

## THE INFLUENCE OF LEADERSHIP AND ORGANIZATIONAL CULTURE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE

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### ABSTRACT

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The aim of this research is to investigate and analyze the influence of leadership on employee performance, the influence of organizational culture on employee performance, the influence of leadership on job satisfaction, the influence of organizational culture on job satisfaction, the influence of job satisfaction on employee performance, the influence of leadership on employee performance through job satisfaction, and the influence of organizational culture on employee performance through job satisfaction. This study adopts an associative research design with a sample of 60 respondents who are employees of PT. Adam Dani Lestari. Data collection is done using a questionnaire and the data analysis technique used is Partial Least Square (SmartPLS) to test the seven hypotheses proposed in this study. The research results show that there is a positive and significant influence of leadership on employee performance, a positive and significant influence of organizational culture on employee performance, a positive and significant influence of leadership on job satisfaction, a positive and significant influence of organizational culture on job satisfaction, and a positive and significant influence of job satisfaction on employee performance.

**Keywords:** Leadership, Organizational Culture, Job Satisfaction and Employee Performance

## **INTRODUCTION**

The existence of human resources in an organization occupies a strategic and very vital position, even though various other necessary factors are already available. Without humans or what are called employees, the goals of an organization will not work. Humans (Employees) are the driving force and determinant of the running of an organization. Every company strives to get employees who can provide work achievements in the form of high performance to realize previously set goals. Employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017).

Employees can work well if they have high performance so they can produce good work too. However, no matter how good the potential or abilities possessed by employees, they cannot develop if they are not supported by the company. Therefore, companies and employees must be able to interact well. Company leaders must be aware of differences in performance between one employee and another. The leadership style in the company will influence the performance of its employees (Kasmir, 2019).

Job satisfaction is the level of pleasure felt by employees in a company regarding their role or work. Each individual's level of satisfaction has a different scale. In general, they receive adequate compensation from various aspects of the employment situation of the company where they work. So employee job satisfaction concerns the psychology felt by individuals within the organization, which is caused by the conditions they feel from their environment.

In the view of (Rivai, 2019), leaders must pay attention to the concerns and development needs of individual followers; they change followers' awareness of issues by helping them see problems in new ways; and they are able to excite, excite, and inspire followers to expend extra effort to achieve group goals. Therefore, leadership plays an active role in the success of the organization in carrying out various activities, especially seen in the performance of its employees.

Regarding organizational culture, (Supriyadi & Guno, 2012) stated that organizational culture is the norms and values that direct the behavior of organizational members. Every member of the organization will behave in accordance with the prevailing culture in order to be accepted by their environment. Organizational culture also unifies employees, reduces conflict and motivates employees to carry out their duties well, so that it has a positive effect on employee performance. A company or organization that has a strong culture will produce good performance in the long term. The aim of work culture is to improve HR behavior and discipline so that work productivity increases and is able to face future obstacles.

## **LITERATURE REVIEW**

### **1. Performance**

Performance is the result of work in terms of quality and quantity achieved by a person in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017). In (Moeheriono, 2012) explanation, performance is a description of the level of achievement of implementing an activity program or policy in realizing an organization's goals, objectives, vision and mission as outlined through an organization's strategic planning.

Meanwhile, (Arifin, 2013) explains that performance is a record of the effects produced on work functions or activities during a certain period which are related to organizational goals. (Wirawan, 2018) states that performance is a process of assessing the appraiser's performance within a certain time by comparing his performance with performance standards and the results are used to make HRM decisions regarding the appraisee.

(Mathis & Jackson, 2018) explain that performance is basically what is done or not done. Performance is what influences how much they contribute to the organization.

Meanwhile, in the performance management book, according to (Bismala et al., 2017), performance management is management about creating relationships and ensuring an effective organizational culture. Performance management focuses on what organizations, managers, and workers need to succeed. Performance management is about how performance is managed to achieve success.

From the definitions above, it can be concluded that performance is a set of results achieved in an activity program or policy in realizing the organization's targets or objectives in accordance with the procedures and responsibilities given to it.

## **2. Job Satisfaction**

Job satisfaction is the result of various attitudes related to work and special factors such as wages, job stability, job security, opportunities for advancement, fair work evaluation, social relationships at work (Rasyid & Tanjung, 2020).

