. This is in line with Larasandi and Satrya (2025) and Prabowo (2024), who stated that work motivation strengthens the influence of work culture on job satisfaction. Furthermore,

work motivation may also strengthen the influence of leadership style on job satisfaction, as found by [Putriana and Maulina \(2020\)](#). Thus, work motivation is expected to provide better and stronger results than the direct influence of organizational culture and leadership style on job satisfaction ([Fajar & Asep, 2024](#); [Worumi et al., 2024](#)).

Based on this background, this study aims to analyze the effect of organizational culture and leadership style on job satisfaction with work motivation as an intervening variable at STIT Raden Wijaya Mojokerto. This study is expected to contribute to the development of human resource management literature, particularly in the context of higher education institutions. In practical terms, the findings of this study are expected to provide recommendations for institutional leaders in building a supportive organizational culture, applying effective leadership styles, and strengthening employee work motivation to improve job satisfaction.

2. Literature Review

2.1 *Organizational Culture and Job Satisfaction*

Organizational culture refers to the shared values, norms, beliefs, and practices that shape employee behavior within an organization. In higher education institutions, organizational culture plays an important role in creating a supportive work climate, strengthening employee commitment, and improving job satisfaction ([Nuraeni et al., 2022](#); [Parmenas, 2022](#)). A positive organizational culture can encourage employees to work with a stronger sense of responsibility, loyalty, and institutional belonging. [Dirwan et al. \(2024\)](#) found that organizational culture and organizational commitment influence employee motivation and job satisfaction among university employees and lecturers. Similarly, [Sanjaya et al. \(2024\)](#) emphasized that work culture, leadership style, and work discipline are important factors in improving employee outcomes through work motivation. Therefore, organizational culture is considered an important antecedent of job satisfaction, especially when employees perceive that institutional values support their work motivation and professional development.

2.2 *Leadership Style and Job Satisfaction*

Leadership style is an important organizational factor that influences employee attitudes, motivation, and satisfaction. Leaders who are open, supportive, democratic, and able to provide clear direction can create a positive work atmosphere and encourage employees to perform better ([Rizqi & Sakinah, 2021](#); [Satria, 2021](#)). In institutional settings, leadership is not only related to authority but also to the ability to motivate employees, build trust, and strengthen organizational commitment. [Nugroho et al. \(2025\)](#) found that leadership, work environment, compensation, career development, and workload influence job satisfaction through work motivation. In addition, [Suganda \(2025\)](#) showed that leadership, work environment, and organizational commitment are related to employee work motivation through job satisfaction as an intervening variable. These findings indicate that leadership style can influence job satisfaction both directly and indirectly through motivational mechanisms.

2.3 *Work Motivation as an Intervening Variable*

Work motivation is the internal and external drive that encourages employees to work effectively and achieve organizational goals. Employees with strong motivation tend to show higher enthusiasm, responsibility, and willingness to contribute to institutional performance ([Wardhani & Uily, 2021](#)). In this study, work motivation is positioned as an intervening variable because it can explain how organizational culture and leadership style influence job satisfaction. [Royan and Assa \(2025\)](#) stated that work motivation can mediate the relationship between quality of work life, organizational citizenship behavior, and employee performance. Furthermore, [Sjarifudin et al. \(2025\)](#) found that work motivation plays an important mediating role in the relationship between self-efficacy, work discipline, compensation,

and employee performance. These findings support the argument that motivation is an important psychological mechanism that connects organizational factors with employee outcomes.

2.4 Relationship among Organizational Culture, Leadership Style, Work Motivation, and Job Satisfaction

The relationship among organizational culture, leadership style, work motivation, and job satisfaction reflects the interaction between organizational conditions and individual psychological responses. A supportive organizational culture can increase employee motivation, while an effective leadership style can strengthen employee confidence, responsibility, and satisfaction. [Tabrani et al. \(2024\)](#) explained that competency, education and training, and workload affect employee performance through work motivation as an intervening variable. Similarly, [Indra et al. \(2024\)](#) found that education level, competence, and work environment influence employee performance through motivation. These findings indicate that work motivation can serve as an important bridge between organizational factors and employee outcomes.

2.5 Work Motivation and Employee Outcomes

Recent studies also show that work motivation is closely related to employee performance and effectiveness. [WA et al. \(2025\)](#) found that motivation and work environment influence employee performance in public institutions. In addition, [Syafri et al. \(2024\)](#) showed that digital transformation, self-efficacy, and innovative behavior determine employee work effectiveness through work motivation. [Sari et al. \(2024\)](#) also found that training, workload, and work experience influence employee performance through motivation as an intervening variable. Based on these findings, work motivation is relevant to be examined as an intervening variable because it can strengthen the influence of organizational culture and leadership style on job satisfaction.

3. Methodology

This study used a quantitative research design. This research was an observational study conducted on several objects according to their actual conditions, without any interval from the researcher. This study used a cross-sectional method. The population was 40 people. The census sampling technique means that all populations were used as samples in the study.

