



**Jurnal BADATI**

**Vol. 3 No. 2 November 2021**

**P-ISSN : 1907 – 5340**

**E-ISSN : 2722 - 3248**

**Hal. : 7 - 13**

---

**THE EFFECT OF LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE ON PERFORMANCE THROUGH EMPLOYEE JOB SATISFACTION AT THE SECRETARIAT OFFICE SOUTH BURU DISTRICT**

**Samson Laurens**

**Jurusan Ilmu Kesejahteraan Sosial FISIP UKIM**

email : [samsonlaurens27@gmail.com](mailto:samsonlaurens27@gmail.com)

***Abstract***

*This study aims to determine the effect of leadership style and organizational culture on performance through job satisfaction. The population of this study were all employees at the Regional Secretariat Office of South Buru Regency totaling 147 employees. The sampling in this study was 35% of the population because the population exceeded 100 people, namely 51 people. The data were analyzed using path analysis. The results of the study indicate that leadership style and organizational culture have a direct effect on performance, or indirectly through job satisfaction.*

*Keywords: leadership style, organizational culture, job satisfaction, performance*

**BACKGROUND**

Every organization has goals, both general and specific goals, short term and long term, which will be realized by using various existing resources or production factors. Management plays a very important role, because management is "the process of planning, organizing, leading and controlling organizational efforts and the process of using all organizational resources to achieve predetermined organizational goals (Girniawan, 2019).

Human resources (HR) is very important in an organization. According to Ariadi (2019) that HR can be called the most valuable and most important asset or asset because the success of the organization or its success is determined by the quality and performance of HR. Therefore, the organization is obliged to improve the quality of human resources to achieve a balance in order to achieve the goals it wants to achieve.

Mangkunegara (2012), that performance is the result of work achieved by members of the organization that reflects the existence of a success in carrying out the tasks they receive. Performance can be influenced by several factors including ability, discipline, motivation. Performance is basically activities and results that can be achieved or continued by a person or group of people in carrying out tasks, work well, meaning achieving goals or work standards that have been set before or even may exceed the standards set by the organization in a certain period.

Employee performance which is the result of the thought and energy of a person on the work done that can be tangible, seen, counted in number, but in many cases the results of thought and energy cannot be counted and seen, such as ideas for solving a problem, new innovations. a product of goods or services, can also be an invention of more efficient work procedures.

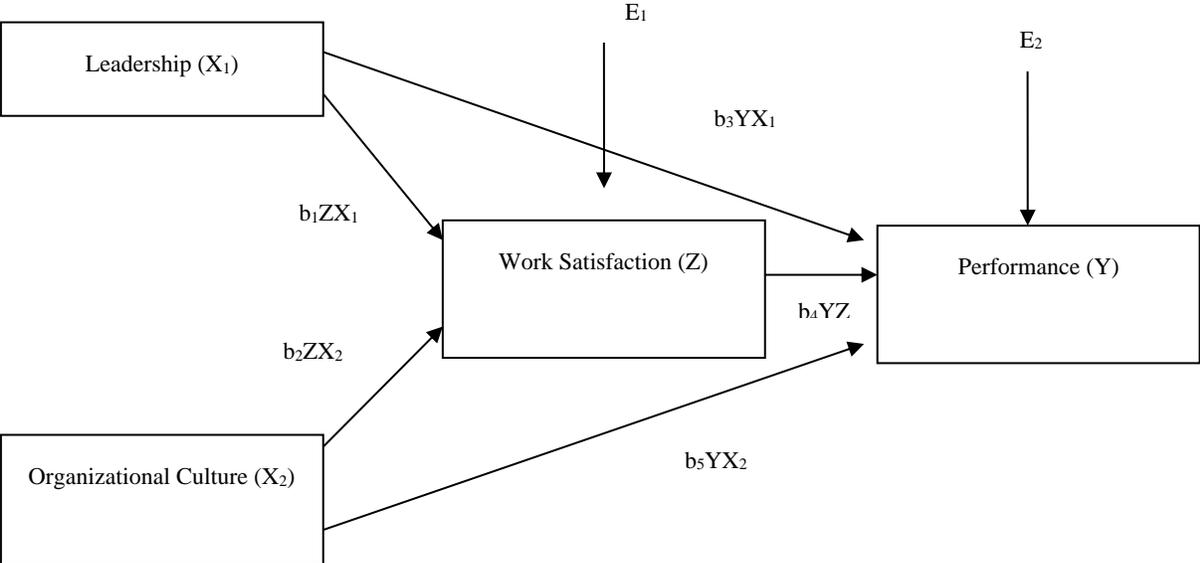
Employees who work in government agencies are referred to as State Civil Apparatuses (PNS). Thus it can be said that the performance of government agencies depends on the work performance of the civil servants themselves (Notoadmodjo, 2014).