(Tika, 2017) states that job satisfaction is not how hard or how well someone works, but rather how much someone likes a particular job. Job satisfaction is related to a person's feelings or attitudes regarding the job itself, salary, promotion or educational opportunities, supervision, co-workers, workload, etc.

(Siagian & Khair, 2018) explained that job satisfaction is an employee's emotional response to situations and conditions at work. This will be seen in the employee's positive attitude towards work and everything they encounter in their work environment. Job satisfaction is a situation where employees in a company feel pleasant conditions in the work environment due to the role they carry out within the company and their needs which can be met well. Job satisfaction is individual, where each person has a different level of satisfaction and occurs when several factors are met, such as individual needs. Job satisfaction itself is the attitude that employees show when they receive appreciation for their work with what they believe they should receive. Emotional responses can be in the form of feelings of satisfaction or vice versa regarding the work carried out, if it is a feeling of satisfaction then the employee's job satisfaction is achieved and if the emotional action is in the form of dissatisfaction then the employee's job satisfaction is not achieved optimally.

(Niar et al., 2022) explained in her research that job satisfaction is an important thing that companies should always pay attention to when managing employees, this is because job satisfaction will influence performance which will make employees think about giving their best effort and join in fighting together to achieve company goals. Therefore, management is expected to pay attention to this matter.

## **3. Leadership**

Leadership is a behavior with a specific aim to influence the activities of group members to achieve common goals which are designed to provide individual and organizational benefits, so that in an organization leadership is a very important factor in determining the achievement of predetermined organizational goals (Mustafa & Maryadi, 2017).

Leadership is an effort by a leader to realize individual or organizational goals. Therefore, leaders are expected to be able to influence, support and provide motivation so that their followers are willing to carry it out enthusiastically in achieving the desired goals of individuals and organizations (Wijono, 2018)

Leadership is the way a leader influences, directs, motivates and controls subordinates in a certain way, so that subordinates can complete tasks effectively and efficiently (Siagian & Khair, 2018). Meanwhile, (Mujiati et al., 2013) explain that leadership is all activities in order to influence people to work together to achieve a goal that is mutually desired. (Yukl, 2013) states that leadership is a process in which the leader and his followers work together to improve and develop their morality and motivation. Based on the definition of leadership from several opinions above, it can be concluded that leadership is a person's ability to influence other people with certain characteristics to be able to work in accordance with the expected goals and desires.

## **4. Organizational Culture**

Organizational culture covers broader and deeper aspects which are the basis for creating an ideal organizational climate. Organizational culture is a basic pattern of

thinking that is taught to new personnel as a way to feel, think and act correctly from day to day (Andayani & Tirtayasa, 2019).

According to (Wirawan, 2018), organizational culture is the norms, values, assumptions, beliefs, philosophy, organizational habits, and so on that are developed over a long time by the founders and members of the organization which are socialized and taught to new members and applied in organizational activities. thus influencing the mindset, attitudes and behavior of organizational members in producing products, serving consumers and achieving organizational goals.

Meanwhile (Jufrizen, 2018) explains that organizational culture is related to how employees perceive the characteristics of an organization's culture, not whether they like that culture or not. This means that culture is a descriptive term. Organizational culture states a shared perception held by members of the organization.

However, (Munandar, 2015) states that organizational culture consists of basic assumptions that are learned either as a result of solving problems that arise in the process of adapting to the environment, or as a result of solving problems that arise from within the organization, between organizational units related to integration.

### RESEARCH METHOD

In this research the author uses a quantitative and associative research approach. Where quantitative research is research that is not carried out in depth, generally only investigating the surface, so it only requires a relatively shorter time compared to associative research. Apart from that, the author also uses an associative research approach. (Juliandi et al., 2015) explains that associative research is research that attempts to examine how a variable is connected or related to other variables, or whether a variable is influenced by other variables, or whether a variable is the cause of changes in other variables. This research was conducted at the PT. Adam Dani Lestari Medan. Jl. Pukat 1, Bantan, Kec. Medan Tembung, Medan City, North Sumatra 20224. The time of this research starts from July 2022 to November 2022.

