

Job Satisfaction as an Intervening Variable in The Relationship Between Leadership and Organizational Culture and Employee Performance

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ABSTRACT

This study *aims* to determine the influence of leadership and organizational culture on employee performance through job satisfaction as a mediator. The total population is 45 employees, so this study is a population study, where the entire population is used as respondents. Data collection was carried out by distributing questionnaires to all respondents. The analysis technique used in this study is path analysis with the help of SPSS 25 windows application. The hypothesis test results found that leadership had a significant negative effect on employee performance, while organizational culture and job satisfaction had a significant positive effect on employee performance. Leadership and organizational culture have a positive and significant effect on job satisfaction. In addition, the results of the mediation test show that job satisfaction can mediate the influence of leadership and organizational culture on employee performance.

ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh kepemimpinan dan budaya organisasi terhadap kinerja pegawai melalui kepuasan kerja sebagai pemediasi. Jumlah keseluruhan populasi adalah sebanyak 45 pegawai, sehingga penelitian ini merupakan penelitian populasi, yakni keseluruhan populasi digunakan sebagai responden. Pengumpulan data dilakukan dengan membagikan kuesioner kepada seluruh responden. Teknik analisis yang digunakan dalam penelitian ini adalah analisis jalur dengan bantuan aplikasi SPSS 25 windows. Dari hasil uji hipotesis yang dilakukan, ditemukan bahwa kepemimpinan berpengaruh negative signifikan terhadap kinerja pegawai, sedangkan budaya organisasi dan kepuasan kerja berpengaruh positif signifikan terhadap kinerja pegawai. Kepemimpinan dan budaya organisasi berpengaruh positif dan signifikan terhadap kepuasan kerja. Selain itu, hasil uji mediasi menunjukkan bahwa kepuasan kerja mampu memediasi pengaruh kepemimpinan dan budaya organisasi terhadap kinerja pegawai.

INTRODUCTION

A successful organization can use human resources to perform its functions properly and systematically. However, improving organizational performance is very dependent on the individuals in it. Therefore, the organization needs potential human resources, both leaders and employees. Employees of the Center for Watershed Management and Protected Forests (BPDASHL) Ake Malamo as state civil officers in carrying out their functions are required to achieve good performance as determined by the organization. In building employee performance, organizations must create a collaborative work environment to encourage employee satisfaction levels at work. Job satisfaction can be created if there is harmony between

leadership and organizational culture that can be well accommodated and accepted by all employees. According to Robbins (2011), someone who is satisfied with work shows a positive attitude towards the work, and someone dissatisfied shows a negative attitude towards the work itself.

In realizing the organization's goals, the leadership's role is vital. The work area of BPDASHL Ake Malamo, which is so large, consisting of 10 Regencies/Cities in North Maluku Province, is only handled by 45 employees with details of 28 civil servants and 17 contract workers. The limited number of employees makes several concurrently do other jobs, even though the work is not by their skills. Employees who trap positions, in the end, are not only slow in completing tasks and responsibilities but also result in a level of job satisfaction of these employees. When job satisfaction decreases, it is difficult for employees to work properly. For this reason, attention and encouragement from leaders are needed to make employees more eager to improve their performance.

Sutrisno (2014) states that leadership is the process that a person undertakes to move others by guiding, directing, and influencing others to do something to achieve the expected results. The quality of the leader is often considered the most crucial factor that determines the success of an organization, meaning that leadership greatly influences an employee to improve his performance. This is supported by the results of research conducted by Mukhtarmizi et al, (2020), which states that leadership has a positive and significant effect on employee performance. Meanwhile, the different findings were proven by Hastuti & Setiaji (2022), which showed that leadership did not significantly affect employee performance.

Cultural values in the BPDASHL Ake Malamo office environment in employee discipline need to be improved so that a better level of discipline will encourage the completion of employee work on time. The work culture of employee indiscipline in working hours affects the implementation of employee duties and responsibilities as a State Civil Apparatus (ASN). The low level of discipline also causes the completion of work to be slow.

Organizational culture has a set of assumptions or belief systems, values, and norms developed in the organization that is used as a guideline for members to overcome external problems and internal integration, Mangkunegara (2017). An excellent organizational culture will make employee performance even higher. This is supported by the results of research conducted by Mariati et al. (2018), Sugiono et al. (2019), and Mubarok (2019), which prove that organizational culture positively and significantly affects employee performance. Meanwhile, Japarudin et al. (2021) found that organizational culture did not significantly affect employee performance. A good organizational culture is also able to create employee job satisfaction. Hasibuan (2018) says job satisfaction is a pleasant emotional attitude, and he loves his job. This attitude is reflected in work ethic, discipline, and performance. The more satisfied a person is at work, the higher his performance. This is supported by the results of research conducted by Fathoni et al. (2021), which states that job satisfaction has a positive and significant effect on employee performance. Meanwhile, the different findings were proven by (Amin, 2020), who revealed that job satisfaction does not affect employee performance.