4. Results and Discussion

4.1 Results

4.1.1 Validity Test

The results of the validity test of the instrument used in this research are presented in the following table:

Table 2. Validity Test Results

No	Variable	r-count	r-table	Validity
1	Organizational Culture	0.715	0.237	Valid
2	Leadership Style	0.810	0.237	Valid
3	Job Satisfaction	0.841	0.237	Valid
4	Work Motivation	0.956	0.237	Valid

Based on Table 2, in the Item Total Statistics section seen in the Corrected Item - Total Correlation column, which is the calculated r value for each question as an indicator variable. The r value for each question was positive and greater than the r product moment table of 0.237; thus, it can be concluded that

all question items are valid.

4.1.2 Reliability Test

The results of the reliability test of the instrument used in this research are presented in the following table:

Table 3. Reliability Test Results

No	Variable	Cronbach Alpha	r-table	Validity
1	Organizational Culture	0.935	0.237	Reliable
2	Leadership Style	0.935	0.237	Reliable
3	Job Satisfaction	0.934	0.237	Reliable
4	Work Motivation	0.933	0.237	Reliable

Table 3 show that the table above is bigger than the product moment table of 0.237, so it can be categorized as reliable. In addition, the Cronbach's alpha value above is far above 0.60, so it can be concluded that the reliability of the research construct or variable is high.

4.2 Discussion

4.2.1 Hypothesis Testing

Partially testing the hypothesis from regression equation models I and II, the influence of Organizational Culture and Leadership Style on Employee Performance mediated by satisfaction is presented as follows:

1. **H1:** There is a direct positive influence of Organizational Culture on Work Motivation that the standardized beta coefficient of 0.357 had a positive sign and the t-count value of 3,404 was greater than the t table of 1,990 ($DF = 71-2-1 = 68$), it is thus proven that hypothesis 1 is accepted, meaning that Organizational Culture directly has a positive and significant effect on Work Motivation.
2. **H2:** Leadership style has a direct positive influence on work motivation. The beta standardized coefficient of 0.400 has a positive sign, and the t-count value of 3,810 is smaller than the t-table table of 1,990 ($DF = 71-2-1 = 68$). Therefore, Hypothesis 2 is accepted, meaning that Organizational Culture directly has a positive and significant effect on Work Motivation.
3. **H3:** Organizational culture has a direct positive influence on job satisfaction. The beta standardized coefficient of 0.197 has a positive sign, and the t-count value of 2,596 is greater than the t table of 1,990 ($DF = 71-3-1 = 67$); thus, it is proven that Hypothesis 3 is accepted, meaning that Organizational Culture directly has a positive and significant effect on Job Satisfaction.
4. **H4:** Leadership style has a direct positive influence on job satisfaction. The beta standardized coefficient of 0.254 has a positive sign, and the t-count value of 3,288 is greater than the t table of 1,990 ($DF = 71-3-1 = 67$); thus, Hypothesis 4 is accepted, meaning that Leadership Style directly has a positive and significant effect on Job Satisfaction.
5. **H5:** There is a direct positive influence of Work Motivation on the Job Satisfaction. The beta standardized coefficient of 0.558 has a positive sign, and the t-count value of 6,893 is greater than the t table of 1.990 ($DF = 71-3-1 = 67$). Thus, Hypothesis 5 is accepted, meaning that Work Motivation directly has a positive and significant effect on Job Satisfaction.
6. **H6:** Organizational culture has an indirect positive influence on job satisfaction, with work motivation as an intervening variable. The results of the statistical testing of Organizational Culture have a positive and significant indirect effect on Job Satisfaction, mediated by Work Motivation.

This is proven by the results of the t-test, where the Organizational Culture t-count of 2.164 is greater than the t-table of 1.990 ($DF = 71 - 3 - 1 = 67$).

7. **H7:** Leadership style indirectly and positively influences job satisfaction through work motivation as an intervening variable. The results of the statistical testing of Leadership Style show that it has a positive and significant indirect effect on Job Satisfaction, mediated by Work Motivation. This is proven by the results of the t-test where the t-count for Leadership Style is 2.103

4.2.2 Path Analysis

Information:

L: Direct Influence TL: Indirect Influence

Indirect effect $X1 > Y2 = 0.357 \times 0.558 = 0.199$

Indirect effect $X2 > Y2 = 0.400 \times 0.558 = 0.223$

Statistical test results show that organizational culture has a direct effect on Job Satisfaction by 19.7%. This is proven by a standardized beta coefficient of 0.197. The statistical test results show that Organizational Culture indirectly influences Job Satisfaction by 19.9%. This is proven by the standardized beta coefficient of 0.199.

The statistical test results show that Leadership Style has a direct influence of 25.4% on Job Satisfaction. This is proven by a standardized beta coefficient of 0.254. The statistical test results show that Leadership Style indirectly influences Job Satisfaction by 22.3%. This is proven by the standardized beta coefficient of 0.223.