### RESULTS

#### 1. Measurement Model Analysis (Outer Model)

The measurement model analysis (outer model) uses 4 tests, including: convergent validity, discriminant validity, composite reliability, and Cronbach alpha, here are the test results:

##### 1.1. Convergent Validity

An individual reflexive measure is said to be high if it correlates > 0.70 with the construct being measured. However, according to (Ghozali, 2013), for research in the initial stages of developing a measurement scale, a loading value of 0.5-0.6 is considered sufficient.

Table 1. *Outer Loading*

	organizational culture	Leadership	Job satisfaction	Employee performance
BO1	0,640			
BO2	0,612			
BO3	0,626			
BO4	0,556			
BO5	0,913			
BO6	0,825			
BO7	0,759			
BO8	0,905			
K1		0,860		
K2		0,783		
K3		0,811		
K4		0,642		
K5		0,782		
K6		0,611		
K7		0,686		
K8		0,620		
KK1				0,691
KK2				0,739
KK3				0,750
KK4				0,536
KK5				0,889
KK6				0,521
KK7				0,672

KK8				0,750
KPK1			0,618	
KPK2			0,899	
KPK3			0,644	
KPK4			0,512	
KPK5			0,802	
KPK6			0,627	
KPK7			0,663	
KPK8			0,779	

Source: SmartPLS 3 Data Processing Results (2023)

The conclusion of the convergent validity test is that all loading values are above 0.5, so it can be concluded that all loading values are adequate.

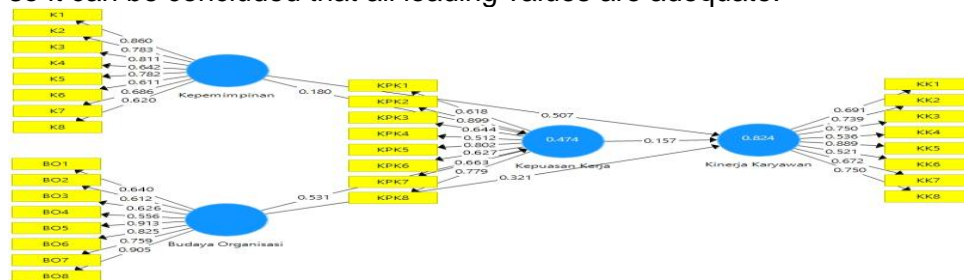


Figure 1. Algorithm Test Results (Outer Loading)

## 1.2. Discriminant Validity

It is a measurement model with reflexive indicators assessed based on cross-loading of measurements with constructs. (Ghozali & Latan, 2015) states that this measurement can be used to measure the reliability of component scores of latent variables and the results are more conservative than composite reliability. It is recommended that the AVE value should be greater than the value of 0.50.

Table 2. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
organizational culture	0,544
Leadership	0,584
Job satisfaction	0,521
Employee performance	0,539

Source: SmartPLS 3 Data Processing Results (2023)

Based on the table above, it shows that the AVE (Average Variance Extracted) value for all constructs has a value of > 0.50. Therefore, there is no discriminant validity problem in the model tested.

## 1.3. Cronbach Alpha

Cronbach alpha must be > 0.70 for confirmatory research, and > 0.53 is still acceptable for exploratory research (Hair Jr et al., 2017).

Table 3. Cronbach Alpha

	Cronbach's Alpha
organizational culture	0,754
Leadership	0,794
Job satisfaction	0,731
Employee performance	0,849

Source: SmartPLS 3 Data Processing Results (2023)

By looking at the Cronbach alpha value of the indicator block that measures the construct, it can be concluded from the table above that all constructs have reliability that is in accordance with the required minimum value limit.

## 1.4. Composite Reliability

Composite reliability must be > 0.70 for confirmatory research, 0.53-0.70 is still acceptable for exploratory research (Hair Jr et al., 2017).

Table 4. Composite Reliability

	Composite Reliability
organizational culture	0,836
Leadership	0,858
Job satisfaction	0,806
Employee performance	0,884

Source: SmartPLS 3 Data Processing Results (2023)

The table above shows that the composite reliability value for all constructs is above 0.53. Thus it can be concluded that all constructs have good reliability.