Based on preliminary observations and observations, researchers found several facts that the discipline of some BPDASHL Ake Malamo employees in carrying out their duties has not been implemented correctly, as can be seen from the vacancies of several employees during working hours. Some employees also want to apply for a move, and some have resigned as ASN BPDASHL employee Ake Malamo. Of course, this will affect the improvement of the performance of BPDASHL Ake Malamo employees in carrying out their duties and functions.

Robbins & Judge (2015) say dissatisfaction directs behavior to resign, leave the organization and seek a new position. Leaving the organization makes the organization feel at a loss because the organization loses the knowledge, abilities, expertise, and other competencies of the employee. Another reaction that arises because of dissatisfaction is to allow the condition to deteriorate, including absences and high delays, getting lazier, and making the error rate increase so that it will affect a person's performance which will ultimately also affect the performance of the organization.

For the organization to grow and develop, the organization needs to strive for the highest individual performance. Individual performance affects the team and ultimately affects the organization's performance. For example, Sutrisno (2016) said that performance results from employee work in terms of quality, quantity, working hours, and cooperation to achieve the goals set by the organization. In addition, Mubarok (2017) explained that performance is the level of success of an individual or group of overall task executions over a certain period compared to predetermined criteria.

The effectiveness and efficiency of employees are very supportive in improving employee performance at the BPDASHL Ake Malamo office. However, the quality of work has not run as expected from the number of employees expected to handle a wide range of work. Therefore, researchers can explain that until May 2021, the number of successfully realized programs was only 15.72% compared to the realization in May 2020 of 20%, meaning that the realization decreased by 4.28% compared to last year's realization. However, the realization of the program in May last year was more incredible than this year, but both still looked very low. Therefore, the realization of the program should reach 41.75% of this gap or problem with the study conducted, and research is expected to improve employee performance.

The hypotheses we propose in this study are:

- H1: Leadership has a positive and significant effect on the performance of BPDASHL employee Ake Malamo.
- H2: Organizational culture has a positive and significant effect on the performance of BPDASHL employee Ake Malamo.
- H3: Leadership has a positive and significant effect on the job satisfaction of BPDASHL employee Ake Malamo.
- H4: The organization has a positive and significant effect on the job satisfaction of BPDASHL Ake Malamo employees.
- H5: Job satisfaction has a positive and significant effect on the performance of BPDASHL Ake Malamo employees.
- H6: Leadership positively and significantly affects employee performance through job satisfaction of BPDASHL Ake Malamo employees.
- H7: Organizational culture positively and significantly affects performance through job satisfaction of BPDASHL employee Ake Malamo.

RESEARCH METHOD

This research uses a quantitative approach. The study was conducted at the BPDASHL Ake Malamo Office, Ternate. The implementation time is for three months (January-March 2022). This type of research is a survey using the census method, where the entire population is used as a sample of 45 respondents. The instrument of this study is in the form of a questionnaire (questionnaire) using a 5-point Likert scale. The questionnaires were distributed to as many as

45 questionnaires, but only 42 returned questionnaires, while the remaining three questionnaires did not return. This study uses path analysis techniques with the help of SPSS 25 windows as a statistical test tool before the path analysis test is carried out to test the analysis requirements, namely the basic assumption test in the form of a normality test and the classical assumption test in the form of a multicollinearity test and a heteroskedasticity test. The path analysis technique in this study is to use the path analysis model as follows:

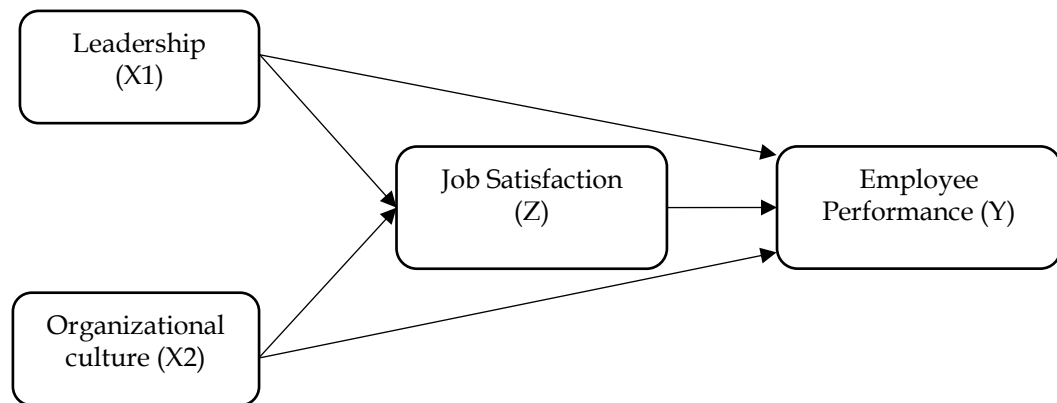


Figure 1. Research Model

RESULTS AND DISCUSSION

Respondent Description

The majority of respondents in this study were male, namely 29 people or 69%, the age range was 21-40 years, as many as 32 people or 76%, and the majority of respondents in this study had the last S1 education of 24 people or 57% while when viewed the length of service, the majority of respondents worked over five years as 34 people or 81%.

Hasil Data Quality Testing (Validity and Reliability)

From the results of the validity and reliability test of the questionnaire questions, the results of the validity test of all question items were declared valid because the Pearson Correlation value was obtained more significantly than the table r value of 0.312. Then for the reliability test, the value of Cronbach's Alpha is greater than the limit of 0.60 to meet the reliability and reliability requirements.

Basic Assumption Test (Normality Test)

To find out whether the distributed data population is average or not, a normality test is carried out (Ghozali: 2018). In this study, a Histogram test was used with the following results:

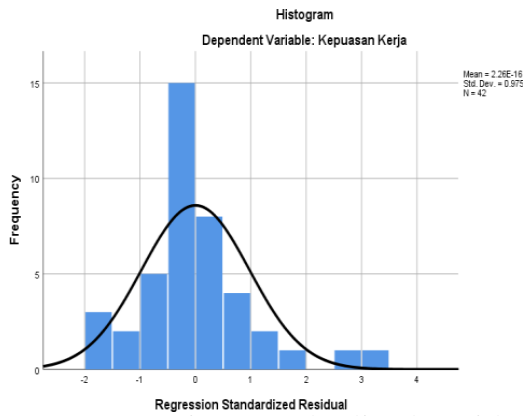


Figure 2. Regression Standardized Residual Histogram on substructure regression equation 1

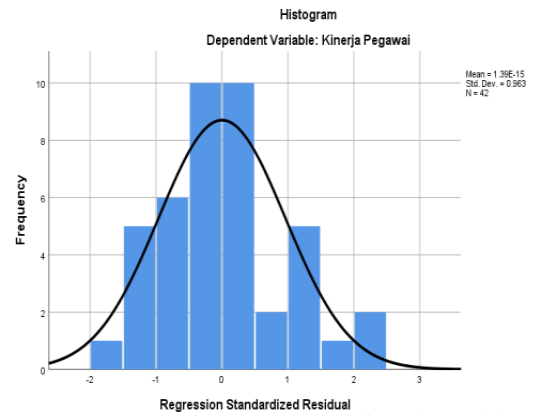


Figure 3. Regression Standardized Residual Histogram on substructure regression equation 2

Histogram chart in figure 2. Substructure Regression Equation 1 and figure 3. Substructure Regression Equation 2 shows a normal distribution pattern, where the graph follows a standard curve (drawn with a bell-shaped curve).

Test of Classical Assumptions

In this study, researchers used Tolerance and variance inflation factor (VIF) to test multicollinearity. The results output of SPSS Software 25 windows with the data that was processed are presented in tables 1 and 2 as follows:

Table 1. Multicholineritas Test Results of substructure regression equation 1

Model	Collinearity Statistics	
	Tolerance	VIF
1 Leadership	.591	1.691
Organizational culture	.591	1.691

a. Dependent Variable: Job satisfaction

Source: Processed Data 2022

Based on table 1, the tolerance value for the leadership variable and organizational culture each has a VIF value of 1.691 which means < 10 , with a tolerance value of 0.591 which means > 0.10 , so it can be concluded that free variables are not correlated with each other, and there are no symptoms of multicollinearity.

Table 2. Multicholineritas Test Results of substructure regression equation 2

Model	Collinearity Statistics	
	Tolerance	VIF
1 Leadership	.357	2.802
Organizational culture	.532	1.880
Job satisfaction	.346	2.887

a. Dependent Variable: Employee Performance

Source: Processed Data 2022

Based on Table 2 of the results of the substructure two multicollinearity test, each variable, namely leadership, has a tolerance value of 0.357 and a VIF value of 2,802, the organizational culture variable has a tolerance value of 0.532 and a VIF value of 1,880. Finally, job satisfaction has a tolerance value of 0.346 and a VIF value of 2,887. The conclusion is that free variables are not correlated with each other because they have a VIF value of < 10 and a tolerance value of > 0.10 , for which the results of this test illustrate the fulfillment of the multicollinearity assumption.

