

The Mediation Role Of Job Satisfaction And Organizational Culture On The Influence Of Leadership On Employee Performance

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Abstract: This study aims to analyze the role of job satisfaction and organizational culture in mediating leadership on employee performance. The research was conducted at the Tegallalang District Health Center, Gianyar Regency, Bali. This research is based on the lack of good employee performance which is assessed through the number of public complaints related to work results, speed of completing work, timely completion of work, and achievement of activity targets. This study was designed through a quantitative approach, supported by 109 respondents. Data collection was carried out by distributing questionnaires to all respondents. The data that has been collected is then analyzed with the SmartPLS 3.2.9 application program. The results showed that partially leadership and job satisfaction also did not have a significant effect on employee performance, while organizational culture had a significant positive effect on employee performance. The results of the mediation test show that job satisfaction does not mediate the influence of leadership on employee performance, while organizational culture is able to significantly mediate the influence of leadership on improving employee performance.

Keywords: job satisfaction, organizational culture, leadership, and employee performance.

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I. INTRODUCTION

Good employee performance is the need of every organization, institution, agency, including health agencies. The performance of employees in the health department includes quality of service, speed of service. The availability of community health centres is not enough to meet the needs of good health services without being accompanied by the availability of adequate human resources in quantity and quality as well as good management. To be able to provide good service to the community, the Community Health Center requires adequate resources, and is managed with good management as well. The performance of an organization depends on how the management system of the existing resources in the organization by a leader, especially the management of human resources (employees). Improper management of human resources has an impact on decreasing employee performance. Furthermore, employee performance that is not good or low will result in low organizational performance so that it will have an impact on hampering the achievement of organizational goals. In this case the leader has a very important role in managing human resources in the organization.

The leadership of an organization has a central role in empowering employees to perform well (Ullah et al., 2022). The leadership style of an organizational leader greatly influences the performance of employees or employees of an agency (Hastuti et al. (2023). Leaders must be able to make employees happy or satisfied in their work. Good leaders are leaders who are able to create safe and comfortable working conditions for employees. A good leader is a leader who values good employees not only materially but also spiritually, so that employees will be satisfied at work. Leaders must also be able to build a work culture that encourages the creation of better work motivation, so that they will perform better.

Employees who are satisfied at work will generally perform better than employees who are dissatisfied. A number of research results have proven that employee job satisfaction greatly influences the increase in the performance of the employee concerned (Syahputra, 2019; Temory, 2023; Aung, 2023).

In addition to job satisfaction, organizational culture is also an important thing in encouraging better employee performance. Many research results have proven that a good organizational work culture can create better employee performance. The research results of Arif et al. (2019) and Juliati (2021) found that organizational culture has a significant effect on employee performance.

Based on the phenomena and problems that exist in health institutions, in this case the Community Health

Centers in Tegalalang sub-district, researchers feel the need to conduct research on the role of job satisfaction and organizational culture in mediating leadership on employee performance.

II. LITERATURE REVIEW

Employee Performance

According to Moeheriono (2012: 95), performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined in an organization's strategic planning. Performance is also seen as the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization (Sutrisno, 2017: 172). Meanwhile, according to Mangkunegara (2017: 67) 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. In line with that, Hasibuan, (2017:94), states that employee performance is a work result that is achieved by someone in carrying out the tasks assigned to him which are based on skills, experience and sincerity as well as time. Work results with good quantity and quality can be produced by employees with good performance. Employee performance indicators are reflected in the amount of work (quantity), quality of work (quality), timeliness, effectiveness, and independence.

There are a number of factors that can influence, including ability & expertise, knowledge about work, good work planning, personality, work motivation, leadership & leadership style, organizational culture, job satisfaction, work environment, work loyalty, commitment, work discipline (Kasmir, 2016:189). From a number of factors that can affect the performance of these employees, in this study focused on job satisfaction, organizational culture, and leadership.

Work Satisfaction

Job Satisfaction reflects a person's feelings towards his work. Job satisfaction is basically something that is very subjective and individual. Each individual employee or employee has a different level of satisfaction according to the wishes and value system he adheres to. The more aspects of his work that are in accordance with the wishes and value systems adopted by the individual, the higher the level of satisfaction obtained.