## 2. Structural Model Analysis (Inner Model)

Structural model analysis uses 3 tests, including: (1) R- Square; (2) F-Square; (3) Hypothesis Test: The following are the test results:

### 2.1. R-Square

The criteria for R-Square are: (1) if the value (adjusted) = 0.75 → the model is substantial (strong); (2) if the value (adjusted) = 0.50 → the model is moderate; (3) if the value (adjusted) = 0.25 → the model is weak (bad) (Juliandi, 2018).

Table 5.. R-Square

	R Square	R Square Adjusted
Job satisfaction	0,474	0,456
Employee performance	0,824	0,814

Source: SmartPLS 3 Data Processing Results (2023)

The conclusion from testing the R-square value in Table 5 is as follows: R-Square Adjusted path model I = 0.814 This means that the ability of variable substantial); R-Square Adjusted path II model = 0.456. This means that the ability of variable X, namely leadership and organizational culture, to explain Z (job satisfaction) is 45.6%, thus the model is classified as moderate (moderate).

### 2.2. F-Square

The F-Square measurement or effect size is a measure used to assess the relative impact of an influencing (exogenous) variable on the influenced (endogenous) variable. Changes in values when certain exogenous variables are removed from the model can be used to evaluate whether the omitted variables have a substantive impact on the endogenous construct. The F-Square criteria according to (Juliandi, 2018) are as follows: (1) If the value = 0.02 → Small effect of exogenous variables on endogenous; (2) If value = 0.15 → Medium/moderate effect of exogenous variables on endogenous; and (3) If value = 0.35 → Large effect of exogenous variables on endogenous variables.

Table 6. F-Square

	organizational culture	leadership	Job satisfaction	employee performance
organizational culture			0,160	0,150
Leadership			0,018	0,427
Job satisfaction				0,073
Employee performance				

Source: SmartPLS 3 Data Processing Results (2023)

The conclusion of the F-Square value that can be seen in the table above is as follows:

- 1) Variable X1 (leadership) on Y (employee performance) has a value = 0.427, so the exogenous variable has a large effect on endogenous variables.
- 2) Variable X2 (organizational culture) on Y (employee performance) has a value = 0,150, so the exogenous variable has a large effect on endogenous variables.
- 3) Variable X1 (leadership) on Z (job satisfaction) has a value = 0.018, so the exogenous variable has a small effect on the mediator.
- 4) Variable X2 (organizational culture) on Z (job satisfaction) has a value = 0.160, so the exogenous variable has a moderate effect on the mediator
- 5) The variable Z (job satisfaction) on Y (employee performance) has a value = 0.073, so the mediator variable has a small effect on endogenous.

### 2.3. Hypothesis Testing

#### 1) Direct Effects (Direct Influence)

This test is to determine the path coefficients of the structural model. The goal is to test the significance of all relationships or test hypotheses. If the P-Values < 0.05, then it is significant; and if the P-values are > 0.05, then it is not significant (Juliandi, 2018).

Table 6. Direct Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
organizational culture -> Job satisfaction	0,531	0,584	0,233	2,282	0,023
organizational culture -> Employee performance	0,321	0,312	0,128	2,510	0,012
Leadership -> Job satisfaction	0,180	0,150	0,247	3,727	0,000



Leadership -> Employee performance	0,507	0,510	0,118	4,303	0,000
Job satisfaction-> Employee performance	0,157	0,167	0,077	2,045	0,041

Source: SmartPLS 3 Data Processing Results (2023)

The path coefficient in the table above shows that all path coefficient values are positive (seen in  $TStatistics(|O/STDEV|)$ ), including:

- 1) X1 on Y :  $TStatistics(|O/STDEV|) = 4,303$  and  $P-Value = 0.000 < 0.05$  meaning that the influence of X (leadership) on Y (employee performance) is positive and significant.
- 2) X2 on Y :  $TStatistics(|O/STDEV|) = 2,510$  and  $P-Value = 0.012 < 0.05$  meaning that the influence of X (organizational culture) on Y (employee performance) is positive and significant.
- 3) X1 on Z :  $TStatistics(|O/STDEV|) = 3,727$  and  $P-Value = 0.000 < 0.05$  meaning that the influence of X1 (leadership) on Z (Job satisfaction) is positive and significant.
- 4) X2 on Z :  $TStatistics(|O/STDEV|) = 2,282$  and  $P-Value = 0.023 < 0.05$  meaning that the influence of X2 (leadership ) on Z (Job satisfaction) is positive and significant.
- 5) Z on Y:  $TStatistics(|O/STDEV|) = 2.045$  and  $P-Values = 0.041 < 0.05$ , meaning that the influence of Z (job satisfaction) on Y (employee performance) is positive and significant.

