

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

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**Abstract.** This study aims to determine and analyze the influence of transformational leadership styles and organizational culture on employee performance through job satisfaction. The type of research used is quantitative descriptive research. The type of data in this study is subject data in the form of respondents' characteristics in the form of gender, age, education, length of work, and work experience obtained directly from KSP Kopdit Tuke Jung Maumere employees. The sampling technique used in this study is probability sampling. The sample of this study was all KSP Kopdit Tuke Jung Maumere employees, totaling 51 people. Data analysis is processed using Path Analysis. The results of the analysis show that transformational leadership style affects job satisfaction, organizational culture does not affect job satisfaction, transformational leadership style, and organizational culture directly affect employee performance, and job satisfaction does not mediate leadership style and organizational culture on employee performance.

**Keywords:** leadership style; organizational culture; employee performance; job satisfaction.

## I. INTRODUCTION

Indications of the economic development of a country are inseparable from the activities of business organizations that are in it. The activities of business organizations that develop within a country also have a significant impact on the development and economic growth of a country. In addition to business organizations (companies), there is also one of the soko teachers of the Indonesian national economy, namely cooperatives. Cooperatives have also contributed significantly to the development and economic progress of the Indonesian nation. Indicators of cooperative development and growth can be seen from the performance of cooperatives (employees) in increasing income in the form of Residual Business Results (SHU). The cooperative was first established in Purwokerto Regency, Central Java Province. The idea of a cooperative was introduced in Purwakarta, Central Java Province, named Aria Wiraatmadja in 1896 establishing the Civil Service Bank ("De Poerwokertosche Hulp-en Spaarbank der Inlandsche Hoofden"). This is based on the desire to help native employees from the clutches of loan sharks. Many indigenous civil servants cannot escape loan sharks because the interest rates given are very high. In 1908, the Budi Utomo Organization founded by Dr. Sutomo had a role in the cooperative movement aimed at improving the economic standard of the community. Budi Utomo Cooperative was established in 1908. Consumer household cooperative type. The establishment of cooperatives at that time had not received a response of support from the surrounding community so the implementation of

cooperatives was difficult to develop and experienced many obstacles. The community does not understand thoroughly the benefits of the existence of cooperatives. In 1915, cooperative rules were made Verordening op de Cooperative Vereeniging [1].

Employee performance is one of the important aspects of increasing cooperative profits/SHU. Performance is the result of work in quantity and quality achieved by an employee in carrying out tasks under the responsibilities given to him [2]. Employee performance is the number of work results achieved by an employee on the duties and responsibilities assigned to him. Performance includes aspects of quality as well as quantity in work [3]. Performance is the result of what is done and executed in an organization. Of course, the work is done based on the tasks and descriptions of each work. Performance in business organizations is always given attention by the management. Good performance is supported by many factors. The factors that affect employee performance are 1). Quality of work; is the rate at which the desired activity result is close to perfect in the sense of adjusting some ideal way of the appearance of the activity, as well as meeting the expected goals of an activity; 2). Quantity; is the resulting amount expressed in terms such as the number of units, and the number of completed cycles of activity; 3). Punctuality; is the level at which an activity is completed at the beginning of the stated time, viewed from the point of coordination with the output results as well as maximizing the time available for other activities; 4). Effectiveness is the level of use of organizational resources (labor, money, technology, raw

materials) maximized to increase the results of each unit in the use of resources; 5). Independence is the level at which employees can perform their work functions without asking for help or guidance from others; 6). Work commitment is the level at which employees have a work commitment to the agency and employee responsibility to the office.

The quality, quantity, punctuality, and effectiveness of employee work in a company require a leader who can provide enthusiasm and direction to his employees to always be productive. Leadership success in an organization is inseparable from the leadership style combined with the character of a leader. Leadership style is related to how a leader gives encouragement and his or her leadership style toward employees. In this regard, a leader needs to have the skills and skills in capturing every phenomenon encountered inside and outside the organizational environment. Therefore, leaders must strive to create conditions for a work culture that is conductive and can support the creation of good performance [4].