Heteroskedasticity Test

The heteroskedasticity test is performed to test whether, in the regression model, there is a dissimilarity of variance from residual between one observation and another observation. If one observation's variance does not differ, the regression model is declared homoskedasticity. Conversely, if one observation's variance differs, the regression model is heteroskedasticity. The test results of the Software output for the heteroscedasticity test of substructure regression equation 1 and substructure regression equation 2 are presented in figures 6 and 7 as follows:

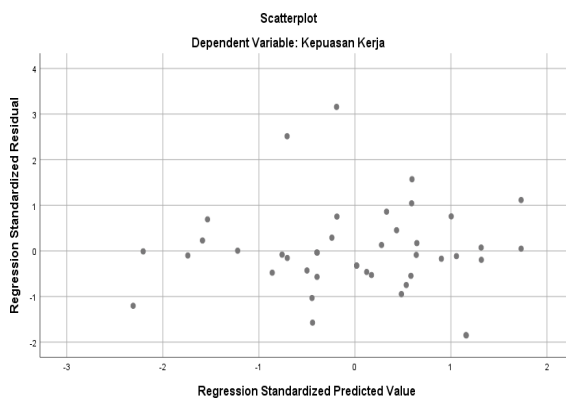


Figure 4. Graph Heteroskedasticity

Scatterplot regression equation substructure

1

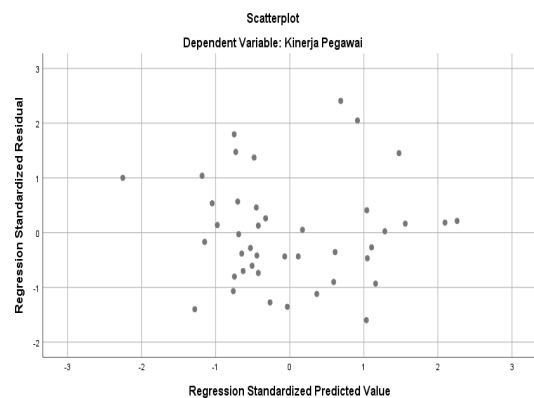


Figure 5. Graph Heteroskedasticity

Scatterplot regression equation substructure

2

In figures 6 and 7, the results of the heteroscedasticity test of the regression equations of substructures 1 and 2 do not form a clear pattern, and the dots spread the number 0 on the Y axis so that the conclusion is that there are no symptoms of heteroskedasticity, for which the regression model is both declared good.

Hypothesis Test

Partial Significance Test (Test - t)

This t-test is used to determine the significant influence of independent variables on dependents on path analysis models. The significance test of the results was obtained by comparing the probability value of 0.05 with the probability value of Sig. If $(0.05 \leq \text{Sig})$, H_0 is accepted, and H_a is rejected, meaning it is insignificant. If $(0.05 > \text{Sig})$, then H_0 is rejected, and H_a is accepted, meaning significant. Then the calculated value must be greater than the t table value (1,683) ($t \text{ count} > 1,683$). The test results are presented in tables 4 and 5 as follows:

Table 3. t-Test Results On Substructure Regression Equation 1

	Type	Unstandardized Coefficients		Standardized Beta coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	12.414	5.741		2.162	.037
	Leadership	.778	.154	.620	5.063	.000
	Organizational Culture	.263	.126	.256	2.091	.043

a. Dependent Variable: Job Satisfaction

Source: Processed Data 2022

Based on the table. 3 above, the partial test results show the following hypothesis: 1) Leadership partially has a positive and significant effect on job satisfaction, so H_0 is rejected, and H_a is accepted. ($5,063 > 1,683$ and sig. 0.00) ; 2) Organizational culture partially had a positive and significant effect on job satisfaction, so H_0 was rejected, and H_a was accepted. ($2,091 > 1,683$ and sig.0.43). Furthermore, to see hypothesis testing 3 to 5 can be seen in the test results of table 4 below:

Table 4. T-Test Results On Substructure Regression Equation 2

	Type	Unstandardized Coefficients		Standardized Beta coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	8.957	5.616		1.595	.119
	Leadership	-.458	.183	-.354	-2.503	.017
	Organizational Culture	.270	.122	.255	2.204	.034
	Job Satisfaction	.957	.148	.927	6.466	.000

a. Dependent Variable: Employee Performance

Source: Processed Data 2022

Based on the table. 4 partial test results show that hypothesis tests 3 to 5 can be explained as follows: 1) Partial leadership has a negative and significant effect on employee performance, so H_0 is rejected, and H_a is accepted. ($-2,503 < 1,683$ and sig.0.17); 2) Organizational culture partially had a positive and significant effect on employee performance, so H_0 was rejected, and H_a was accepted. ($2,204 > 1,683$ and sig.0.34); 3) Job satisfaction partially had a positive and significant effect on employee performance, so H_0 was rejected, and H_a was accepted. ($6,466 > 1,683$ and sig.0.00).