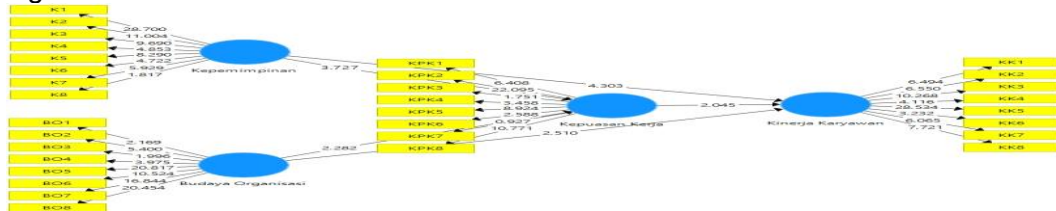


Figure 2. Bootstrapping Test Results (Direct Effect)

## 2) Indirect Effect (Indirect Influence)

The purpose of indirect effect analysis is useful for testing the hypothesis of the indirect influence of an influencing variable (exogenous) on the influenced variable (endogenous) which is mediated/mediated by an intervening variable (mediator variable). The criteria for determining indirect influence (indirect effect) (Juliandi, 2018) are:

- 1) If the P-Values  $< 0.05$ , then it is significant, meaning that the mediator variable (Z/job satisfaction) mediates the influence of the exogenous variables (X1/leadership) and (X2/organizational culture) on the endogenous variable (Y/employee performance).
- 2) If the P-Values value is  $> 0.05$ , then it is not significant, meaning that the mediator variable Z/job satisfaction), does not mediate the influence of the exogenous variables (X1/leadership) and (X2/organizational culture) on the endogenous variable (Y/employee performance).

Table 7. Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
organizational culture -> Job satisfaction -> employee performance	0,183	0,095	0,058	3,443	0,000
Leadership -> Job satisfaction - > employee performance	0,128	0,029	0,044	3,635	0,000

Source: SmartPLS 3 Data Processing Results (2023)

Thus, it can be concluded that the indirect effect values seen in table 7 are:

- 1) The indirect effect (X1) -> (Z) -> (Y) value of  $TStatistics(|O/STDEV|)$  is 3.635, with P-Values  $0.000 < 0.05$  (significant), so job satisfaction mediates the influence of leadership on employee performance .
- 2) The indirect effect (X2) -> (Z) -> (Y) value of  $TStatistics(|O/STDEV|)$  is 3.443 with P-Values  $0.001 < 0.05$  (significant), so job satisfaction mediates the influence of organizational culture on employee performance .

### 3) Total Effect (Total Influence)

The total effect is the total of direct effects and indirect effects.

Table 8. Total Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
organizational culture -> Job satisfaction	0,531	0,584	0,233	2,282	0,023
organizational culture employee performance	0,404	0,407	0,125	3,219	0,001
Leadership -> Job satisfaction	0,180	0,150	0,247	3,727	0,000
Leadership -> employee performance	0,535	0,538	0,124	4,325	0,000
Job satisfaction -> employee performance	0,157	0,167	0,077	2,045	0,041

Source: SmartPLS 3 Data Processing Results (2023)

The conclusion from the total influence value in the table above is:

- 1) Total effect for relationships X1 (Leadership) and Y (employee performance) value  $TStatistics(|O/STDEV|)$  is as big as 4,325 with  $P-Values$   $0.000 < 0.05$  (significant effect).
- 2) Total effect for relationships X2 (organizational culture) and Y (employee performance) value  $TStatistics(|O/STDEV|)$  is as big as 3,219 with  $P-Values$   $0.001 < 0.05$  (significant effect).
- 3) Total effect for relationships X1 (Leadership) and Z (Job satisfaction) value  $TStatistics(|O/STDEV|)$  is as big as 3,727 with  $P-Values$   $0.000 < 0.05$  (significant effect).
- 4) Total effect for relationships X2 (Leadership) and Z (employee performance) value  $TStatistics(|O/STDEV|)$  is as big as 2,282 with  $P-Values$   $0.023 < 0.05$  (significant effect).
- 5) Total effect for relationships Z (Job satisfaction) and Y (employee performance) value  $TStatistics(|O/STDEV|)$  is as big as 2,045 with  $P-Values$   $0.041 < 0.05$  (significant effect).