Job Satisfaction is a positive attitude of the workforce including feelings and behavior towards their work through the assessment of one's work as a sense of respect in achieving one of the important values of work. In the context of increasing job satisfaction, a manager is required to provide a good and pleasant working atmosphere, guarantee/safety at work so that employees will feel satisfied, thus it is hoped that it will have an impact on improving the performance of the employee. Job satisfaction is closely related to the attitude of employees towards the work itself, work situations, cooperation between leaders and fellow employees.

The results of research in Fathoni (2021) state that leadership has a significant effect on job satisfaction. And leadership has a significant effect on employee performance. In Syahputra's research (2019), it states that Job Satisfaction partially has a positive but not significant effect on employee performance variables. Based on this description, the hypothesis used in this study is:

Hypothesis-1: Job satisfaction has a significant positive effect on employee performance

Organizational Culture

Organizational culture is an important factor in relation to employee performance. A good organizational culture can support better employee performance. A good organizational culture is expected to be able to minimize or eliminate obstacles, as well as the establishment of a work team where employees become human resources that are utilized optimally. There are several aspects of culture in the organization such as values and behavior, management style, norms and procedures, code of conduct that guides work for employees. The results of research by Lestari et al. (2022) and Paais (2020), state that Organizational Culture has a positive and significant effect on performance. Based on this description, the fourth hypothesis used in this study is:

Hypothesis-2: Organizational Culture has a significant effect on Employee Performance

Leadership

Performance or performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined in an organization's strategic planning, this was revealed by Moeheriono (2012: 95). Performance Appraisal is the activity of a manager or leader to evaluate employee behavior and determine further policies, according to the policy directions outlined in the vision and mission of the organization based on predetermined performance indicators. Good, effective and efficient leadership will be able to run the organization well which will have an impact on improving employee and organizational performance.

Thus an organization needs leaders who are able to inspire, motivate, and move members of the organization effectively and efficiently for the goals of the company or organization. The results of research by Prasetya, et al (2017), state that there is an influence of delegative leadership on employee performance. Research by Angela (2016), in a literature review, states that leadership style has a positive and significant effect on employee performance. According to Yulia & Mukzam (2017) the laissez faire leadership style has a positive and significant effect on employee performance. Based on this description, the first hypothesis used in this study is:

Hypothesis-3: Leadership has a positive and significant effect on Employee Performance

Leadership is also very important role in creating job satisfaction in employees and building organizational culture. Good leadership is able to create job satisfaction for its employees. This is proven by the results of research conducted by Omah et al. (2021) found that leadership shows a significant positive effect on job satisfaction. In addition, wise leadership is able to build a conducive work culture and avoid conflict, so employees will be safe and comfortable working, thereby improving employee performance. The results of research by Paais (2020), found that Organizational Culture has a significant positive effect on performance. Based on this description, the first hypothesis used in this study is:

Hypothesis-4: Leadership has a positive and significant effect on employee job satisfaction

Hypothesis-5: Leadership has a positive and significant effect on organizational culture

Good or bad Employee Performance depends on the level of employee satisfaction itself with the work done. And the level of employee satisfaction depends on how the leader treats him and how much the good and bad influence of his policy is felt by the employee concerned. Based on the combined results of previous research conducted by Sugiono (2021), states that leadership indirectly has a positive and significant effect on employee performance through job satisfaction. From this description, the seventh hypothesis used in this study is:

Hypothesis-6: Job satisfaction positively and significantly mediates leadership on employee performance

Every leader has a style or way to lead in achieving organizational goals. Leadership values applied by a leader will be used as a benchmark by employees in carrying out their duties and responsibilities, so that it will affect their performance. Based on the description above, the seventh hypothesis used in this study is as follows;

Hypothesis-7: Organizational Culture positively and significantly mediates leadership on Employee Performance

Conceptual Framework and Research Hypothesis

As has been stated and hypothesized, where employee performance can be influenced by job satisfaction, organizational culture, and leadership, and leadership itself can also affect job satisfaction and organizational culture. Based on this explanation, a conceptual framework can be made as follows.