Simultaneous Significance Test (Test – F)

The F test determines whether independent variables together or synchronously affect dependent variables significantly. The decision maker is: If the value of the Sig. $\leq \alpha$ (0.05) then H_0 is rejected, meaning that there is an influence between variable X and variable Y. Test results F are presented in the following tables 5 and 6:

Table 5. F-Test Results on Substructure Regression Equation 1

ANOVA ^a						
	Type	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1035.689	2	517.844	36.806	.000b
	Residual	548.716	39	14.070		
	Total	1584.405	41			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Organizational Culture, Leadership

Source: Processed Data 2022

From the results of the F test on the structure equation 1 in table 5, the value of F at a significant level of $0.000 < 0.05$ and F counting 36.806 using a distribution rate of 95%, $\alpha = 5\%$, $df_1 (k-1) = 3-1 = 2$, $df_2 (n-k) = 42-4 = 38$, then F-table 3.24 was obtained. Thus, F Count > F-Table ($36,806 > 3.24$) so that H_0 is rejected, and H_a has accepted means the hypothesis reads "leadership and organizational culture simultaneously have a significant effect on job satisfaction" are accepted.

Table 6. F-Test Results on Substructure Regression Equation 2

ANOVA ^a						
	Type	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1231.421	3	410.474	34.133	.000b
	Residual	456.984	38	12.026		
	Total	1688.405	41			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Job Satisfaction, Organizational Culture, Leadership

Source: Processed Data 2022

From the results of the F test on the structure equation 2 in table 6, the value of F at a significant level of $0.000 < 0.05$ and Fnumeracy 34.133 using a distribution rate of 95%, $\alpha = 5\%$, $df_1 (k-1) = 3-1 = 2$, $df_2 (n-k) = 42-4 = 38$, then Ftable 3.24 was obtained. So F Calculate > F-Table ($34,133 > 3.24$) so that H_0 is rejected and H_a has accepted means that the hypothesis reads "leadership, organizational culture and job satisfaction simultaneously have a significant effect on employee performance" is accepted.

Path Analysis Testing

The influence of free variables on bound variables in path analysis can be either direct or indirect influences. The indirect influence of a free variable on a non-free variable through another variable is called an intermediate variable (intervening variable). The results of its tests are presented as follows:

Table 7. Correlations Test Results substructure Regression Equation 1

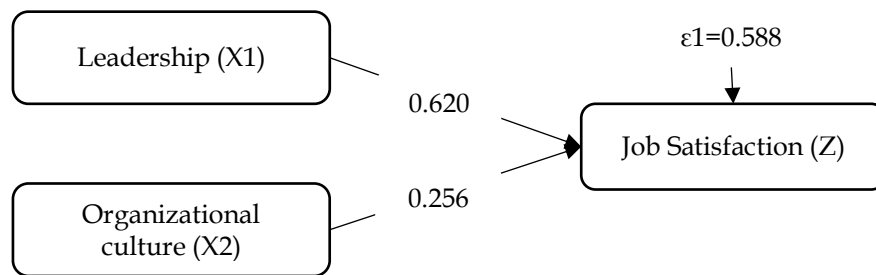
Model Summary ^b				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.809a	.654	.636	3.75095

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Organizational Culture, Leadership

Source: Processed Data 2022

Based on Table 7, it is known that the magnitude of the R Square value in the "Model Summary" table is 0.654. Therefore, the figure of 0.654 means 65.4% of the influence of leadership variables and organizational culture on job satisfaction. In other words, the variable of job satisfaction can be explained by the variables of leadership and organizational culture of 65.4%. In comparison, other variables in this study can explain the rest $(1-0.654) = 0.346$ or 34.6%. Meanwhile, the value of ε_1 can be searched by the formula $\varepsilon_1 = \sqrt{(1-0.654)} = 0.588$. From the results of the model 1 Regression output in the "Coefficients" section, the standardized coefficients value of the leadership variable is 0.620, which is the value of the pyx_1 path, and the organizational culture variable is 0.256, which is the value of the pyx_2 path



