

THE INFLUENCE OF LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS MEDIATION VARIABLES AT PT. SULSELBAR BANK JENEPONTO DISTRICT BRANCH

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Abstract

This study aims to determine the influence of leadership style and organizational culture on employee performance through job satisfaction as a mediating variable at PT. Bank SulselBar Jeneponto Regency Branch. This research was conducted at PT Bank Sulselbar Jenepont Branch by taking information from employees, with a total sample of 43 employees. Data were analyzed using a quantitative approach and processed using the SPSS version 22 application. The results of this study indicate that leadership style has an effect on job satisfaction and organizational culture has an effect on job satisfaction, in contrast to job satisfaction which has no significant effect on performance. significant effect on employee performance. Then, based on the results of the intervention, the influence of leadership style and organizational culture has a significant effect on employee performance through job satisfaction. This shows that job satisfaction can be a link between leadership style and organizational culture on employee performance

Keywords : *Leadership style, organizational culture, job satisfaction and performance*

A. INTRODUCTION

The banking sector as one of the elements of financial institutions is continuously demanded to achieve the best performance in its activities. Because as a financial services business player, public trust is a reference for business continuity in the midst of increasingly fierce competition. The banking sector is known as a business institution that is very concerned about improving the quality of its human resources. This is then reflected in the achievement of financial performance which is shown at a healthy profit level.

Almost all existing agencies, both government/private and other organizations that have staff or employees, are the most important assets that must be fostered and maintained. Therefore, for agencies that are particularly involved in the service sector who want an effective level of employee performance in their office, the office is required to be able to optimize the performance of its employees. One approach to improving employee performance can be done through leadership practices or leadership styles that are people oriented (relationships) and encourage employee motivation to achieve higher and more focused goals.

As a company engaged in the field of financial services. PT. Bank Sulselbar Jeneponto Branch is required to provide good service. PT. Bank Sulselbar Jeneponto branch which is a regional financial institution or commonly called a regional development bank that collects funds from the public in the form of deposits and returns them in the form of loans or credit and provides good service to people who use credit services . But the problem in this study is the performance of employees at PT. Bank Sulselbar Jeneponto Branch did not live up to expectations. This can be seen from the leadership's lack of giving direction to employees who will do the work, so that during service opening hours there are still many employees who are still relaxed and have not opened services at the hours according to a predetermined schedule. In addition, leadership lacks influencing, encouraging,

Employees who feel uncomfortable at work, are not appreciated, cannot develop their full potential, automatically employees cannot focus and concentrate fully on their work. Low job satisfaction can of course cause various negative impacts such as absenteeism from work and slow completion of work. Satisfied employees tend to be more effective than companies with dissatisfied employees. Therefore, it is important for companies to pay attention to and maintain employee satisfaction levels.

The discussion on employee job satisfaction cannot be separated from the fact that employee job satisfaction can be achieved if all expectations can be fulfilled in carrying out their job duties. (Wahab, 2012 "If in a work environment, employees do not get what is expected, such as fair promotion opportunities, good income, pleasant co-workers and superiors, and satisfaction with the work itself, then employee performance will be poor". Dissatisfaction can causing withdrawal behavior or aggressive behavior, intentional mistakes, strikes and so on, these conditions can certainly affect the decline in employee performance and will ultimately harm the organization.

Based on the background description presented, the authors are interested in raising a research topic entitled "The Influence of Leadership Style and Organizational Culture on Employee Performance Through Job Satisfaction as a Mediation Variable at PT. Bank SulselBar Jeneponto Regency Branch"

B. LITERATURE REVIEW

1. Human Resource Management

Human resource management is part of the science of management, which means an attempt to organize and direct human resources in an organization so that they are able to act and think as expected by the organization. (Taufiqurohman, 2009)

2. Leadership style

Leadership style is the style used by leaders in leading companies as well as managing and motivating their employees in order to increase the productivity of their employees so as to achieve company/organizational goals. (Rivai, 2014)

3. Organizational culture

Organizational culture or is a set of values, principles, traditions and ways of working that are embraced by and influence the behavior and actions of members of the organization. (Wibowo, 2013)

4. Job satisfaction

Job Satisfaction is a person's thoughts, feelings, and action tendencies, which are a person's attitude towards work. (fuad, 2004)

5. Show

Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. (mangkunegaraa, 2015)

6. Research Hypothesis

A hypothesis is a temporary conjecture that is considered most likely to be the correct answer. From the other side it can also be said that the hypothesis in this study is a temporary answer.