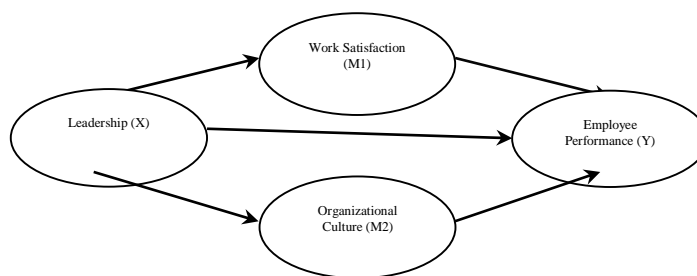


Figure 1. Conceptual Framework for Relationships Between Research Variables

III. RESEARCH METHODS

Research Sites

This research was conducted at the Tegalalang District Health Center, Gianyar Regency, Bali, which consisted of 2 (two) Community Health Centers with 9 (nine) Community Health Centers.

Population and Research Sample

The study population consisted of all employees consisting of health and non-health workers who served in all Community Health Centers and Sub Health Centers in Tegalalang District, Gianyar, Bali, with a total of 109 employees spread over 2 (two) Health Centers and 9 (Nine) Health Centers. With a total of 109 employees. All of these employees were used as research samples, so that the total number of samples was 109.

Data analysis

Research data analysis includes descriptive analysis and inferential analysis. Descriptive analysis includes age, gender, education, profession, and years of service. To find out the description of each respondent's characteristics, an analysis was carried out with the help of the SPSS application program. Meanwhile, inferential analysis, namely analysis to determine the effect of the independent variables on the dependent variable in the research model, was carried out with the help of the SmartPLS application program.

IV. RESULTS AND DISCUSSION

Characteristics of Respondents

The results of the descriptive analysis regarding the characteristics of the respondents consisting of age, gender, education, profession, and years of service are shown in Table 1.

Table 1. Description of the Characteristics of Research Respondents

Category	Description	Quantity	Percentage (%)
Gender	Man	34	31,20
	Woman	75	68,80
	Amount	109	100,00
Age	20 - 30	27	24,80
	31 - 40	37	33,90
	41 - 50	27	24,80
	> 50	18	16,50
	Amount	109	100,00
Education	Senior High School	8	7,30
	Diploma	51	46,80
	bachelor (S1)	50	45,90
	Amount	109	100,00
Profession	Hhealth Workers	96	88,07
	Non-Health Workers	13	11,93
	Amount	109	100,00
Years of service	1 - 10	44	40,40
	11 - 20	42	38,50
	21 - 30	11	10,10
	> 30	12	11,00
	Amount	109	100,00

Source: Processed data, 2023

Table 1 shows that the majority of respondents were female, namely 75 employees (68.8%), while the remaining 34 (31.2%) were male. When viewed from the age group, the most were in the range of 31 years - 40 years, namely as many as 37 employees (33.90%), the rest were in the age range of 20 years - 30 years and 41 years - 50 years, each of which was 27 employees (24.80%), and over 50 years as many as 18 employees (16.50%). In terms of education level, it can be stated that employees with Diploma and Bachelor degree education are quite balanced, namely 51 people with diploma education (46.80%) and 50 people with Bachelor Degree (45.90%). When viewed from health workers (health workers) and non-health workers (non-health workers), the balance is 96 (88.07%) and 13 (11.93%). Finally, when viewed from the length of service, the most who have served less than 10 years are 44 people (40.40%), while employees with a working period of 11-20 years are 42 people (38.50%). Employees who have worked for 20-30 years and less than 30 years are 11 people (10.10%) and 12 people (11.00%) respectively.

Testing the Validity and Reliability of Research Data

Research Data Validity Testing

Testing the validity of the research data was carried out through two approaches, namely convergent validity and discriminant validity. Validity testing is based on convergent validity seen from the outer loading coefficient of each indicator. It is said to be convergently valid if the outer loading value if the score loading factor is more in the range of 0.5-0.6 and has similarities or covary (Soltanizadeh et al., 2016). Based on the results of data analysis with the SmartPLS application program, it turns out that there is one indicator on the independent variable (leadership/X1) which has an outer loading value of less than 0.50, so it must be removed from the research model and re-analyzed. The results of the re-validation show that all indicators are valid, as shown in Table 2.

