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The Influence Of Organizational Culture, Leadership, And Job Satisfaction On Asn Performance At The Metro City Youth, Sports, Tourism, And Creative Economy Service

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Abstract

This study examines the extent to which organizational culture, leadership, and job satisfaction influence the performance of Civil Servants (ASN) at the Department of Youth, Sports, Tourism, and Creative Economy of Metro City. The study was motivated by the need to improve ASN performance, which is closely related to organizational conditions and employees' perceptions of their work environment. A quantitative approach with an explanatory research design was employed. The study involved 102 ASN as the research population, with all members of the population included as respondents through a saturated sampling technique. Data were collected using questionnaires based on a Likert scale and analyzed through multiple linear regression with the assistance of SPSS. The findings indicate that organizational culture has a positive and significant effect on ASN performance, whereas leadership does not have a significant effect. Job satisfaction, on the other hand, demonstrates a positive and significant influence on ASN performance. When examined simultaneously, organizational culture, leadership, and job satisfaction significantly affect ASN performance. The Adjusted R Square value of 0.885 indicates that the three independent variables collectively account for 88.5% of the variation in ASN performance, while the remaining 11.5% is attributable to other factors outside the research model. These findings highlight the importance of strengthening organizational culture and improving employee job satisfaction as strategic efforts to enhance ASN performance within the Department of Youth, Sports, Tourism, and Creative Economy of Metro City.

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Keywords: Organizational Culture, Leadership, Job Satisfaction, Civil Servant Performance.

INTRODUCTION

Human resources represent one of the fundamental elements that determine an organization's ability to achieve its established objectives. Within government institutions, human resources are not merely responsible for carrying out administrative activities but also play a crucial role in ensuring that public policies and services are implemented effectively(Ahammad et al., 2019) . As part of the government workforce, Civil Servants (Aparatur Sipil Negara/ASN) are expected to perform their duties professionally, responsibly, and with a strong orientation toward achieving organizational outcomes. Therefore, employee performance requires particular attention, as the effectiveness of government organizations in carrying out their responsibilities and delivering public services is closely associated with the quality of their employees' performance (Karepesina, 2023).

Employee performance is not determined solely by individual capabilities but is also influenced by various conditions within the organization (Thuda et al., 2019). Organizational culture is one factor that shapes how employees think, behave, and perform their duties. The values, norms, routines, and working patterns established within an organization can serve as guidelines for employees in pursuing common objectives. Leadership is another important element because leaders are responsible for providing direction, facilitating communication, motivating employees, and coordinating work activities. Job satisfaction also deserves attention because it reflects employees' perceptions and responses toward their work and working environment. A favorable work environment that provides a sense of satisfaction may encourage employees to perform more effectively and contribute more meaningfully to organizational goals (Siswanto et al., 2019).

The issue of employee performance is particularly relevant in the Department of Youth, Sports, Tourism, and Creative Economy (Disporaparekraf) of Metro City. As a regional government agency, Disporaparekraf is responsible for implementing governmental affairs related to youth development, sports, tourism, and the creative economy. The implementation of these responsibilities requires ASN employees with adequate performance to ensure that organizational programs and activities are carried out according to established targets. However, the performance conditions observed within the agency indicate that several achievements have not fully reached the expected organizational standards. This situation highlights the need to identify organizational factors that may be associated with ASN performance.

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Several organizational conditions indicate that the existing work culture has not yet consistently encouraged professionalism, commitment, and a strong work orientation among ASN employee (Reda, 2018). In addition, the leadership process still requires improvement to create a working environment capable of strengthening employee motivation, involvement, and productivity. Job satisfaction also varies among employees, particularly in relation to task distribution, recognition of work achievements, opportunities for personal and professional development, and supportive working conditions. These issues are important because the quality of ASN performance ultimately contributes to the organization's ability to accomplish its overall objectives (A. R. P. Barusman, 2019).

Conceptually, the relationship between organizational factors and employee performance can be understood through the organizational behavior perspective. This perspective emphasizes that individual behavior and work outcomes are influenced by the interaction between employees, their work environment, groups, and organizational structures. Organizational culture and leadership can shape employees' patterns of behavior, while job satisfaction reflects employees' responses to their experiences within the workplace. From a human resource management perspective, appropriate employee management is also necessary to direct individual capabilities and potential toward organizational objectives. Accordingly, organizational culture, leadership, and job satisfaction are relevant factors for examining variations in ASN performance.