1. H1: Leadership style has a positive and significant effect on job satisfaction
2. H2: Organizational Culture has a positive and significant effect on job satisfaction
3. H3: Job satisfaction has a negative and insignificant effect on employee performance
4. H4: Leadership style has a positive and significant effect on employee performance
5. H5: Organizational Culture has a positive and significant effect on employee performance
6. H6: Leadership style has a positive and significant effect on employee performance with job satisfaction as an intervening variable
7. H7: Organizational culture has a positive and significant effect on employee performance with job satisfaction as an intervening variable

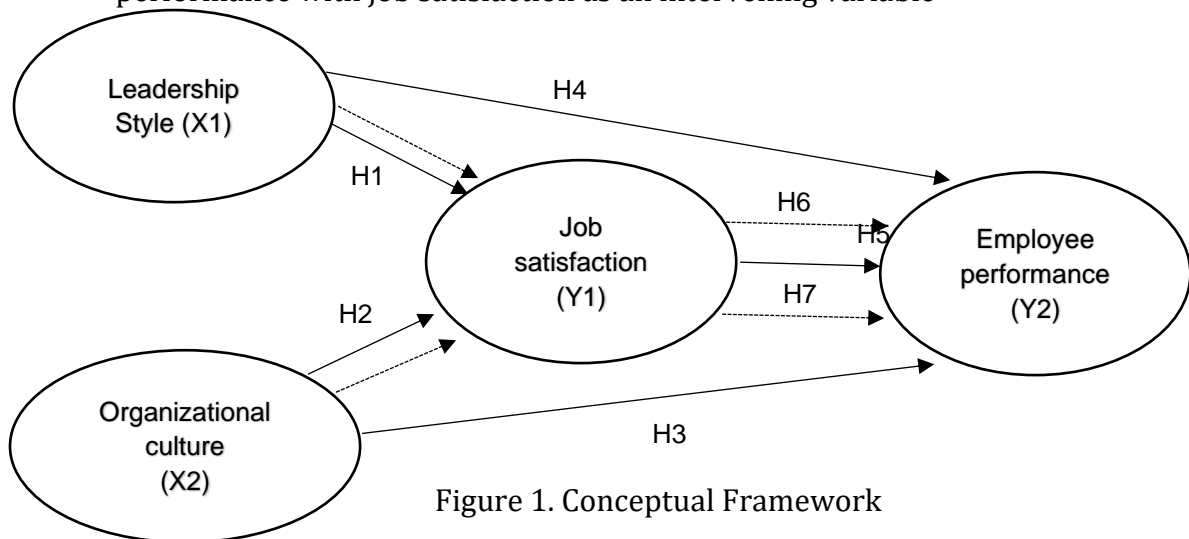


Figure 1. Conceptual Framework

C. RESEARCH METHODS

1. Research design and location

This study aims to test the hypothesis that explains the effect of the independent variable on the dependent so that this type of research is a hypothesis test. The research hypothesis was developed based on theories related to the research topic and then tested based on appropriate analytical techniques.

The nature of this research is correlation which aims to find important variables related to problems in research. Before measuring the strength of the relationship

and influence between the independent variable and the dependent variable, each variable is determined and measured based on its proxy. The research environment is a real environment with an employee analysis unit of PT Bank Sulselbar Jeneponto Branch.

2. Population and Sample

This research was conducted at PT Bank Sulselbar Jeneponto Branch. The research time was carried out for approximately 1 month starting from January 2023. This time was used to obtain data and information from the objects in this study until the sample data processing time in compiling the research results.