Table 2. Results Of Research Data Validity Test (Convergent Validity)

Variable/ Indicator	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
M1.1 <- M1	0.767	0.762	0.058	13.274	0.000
M1.2 <- M1	0.808	0.810	0.034	23.905	0.000
M1.3 <- M1	0.836	0.832	0.037	22.535	0.000
M1.4 <- M1	0.576	0.572	0.086	6.681	0.000
M2.1 <- M2	0.675	0.677	0.055	12.174	0.000
M2.2 <- M2	0.726	0.719	0.072	10.034	0.000
M2.3 <- M2	0.758	0.758	0.061	12.495	0.000
M2.4 <- M2	0.820	0.816	0.046	17.965	0.000
M2.5 <- M2	0.769	0.764	0.050	15.327	0.000
M2.6 <- M2	0.857	0.858	0.029	29.171	0.000
X2 <- X	0.789	0.789	0.046	17.107	0.000
X3 <- X	0.737	0.729	0.064	11.471	0.000
X4 <- X	0.854	0.850	0.039	21.796	0.000
X5 <- X	0.742	0.737	0.075	9.935	0.000
Y1 <- Y	0.772	0.767	0.068	11.390	0.000
Y2 <- Y	0.863	0.860	0.031	27.751	0.000
Y3 <- Y	0.888	0.886	0.030	30.007	0.000
Y4 <- Y	0.862	0.860	0.032	26.710	0.000
Y5 <- Y	0.803	0.802	0.041	19.448	0.000

Source: Processed data, 2023

To ensure the results of the validity test, the validity test is carried out through discriminant validity, namely comparing the AVE root value with the correlation value between other variables. It is declared discriminantly valid if the root value of AVE is greater than the correlation between other variables (Soltanizadeh et al., 2016). This can be seen in Table 3.

Table 3. Validity Test Results through Discriminant Validity

Variabel	AVE	Akar AVE	M1	M2	X	Y
M1	0.568	0.754	0.754			
M2	0.593	0.770	0.645	0.770		
X	0.611	0.782	0.535	0.447	0.782	
Y	0.703	0.839	0.545	0.690	0.433	0.839

Source: Processed data, 2023

Looking at Table 3 it can be seen that the AVE root value ranges from 0.754 - 0.839 while the correlation values between other variables range from 0.433 - 0.690. Based on this, discriminantly all data can be declared valid. Through two validity testing approaches, it can be concluded that the research data is valid.

Research Data Reliability Testing

Testing the reliability of research data was carried out through two approaches, namely the Cronbach alpha and composite reliability approaches. It is declared reliable if the Cronbach alpha and composite reliability values are greater than 0.70 (Hair et al., 2014). The results of the reliability test are shown in Table 4.

Table 4. Reliability Testing Through Cronbach Alpha and Composite Reliability

Variabel	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
M1	0.737	0.753	0.838	0.568
M2	0.862	0.880	0.897	0.593
X	0.788	0.797	0.862	0.611
Y	0.894	0.897	0.922	0.703

Source: Processed data, 2023

Table 4 shows the Cronbach alpha values ranging from 0.737 - 0.894 > 0.70 as well as the composite reliability values showing values between 0.838 - 0.922 > 0.70. Based on the provisions, all research data can be declared reliable both in Cronbach alpha and composite reliability. Because the data has been tested valid and reliable, it is continued to test the accuracy of the research model.

Research Model Testing

Testing the accuracy of the research model was carried out through three approaches, namely R-Square (R²), Q-Square Predictive Relevance (Q²), and Goodness of Fit (GoF). The R² value based on the results of the SmartPLS analysis is shown in Table 5.

Table 5. R² Value of Influence Between Independent Variables on Dependent Variables

Variabel	R Square	R Square Adjusted
M1	0.287	0.280
M2	0.200	0.192
Y	0.503	0.489

Source: Processed data, 2023

Table 5 shows the influence of leadership (X) on job satisfaction (M1) of only 0.287 (28.7%), while on organizational culture (M2) of 0.200 (20%). This shows that the influence of leadership (X) on job satisfaction (M1) and organizational culture (M2) is rather weak. However, the influence of leadership (X), job satisfaction (M1), and organizational culture (M2) on employee performance (Y) is quite high, namely 0.503 (50.3%).