Strategy in the organization is also a form of organization because each organization has its strategy for facing market competition. And the third is the aspect of control applied in the organization where everyone in the organization understands what his obligations and rights are, without the need to be controlled. But some need to be controlled so that their performance can be improved. Everything depends on the policy taken. But organizational culture sometimes does not affect employee performance. This is evidenced by several studies that show that organizational culture does not affect employee performance. Research conducted by Darmawan, [5] shows that organizational culture does not affect employee performance. Likewise, the results of research conducted by Nasir et al. [6], show that organizational culture has no significant effect on employee performance. Likewise, the results of research by Wahyuniardi & Nababan [7] show that organizational culture does not have a significant effect on employee performance through work neglect.

Another factor that also affects employee performance is employee satisfaction. Employee satisfaction has a very close relationship with employee performance. Higher job satisfaction will affect employee performance. Research conducted by several researchers such as Fajri et al. [8]; Suryani & Resniawati [9]; Suryadi & Karyono [10]; Ningmabin & Adi, [11];[12] Suryawan & Salsabilla, [13] show that job satisfaction has a significant effect on employee performance. But several other studies show that employee job satisfaction does not affect employee performance. Research conducted by Wahyudi & Tupti [14]; Fauziek & Yanuar [15] showed that job satisfaction did not have a significant effect on employee performance. Another contradictory study is Amalini et al. [16] which shows that job satisfaction does not affect employee performance. Likewise, the results of the research show that job satisfaction cannot be an intervening variable between organizational culture and employee performance. Another study shows contrary results, namely research conducted by Rusmanto [17] shows that organizational culture does not affect employee performance

through job satisfaction. This means that job satisfaction cannot be an intervening variable between organizational culture and employee performance.

As a KSP organization. Kopdit Tuke Jung also has one of the important elements, namely employee performance. Kredit Tuke Jung, based in Nelle, Sikka Regency, is one of the Credit Cooperatives that carries out its activities in the field of credit services. Cooperatives, according Law of the Republic of Indonesia No. 25 of 1992 concerning Indonesian Cooperatives, are business entities consisting of individuals or cooperative legal entities based on the principle of cooperatives as well as a people's economic movement based on the principle of kinship. This means that a cooperative is an organization that participates in taking a role in efforts to advance the economy of the Indonesian nation. The Tuke Jung credit cooperative is a primary cooperative under the auspices of the Maumere Main Self-Help Credit Cooperative Center. The main business run by the cooperative is savings and loans. And the main purpose of the cooperative is the welfare of members. Because members are the owners of cooperatives, the distribution of profits from savings and loan activities, which in cooperatives is called Residual Business Results, should be the main focus of cooperative managers. Below is the data on residual operating results (SHU) income for the last five years starting from the 2017-2021 financial year.

Table 1. Data on the Remaining Results of Kopdit Tuke Jung's Efforts

Year	Total SHU	Growth	Percentage
2017	583.171.546	247.346.543	42,41
2018	593.683.555	10.512.009	1,77
2019	908.569.863	314.886.308	34,66
2020	768.093.881	140.475.982	18,29
2021	953.253.627	185.159.746	19,42

Source: Kopdit Tuke Jung

From the total income above, it can be seen that the cooperative's income is very volatile and does not show a good/increasing trend. The rise and fall of income is a sufficient indication of the assumption that the performance of cooperatives holistically is experiencing problems. Some problems must be responded to immediately or handled by the management and employees. Factors that can be improved to improve employee performance are leadership style, organizational culture, and employee job satisfaction. The research problem to be discussed is whether there is an influence of transformational leadership styles and organizational culture on employee performance through job satisfaction. This study aims to find out and analyze the influence of transformational leadership styles and organizational culture on employee performance through job satisfaction