Table 1. Data on Indicators of ASN Performance Issues

No	ASN Performance Indicators	Year	Target	Realization	Decription
1	ASN Attendance Rate	2025	100%	85%	Not yet optimal
2	ASN SKP Achievement	2025	100%	80%	Still below target
3	Completion of Work Programs	2025	100%	85%	There are delays
4	ASN Discipline Level	2025	100%	80%	Needs improvement
5	ASN Performance Evaluation	2025	100%	75%	Not yet evenly distributed

Source: 2025 Performance Evaluation Data for State Civil Apparatus (ASN)

Previous studies have identified relationships between organizational factors and employee performance. Nevertheless, findings from earlier research have not always produced consistent conclusions regarding these relationships. Furthermore, studies that simultaneously examine organizational culture, leadership, and job satisfaction in relation to ASN performance within a regional government organization with characteristics similar to Disporaparekraf Metro

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City remain limited. This research gap provides an opportunity to obtain more specific empirical evidence concerning the contribution of these three factors to ASN performance.

The present study is distinguished by its research setting, namely ASN employees working at Disporaparekraf Metro City. The characteristics of a regional government organization, its bureaucratic environment, and its public service responsibilities provide a distinct context compared with private-sector organizations or government institutions operating in different fields. This study directly examines organizational culture, leadership, and job satisfaction as factors associated with ASN performance. Integrating these three variables within a single research model is expected to provide a more comprehensive understanding of organizational factors related to employee performance in the public sector.

Considering the empirical conditions and research gap described above, this study aims to examine the effects of organizational culture, leadership, and job satisfaction on ASN performance at Disporaparekraf Metro City. The study is expected to contribute to the development of human resource management research, particularly within the context of public-sector organizations. From a practical perspective, the findings may serve as a reference for strengthening organizational culture, improving leadership practices, creating working conditions that support employee satisfaction, and ultimately enhancing ASN performance.

LITERATUR REVIEW

Organizational Culture

Organizational culture refers to a set of shared values, norms, beliefs, and established practices that develop within an organization and serve as guidelines for members when performing their duties. (Reda, 2018) describes organizational culture as a pattern of basic assumptions developed by a group through its experiences in addressing external adaptation and internal integration. These assumptions are subsequently regarded as appropriate ways of understanding situations, thinking, and behaving within the organization (Sartika et al., 2021). In a similar view, (Barusman & redaputri, 2018) define organizational culture as a shared system of meaning that distinguishes one organization from another. Within public sector institutions, a strong organizational culture can encourage employees to demonstrate professionalism, discipline, integrity, and accountability, whereas an unsupportive culture may hinder productivity and the achievement of organizational objectives.

In this study, organizational culture is assessed through four indicators: organizational values, work norms, a supportive work environment, and work traditions and practices. These

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indicators reflect the extent to which organizational values and behavioral standards are understood, accepted, and implemented by civil servants in performing their responsibilities. A consistently implemented organizational culture can contribute to a conducive working environment, strengthen employee motivation and commitment, and encourage better work performance (Adebanjo et al., 2020). Therefore, organizational culture can be regarded as an important organizational factor that supports effectiveness and contributes to the achievement of optimal employee performance (Verburg et al., 2018).

Leadership

Leadership represents the ability of an individual in a leadership position to influence, direct, guide, and encourage employees to perform their duties effectively in pursuit of organizational objectives. (Dewi & Wibowo, 2020) explains leadership as a process through which leaders influence the behavior of subordinates, enabling them to develop the willingness and commitment required to perform their responsibilities effectively. Meanwhile, Rozi et al., (2020) through Situational Leadership Theory, emphasize that leadership effectiveness depends on the leader's ability to adjust the leadership approach according to the circumstances and the readiness of subordinates. In public sector organizations, effective leadership is particularly important because it can facilitate coordination, provide clear direction, create a supportive work environment, and strengthen employee motivation and productivity. The leadership variable in this study is measured using four indicators: leadership style, leaders' communication ability, decision-making ability, and the ability to motivate subordinates. These dimensions describe how effectively leaders provide direction, communicate information, make organizational decisions, and encourage employees to improve their work performance. Effective leadership enables employees to understand their responsibilities and encourages them to perform their duties more effectively and responsibly (Ángeles López-Cabarcos et al., 2022). Accordingly, the better the leadership practices within an organization, the greater the likelihood of achieving improved civil servant performance and organizational goal attainment.