4.2.3 The direct influence of Organizational Culture on Job Satisfaction

The statistical test results show that Organizational Culture has a direct effect on Job Satisfaction by 19.7% at STIT Raden Wijaya Mojokerto. This is proven by the standardized beta coefficient of 0.197, which means that an increase in organizational culture will be followed by job satisfaction at STIT Raden Wijaya Mojokerto.

4.2.4 The indirect influence of Organizational Culture on Job Satisfaction is mediated by Work Motivation

The results of the statistical testing of Organizational Culture have a positive and significant indirect effect on Job Satisfaction, mediated by Work Motivation. This is proven by the t-test results in table 5.13 where the Organizational Culture t-count of 2,164 is greater than the t table of 1,990 ($DF = 71 - 3 - 1 = 67$).

4.2.5 The direct influence of leadership style on Job Satisfaction

The results of the statistical tests show that Leadership Style directly influences Job Satisfaction by 25.4%. This is proven by the beta standardized coefficient of 0.254, which means that an increase in leadership style will be followed by an increase in Job Satisfaction.

4.2.6 The indirect influence of Leadership Style on Job Satisfaction is mediated by Work Motivation

The results of the statistical testing of Leadership Style have an indirect, insignificant effect on Job Satisfaction, mediated by Work Motivation. This is proven by the t-test results in Table 5.13, where the Leadership Style t-count of 2.103 is greater than the t table of 1.990 ($DF = 71 - 3 - 1 = 67$).

These findings imply that efforts to improve employee Job Satisfaction by increasing organizational culture factors become more effective by increasing Work Motivation. This means that the existence of Organizational Culture provides Work Motivation to employees to further improve Job Satisfaction.

The development of standard operating procedures described above is based on the opinion of [Iskamto](#)

(2023), Mufida et al. (2025), Shahzad et al. (2023), and Zhang et al. (2023), which states that a strong and positive culture greatly influences the behavior and effectiveness of company performance. With the implementation of standard operational procedures, it is hoped that it can become the base for developing and implementing an organizational culture at STIT Raden Wijaya Mojokerto, which is implemented continuously and periodically followed by continuous evaluation and improvement. Only in this way can the organizational culture at STIT Raden Wijaya Mojokerto be firmly established among every employee.

Apart from that, these findings provide implications for efforts to improve job satisfaction with increasing factors Leadership Style becomes less effective through increasing Work Motivation. This means that the existence of a leadership style provides less job satisfaction to employees, and its influence on improving satisfaction is reduced (Radu, 2023).

To improve employees, employees should not only look for job work motivation but also put more emphasis on efforts to carry out greater responsibility. In addition, the leadership style applied by superiors needs to be improved, for example, being more democratic and reducing authoritarian attitudes, so that employees feel more motivated to work. The figure of a leader in an organization can be effective if the leader is able to manage the organization and influence the behavior of subordinates so that they are willing to work together to achieve organizational goals, which will build trust, a sense of fairness, and sympathy from employees. A leader's open, caring, visionary, objective, and wise attitude influences employees to improve their performance. To improve satisfaction, it should be preceded by strengthening a leadership style that can provide an example and motivation for STIT Raden Wijaya Mojokerto employees to realize the leadership's expectations so that individual satisfaction increases and ultimately improves overall organizational performance in the environment.

Leaders must always be honest and open in every development faced by STT Raden Wijaya Mojokerto Employment so that they always receive responses and support from their subordinates for possible improvements that can be made. Leaders within STIT Raden Wijaya Mojokerto also need to have a visionary attitude with a far-sighted outlook to increase the role of STIT Raden Wijaya Mojokerto in the development and progress of the economy of our beloved country of Indonesia.

5. Conclusions

Based on the results of this study, it can be concluded that organizational culture has a direct positive and significant influence on the work motivation of STIT Raden Wijaya Mojokerto employees. In addition, organizational culture also has a direct positive and significant effect on employee job satisfaction. Leadership style has a direct positive and significant influence on employee job satisfaction, while work motivation also positively and significantly affects job satisfaction. Furthermore, organizational culture has a positive and significant indirect effect on job satisfaction through work motivation, as proven by the t-test results showing that the t-count value of organizational culture is 2.164, which is greater than the t-table value of 1.990. Leadership style also has a positive and significant indirect effect on job satisfaction through work motivation, as indicated by the t-count value of 2.103, which is greater than the t-table value of 1.990. Therefore, work motivation plays an important role as an intervening variable in strengthening the influence of organizational culture and leadership style on employee job satisfaction at STIT Raden Wijaya Mojokerto.

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Author Contributions

AAN contributed to conceptualization, methodology, data collection, formal analysis, and writing of the original draft. S was responsible for supervision, validation, data interpretation, manuscript review, editing, and final approval of the article.

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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