3. Characteristics of respondents

Respondents in this study were PT Bank Sulselbar Jeneponto Branch, and the sample was 43 employees. The characteristics observed in this study include gender, age and education. The description of the respondents is presented as follows:

Table 1. Characteristics of respondents based on gender

Composition Employees Based on Gender			
NO.	Gender	Amount	Percentage
1	Man	30	70%
2	Woman	13	30%
Total		43	100%

Table 2. Characteristics of respondents according to age

Composition of Employees Based on Age			
NO.	Work unit	Amount	Percentage
1	>50 years	4	9%
2	>45-50 years	5	12%
3	>40-45 years	8	19%
4	>35-40 years	9	21%
5	>30-35 years	3	7%
6	>25-30 years	7	16%
7	<25 years	7	16%
Total		43	100%

Table 3. Characteristics of respondents based on education

Composition of Employees Based on Education			
NO	Education	Amount	Percentage
1	Postgraduate (S2)	3	7%
2	Bachelor's degree)	19	44%
3	Diploma Three (D3)	1	2%
4	SMA/SMK	19	44%
5	JUNIOR HIGH SCHOOL	1	2%
Total		43	100%

4. Research Instrument Test

a. Validity test

The questionnaire can be said to be valid if all indicators have a value of r count $>$ r table. The value of r table is 0.3.

Table 4 Validity Test Results

Variable	Items	r-count	r-table	Information
Leadership style (X1)	X1.1	0.593	0.3	Legitimate
	X1.2	0.619	0.3	Legitimate
	X1.3	0.547	0.3	Legitimate
	X1.4	0.479	0.3	Legitimate
	X1.5	0.597	0.3	Legitimate
Organizational Culture (X2)	X2.1	0.504	0.3	Legitimate
	X2.2	0.676	0.3	Legitimate
	X2.3	0.387	0.3	Legitimate
	X2.4	0.557	0.3	Legitimate
	X2.5	0.555	0.3	Legitimate
Performance (Y1)	Y1.1	0.304	0.3	Legitimate
	Y1.2	0.646	0.3	Legitimate
	Y1.3	0.404	0.3	Legitimate
	Y1.4	0.626	0.3	Legitimate
	Y1.5	0.667	0.3	Legitimate
Job Satisfaction (Y2)	Y2.1	0.720	0.3	Legitimate
	Y2.2	0.633	0.3	Legitimate
	Y2.3	0.576	0.3	Legitimate
	Y2.4	0.593	0.3	Legitimate
	Y2.5	0.670	0.3	Legitimate

b. Trust test

Reliability is measured from the value of Cronbach's Alpha (α), where a variable is said to be reliable if it gives a value of $\alpha > 0.60$.

Table 5 Reliability Test Results

Variable	Standard Alpha coefficient	Alpha Cronbach	Information
Leadership style (X1)	0.60	0.642	Reliable
Organizational Culture (X2)	0.60	0.687	Reliable
Performance (Y1)	0.60	0.693	Reliable
Job Satisfaction (Y2)	0.60	0.750	Reliable

c. Path analysis

- Model I path analysis

Table 6. Results of path analysis I

coefficients

Model		Nonstandard coefficients		Standard Coefficient	Q	Sig.
		B	std. Error	Betas		
1	(Constant)	-3,300	4,809		-.686	.497
	Leadership style	.733	.273	.393	2,688	.010
	Organizational culture	.426	.200	.312	2,130	.039

A. Dependent Variable: job satisfaction

In table 6 above it is known that the Sig variable value $X1 = 0.010$, $X2 = 0.039$ is smaller than 0.05. Thus it can be concluded that the regression model 1 variable Leadership style and organizational culture have a positive and significant effect on business motivation.

- Model I path coefficient test

Table 7. Path coefficient

Summary modelb				
Model	R	R square	Customized R Square	std. Estimation Error
1	.617a	.380	.349	1,386

A. Predictors: (Constant), Organizational Culture, Leadership Style

Table 7 obtained a correlation coefficient (R) of 0.617. This shows that the effect of leadership style and organizational culture on job satisfaction is 61.7% while the remaining 48.3% is the contribution of other variables not included in the study. While the $e1$ value is obtained by the formula $e1 = \sqrt{(1 - 0.380)} = 0.620$. Thus the path diagram obtained from the structural model I is as follows:

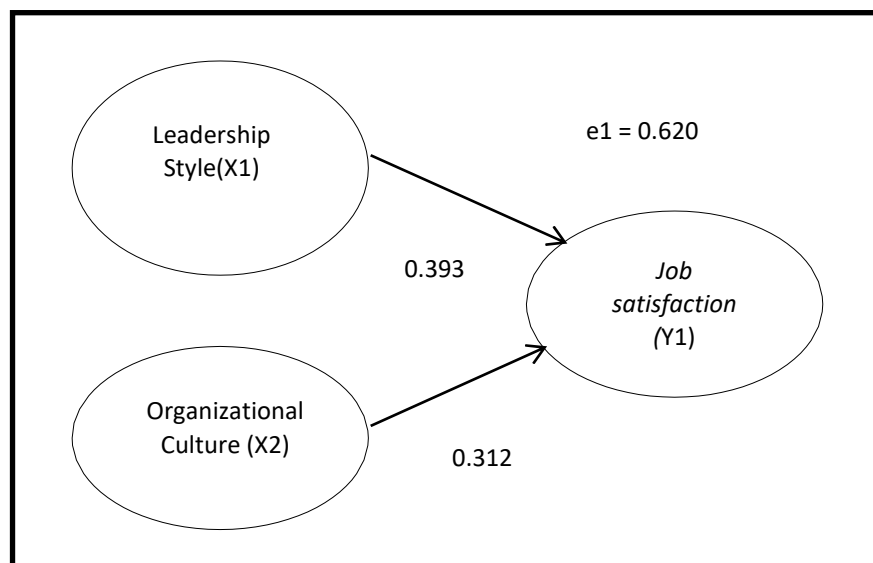


Figure 1. Diagram of the path I model

Based on Figure 1 above, it can be seen the influence of social media variables and entrepreneurial knowledge on business motivation. The

meaning of the diagram above can be explained as follows:

- Analysis of the influence of X1 (leadership style) on Y2 (Job Satisfaction): it is known that the direct effect of X1 (leadership style) on Y1 (Job Satisfaction) is 0.393
- Analysis of the effect of X2 (organizational culture) on (job satisfaction) shows that the direct effect of X2 (organizational culture) on (job satisfaction) is 0.312
- Model II path analysis

Table 8. Results of path analysis II

		coefficients				
Model		Nonstandard coefficients		Standard Coefficient	Q	Sig.
		B	std. Error	Betas		
1	(Constant)	-.847	3,388		-.250	.804
	Leadership style	.592	.208	.405	2,849	.007
	Organizational culture	.375	.148	.351	2,539	.015
	job satisfaction	.068	.111	.087	.618	.540
A. Dependent Variable: performance						

Based on table 8 from the results of data processing, the regression equation is obtained as follows:

$$Y = 0.405 X1 - 0.351 X2 + 0.087 Y1 + 0.484 e2... (2)$$

$$p\hat{c}1 = R2 = 1 - 0.516 = 0.484 e1\sqrt{1} -$$

In table 5.13 above it is known that the tcount value of the variable X1 = 2.849, X2 = 2.539, Y1 = 0.618. The significance value of the variable X1 = 0.007, X2 = 0.015 is less than 0.05. while Y1 = 0.540 is smaller than 0.05. Thus it can be concluded that the regression model II, namely variable X1 has a positive and significant effect on Y2, variable X2 has a positive and significant effect on Y2 while Y1 has a negative effect on Y2.

- Model II path coefficient test

Table 9. Path coefficient II

Summary modelb				
Model	R	R square	Customized R Square	std. Estimation Error
1	.718a	.516	.478	.971
A. Predictors: (Constant), job satisfaction, Organizational Culture, Leadership Style				
B. Dependent Variable: performance				

Table 9 obtained a correlation coefficient (R) of 0.718. This shows that the effect of X1, X2 and Y1 on Y2 is 71.8% while the remaining 28.2% is the contribution of other variables not included in the study. While the e2 value is

obtained by the formula $e1 = \sqrt{(1 - 0.516)} = 0.484$. Thus the path diagram of the structure model II is obtained as follows:

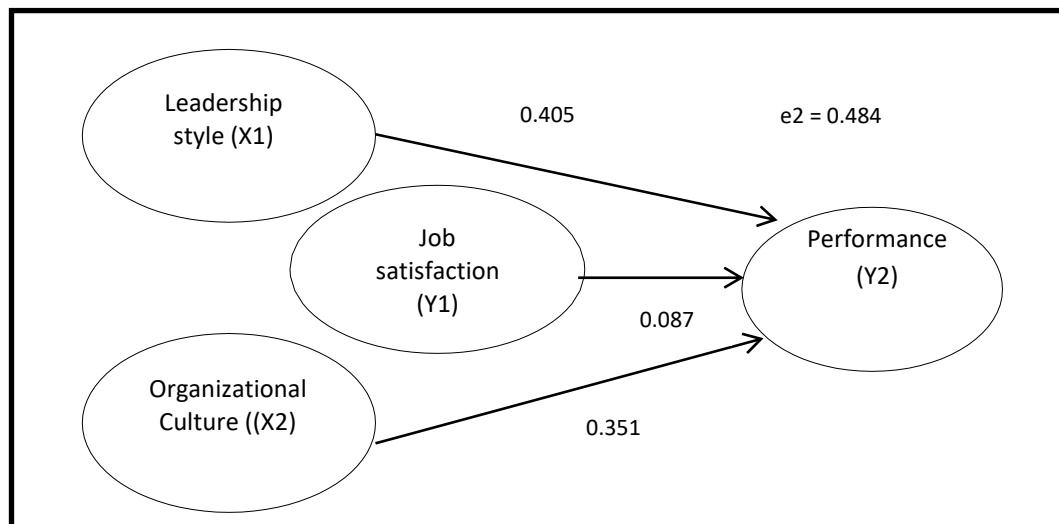


Figure 2 Diagram of the path II model

Based on Figure 5.4 above, it can be seen the influence of the variables X1, X2 and Y1 on Y2. The meaning of the diagram above can be explained as follows:

1. Analysis of the influence of X1 (leadership style) on Y2 (performance): it is known that the direct influence exerted by X1 (leadership style) on Y2 (performance) is 0.405.
2. Analysis of the influence of X2 (Organizational Culture) on Y2 (Performance): it is known that the direct influence exerted by X1 (Leadership Style) on Y2 (Performance) is 0.351
3. Analysis of the effect of Y1 (Job Satisfaction) on Y2 (Performance): it is known that the direct effect of Y1 (Job Satisfaction) on Y2 (Performance) is 0.087

d. Sobel test

To test the significance of the indirect effect of the independent variable X1 (leadership style) on the dependent variable Y2 (performance) through the intervening variable (job satisfaction), the Sobel test was carried out with the following results:

Table 10. Sobel test indirect effect I

Leadership Style – Job satisfaction – performance			
A	B	sa	sb
0.393	0.087	0.273	0.111

Based on the calculation results above, the value of $t_{count} = 10.00970$ is greater than the value of $t_{table} = 1.68107$, it can be concluded that there is a mediating effect. This shows that indirectly leadership style through job satisfaction affects employee performance

Table 11. Sobel test indirect effect II

Organizational culture – job satisfaction – performance			
A	B	sa	sb
0.351	0.087	0.148	0.111

Based on the calculation results above, the value of t count = greater than the value of t table = , it can be concluded that there is a mediating effect. This shows that indirectly organizational culture through job satisfaction has a significant effect on employee performance. **15, 630901, 68107**

e. Hypothesis Test (t test)

hypothesis	Information	Direct influence	Indirect influence	beta	sign.	Information
H1	The influence of leadership style on job satisfaction	0.393	-	0.733	0.010	+ / significant
H2	The influence of organizational culture on job satisfaction	0.312	-	0.426	0.0390	+ / not significant
H3	The Effect of Job Satisfaction on Performance	0.087	-	0.068	0.540	- / important
H4	The Effect of Leadership Style on Performance	0.405	-	0.592	0.007	+ / significant
H5	The Effect of Organizational Culture on Performance	0.351	-	0.375	0.015	+ / significant
hypothesis	Information	Direct influence	Indirect influence	beta	T table	Information
H6	The Effect of Leadership Style on Performance Through Job Satisfaction	-	10.00970	-	1.68107	Partial mediation
	The Effect of					

H7	Organizational Culture on Performance Through Job Satisfaction	-	15,63090	-	1.68107	Partial mediation
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D. DISCUSSION

a. The Effect of Leadership Style on Job Satisfaction

The results of the analysis in this study indicate that leadership style has a positive and significant effect on job satisfaction. This can be explained that leadership style greatly influences employees at PT Bank Sulselbar Jeneponto Branch which causes an increase in job satisfaction. This research is said to be significant, meaning that the hypothesis is convincing so that it can be accepted, applicable and generalizable to the population. Scientifically, communication can increase employee satisfaction at PT Hadji Kalla Jeneponto Branch. So that variable X1 (leadership style) has a significant effect on variable Y1 (job satisfaction).