Job Satisfaction

Job satisfaction refers to an employee's psychological condition and positive feelings toward the work performed, which arise from an evaluation of various aspects of the job. Ismiyarto et al., (2015) through the Two-Factor Theory, explains that job satisfaction is associated with two groups of factors, namely motivator factors and hygiene factors. Motivator factors

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include achievement, recognition, responsibility, and opportunities for advancement, while hygiene factors involve working conditions, interpersonal relationships, organizational policies, supervision, and compensation. Swain & Kar, (2018) similarly explain that job satisfaction reflects an individual's positive attitude toward work resulting from an evaluation of job characteristics and the degree to which actual working conditions correspond to employee expectations (Sayani et al., 2020).

This study measures job satisfaction through four indicators: satisfaction with the job itself, satisfaction with compensation or salary, satisfaction with working relationships, and opportunities for career development. Satisfaction with these aspects may generate positive attitudes toward work and encourage stronger motivation, organizational commitment, loyalty, and productivity. Employees who perceive that their needs and expectations are adequately fulfilled are more likely to contribute positively to organizational objectives. Therefore, higher levels of job satisfaction are expected to increase employees' willingness to perform their duties effectively and ultimately contribute to improved organizational performance (Chen, 2022).

Civil Servant Perfomance

Civil servant performance refers to the level of achievement demonstrated by employees in carrying out their duties and responsibilities in accordance with organizational standards and predetermined targets. Nuh et al., (2022) states that performance is not limited to the quantity of work completed but also encompasses the quality of outputs, effectiveness in performing tasks, and the degree of responsibility demonstrated by employees. In the Indonesian public administration context, civil servant performance assessment is regulated through Government Regulation Number 30 of 2019 concerning the Performance Assessment of Civil Servants. The regulation emphasizes the achievement of Employee Performance Targets and the assessment of work behavior. Thus, civil servant performance reflects not only the results achieved by employees but also their contribution to organizational objectives and the quality of public services provided to society.

The performance of civil servants in this study is evaluated using five indicators: work productivity, quality of work results, work discipline, responsibility, and initiative and innovation. These indicators represent employees' ability to achieve predetermined targets, produce accurate and high-quality outputs, comply with organizational regulations, fulfill their responsibilities, and develop ideas or improvements in work processes. Employee performance can be influenced by organizational conditions, particularly organizational culture, leadership, and job satisfaction

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Rakatama & Chaerudin, (2021). Therefore, improvements in these three factors are expected to create greater opportunities for civil servants to achieve better performance while supporting organizational effectiveness and the sustainable improvement of public service quality.