Picture. 6 Structure of Regression Equation 1

Furthermore, the output results of Model 2 Regression in the "Coefficients" section can be seen in table 8 as follows:

Table 8. Correlations Test Results of Substructure Regression Equation 2

Model Summary ^b				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.854 ^a	.729	.708	3.46784

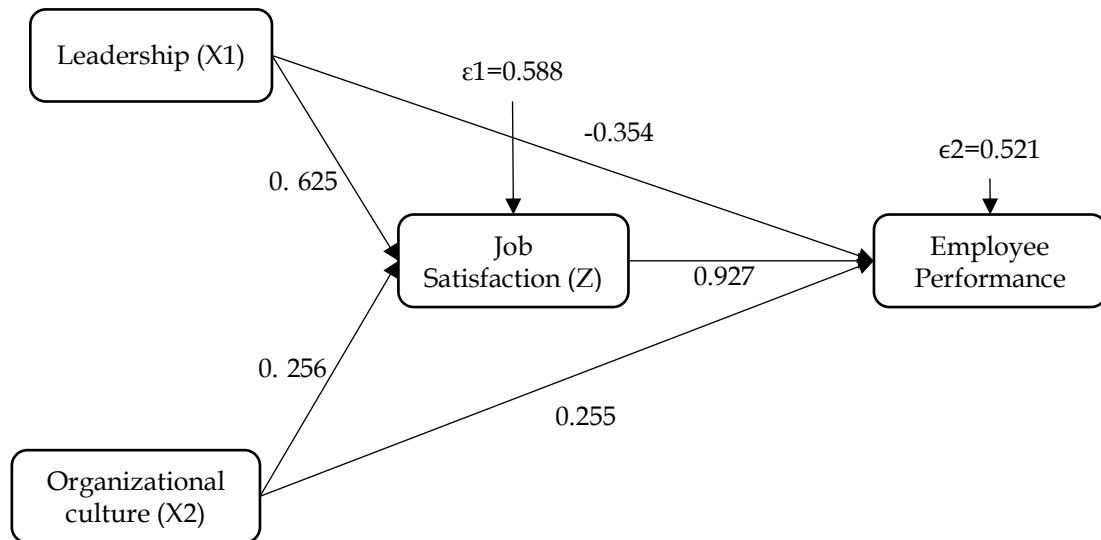
a. Predictors: (Constant), Job Satisfaction, Organizational Culture, Leadership

b. Dependent Variable: Employee Performance

Source: Processed Data 2022

Based on Table 8, it is known that the magnitude of the R Square value in the "Model Summary" table is 0.729. Therefore, the figure of 0.729 means 72.9% of the influence of leadership variables, organizational culture, and job satisfaction on employee performance. In other words, employee performance variables can be explained by the variables of leadership, organizational culture, and work ethics of 72.9%. At the same time, other variables in this study can explain the rest $(1-0.729) = 0.271$ or 27.1%. Meanwhile, the value of ε_2 can be searched by the formula $\varepsilon_2 = \sqrt{(1-0.729)} = 0.521$.

From the results of the Model 2 Regression output in the "Coefficients" section, the standardized coefficients value of the leadership variable is -0.354, which is the value of the pyx_1 path, and the organizational culture variable is 0.255, which is the value of the pyx_2 path, as well as the job satisfaction variable of 0.927 which is the value of the pzy path. This result concludes that model Regression 2, namely the variables X1 and X2 and Z, have a significant effect on Y. Here is the interplay of path analysis that has been obtained through the figure:



Picture. 7 Structure of Regression Equation 2

Figure 7 shows the direct influence of leadership on employee performance of -0.354. While the indirect influence through job satisfaction is $0.625 \times 0.927 = 0.579 + -0.354 = 0.22074$. The calculation results show that the value of indirect influence through job satisfaction is greater than the value of the direct influence of leadership on employee performance ($0.221 > -0.354$). Meanwhile, the influence of organizational culture on employee performance was 0.255. While the indirect influence through job satisfaction was $0.256 \times 0.927 = 0.237 + 0.255 = 0.492312$. The calculation results show that the value of indirect influence through job satisfaction is greater than the value of the direct influence of organizational culture on employee performance ($0.492 > 0.255$). Thus, it can be concluded that job satisfaction can be a variable that mediates the influence between leadership and organizational culture on employee performance.