One of the employees' performance is influenced by leadership. According to Girniawan (2019) that leadership means the ability to influence, move and direct an action on a person or group of people to achieve certain goals in certain situations. A leader can affect employee performance. Many studies on leadership have examined the relationship between leadership and employee performance. Yukl (2010) said, in path goal theory, leadership has been developed to explain how a leader's behavior affects employee satisfaction and performance. As changes occur in organizations, there is a very close relationship between leadership and organizational culture.

According to Handoko (2011), job satisfaction is a feeling of satisfaction or not employees / civil servants in work related to their work in an organization. According to Armelsa (2019) that job satisfaction will increase individual motivation to enjoy work, so that in the end, awareness will grow from within to be able to complete the work as well as possible. Feeling happy and supported by motivation at work, is an important capital for the creation of human resources who are loyal, have a high commitment to their work and will certainly support the creation of a higher level of performance.

**RESEARCH METHODS**

This study uses a descriptive verification research design with an ex post facto and survey approach.. The population of this study were all employees at the Regional Secretariat Office of South Buru Regency totaling 147 employees. The sampling in this study was 35% of the population because the population exceeded 100 people, namely 51 people. The data were analyzed using path analysis. The structural model of the relationship between variables can be seen in the following figure:



**Figure 1. Structural Model of Relationship Between Variables**

## RESULTS AND DISCUSSION

### Result

This study seeks to examine the extent to which the influence of leadership and organizational culture variables on performance through the intervening variable of satisfaction. For this reason, path analysis statistical tests were carried out which were expressed by the following equation:

1. Equation of the first substructure

$$Z = b_1ZX_1 + b_2ZX_2 + E_1$$

2. Equation of the second substructure

$$Y = b_3YX_1 + b_4YZ + b_5YX_2 + E_2$$

Furthermore, to determine the magnitude of the path coefficient between variables X1 and X2 to Z, as well as the path coefficient from Z to Y can be seen in the following table

Table 1. Path Analysis Statistical Test Results

Parameter Structure	Path Coeff.	T count	T table	Sig.	Decision
X1 to Z (pZ.X1)	0,198	2,094	2,011	0,042	Accept H <sub>1</sub>
X2 to Z (pZ.X2)	0,562	5,053	2,011	0,000	Accept H <sub>1</sub>
Z to Y (pY.Z)	0,270	2,217	2,011	0,032	Accept H <sub>1</sub>
X1 to Y (pY.X1)	0,029	0,510	2,011	0,613	Accept H <sub>1</sub>
X2 to Y (pY.X2)	0,015	0,313	2,011	0,756	
R <sup>2</sup> (X1,X2,Z to Y)		0,843	F <sub>count</sub>	38,397	
R <sup>2</sup> (X1,X2 to Z)		0,710	F <sub>count</sub>	13,990	

Source: Analysis Results, 2021

Note: \* significant at = 0.05

The results of the analysis in the table indicate that the path coefficients from the simultaneous test results are significant so that a decision can be made to reject H<sub>0</sub> and accept H<sub>1</sub> which means that it can be forwarded to individual tests. From the results of individual tests, for the first path, it turns out that the path coefficients of the variables X1 and X2 to Z are statistically significant, so H<sub>0</sub> is rejected and H<sub>a</sub> is accepted. However, for the second path, the path coefficients from variables X1 and X2 to Y are not significant and the path coefficients from variables Z to Y are significant.

Table 2. Direct, Indirect and Total Effects

Effects	Leadership (X <sub>1</sub> )	Organizational Culture (X <sub>2</sub> )	Work Satisfaction (X <sub>3</sub> )
Direct to Z	0,039	0,315	-
Direct to Y	0,000841	0,000225	0,0729
Indirect through a correlative relationship	0,00142	0,00142	-
Indirect through X <sub>3</sub>	0,0412	0,3167	-
Total to Performance	0,082	0,633	0,715

Source: Analysis Results, 2021

The table above shows that the biggest direct influence is the influence of organizational culture on job satisfaction of 0.315; which shows that every 1 percent increase in organizational culture will increase 31.5% job satisfaction of employees of the Regional Secretariat of South Buru Regency. While the direct influence of leadership on job satisfaction is 0.039 which indicates that every 1 percent increase in leadership will only increase job satisfaction by 3.9%; assuming other variables are constant or not changing. Likewise, the direct effect of job satisfaction on performance is 0.0729 which indicates that every 1 percent increase in job satisfaction will only increase training by 7.29%; assuming other variables are constant or not changing.