## II. RESEARCH METHODS

The type of research used in this study is quantitative research. The data sources used are the first primary data in the form of age, gender, status, education, length of service, and data on respondents' opinions on research variables, namely work discipline, work motivation, organizational culture, and employee performance. This data was obtained through questionnaires distributed to KSP employees. Kopdit Tuke Jung who is in the city of Maumere. The second is secondary data consisting of attendance data and the number of employees working on the KSP. Kopdit Tuke Jung Maumere. The population in this study was KSP Kopdit Tuke Jung Maumere employees who numbered 51 people. The sampling technique used in this study is probability sampling, which is a saturated sample [19]. The sample in this study was all employees who worked at KSP Kopdit Tuke Jung Maumere which totaled 51 people. The variables in this study, which are independent are Transformational Leadership Style and Organizational Culture. The dependent variable in this study is Employee Work Performance. Meanwhile, Job Satisfaction is an intervening variable. The instrument test in this study consists of a Validity Test which is used to measure the validity or validity of a questionnaire. A reliability test is a tool for measuring a questionnaire which is an indicator of a variable or constructs. The Data Analysis technique in this study is descriptive analysis. The model used is a path analysis model, this model is used to determine the influence of independent variables, namely Transformational leadership style, Organizational Culture on Job Satisfaction (model 1). And transformational leadership style, organizational culture, and job satisfaction toward employee performance (Model 2).

The Classical Assumption Test consists of Normality, Multicolonierity, and heteroscedasticity tests. Hypothesis Test or T-test to show the influence of independent variables individually describing dependent variables. Sobel tests are carried out to determine the influence of variable mediation. In this study, the mediation variable or the Intervening variable. Intervening variables or mediation variables will affect between free variables and bound variables (Ghozali [20]).

## III. RESULTS AND DISCUSSION

Based on the test of the validity of transformational leadership style variables, it can be seen that the significance level of each indicator is smaller than 0.05 (5%). For variables of organizational culture, it can be seen that the degree of significance of each indicator is less than 0.05 (5%). For the variable of job satisfaction, it can be seen that the degree of significance of each indicator is less than 0.05 (5%). Employee performance variables. It can be seen that the degree of significance of each indicator is less than 0.05 (5%). Based on the Cronbach reliability test, the Alpha can be seen that value of Cronbach's Alpha for each of the variables, namely Leadership Style, Organizational Culture, Job

Satisfaction, and Employee Performance, shows a value greater than 0.60. Thus it can be concluded that the indicators in this study are reliable and can be used as research instruments. In this study, the model used was a path analysis model, because the free variables in this study were more than one and there were intervening variables. This model is used to determine the influence of independent variables, namely Transformational Leadership Style, Organizational Culture on Job Satisfaction (Model 1), and Transformational Leadership Style, Organizational Culture, and Job Satisfaction on Employee Performance (Model 2).

The results of the Normality test can be said that the points spreading around the diagonal line spread in the same direction and approach the diagonal line; spread around the diagonal line and some even stick to the diagonal line. This proves that the data used in this study is normally distributed and can be used in this research model. Based on the results of the Heteroskedasticity test, shows that there is no heteroscedasticity in this study. The results of the calculation of the Tolerance value show that no independent variable has a tolerance value of less than 0.10 which means that there is no correlation between independent variables whose value is more than 95%. Likewise, the results of the VIF (Variance Inflation Factor) show the same thing, namely that there is no one independent variable that has a VIF value of more than 10. So it can be concluded that there is no independent intervariable multicollinearity in this regression model. The results of the hypothesis test can be seen that the calculated t-value for the Transformational Leadership Force variable is 2.426 and is significant at 0.019. From these results, it can be seen that partially the variable Transformational Leadership Style has a significant effect on Job Satisfaction. This can be seen from the degree significantly smaller than 0.05 ( $0.05 > 0.019$ ). Thus  $H_0$  is rejected and  $H_1$  is accepted.