Framework

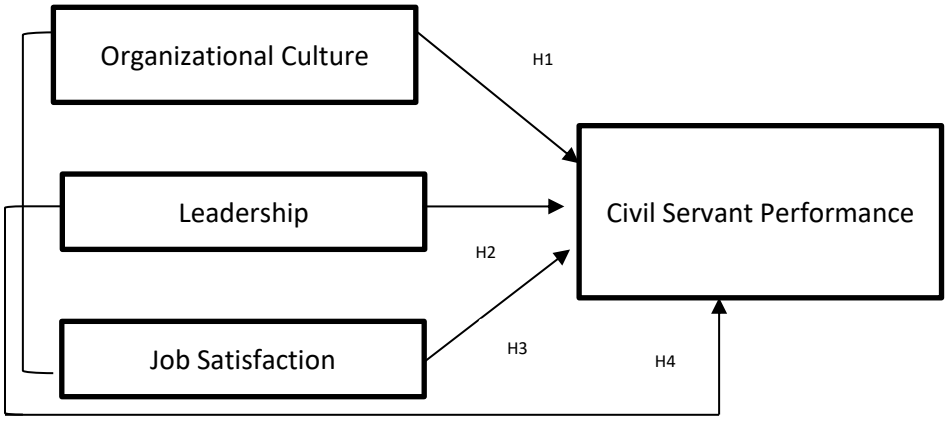


Figure 1. Framework

Hypothesis

H_1: Organizational Culture has a positive and significant effect on Civil Servant Performance.
H_2: Leadership has a positive and significant effect on Civil Servant Performance.
H_3: Job Satisfaction has a positive and significant effect on Civil Servant Performance.
H_4: Organizational Culture, Leadership, and Job Satisfaction simultaneously have a positive and significant effect on Civil Servant Performance.

RESEARCH METHODS

This study employed a quantitative approach using an explanatory research design to examine the effects of organizational culture, leadership, and job satisfaction on the performance of Civil Servants (ASN) at the Department of Youth, Sports, Tourism, and Creative Economy (Disporaparekraf) of Metro City. Data were collected through a survey using questionnaires distributed to the research respondents. The study adopted a cross-sectional design, in which data were gathered during a specific period without repeated observations of the same respondents. The research was conducted at Disporaparekraf Metro City from June to August 2026. A

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quantitative approach was considered appropriate because all research variables could be operationalized into measurable indicators, allowing the relationships among variables to be statistically examined (Rana et al., 2021).

The population consisted of 102 Civil Servants working at Disporaparekraf Metro City. Given the relatively manageable population size and the accessibility of all members, a saturated sampling technique was applied, resulting in all 102 Civil Servants being included as research respondents. The study involved three independent variables, namely organizational culture (X_1), leadership (X_2), and job satisfaction (X_3), while employee performance (Y) served as the dependent variable. Organizational culture was assessed through organizational values, work norms, a supportive work environment, and organizational traditions and practices. Leadership was measured based on leadership style, communication ability, decision-making, and the ability to motivate subordinates. Job satisfaction was assessed through satisfaction with the job itself, compensation, workplace relationships, and career development opportunities. Meanwhile, employee performance was measured through work productivity, work quality, discipline, responsibility, initiative, and innovation.

The study utilized both primary and secondary data. Primary data were obtained directly from respondents through questionnaires, while secondary data were collected from organizational documents, institutional reports, scholarly literature, journals, regulations, and other relevant sources. The questionnaire was developed according to the indicators established for each research variable and employed a Likert scale to capture respondents' perceptions. The research instrument contained 34 statement items, consisting of eight items measuring organizational culture, eight items measuring leadership, eight items measuring job satisfaction, and ten items measuring Civil Servant performance. In addition to questionnaires, literature review and documentation were also used to obtain supporting information and strengthen the interpretation of the research findings.

Data analysis was performed using the Statistical Package for the Social Sciences (SPSS). Prior to hypothesis testing, the research instrument was assessed through validity and reliability tests. Validity was examined using Pearson Product-Moment correlation, with an item considered valid when the calculated correlation coefficient exceeded the critical value or its significance level was below 0.05. Reliability was evaluated using Cronbach's Alpha, where a coefficient above 0.70 indicated that the instrument had satisfactory internal consistency. Classical assumption tests were subsequently conducted, including normality, multicollinearity, and heteroscedasticity tests. Normality was assessed using the Kolmogorov-Smirnov test and Normal P-P Plot, multicollinearity

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was evaluated based on Tolerance and Variance Inflation Factor (VIF) values, while heteroscedasticity was examined using the Glejser test and Scatterplot. Multiple linear regression analysis was employed to determine the extent to which organizational culture, leadership, and job satisfaction influenced Civil Servant performance. The regression model was expressed as $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$, where Y represents Civil Servant performance, a denotes the constant, b_1–b_3 represent the regression coefficients, X_1 represents organizational culture, X_2 represents leadership, X_3 represents job satisfaction, and e denotes the error term. Hypothesis testing consisted of a partial t-test and a simultaneous F-test. The t-test was used to determine the individual effect of each independent variable on performance, whereas the F-test examined the collective effect of all independent variables. The coefficient of determination (R^2) was also calculated to determine the proportion of variation in Civil Servant performance that could be explained by the variables included in the regression model. Statistical significance was evaluated at the 5% level.