The total influence of the variables of leadership, organizational culture and job satisfaction on performance is 71.5% which indicates that job satisfaction is an intervening variable that strengthens the influence of leadership and organizational culture on performance. This means that the performance of the employees of the Regional Secretariat of South Buru Regency will increase if effective leadership and organizational culture are created to support the implementation of the main tasks. Based on the results of the analysis above, the direct influence of leadership, organizational culture and job satisfaction on performance is obtained. Similarly, the indirect effect is mediated by job satisfaction. This indicates the role of job satisfaction variables in mediating the influence of leadership and organizational culture on performance.

## Discussion

### 1. The Direct Effect of Leadership on Job Satisfaction

Based on the above calculations, it is known that the direct influence of leadership on job satisfaction is 0.039 or 3.9% with a t-value > t-table value which is 2.094 > 2.011. This is also reinforced by a significance value of 0.042 which is smaller than the 0.05 confidence level. So the first hypothesis is accepted. This is in line with Budiyanto's research (2019) entitled "The Influence of Transformational Leadership and Organizational Culture on Job Satisfaction of Lebak Regency Land Office Employees". The results showed that organizational culture and

transformational leadership had a significant effect on employee satisfaction. The data provide evidence that organizational culture and transformational leadership can satisfy employees who represent the symbolic value of satisfaction for the organization.

## **2. The Direct Effect of Organizational Culture on Job Satisfaction**

The direct influence of organizational culture on job satisfaction is 0.0315 or 31.5% with a  $t$  value  $> t$  table value, which is  $5.053 > 2.011$ . This is also reinforced by a significance value of 0.000 which is smaller than the 0.05 confidence level. So the second hypothesis is accepted. This is in line with research. This is in line with Budiyanto's research (2019) entitled "The Influence of Transformational Leadership and Organizational Culture on Job Satisfaction of Lebak Regency Land Office Employees". The results showed that organizational culture and transformational leadership had a significant effect on employee satisfaction. The data provide evidence that organizational culture and transformational leadership can satisfy employees who represent the symbolic value of satisfaction for the organization.

## **3. The Direct Effect of Job Satisfaction on Performance**

The direct effect of job satisfaction on performance is 0.0729 or 7.29% with the  $t$  value  $> t$  table value, which is  $2.217 > 2.011$ . This is also reinforced by a significance value of 0.032 which is smaller than the 0.05 confidence level. So the third hypothesis is accepted. This is in line with the research of Christian G. Makawide (2017) which concludes that job satisfaction has a very strong influence in influencing the creation of optimal performance, the resulting  $R$  (correlation) value is 0.986, so it can be said that job satisfaction and performance are positively related. it means that the ability of the job satisfaction variable in influencing employee performance is very large.

## **4. The Direct Effect of Leadership on Performance**

The direct influence of leadership on performance is 0.000841 or 0.00841% with  $t$  value  $< t$  table value, namely  $0.510 < 2.011$ . This is also reinforced by a significance value of 0.613, which is greater than the 0.05 confidence level. So the fourth hypothesis is rejected. This is different from Girniawan's research (2019) entitled "The Influence of Leadership, Organizational Culture, and Competence on the Performance of Employees of the Ministry of Agrarian and Spatial Planning/BPN of the Land Office of Palembang City". The results of the study indicate that leadership has a significant influence on employee performance at the Ministry of Agrarian Affairs and Spatial Planning / BPN, Palembang City Land Office. The differences in this study indicate that the leadership variable has not been able to predict the performance variable of the Regional Secretariat of Buru Selatan Regency employees.

## **5. The Direct Effect of Organizational Culture on Performance**

The direct influence of organizational culture on performance is 0.000225 or 0.0022% with the  $t$  value  $< t$  table value which is  $0.313 < 2.011$ . This is also reinforced by a significance value of 0.756, which is greater than the 0.05 confidence level. So the fifth hypothesis is rejected. This is different from Girniawan's research (2019) entitled "The Influence of Leadership, Organizational Culture, and Competence on the Performance of Employees of the Ministry of Agrarian and Spatial Planning/BPN of the Land Office of Palembang City". The results of the study indicate that organizational culture has a significant influence on employee

performance at the Ministry of Agrarian Affairs and Spatial Planning / BPN, Palembang City Land Office.

## **6. Indirect Influence of Leadership on Performance Through Job Satisfaction Mediation**

The indirect influence of leadership is 0.0412 or 4.12% with the p value in the Sobel test of 0.00015 which is smaller than 0.05. This shows that job satisfaction mediates the influence of leadership on performance. So the sixth hypothesis is accepted. This shows that job satisfaction is a mediating variable for employees to improve performance. This is in line with the research conducted by Syukur (2019) entitled "The Influence of Leadership, Organizational Communication and Organizational Culture on the Performance of the Tegal Regency DPRD Secretariat Employees". The results showed that leadership (X1) and organizational culture (X3) partially had a positive and significant effect on employee performance (Y) at the DPRD Secretariat of Tegal Regency.