Hypothesis Test of the Influence of Organizational Culture on Job Satisfaction, it can be seen that the calculated t value for the Organizational Culture variable is 0.807 and is significant at 0.424. From these results, it can be seen that partially the Organizational Culture does not have a significant effect on Job Satisfaction. This can be seen from the greater significance level of 0.05 ( $0.424 > 0.05$ ). The hypothesis of the Effect of Transformational Leadership Styles on Employee Performance. From the test results, it can be seen that the calculated t-value for the Transformational Leadership Force variable is 2.501 and is significant at 0.016. From these results, it can be seen that partially the Transformational Leadership Style variable has a significant effect on Employee Performance. This can be seen from the degree significantly smaller than 0.05 ( $0.05 > 0.016$ ). Test the Hypothesis of the Effect of Organizational Culture on Employee Performance. From the test results, it can be seen that the calculated t-value for the Organizational Culture variable is 3.022 and is significant at 0.004. From these results, it can be seen that partially the variables of Organizational Culture have a significant effect on Employee Performance. This can be seen from the degree significantly smaller than 0.05 ( $0.05 > 0.004$ ).

Hypothesis Test the Effect of Transformational Leadership Style on Employee Performance Through Job Satisfaction. From the test results, it can be seen that the calculated t-value for the Transformational Leadership Force variable is 2.501 and is significant at 0.016. From these results, it can be seen that partially the Transformational Leadership Style variable has a significant effect on Employee Performance. This can be seen from the degree significantly smaller than 0.05 ( $0.05 > 0.016$ ). Hypothesis Test the Effect of Organizational Culture on Employee Performance Through Employee Performance. From the test results, it can be seen that the calculated value for the Organizational Culture variable is 3.022 and is significant at 0.004. From these results, it can be seen that partially the variables of Organizational Culture have a significant effect on Employee Performance. This can be seen from the degree significantly smaller than 0.05 ( $0.05 > 0.004$ ). The feasibility test of the model is carried out with test criteria using a significance level of 0.05: If the significance value  $\leq 0.05$  means that the research model is feasible to use. Conversely, if the significance value is greater ( $>0.05$ ) then the research model is not worth using. The results of tests conducted on the study showed that the significant values of each model were 0.004 and 0.000. This value is less than the alpha level used which is 0.05. Thus, it can be concluded that the model that was built in this study is worthy of being used as a research model. Based on the results of the coefficient of determination test, it can be seen that the Adjusted R Square values for the first and second models show values smaller than 50% with values of 17.3 and 47.7, respectively. Thus, it can be concluded that the model's ability to explain dependent variable variations is incomplete in providing the information needed to predict dependent variable variations [20].

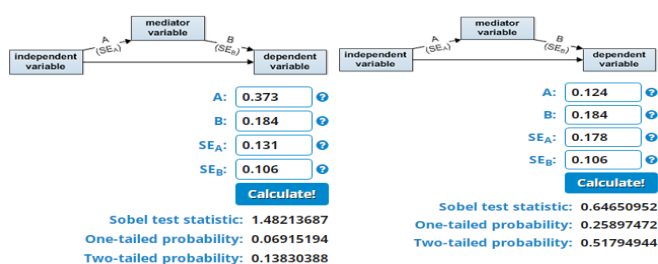


Figure 1. Sobel Test Results  
Source: Data processed

From the results of the sobel test above, it can be seen that the job satisfaction variable does not succeed in mediating the influence of the transformational leadership style variable on employee performance. Likewise, the influence of organizational culture on employee performance is not successfully mediated by work neglect.

### The Effect of Transformational Leadership Styles on Job Satisfaction

The results of statistical tests in this study show that transformational leadership style has a significant effect on job satisfaction as an intervening variable. This shows that the better the transformational leadership style, the more job

satisfaction will also increase because it has a significant and positive effect. Referring to the grand theory used in this research is related to how the theory of social change in organizations has an impact on the development of organizations. In this case, it is how transformational leadership styles influence job satisfaction.

The leadership style applied in the KSP Kopdit Tuke Jung organization is appropriate. From the description of the respondents, it can be seen that the age of respondents who are employees aged 31 - 40 years ranks the most. This age is an age that can accept change and can adjust to the leadership style applied in the organization. Likewise, it is seen from the level of education where the undergraduate level occupies the most affairs. This level of education also has a fairly high influence on the degree of self-adjustment of an employee to a transformational leadership style. And from the level of achievement of respondents analyzed in this study, shows a fairly good value. This means that the leadership style applied in KSP Kopdit Tuke Jung is acceptable and can have a significant influence on improving or increasing job satisfaction.