## DISCUSSION

### The Influence of Leadership on Employee Performance

Based on the results of partial testing of the influence of leadership on employee performance, employee.

Leadership is a behavior with a specific aim to influence the activities of group members to achieve common goals which are designed to provide individual and organizational benefits, so that in an organization leadership is a very important factor in determining the achievement of goals set by the organization (Mustafa & Maryadi, 2017).

This has the consequence that every leader is obliged to pay serious attention to developing, mobilizing and directing all the potential of employees in their environment in order to achieve organizational stability and increase employee performance that is oriented towards organizational goals.

Leadership is the central point and determines the policies of the activities that will be carried out in the organization. Even now, it can be said that the progress achieved and the setbacks experienced by an agency are largely determined by the role of its leader. Leadership in an organization/company is very important because good and effective leadership is able to build, encourage and promote a strong company culture and ultimately achieve success. This is in accordance with the results of research conducted by (Arianty, 2014); (Jufrizen, 2017) and (Tanjung, 2015) who concluded that leadership influences employee performance.

### The Influence of Organizational Culture on Employee Performance

Based on the results of partial testing of the influence of organizational culture on employee performance, on employee performance.



(Nawawi, 2013) explains that organizational culture has an impact on the long-term performance of the organization, and may even be an important factor in determining the success or failure of the organization. Even though it is not easy to change, organizational culture can improve performance so that organizational productivity increases. An organization with a strong and positive culture will enable people to feel motivated to develop, learn and improve themselves.

This is also supported by research (Prayogi et al., 2019) entitled The Influence of Organizational Culture on Employee Performance at the South Sulawesi Provincial Education Service, which concluded that organizational culture has a significant influence on employee performance at the Sulawesi Provincial Education Office. South. Based on research (Ainanur & Tirtayasa, 2018), it is proven that organizational culture has a positive effect on performance. Apart from that, this is also supported by research (Nasution et al., 2019), (Muis et al., 2018), and (Indajang et al., 2020) which shows that there is an influence of organizational culture on employee performance variables.

#### **The Influence of Leadership on Job Satisfaction**

Based on the results of partial testing of the influence of leadership on job satisfaction, Work. (Robbins & Judge, 2013) stated that one of the most widely researched leadership approaches is path-goal theory. The basis of this theory is that a leader's job is to assist his members in providing information, support, and other resources that are important in achieving their goals. According to this theory, a leader's behavior can be accepted by subordinates at a level that is viewed by them as a source of current or future satisfaction. Increasing employee job satisfaction in an organization cannot be separated from the role of a leader. Leadership is the main key that has an important role in the survival of a company, including in terms of managing employee job satisfaction. The leadership of a company is expected to be able to create conditions that can satisfy employees at work so that employees are not only able to work, but are also willing to move towards achieving organizational goals and development.

Every leader has their own way of directing and managing their subordinates. In another sense, one leader and another may have a different leadership style. Leadership style describes how a leader governs, makes decisions, builds relationships with employees and other activities that have an impact on achieving company goals. The leadership style of a superior can give rise to certain feelings or emotions as well as response actions from his subordinates, including feelings of satisfaction or dissatisfaction with working at the company. This is in line with the results of previous research conducted by (D. S. Harahap & Khair, 2019), (Astuti & Iverizkinawati, 2019) and (Farisi & Lesmana, 2021) prove that leadership has an influence on job satisfaction.

#### **The Influence of Organizational Culture on Job Satisfaction**

Based on the results of partial testing of the influence of organizational culture on job satisfaction, job satisfaction.