RESULT AND DISCUCCION

Validity Test

Table 2. Validity Test Results for the Organizational Culture Variable (X1)

Statement Item	*Corrected Item-Total Correlation*	r Table	Description
X1.1	0,835	0,195	Valid
X1.2	0,825	0,195	Valid
X1.3	0,848	0,195	Valid
X1.4	0,863	0,195	Valid
X1.5	0,765	0,195	Valid
X1.6	0,752	0,195	Valid
X1.7	0,805	0,195	Valid
X1.8	0,845	0,195	Valid
X1.9	0,833	0,195	Valid
X1.10	0,795	0,195	Valid
X1.11	0,853	0,195	Valid
X1.12	0,865	0,195	Valid

Source: Primary research data, 2026 (processed using SPSS).

All organizational culture items were found to be valid, as their *Corrected Item-Total Correlation* values exceeded the r-table value of 0.195. The lowest correlation was 0.752 for item

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X1.6, while the highest was 0.865 for item X1.12. Thus, all items were considered valid.

Table 3. Validity Test Results for the Leadership Variable (X2)

Statement Item	*Corrected Item-Total Correlation*	r Table	Description
X2.1	0,887	0,195	Valid
X2.2	0,823	0,195	Valid
X2.3	0,708	0,195	Valid
X2.4	0,837	0,195	Valid
X2.5	0,826	0,195	Valid
X2.6	0,810	0,195	Valid
X2.7	0,861	0,195	Valid
X2.8	0,818	0,195	Valid

Source: Primary research data, 2026 (processed using SPSS).

The validity test showed that all leadership items had *Corrected Item-Total Correlation* values above the critical *r*-value of 0.195, ranging from 0.708 to 0.887. Thus, all leadership items were considered valid and suitable for further analysis.

Table 4. Validity Test Results for the Job Satisfaction Variable (X3)

Statement Item	*Corrected Item-Total Correlation*	r Table	Description
X3.1	0,785	0,195	Valid
X3.2	0,797	0,195	Valid
X3.3	0,802	0,195	Valid
X3.4	0,853	0,195	Valid
X3.5	0,847	0,195	Valid
X3.6	0,854	0,195	Valid
X3.7	0,835	0,195	Valid

Source: Primary research data, 2026 (processed using SPSS).

The validity test results indicate that all job satisfaction items were valid, as their *Corrected Item-Total Correlation* values exceeded the critical value of 0.195. The values ranged from 0.785 to 0.854, confirming that all items adequately measured the job satisfaction variable.

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Table 5. Validity Test Results for the ASN Performance Variable (Y)

Statement Item	*Corrected Item-Total Correlation*	r Table	Description
Y1	0,863	0,195	Valid
Y2	0,817	0,195	Valid
Y3	0,901	0,195	Valid
Y4	0,908	0,195	Valid
Y5	0,909	0,195	Valid
Y6	0,894	0,195	Valid
Y7	0,879	0,195	Valid

Source: Primary research data, 2026 (processed using SPSS).

The validity test showed that all Civil Servant performance items had *Corrected Item-Total Correlation* values above the critical r-value of 0.195. The values ranged from 0.817 to 0.909, indicating that all items were valid. Overall, the instruments measuring organizational culture, leadership, job satisfaction, and Civil Servant performance met the validity criteria and were suitable for further analysis.

Reliability Test

Table 6. Results of the Research Instrument Reliability Test

No	Research Variables	Total of Item	*Cronbach's Alpha*	Description
1	Organizational Culture (X1)	12	0,966	Reliable
2	Leadership (X2)	8	0,952	Reliable
3	Job Satisfaction (X3)	7	0,948	Reliable
4	Civil Servant Performance (Y)	7	0,967	Reliable

Source: Primary research data, 2026 (processed using SPSS).

The reliability test results indicate that all research variables have Cronbach's Alpha values above 0.70, demonstrating a high level of internal consistency. Organizational culture obtained a value of 0.966, leadership 0.952, job satisfaction 0.948, and Civil Servant (ASN) performance 0.967. Therefore, all instruments used to measure organizational culture, leadership, job satisfaction, and ASN performance are considered reliable and suitable for further analysis.