### Organizational Culture Affects Employee Performance

The results of statistical tests in this study show that organizational culture has an insignificant effect on job satisfaction as an intervening variable. The results of these statistics prove that the organizational culture applied in KSP Kopdit Tuke Jung does not affect employee job satisfaction. Or in other words that the higher the organizational culture does not have influence or does not have impact on employee job satisfaction. Organizational culture is built in KSP Kopdit Tuke Jung, where organizational culture does not provide a high level of job satisfaction to employees. From the data of respondents, it can be seen that many respondents with the age of 41-50 years are only 10%. Thus it can be seen that most of the employees are young people who think progressively and are unwilling to put up with an organizational culture that is considered outdated. Thus job satisfaction can decrease. Job satisfaction increases along with the dynamic culture within the organization. In addition, the level of education also supports the results of this study where undergraduate education ranks first. Employees who are in undergraduate education also expect dynamism in the organization, especially in responding to various changes that occur. So job satisfaction goes hand in hand with a dynamic organization in responding to various changes inside and outside the organization. Judging from the length of service, the number of employees who worked for more than 20 years is very small and even just one person. The tendency to maintain the status quo in organizations is common in employees who have been working for a long time and are unwilling to accept the changes that have occurred. Thus the level of satisfaction can increase or decrease along with the changing culture in the organization. The results of the respondent's achievement level also did not show good results. The level of work aggressiveness gets the least score. This means that the organizational culture applied in the organization needs to be improved for the sake of a more progressive and orientated organizational journey in the future or for sustainability



*Transformational Leadership Style Affects Employee Performance*

The results of statistical tests in this study show that transformational leadership styles have a significant effect on employee performance. That is, the transformational leadership style has a positive impact on employee performance. The higher or better the transformational leadership style, the more employee performance will also increase. The better the leadership style applied or implemented in an organization in this case KSP Kopdit Tuke Jung, the better the performance of employees. The better the leadership practice in the organization, the better the performance shown by the employee/organization. Referring to respondent data in this study shows that productive age dominates the overall number of employees at KSP Kopdit Tuke Jung. This means that this leadership style has earned a place in KSP Kopdit Tuke Jung. Employees with a working age between 31-40 years are a productive age that requires a leadership style that can support the progressive work of employees. The level of education of the employees is mostly already undergraduate. Human resources are one of the important aspects of an organization where the higher the level of education will affect the level of performance and capability in doing every job given to employees [21].

Likewise, when viewed from the level of the length of work, almost all employees have qualified work experience because they have worked for more than 6 years. This means that in terms of ability and experience, they are undoubtedly providing good performance for organizations with the right leadership style to support employee performance at KSP Kopdit Tuke Jung. The leadership style applied in the KSP Kopdit Tuke Jung organization is oriented toward change or transformation. Organizations feel the need and need a transformative leadership style to support the performance of employees, who on average are at a productive age and have qualified work experience.

*The Effect of Organizational Culture on Employee Performance*

Organizational culture is a shared system of values and beliefs embraced by all members of the organization. An organizational culture with characteristics such as innovation and risk-taking, attention to detail, result orientation, people orientation, team orientation, aggressiveness, and steadiness will give something very meaningful to the organization. The results of this study show that the better and more effective the organizational culture applied will improve employee and organizational performance [22]. From the results of the description of the respondents in this study, it can be seen that organizational culture is one of the important aspects in improving employee performance. A large employee has a good ability to adapt themselves to work because of qualified experience (already working for more than 10 years). Respondents of productive age want a culture that is more innovative and less rigid. An innovative and responsive organizational culture is every employee's dream to work better. Some indicators that get quite good scores such as the level of innovation applied in the organization, orientation to the results to be achieved, and paying attention to every

problem faced in detail become strengths for the organization in supporting the performance of employees who also have the same orientation for the progress of the KSP Kopdit Tuke Jung organization.