The reason why leadership style affects job satisfaction is because management really trusts, respects and respects all employees of PT Bank Sulselbar Jeneponto branch with an average result based on descriptive variables which is 4.16 in the very high category. So that employees like the style of a leader who gives broad authority to subordinates. When there is a problem, always involve subordinates as a team. In this leadership style, the leader provides a lot of information about the duties and responsibilities of his subordinates

The theory that supports this research is the role theory put forward by (Rivai, 2014) that "leadership also influences the interpretation of followers' events, organizing and activities to achieve goals, maintaining cooperative relationships and group work, obtaining support and working from people outside the group or organization".

Based on the findings of previous researchers, namely Djamagau (2019) "Leadership style, work motivation and organizational culture on the performance of employees of PT. BNI Syariah Palu Bank. The results of his research show that leadership style has a positive and significant effect on job satisfaction. The results of the study are in line with Kamaliah (2018), leadership style directly has a positive and significant effect on job satisfaction.

b. The Effect of Organizational Culture on Job Satisfaction

The results of the analysis in this study show that organizational culture has a positive and significant impression on job satisfaction. This means that with organizational culture, employees already know their identity so that members of the organization understand the vision and mission and become part of the organization.

Organizational culture also influences job satisfaction because employees of PT Bank Sulselbar Jeneponto Branch in giving assignments try to complete them on time with an average value of 4.19 which is in the very high category. So that employees already know the corporate culture of organizational culture, namely by directing and strengthening behavior to control organizational actors so that they carry out their duties and responsibilities effectively and efficiently to achieve

organizational goals and objectives that have been mutually agreed upon. agreed.

Based on the findings made by previous researchers, namely Suryaman (2018) "the effect of organizational culture variables and work motivation on the performance of employees of PT. Inoac Polytechno Indonesia, Pasar Kemis, Tangerang". As for the results of his research that leadership style has a positive and significant effect on job satisfaction. The results of this study are also in line with Setiawan (2019), organizational culture has a direct positive and significant effect on job satisfaction.

c. Effect of job satisfaction on employee performance

The results of the analysis in this study indicate that job satisfaction has no significant effect on the performance of employees of PT Bank Siulselbar Jeneponto Branch. This research is said to be insignificant, meaning that the hypothesis is not yet convincing so it cannot be accepted.

Job satisfaction has no significant effect on employee performance because job characteristics do not emphasize satisfaction but prioritize employee work. So it can be said that job satisfaction in this study cannot predict employee performance and employees who are satisfied with their jobs and with their company tend to have better mental conditions and feel free from work stress. This makes workers who have high job satisfaction tend to have a low pressure level. Therefore, an increase in job satisfaction will lead to a decrease in the level of job pressure. Thus, an increase in job satisfaction will lead to a decrease in the level of job stress

Based on the previous results, in line with the results of research conducted by Subakti, AG (2013), the job satisfaction factor has no significant effect on employee performance. Therefore it is necessary to add a mediating variable to strengthen the relationship between job satisfaction and employee performance.

d. The influence of leadership style on performance

Based on the results of the research analysis, it shows that leadership style has a positive and significant effect on the performance of employees of PT Bank Sulselbar Jeneponto Branch, which causes the fourth hypothesis to be accepted. This research is said to be significant, meaning that the hypothesis is convincing so that it can be accepted. This means that the better the behavior of the leadership of PT bank sulselbar Jeneponto branch, the employee's performance will increase.

Leadership style (X1) has a significant positive effect on employee performance (Y2) because it is based on the choices of respondents' answers to the available questionnaires and as we know that leadership style itself is an important factor for companies to improve employee performance so that company goals can be achieved. The relationship between leadership style indicators and employee performance, each of which is the most important or key attribute that must be owned by a leader, relates to the consistency of actions and the values of the vision to be achieved for the company.