## **7. Indirect Influence of Organizational Culture on Performance Through Job Satisfaction Mediation**

The indirect effect of organizational culture is 0.3167 or 31.67% with the p value in the Sobel test of 0.03 which is smaller than 0.05. This shows that job satisfaction mediates the influence of organizational culture on performance. So the seventh hypothesis is accepted. This shows that job satisfaction is a mediating variable for organizational culture to improve employee performance. This is in line with research conducted by Budiyanto (2019) entitled "The Influence of Transformational Leadership and Organizational Culture on Job Satisfaction of Lebak Regency Land Office Employees". The results showed that organizational culture and transformational leadership had a significant effect on employee satisfaction.

## **CONCLUSION**

Based on the results and discussions that have been carried out, several conclusions can be drawn, namely:

1. Leadership has a direct effect on job satisfaction of civil servants at the Regional Secretariat Office of South Buru Regency
2. Organizational culture has a direct effect on job satisfaction of civil servants at the Regional Secretariat Office of South Buru Regency
3. Job satisfaction has a direct effect on the performance of civil servants at the Regional Secretariat Office of South Buru Regency.
4. Leadership does not directly affect the performance of civil servants at the Regional Secretariat Office of South Buru Regency.
5. Organizational culture does not directly affect the performance of civil servants at the Regional Secretariat Office of South Buru Regency.
6. Leadership has an indirect effect on performance through job satisfaction of civil servants at the Regional Secretariat Office of South Buru Regency.
7. Organizational culture has an indirect effect on performance through job satisfaction of civil servants at the Regional Secretariat Office of South Buru Regency.

## REFERENCES

- Armelsa, D., & Mutiah, T. 2019. *Pengaruh Kepemimpinan dan Kepuasan Kerja Terhadap Kinerja Guru SMP Negeri Kecamatan Setu Kabupaten Bekasi*, ejournal.bsi.ac.id.
- Ariadi, 2019. *Pengaruh Komitmen, Gaya Kepemimpinan, Kepuasan Kerja dan Budaya Organisasi terhadap Organizational Citizen Behavior (OCB)*. Universitas Lampung:Bandar Lampung.
- Budiyanto, 2019. *Pengaruh Kepemimpinan Transformasional dan Budaya Organisasi terhadap Kepuasan Kerja Pegawai Kantor Pertanahan Kabupaten Lebak*, Jurnal Studia Vol.7 No.1, STIE La Tansa Mashiro.
- Gibson, 2013. *Penilaian Kinerja*. Penerbit Erlangga. Jakarta.
- Girniawan, 2019. *Pengaruh Kepemimpinan, Budaya Organisasi dan Kompetensi terhadap Kinerja Pegawai Kementerian Agraria dan Tata ruang/ BPN Kantor Pertanahan Kota Palembang*, Jurnal Manajemen dan Bisnis Sriwijaya Vol. 17 (1)
- Handoko, T. Hani. 2011. *Manajemen Personalia dan Sumberdaya Manusia*. Yogyakarta: Penerbit BPFE.
- Mangkunegara, 2011. *Manajemen sumber daya manusia*. Bandung: Remaja Rosdakarya.
- Mathis, Robert L dan Jhon H. Jackson, 2011. *Manajemen Sumber Daya Manusia*. Buku II, Penerjemah : Jimmy Sadeli dan Bayu Prawira Hie, Jakarta : Salemba Empat.
- Muchlas, 2012. *Konsep dan Model Pendidikan Karakter*. Bandung: PT Remaja Rosdakarya
- Puspitawati, N. M. D. 2013. *Kepuasan Kerja dan Komitmen Organisasional: Pengaruhnya terhadap Layanan Hotel Bali Hyatt Sanur*. Tesis Program Magister Manajemen. Universitas Udayana, Denpasar, Indonesia.
- Robbins, 2015. *Essentials of organizational behaviour* (15 ed.). Boston, MA Prentice Hall.
- Santosa, 2013. *Pengaruh Budaya Organisasi, Kepemimpinan dan Motivasi Kerja terhadap Kinerja Pegawai*, Universitas Mercu Buana: Jakarta.
- Sedamayanti. 2016. *Manajemen Sumber Daya Manusia Reformasi Birokrasi Dan Manajemen Pegawai Negri Sipil*. Bandung: PT.Refika Aditama.
- Syukur, 2019. *Pengaruh Kepemimpinan, Komunikasi Organisasi dan Budaya Organisasi terhadap Kinerja Pegawai Sekretariat DPRD Kabupaten Tegal*. Jurnal Magisma: Universitas Diponegoro.
- Thoha, Miftah 2015. *Kepemimpinan dalam Manajemen*. Cetakan ke 18. PT. Rajagrafindo Persada, Jakarta.