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Normality Test

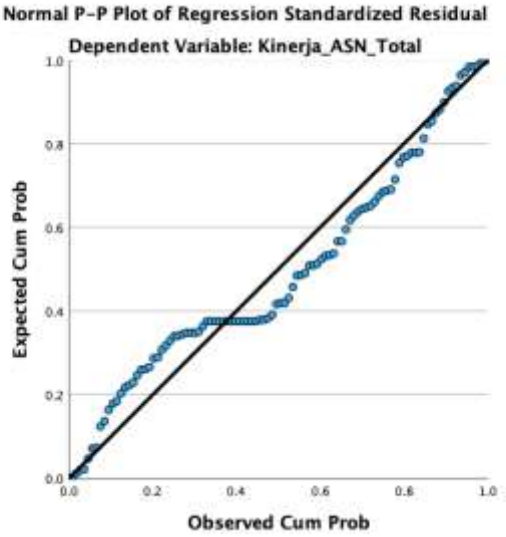


Figure 2. Normal P-P Plot of Regression Standardized Residual GraphTable 6.

Although the Kolmogorov-Smirnov test produced a significance value below 0.05, the residual pattern in the graphical analysis still tended to follow a normal distribution. Considering the graphical results and the sample size of 102 respondents, the regression model was considered suitable for further analysis.

Multicollinearity Test

Table 7. Multicollinearity Test Results

Independent Variables	*Tolerance*	*Variance Inflation Factor* (*VIF*)	Description
Organizational Culture (X1)	0,154	6,497	No multicollinearity
Leadership (X2)	0,104	9,636	No multicollinearity
Job Satisfaction (X3)	0,151	6,644	No multicollinearity

Source: Primary research data, 2026 (processed using SPSS).

The multicollinearity test shows that all independent variables have Tolerance values above 0.10 and VIF values below 10. Organizational culture has a Tolerance value of 0.154 and VIF of 6.497, leadership has a Tolerance value of 0.104 and VIF of 9.636, while job satisfaction has a Tolerance value of 0.151 and VIF of 6.644. Although leadership has the highest VIF value, it remains below the established threshold. Therefore, the regression model is free from multicollinearity, allowing organizational culture, leadership, and job satisfaction to be jointly

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included in the multiple linear regression analysis.

Heteroskedasticity Test

Table 8. Heteroskedasticity Test Results

Independent Variables	t	Sig.	Description
Organizational Culture (X1)	1,995	0,049	Indication of heteroscedasticity
Leadership (X2)	0,416	0,678	No indication of heteroscedasticity
Job Satisfaction (X3)	-3,438	<0,001	Indication of heteroscedasticity

Source: Primary research data, 2026 (processed using SPSS).

The Glejser test showed that organizational culture and job satisfaction had significance values of 0.049 and <0.001, respectively, indicating heteroscedasticity because both values were below 0.05. In contrast, leadership had a significance value of 0.678, suggesting no heteroscedasticity. However, the Scatterplot showed that the residual points were randomly distributed around the zero line without forming a specific pattern. Visually, this indicates that the regression model does not exhibit a systematic pattern of residual variance.

Multiple Linear Regression Analysis

Table 9. Multiple Linear Regression Analysis Results

Variable	Regression Coefficient (B)	t	Sig.
Constant	-0,630	-0,627	0,532
Organizational Culture (X1)	0,237	4,368	<0,001
Leadership (X2)	-0,106	-1,093	0,277
Job Satisfaction (X3)	0,882	8,124	<0,001

Source: Primary research data, 2026 (processed using SPSS).

$$Y = -0,630 + 0,237X_1 - 0,106X_2 + 0,882X_3 + e$$

a. The constant of -0.630 indicates the baseline performance value when organizational culture, leadership, and job satisfaction are assumed to be zero.
b. The positive coefficient of 0.237 indicates that a one-unit increase in organizational culture is associated with a 0.237-unit increase in Civil Servant performance, assuming other variables remain constant.
c. The leadership coefficient of -0.106 indicates a 0.106-unit decrease in Civil Servant performance for every one-unit increase in leadership, holding other variables constant.