Discussion

The influence of leadership on employee performance

Based on the results of hypothesis testing that has been carried out previously, leadership results have a negative and significant effect on the performance of BPDASHL employee Ake Malamo. This means that leadership roles increase employee performance decreases. The study results found that most BPDASHL Ake Malamo employees are productive between 21 to 40 years old, dominated by employees with reasonably good competence and expertise in work. However, all employees do not do this because some think that although employees can perform well, leaders do not give attention, praise, and appreciation for employee achievements. It makes employees think that leadership is also not too influential in improving employee performance, even though the opposite is true. The existence of employee dissatisfaction with leadership roles makes employees lazier to give their best performance.

In addition to the above, the number of BPDASHL Ake Malamo employees who are still lacking have not been able to fill all existing work positions, so there are often position traps by some employees who are considered to have the ability and ability to do the work. Furthermore, it is not followed with good attention to the workload of employees so that even employees can do the work well. However, employees do not provide maximum work results even though encouragement and direction from the leadership are always carried out.

The role of the leader must be able to observe and pay attention to each employee properly. For employees who perform well, the role of the leader must be able to give attention, praise, and appreciation to the employee. In contrast, for employees who perform poorly, the leader must also be able to give a reprimand and then give direction and encouragement so that the employee improves his performance so that all employees feel that the leader is doing somewhat and can treat all BPDASHL Ake Malamo employees equally. The role of the leader is what causes employee job satisfaction so that it can encourage employees to improve their performance. The results of this study are consistent with the results of previous research from Lestari et al. (2022), which stated that leadership has a significant negative effect on employee performance. However, the results of this study are not in line with the results of research from Fathoni et al. (2021), which states that leadership has a significant positive effect on employee performance.

The influence of organizational culture on employee performance

Based on the results of hypothesis testing that has been carried out previously, the results of organizational culture have a positive and significant effect on the performance of BPDASHL Ake Malamo employees. Indicates that the higher the organizational culture, the higher the performance of BPDASHL Ake Malamo employees. On the contrary, the lower the organizational culture, the lower the performance of BPDASHL Ake Malamo employees. This study's results align with the theory of Robbins (2011), where a solid organizational culture will significantly affect employees more than a weak culture. This is because BPDASHL employee Ake Malamo acts and behaves following the existing culture in the organization. The greater the values that employees can accept can positively influence employee behavior and encourage employees to work well. On the contrary, a weak culture will negatively influence the behavior of BPDASHL Ake Malamo employees and hinder employee performance improvement.

The results of this study are consistent with the results of previous studies by Fathoni et al. (2021), Mubarak (2019), Fidyah (2019), and Mariati et al. (2018), which stated that organizational culture has a positive and significant effect on employee performance. On the other hand, these results are not in line with the results of research from Japarudin et al. (2021) and Paais et al. (2020), which state that organizational culture does not affect employee performance.

The influence of leadership on job satisfaction

Based on the results of hypothesis testing that has been carried out previously, it was obtained that the leadership role has a significant positive effect on employee job satisfaction at BPDASHL Ake Malamo. Furthermore, based on the descriptive results of the variables, most respondents viewed the leadership role as very important as a variable that can increase employee job satisfaction, whereas the leadership role can affect employee job satisfaction. Therefore, the increasing role of leadership affects employee job satisfaction. On the contrary, the decrease in a leadership role also affects the decrease in employee job satisfaction.

This result is in line with the results of previous studies conducted by the research of Manuaba et al. (2020), Fathoni et al. (2021), Paais et al. (2020), Prawira (2020), and Mukhtarmizi et al. (2020) that leadership has a positive and significant effect on employee job satisfaction. While the results of this study are not consistent with the results of research Y. Rivaldo et al. (2020) which states that leadership has no significant effect on employee job satisfaction.

The influence of organizational culture on job satisfaction

Based on the results of hypothesis testing that was carried out previously, it was obtained that organizational culture significantly positively affects employee job satisfaction at BPDASHL Ake Malamo. A strong and positive culture in the organization can affect the performance of BPDASHL Ake Malamo to achieve its goals using previously formulated strategies and systems. A good organizational culture will create a good work climate and job satisfaction for BPDASHL employee Ake Malamo. On the other hand, if the values of organizational culture, such as togetherness, way of working, and the relationship between superiors and subordinates, are not harmonious, it will result in low job satisfaction for BPDASHL Ake Malamo employees. These findings align with the theory proposed by Robbins and Judge (2011) that a strong organizational culture will significantly influence employees more than a weak one. The results of this study are similar to the research conducted by Fathoni et al. (2021), Sugiono et al. (2021), Wahjoedi (2020), and Mubarok (2019). The results of this study do not support the results of research from Paaïs et al. (2020), which states that organizational culture does not significantly affect employee job satisfaction.