Testing the accuracy of the research model through Q Square Predictive Relevance (Q²) is calculated with the following formulation.

$$\begin{aligned}
 Q^2 &= 1 - (1-R^2_1) (1-R^2_2) (1-R^2_3). \\
 &= 1 - (1-0,287) (1-0,200) (1-0,503) \\
 &= 1 - (0,773) (0,800) (0,407) \\
 &= 1 - 0,251689 \\
 &= 0,748311
 \end{aligned}$$

The Q² calculation results show a value of 0.748311 which means that the model has a prediction accuracy of 74.83% (classified as good). In order to strengthen the results of testing the accuracy of the model, the Goodness of it (GoF) test was carried out with the following formulation.

$$\begin{aligned}
 GoF &= \sqrt{(Average R^2 \times Average AVE)} \\
 &= \sqrt{[(0,287+0,200+0,503)/3] \times [(0,568+0,593+0,611+0,703)/4]} \\
 &= \sqrt{(0,99/3) \times (2,474/4)} \\
 &= \sqrt{0,33 \times 0,6185} \\
 &= \sqrt{0,204105} \\
 &= 0,4518
 \end{aligned}$$

The GoF calculation results show a value of 0.4518 which means that the research model has a good level of accuracy. So, through three approaches to testing the accuracy of the model, it shows that the model is classified as good. Because the model has been declared eligible, it can proceed to the next stage, namely testing

the research hypothesis.

Research Hypothesis Testing and Discussion

Testing the research hypothesis is based on the results of data processing with the SmartPLS application program in the form of Figure 2 and Table 6 as shown below.

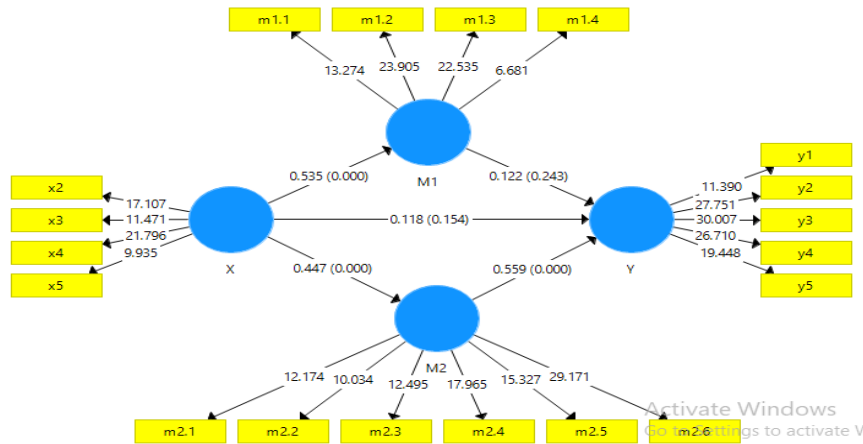


Figure 2. SmartPLS analysis results

The path coefficient of each path as shown in Figure 2 can also be shown in tabular form as shown in Table 6.

Table 6. Path Coefficient of SmartPLS Analysis Results

Relations Between Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
M1 -> Y	0.122	0.131	0.104	1.168	0.243
M2 -> Y	0.559	0.549	0.106	5.266	0.000
X -> M1	0.535	0.556	0.069	7.750	0.000
X -> M2	0.447	0.463	0.088	5.090	0.000
X -> Y	0.118	0.114	0.082	1.428	0.154
X -> M1 -> Y	0.065	0.074	0.061	1.074	0.283
X -> M2 -> Y	0.250	0.252	0.061	4.105	0.000

Source: Processed data, 2023

Based on Figure 2 and Table 6 it can be explained as follows:

The effect of job satisfaction (M1) on employee performance (Y) indicates that job satisfaction has no significant effect on employee performance. The results of the analysis show that hypothesis 1 cannot be accepted. These results are shown where the path value is 0.122 with a p-value of 0.243 > 0.050 (not significant). The results of this study indicate that an increase in employee job satisfaction is not able to improve employee performance. The results of this study are different from the results of Nurlina's research (2022), Gamal et al. (2022), who found that employee job satisfaction has a significant effect on employee performance.