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However, its significance must be confirmed through the partial t-test.

d. The positive coefficient of 0.882 indicates that a one-unit increase in job satisfaction is associated with a 0.882-unit increase in Civil Servant performance, with other variables held constant. This coefficient represents the largest contribution among the independent variables in the model.

Coefficient of Determination (R-Square)

Table 10. R-squared (R^2) Test Results

Model	R	R Square	*Adjusted R Square*	*Std. Error of the Estimate*
1	0,943	0,889	0,885	2,54334

Source: Primary research data, 2026 (processed using SPSS).

The correlation coefficient (R) of 0.943 indicates a very strong relationship between organizational culture, leadership, job satisfaction, and Civil Servant performance. The R Square value of 0.889 shows that these three independent variables jointly explain 88.9% of the variation in Civil Servant performance, while the Adjusted R Square of 0.885 indicates an explanatory capacity of 88.5% after adjustment. The remaining 11.5% is attributable to other factors outside the research model. Overall, the model demonstrates a high explanatory capability in predicting Civil Servant performance.

Partial Test (t-test)

Table 11. Partial Test (t-test) Results

Variables	Regression Coefficient (B)	t Count	Sig.	Note
Organizational Culture (X1)	0,237	4,368	<0,001	Significantly affects
Leadership (X2)	-0,106	-1,093	0,277	Does not significantly affect
Job Satisfaction (X3)	0,882	8,124	<0,001	Significantly affects

Source: Primary research data, 2026 (processed using SPSS).

a. Organizational culture has a positive and significant effect on Civil Servant performance, as indicated by a regression coefficient of 0.237, a *t*-value of 4.368, and a significance level of <0.001. Since the significance value is below 0.05, the hypothesis

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stating that organizational culture affects Civil Servant performance is accepted.

b. Leadership does not have a significant effect on Civil Servant performance, with a regression coefficient of -0.106, a *t*-value of -1.093, and a significance level of 0.277. Because the significance value exceeds 0.05, the hypothesis is rejected. Although the negative coefficient indicates an inverse relationship, the effect is statistically insignificant.
c. Job satisfaction has a positive and significant effect on Civil Servant performance, with a regression coefficient of 0.882, a *t*-value of 8.124, and a significance level of <0.001. Since the significance value is below 0.05, the hypothesis stating that job satisfaction affects Civil Servant performance is accepted.

Simultaneous Test (F-test)

Table 12. Simultaneous Test (F-test)

Model	*Sum of Squares Regression*	df	*Mean Square*	F	Sig.
Regression	5060,876	3	1686,959	260,794	<0,001
Residual	633,918	98	6,469		
Total	5694,794	101			

Source: Primary research data, 2026 (processed using SPSS).

The simultaneous test produced an F-value of 260.794 with a significance level below 0.001. Since the significance value is less than 0.05, organizational culture, leadership, and job satisfaction jointly have a significant effect on Civil Servant performance. Therefore, the hypothesis is accepted, indicating that these three factors collectively contribute to explaining variations in Civil Servant performance, even though leadership does not show a significant effect when examined individually.

DISCUSSION

The Effect of Organizational Culture on Civil Servant Performance

The analysis demonstrates that organizational culture has a positive and statistically significant effect on Civil Servant performance at the Department of Youth, Sports, Tourism, and Creative Economy of Metro City. The regression coefficient of 0.237 with a significance level below 0.001 confirms that stronger organizational culture is associated with improved employee performance. This finding indicates that organizational values, workplace norms, a supportive

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environment, and established work practices can shape employee behavior and encourage more effective task execution. The result is consistent with Organizational Behavior Theory, which emphasizes the influence of organizational environments and shared values on employee behavior, and supports the findings of Abane et al., (2022) Therefore, a well-established organizational culture can strengthen discipline, integrity, coordination, and service orientation among Civil Servants.

The Effect of Leadership on Civil Servant Performance

The findings reveal that leadership does not have a statistically significant effect on Civil Servant performance, as indicated by a regression coefficient of -0.106 and a significance value of 0.277. Consequently, the proposed hypothesis concerning the positive and significant effect of leadership is not supported. Although leadership theoretically plays an important role in directing, influencing, and motivating employees, its effect was not evident in this study. This may be attributed to other factors that have a stronger influence on Civil Servant performance, including organizational culture, job satisfaction, bureaucratic procedures, established work standards, and individual responsibilities. The result differs from several previous studies and may reflect the characteristics of public-sector organizations, where employee performance is also strongly shaped by formal regulations, procedures, and clearly defined responsibilities.