*The Effect of Transformational Leadership Style on Employee Performance through Job Satisfaction*

The results of the Sobel test in this study show that the transformational leadership style does not affect employee performance through job satisfaction. Leadership style is the pattern of action of the leader as a whole as perceived by his employees (Hidayat et.al. [23]). This means that leadership style can be a guideline or role model for its employees. Toha in A. Hidayat, [24] states that leadership style is the norm that a person uses when the person tries to influence the behavior of others as he sees it. The results of this study show that transformational leadership styles have an insignificant effect on employee performance through job satisfaction. This means that the job satisfaction variable does not succeed in becoming a mediating variable for the influence of leadership style on employee performance at KSP Tuke Jung. In the KSP Kopdit Tuke Jung organization, to improve employee performance, the aspect that needs to be considered is to improve leadership style without having to increase employee job satisfaction. Attention is paid more to the leadership style. Because by improving transformational leadership styles, employee work performance improves as well, without having to increase job satisfaction. Employee job satisfaction will also increase along with the increase in employee performance.

*The Effect of Organizational Culture on Employee Performance Through Employee Satisfaction*

The results of the Sobel test in this study show that the culture of the organization does not affect employee performance through job satisfaction. Organizational culture in this case is more focused on the state of employees in the workplace. The better the organizational culture in the workplace, the better the performance of employees. On the contrary, poor work culture in one workplace will provide negative consequences for employee performance such as high selfishness or nature [25]. Work culture requires a condition where there is a leadership style combined with high job satisfaction. Based on respondent data and respondents' achievements, it can be seen that employee performance scores are not satisfactory or low. This explains that employee performance will be low if testing is carried out using the job satisfaction variable as the mediation variable. For the organization of KSP Kopdit Tuke Jung, it can be seen that to improve employee performance, leadership style becomes the main factor. It doesn't have to be with job satisfaction. Without an increase in job satisfaction, leadership style can directly influence employee performance. From the respondents' data, it can be explained that several things such as gender can affect job satisfaction. From the data of respondents in this study, the number of men is more than women. This aspect also affects the level of job satisfaction on the performance of male employees. This

culture is one of the important aspects of improving employee performance.

#### IV. CONCLUSION

The results of statistical tests for the effect of transformational leadership style on employee job satisfaction at KSP Kopdit Tuke Jung showed a significant influence. This shows that to increase employee job satisfaction, transformational leadership style can be used as the main variable in increasing employee job satisfaction. Organizational culture does not affect job satisfaction. This means that the better the organizational culture that has been applied in the KSP Kopdit Tuke Jung has not succeeded in increasing employee job satisfaction. Transformational leadership style has a direct effect on employee performance. The results of statistical tests in this research prove that the transformational leadership style that has been applied in the organization of KSP Kopdit Tuke Jung has succeeded in improving employee performance. The results of this study show that there is a direct influence between organizational culture on employee performance. In this study, the organizational culture that was crushed in the organization of KSP Kopdit Tuke Jung succeeded in improving employee performance. The intervening variable used in this study, namely job satisfaction, did not successfully mediate the influence of variations in leadership style and organizational culture on employee performance. On the contrary, the results of statistical tests show that the two X variables used in this study have a direct influence on employee performance. As for suggestions, namely, (1) organizations are expected to apply the right leadership style to increase employee job satisfaction and employee performance, KSP Kopdit Tuke Jung can apply transformational leadership styles to increase job satisfaction and employee performance; (2) The management of KSP Kopdit Tuke Jung, needs to ensure that the policies taken to improve employee performance and employee job satisfaction, must be in line with the principles of cooperatives where cooperatives belong to members. Therefore, any form of performance improvement must have an impact on improving service to members. Researchers can then use other intervening variables to mediate the influence of leadership styles and organizational culture on employee performance. From the results of the respondent's description and the level of achievement of the respondent, it can be seen that the value of each research variable, especially performance, has a fairly small value. For this reason, it is hoped that KSP Kopdit Tuke Jung can use other variables as variables that can improve employee performance.

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