Based on the results of this study, it supports previous research conducted by Lolowang (2019) "The Influence of Leadership, Organizational Culture and Work Motivation to Support Improved Village Performance in Jayapura City". Based on the analysis of the data obtained, leadership has a positive and significant effect on employee performance. Leadership behavior has a tendency towards two things, namely consideration or relationship with subordinates and the initiation structure

or the results achieved. Leadership tendencies describe close relationships with subordinates, for example being friendly, helping and defending the interests of subordinates, willing to accept consultations from subordinates and providing welfare Siagian (2010)

e. The influence of organizational culture on employee performance

Based on the results of hypothesis testing, it can be explained that organizational culture has a positive and significant effect on employee performance. This can be proven from the smaller significant value and the calculated t value is greater than t table. Organizational culture has a positive and significant effect on employee performance, meaning that the better the culture in the organization, the better the performance of employees in the company.

This means that organizational culture which is taken seriously by the agency as a tool to support better management will become an influence and incentive for workers to act in harmony with the culture that has been implemented by the company in employees. The organizational culture that is fostered cannot be seen, but can provide great changes. Employee performance may be influenced by organizational culture because organizational culture is able to create a good atmosphere and act even better, in other words organizational culture is a driving force. And also increasing employee performance following the will of the company also requires the contribution of a good and easy-to-understand organizational culture.

The research results are supported by Nurul Annisa (2021) "The Influence of Organizational Culture, Work Discipline and Work Life Balance on the Performance of Employees of the Central Bureau of Statistics for Makassar City". The results of the study show that organizational culture has a positive and significant effect on employee performance.

f. The influence of leadership style on employee performance through job satisfaction

The results showed that job satisfaction as an intervening variable has a significant effect based on the Sobel test that has been carried out. Based on the calculation results, the calculated t value is greater than the t table value, it can be concluded that there is a mediating effect. This shows that job satisfaction is able to mediate leadership style on employee performance, meaning that with the support of job satisfaction it will further improve the performance of employees of PT bank sulsebar Jeneponto branch.

Job satisfaction mediates the effect of leadership style on performance regardless of Salary Satisfaction, Promotion Satisfaction, Coworker Satisfaction so that job satisfaction and employee performance are based on the perspective of leadership style. decision-making acceptable to all members of the organization. decision acceptable to all organizations. Improving worker satisfaction and employee performance based on teamwork that needs to be given attention is that teamwork must be increased again, so that it can have a greater impact on improving worker performance.

Based on the results of the analysis carried out by researchers in accordance with the opinion of previous research by Sarif Hidayat (2019) entitled The Influence of Leadership Style on Employee Performance with Job Satisfaction Intervening

Variables. As for the results of his research that leadership style has a positive effect on employee performance through job satisfaction.

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

The results showed that job satisfaction as an intervening variable has a significant effect based on the Sobel test that has been carried out. Based on the calculation results, the calculated t value is greater than the t table value, it can be concluded that there is a mediating effect. This shows that job satisfaction is able to mediate organizational culture on employee performance, meaning that with the support of job satisfaction it will further improve the performance of employees of PT bank sulselbar Jeneponto branch.

Job satisfaction mediates the effect of leadership style on performance, in addition to giving more attention to workers so that workers feel more valued and can equate salary with the work given and give prizes if workers give good achievements and achievements at work to increase job satisfaction. employees of PT Bank Sulselbar Cawangan Jeneponto.

Based on the results of the analysis carried out by researchers in accordance with the opinion of previous research by William Jesen Wiratama (2022) entitled the influence of organizational culture on employee performance with the intervening variable job satisfaction. As for the results of his research that organizational culture has a positive effect on employee performance through job satisfaction.

E. CLOSING

Leadership style has a positive and significant effect on job satisfaction of employees of PT Bank Sulselbar Jeneponto Branch. Organizational culture has a positive and significant effect on employee job satisfaction at PT Bank Sulselbar Jeneponto Branch. Job satisfaction has no significant effect on employee performance at PT Bank Sulselbar Jeneponto Branch. Leadership style has a positive and significant effect on the performance of employees of PT Bank Sulselbar Jeneponto Branch. Organizational culture has a positive and significant effect on employee performance at PT Bank Sulselbar Jeneponto Branch. Leadership style has a positive and significant effect on employee performance through job satisfaction at PT Bank Sulselbar Jeneponto Branch.

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