The Effect of Job Satisfaction on Civil Servant Performance

The results confirm that job satisfaction has a positive and significant effect on Civil Servant performance, with a regression coefficient of 0.882 and a significance level below 0.001. This finding suggests that employees who experience greater satisfaction with their jobs, compensation, workplace relationships, and career development opportunities tend to demonstrate better performance. The result supports Herzberg's Two-Factor Theory, which explains that employee satisfaction is shaped by motivating factors and hygiene factors. It is also consistent Samar, (2024) who found that job satisfaction contributes positively to employee performance. In the context of Metro City, greater job satisfaction can encourage stronger motivation, responsibility, commitment, discipline, and productivity, thereby supporting the effective implementation of government duties and public services.

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The Simultaneous Effect of Organizational Culture, Leadership, and Job Satisfaction on Civil Servant Performance

The simultaneous analysis shows that organizational culture, leadership, and job satisfaction significantly affect Civil Servant performance. The F-test produced a calculated value of 260.794 with a significance level below 0.001, while the Adjusted R Square of 0.885 indicates that the three variables jointly account for 88.5% of the variation in Civil Servant performance, with the remaining 11.5% attributable to other factors outside the research model. These findings indicate that employee performance is shaped by the interaction of organizational and individual factors. Organizational culture provides behavioral direction, leadership supports coordination and guidance, while job satisfaction contributes to employees' psychological motivation and work quality. Thus, improving Civil Servant performance requires an integrated approach that strengthens organizational culture, enhances leadership practices, and creates working conditions that foster employee satisfaction.

CONCLUSION

a. Organizational culture has a positive and significant effect on Civil Servant performance. The findings indicate that stronger organizational values, norms, and work practices are associated with improved employee performance.
b. Leadership does not have a significant effect on Civil Servant performance. Employee performance is not solely determined by leadership but is also influenced by bureaucratic systems, regulations, work standards, and individual responsibilities.
c. Job satisfaction has a positive and significant effect on Civil Servant performance. Higher satisfaction with work, workplace relationships, and working conditions contributes to better employee performance.
d. Organizational culture, leadership, and job satisfaction simultaneously have a significant effect on Civil Servant performance. Together, these variables explain 88.5% of the variation in performance, while the remaining 11.5% is attributable to other factors outside the research model.

IMPLICATION

1. This study contributes to human resource management literature by confirming the importance of organizational culture and job satisfaction in improving Civil Servant

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performance. It also indicates that the relationship between leadership and performance may vary depending on organizational characteristics and bureaucratic work systems.

2. Improving Civil Servant performance requires strengthening organizational culture and job satisfaction. This can be achieved by fostering professionalism, collaboration, responsibility, a supportive work environment, positive workplace relationships, and opportunities for employee development.
3. Managers should strengthen organizational communication, coordination, employee recognition, and a productive work environment. Although leadership was not found to have a significant partial effect on performance, effective leadership remains important for maintaining organizational direction and supporting goal achievement.
4. This study was limited to one local government agency, which may restrict the generalizability of the findings. The use of questionnaires also means that the data relied on respondents' perceptions. In addition, the study examined only organizational culture, leadership, and job satisfaction, leaving other potential factors affecting Civil Servant performance unexplored.

SUGGESTION

1. Future studies are encouraged to incorporate additional variables, such as work motivation, competence, work discipline, organizational commitment, work environment, and employee engagement. Broader theoretical perspectives may also be applied to provide a more comprehensive explanation of the factors influencing Civil Servant performance.
2. Disporaparekraf Metro City is encouraged to strengthen its organizational culture by promoting shared work values, effective communication, and collaboration, while improving employee job satisfaction through a supportive work environment, recognition of contributions, and opportunities for competency development.
3. Future research may expand the study setting by involving several government agencies to improve the generalizability of the findings. A mixed-method approach combining quantitative analysis with qualitative interviews may also be considered to provide deeper insights into the factors affecting Civil Servant performance.

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