Organizational culture (M2) shows a significant positive effect on employee performance (Y). This is shown by the path value of 0.559 with a p-value of 0.000 (significant). The results of the analysis prove that hypothesis 2 can be accepted. The results of this study suggest that improving or strengthening organizational culture can improve employee performance. The results of this study are in line with a number of previous research results, such as those conducted by Widarko & Anwarodin (2022); Haryadi (2022); Jamali et al. (2022). A number of the results of these studies found that organizational culture has a significant effect on employee performance.

Leadership (X) in this study shows no significant effect on employee performance (Y). This result is indicated by a path value of 0.118 with a p-value of 0.154 > 0.050 (not significant). The results of this study fail to prove that there is a significant influence of leadership on employee performance, so that hypothesis 3 cannot be accepted. Improvement of leadership patterns is not able to improve employee performance. The results of this study are not in line with a number of previous research results, where leadership has a significant effect on employee performance. Jamali et al. (2022); Hilton et al. (2023); Rosdiana & Syahrums (2023); Iriani et al. (2023) found that positive leadership has a significant effect on employee performance.

Leadership (X) has a significant effect on employee job satisfaction (M1) and organizational culture (M2). Regarding job satisfaction, leadership is able to contribute a value of 0.535 with a p-value of 0.000 (significant), meaning that good leadership can increase employee job satisfaction, so hypothesis 4 can be accepted. The results of this study are in line with previous studies, such as the results of research conducted by Nurlina, N. (2022), Alamanda et al. (2022), Rizki et al. (2023), Purwanto & Sulaiman (2023) who in their research found that leadership has a significant effect on employee job satisfaction.

In addition, leadership is also able to influence the strengthening of organizational culture significantly, meaning that good leadership is able to strengthen organizational culture. Thus hypothesis 5 can be accepted. The results of this study are in accordance with previous studies, such as the results of research conducted by Arif et al. (2019), Tianingrum (2022), Rahmatullah et al. (2022), Jamaludin & Subiyanto (2023).

Job satisfaction (M1) is not able to mediate the relationship between leadership (X) and employee performance (Y). These results are indicated by the path value from leadership to job satisfaction and to employee performance of 0.065 with a p-value of 0.283 > 0.050 (not significant), so hypothesis 6 cannot be accepted. That is, although leadership is able to increase employee job satisfaction, the increase in employee satisfaction is not matched by an increase in employee performance. The results of this study are different from the results of previous studies, where most studies found that satisfaction is able to mediate the relationship between leadership and employee performance, such as Supriyanto et al. (2020), Purwanto (2020), Curado & Santos (2022), Hilton et al. (2023).

Work culture (M2) can act as a mediation in the relationship between leadership (X) and employee performance (Y). The results of the analysis show that the path value of the relationship between leadership to organizational culture and employee performance is 0.250 with a p-value of 0.000 < 0.050 (significant) so that hypothesis 7 can be accepted. Good leadership is able to strengthen organizational culture, as well as a stronger organizational culture that is able to encourage increased employee performance, so that organizational culture is able to play a role in mediating the relationship between leadership and employee performance. This result means that the application of a stronger organizational culture is able to increase the influence of leadership on improving employee performance. The results of this study are in line with a number of previous research results, such as those of Virgawan et al. (2021), Idris et al. (2022), Gökalp & Soran (2022).

V. CONCLUSIONS AND SUGGESTIONS

Referring to the results of the analysis and discussion, it can be concluded that good leadership is able to strengthen organizational culture. A strong organizational culture can encourage employees to be more disciplined and perform better. While on the other hand, good leadership will indeed satisfy employees, but it is not able to motivate employees to perform better. Therefore organizational culture needs to be further strengthened by leaders so that employee performance becomes better.

VI. LIMITATIONS AND FURTHER RESEARCH

This research was only conducted at a number of Community Health Centers in Tegalalang District, so the results cannot be generalized to other Community Health Centers. In addition, this study only included leadership, job satisfaction and work culture variables in relation to employee performance. Employee performance can actually be influenced by many factors both internal and external to the organization. Therefore, for future research, this research model can be developed in a more comprehensive manner, and the scope of the research area can be expanded, so that it will produce better results.

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