The effect of job satisfaction on employee performance

Based on the hypothesis testing that has been carried out previously, job satisfaction results significantly positively affect the performance of BPDASHL Ake Malamo employees. The majority of employees, as many as 47.6%, think that employees in work have been placed their respective education and expertise, but some employees still feel that the work given is not by their skills. The unfulfilled number of BPDASHL Ake Malamo employees by the formation of job positions in BPDASHL Ake Malamo has caused the filling of job positions to be still held and not by their disciplines. In the long run, this can cause dissatisfaction in working for employees who concurrently do other jobs that are not by their skills. Therefore, BPDASHL Ake Malamo needs to re-record the position analysis (anjab) and propose accepting employees to fill the formation or job positions that other employees are still holding. So that if the work given is by the employees' expertise, the satisfaction level of BPDASHL Ake Malamo employees will be good, which encourages the improvement of the performance of BPDASHL Ake Malamo employees.

Handoko (2013) that the more aspects of his work that correspond to the wishes and value system adopted by the individual, the higher the level of satisfaction obtained. Similarly, the more aspects in his work that do not correspond to the wishes and value system the individual adhere to, the lower the level of satisfaction obtained. This result is also in line with the results of research from Fathoni et al. (2021), Manuaba et al. (2020) and Fidyah (2019), Prawira (2020), Mukhtarmizi et al. (2020), Mubarok (2019), Mariati et al., (2018) and Sapada et al., (2017) which stated that job satisfaction affects employee performance. Meanwhile, this result is inconsistent with Amin (2020) research, which states that job satisfaction does not significantly affect employee performance.

The influence of leadership on performance through employee job satisfaction.

Based on the results of previous tests, it was found that leadership had a significant positive effect on employee performance through the job satisfaction of BPDASHL Ake Malamo. This indirect influence indicates that the increasing satisfaction of BPDASHL employee Ake Malamo towards the leadership role can encourage the improvement of the performance of its employees. Hasibuan (2018) says job satisfaction is a pleasant emotional attitude, and he loves

his job. This attitude is reflected in work ethic, discipline, and performance. Therefore, the more satisfied a person is at work, the higher his performance. The results of this study support the results of research from Prawira (2020), Fathoni et al. (2021), and Manuaba et al. (2020), which revealed that the variable of job satisfaction could mediate the influence of leadership on employee performance indirectly. Leadership towards employee performance.

The influence of organizational culture on performance through employee job satisfaction.

Based on the results of previous tests, it was found that job satisfaction can be a variable that mediates the influence of organizational culture on employee performance. In other words, organizational culture variables indirectly affect performance through employee job satisfaction. Indicating that employees are increasingly satisfied with the organizational culture at BPDASHL Ake Malamo can encourage improving the performance of BPDASHL Ake Malamo employees. The results of this study are consistent with the results of previous studies from Fathoni et al. (2021), and Sapada et al. (2017) stated that organizational culture has a positive and significant effect on employee performance through employee job satisfaction. This means that organizational culture is not a single factor in influencing employee performance, but there is another variable, job satisfaction which is an intermediary or mediation between the two variables. The results of this study support the results of research from Fidyah (2019), which revealed that job satisfaction variables could mediate the influence of organizational culture on employee performance

CONCLUSION

Based on the results of hypothesis testing and the discussion previously described, the following conclusions can be made: 1) Leadership has a negative and significant effect on the performance of BPDASHL employee Ake Malamo; 2) Organizational culture has a positive and significant effect on the performance of BPDASHL Ake Malamo employees; 3) Leadership has a positive and significant effect on the job satisfaction of BPDASHL Ake Malamo employees; 4) Organizational culture has a positive and significant effect on the job satisfaction of BPDASHL Ake Malamo employees; 5) Job satisfaction has a positive and significant effect on the performance of BPDASHL Ake Malamo employees; 6) Leadership has a positive and significant effect on employee performance through job satisfaction of BPDASHL employee Ake Malamo; 7) Organizational culture has a positive and significant effect on performance through job satisfaction of BPDASHL employee Ake Malamo. Furthermore, based on the conclusions above, the research suggestions, namely variables in the form of leadership, organizational culture, and job satisfaction, need to be considered in developing a strategy for developing a higher quality forestry service system within the scope of BPDASHL Ake Malamo and Divide the following research. However, in this study, the focus of researchers was only to test and analyze the influence of leadership and organizational culture on employee performance, with job satisfaction as an intervening variable. Therefore, to develop this research, we can use other variables that affect employee performance, such as leadership style, communication, compensation, motivation, organizational commitment, work climate, and Organizational Citizenship Behavior (OCB). In addition, it is also necessary to pay attention to the method of determining and withdrawing samples using a more significant number of samples so that the generalization area has a broader scope.

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