Every organization definitely has the hope of creating a high satisfaction value for each employee with the organizational culture that exists in the company. Member satisfaction is one aspect used to see the condition of an organization. Satisfaction of members of an organization will be realized in the form of optimal performance. The attitude of employees towards the work itself, the work situation, cooperation between leaders and fellow employees are forms of job satisfaction. This is in line with the results of previous research conducted by

(Bahagia et al., 2018), (Astuti & Prayogi, 2018) and (Arianty, 2014) which show that there is an influence of organizational culture on job satisfaction.

#### **The Effect of Job Satisfaction on Employee Performance**

Based on the results of partial testing of the influence of job satisfaction on employee performance, Z on Y with a value of  $TStatistics(|O/STDEV|) = 2.045$  and P-Values 0.041 with a significance level of  $0.041 < 0.05$ . From these results it can be concluded that there is a significant influence between job satisfaction on employee performance.

One thing that can influence employee performance is job satisfaction. Job satisfaction can determine high or low levels of employee performance. It is hoped that the level of

job satisfaction can improve employee performance so that they can achieve the goals expected by the company in obtaining good work results and producing good productivity. Employees who feel high satisfaction are more productive than those who are dissatisfied, so if employees are not fasting it will result in low performance.

This is in accordance with the results of research conducted by (Rosmaini & Tanjung, 2019), (Susilo et al., 2023), (Arda, 2017) and (S. F. Harahap & Tirtayasa, 2020) which concluded that job satisfaction influences on performance.

#### **The Influence of Leadership on Employee Performance Through Job Satisfaction**

Based on the results of partial testing of the influence of leadership on employee performance through job satisfaction, significant relationship between leadership and employee performance through job satisfaction. This means that the mediating variable (job satisfaction) is a mediator between leadership and employee performance. Leadership is indicated to have an influence on employee performance through job satisfaction. (Mangkunegara, 2017) explains that performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

To achieve good performance, factors that influence performance must be achieved, including task performance, adaptive performance and contextual performance. Previous researchers stated that leadership has a significant influence on performance (Farisi & Lesmana, 2021). Other research also states that leadership has a significant influence on job satisfaction (Arianty, 2017)). Then job satisfaction also has an influence on employee performance (Indajang et al., 2020). Thus, it can be indicated that there is an influence of leadership through job satisfaction on performance.

#### **The Influence of Organizational Culture on Employee Performance Through Job Satisfaction**

Based on the results of simultaneous testing of the influence of organizational culture on employee performance through job satisfaction, between organizational culture and employee performance through job satisfaction. This means that the mediating variable (job satisfaction) is a mediator between organizational culture and employee performance.

Culture is a value system that a company has for employees to adhere to (Tika, 2017). Organizational culture is reflected in the habit of meeting predetermined targets, being enthusiastic and aggressive in work, and completing work according to standards. These positive habits will bring about an emotional attitude or feeling of joy or satisfaction at work.

The good values and habits adopted by employees encourage better performance (Jufrizen & Rahmadhani, 2020) and (Gultom, 2015). The existing culture does not necessarily make work results better, but rather requires a long process. Alignment of organizational culture with that of employees makes employees feel more happy (Saripuddin, 2015) so that employees can show the best performance (Sastrohadiwiryono, 2003).

### **CONCLUSION**

Leadership has a significant effect on employee performance, Organizational culture has a significant effect on employee performance, Leadership has a significant effect on job satisfaction, Organizational culture has a significant effect on job satisfaction, Job satisfaction influences employee performance, Leadership influences employee performance through job satisfaction, and Organizational culture influences employee performance through job satisfaction at PT. Adam Dani Lestari.

#### **LIMITATION (OPTIONAL)**

The general limitation of this research is that it focuses on one organization, namely PT. Adam Dani Lestari. The research results cannot be directly generalized to other organizations or different industry sectors. Variability among organizations may influence the external validity of this study. This research depends on data obtained through

questionnaires. Limitations may arise in terms of the reliability and validity of the data collected, depending on the level of participation and honesty of the respondents. The use of job satisfaction as an intervening variable introduces potential limitations. Measuring job satisfaction can be subjective and susceptible to individual bias. In addition, the causal relationship between independent variables (leadership and organizational culture) and dependent variables (employee performance) through intervening variables may be complex and depend on the specific context.

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#### **DECLARATION OF CONFLICTING INTERESTS**

The author has no conflict of interest in writing this article

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