



Influence of Leadership and Organizational Culture on Employee Performance with Job Satisfaction at Kranggan Office

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Abstract

Purpose: This study aims to analyze the influence of leadership and organizational culture on employee performance, with job satisfaction as an intervening variable at the Kranggan District Office.

Research Methodology: This study used a total sampling technique, meaning that all populations were sampled in the study, namely, 60 respondents.

Results: The results showed that leadership, competency, and organizational culture had a significant positive effect on job satisfaction at the Kranggan District Office, Mojokerto. In addition, leadership and job satisfaction also had a significant positive effect on employee performance. All variables showed significance values below 0.05 and tcount values greater than t table.

Conclusions: The results show that leadership and organizational culture have positive and significant effects on job satisfaction and employee performance. Job satisfaction also has a positive and significant effect on employee performance, although the direct effect is stronger than the indirect effect through job satisfaction.

Limitations: This study is limited to 60 employees at the Kranggan District Office; therefore, the findings may not be fully generalizable to other public institutions.

Contributions: This study contributes to human resource management literature by highlighting the role of job satisfaction in linking leadership and organizational culture with employee performance in the public sector.

Keywords: *Employee Performance, Job Satisfaction, Leadership, Organizational Culture, Public Sector*

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1. Introduction

Along with rapid population growth, Mojokerto City divided its territory from two sub-districts into three sub-districts. The formation of one new sub-district is expected to make services to the residents of Ode-ode City more effective and efficient. Mojokerto Mayor Mas'ud Yunus stated that the application for the formation of a new sub-district was submitted in 1994 (Arsandi, 2022; Yunitasari & Firmansyah, 2019). However, the application was only approved by the Ministry of Home Affairs on April 18, 2016, through letter No. 138/2058/BAK. The new sub-district is Kranggan. Kranggan Sub-district shows that the leaders or superiors are very active in motivating their employees to improve their performance (Ikhsani et al., 2021; Rizqi & Sakinah, 2021). This is evident from the existence of a monthly training

program for employees. Kranggan Sub-district grows and develops because the organizational culture in it is able to stimulate the work spirit of existing human resources so that with a good organizational culture it is expected to improve employee performance in achieving company goals (Wardhani & Ullly, 2021). This good culture can be seen from the summary data of absences for the period January - December 2023 below:

Table 1. Recap of Employee Absences for the Period January–December 2023

Month	Attendance Rate
January	99.00%
February	98.00%
March	99.00%
April	99.00%
May	96.00%
June	97.00%
July	97.00%
August	99.00%
September	99.00%
October	95.00%
November	99.00%
December	98.00%

However, despite efforts have been made to improve employee performance, the performance of Kranggan District employees is still not good. As conveyed by the Head of Kranggan District, Suharno, in the Radar Mojokerto daily, Friday, September 8, 2023, to unite sustainable development programs to organize a better city of Mojokerto with the spirit of Mojokerto. Kranggan District Head Suharno said that from the Musrenbang at the sub-district level throughout Kranggan District, there were 125 proposals, consisting of 65 proposals for the physical sector, 31 proposals for the socio-cultural sector, and 29 proposals for the economic sector. "However, after the pre-musrenbang was carried out on February 9, 104 proposals could be accommodated, with details, 51 proposals for the physical sector, 30 proposals for the socio-cultural sector, and 23 proposals for the economic sector (Sumaryadi & Kusnadi, 2021). The reason for the proposals that were not accommodated in the sub-district-level Musrenbang, he continued, for the physical sector was that they had been accommodated by the PUPR Service and the land to be built was not included in the assets. For the socio-cultural sector, most of them do not match the dictionary. In the economic sector, the training proposal is already in 2023.

In addition, Mr. Suharno stated that the behavior of the Kranggan District employees must be improved. Some Kranggan District employees are still undisciplined, going out during office hours on the grounds of picking up their children from school or for personal interests (Suyanto et al., 2021). He admitted that some Kranggan District employees providing services to the community still behave rudely and are not friendly. This is the most complained about by the public, the slow response of employees to public complaints about public services (Nuraeni et al., 2022; Saputra & Kusnadi, 2021).

Based on the problems above, the author is interested in researching the problems of leadership, organizational culture, job satisfaction, and employee performance. This is what underlies the author's choice of the title "The Influence of Leadership and Organizational Culture on Employee Performance with Job Satisfaction as an Intervening Variable at the Kranggan District Office."

2. Literature Review

2.1 Leadership

Leadership is an important factor in directing employee behavior, strengthening motivation, and improving organizational performance (Satria, 2021). In public institutions, leadership does not only function as a formal authority but also as a process of influencing employees to work according to organizational goals (Makambe & Moeng, 2019). Effective leaders are able to provide direction, communicate expectations clearly, motivate employees, and encourage responsibility in carrying out public service duties. Therefore, leadership quality can influence how employees perceive their work, their satisfaction, and their willingness to improve performance (Miftahurrohmah et al., 2021).

In the context of the Kranggan District Office, leadership is relevant because leaders are described as active in motivating employees through monthly training programs (Putra et al., 2023). Such leadership practices may improve employee confidence, work readiness, and service orientation. When leaders provide support, guidance, and motivation, employees tend to feel more valued and satisfied with their work. This condition can encourage better performance, especially in public service organizations that require discipline, responsiveness, and professionalism (Prinhandaka et al., 2022).

2.2 Organizational Culture

Organizational culture refers to shared values, norms, beliefs, and work habits that shape employee behavior within an institution (Khan, 2020). A strong organizational culture can guide employees in understanding how they should behave, interact, and complete their responsibilities. In public organizations, organizational culture is closely related to service quality, discipline, accountability, teamwork, and commitment to community needs (Awadari & Kanwal, 2019).

A positive organizational culture can create a supportive work environment and increase employee satisfaction (Anggraini, 2021; Aprillita & Perkasa, 2021). When employees work in an organization that promotes cooperation, responsibility, discipline, and service orientation, they are more likely to feel comfortable and committed to their duties (Setyawati & Aristiyanto, 2021). Organizational culture also influences performance because shared values can encourage employees to work consistently and align their actions with institutional goals. Therefore, organizational culture is expected to affect both job satisfaction and employee performance (Panchali & Seneviratne, 2019; Solihin, 2021).

2.3 Job Satisfaction

Job satisfaction is an employee's positive emotional response toward their job, work environment, leadership, organizational policies, and rewards received from the organization (Fathihani & Nasution, 2021). Employees who are satisfied with their work tend to show stronger commitment, better motivation, lower dissatisfaction, and higher willingness to complete tasks effectively (Berlian Rms & Wahyuningsih, 2021; Hasan, 2022). Job satisfaction is important because it reflects how employees evaluate their work experience and organizational support (Rahman & Shanjabin, 2022).

In this study, job satisfaction acts as an intervening variable between leadership, organizational culture, and employee performance (Fadlianto & Sulistyowati, 2022; Kurniawan & Hariadi, 2022). Good leadership and a supportive organizational culture can increase job satisfaction by creating a fair, motivating, and comfortable work environment (Fathihani, 2021; Tabasum & Ghosh, 2021). Satisfied employees are more likely to improve their performance because they feel valued and supported by the organization. Thus, job satisfaction becomes an important psychological mechanism that links organizational factors with employee outcomes (Ochwo & Mwesigwa, 2021).

2.4 Employee Performance

Employee performance refers to the level of achievement shown by employees in completing their duties based on quality, quantity, responsibility, timeliness, and service standards (Ogechukwu et al., 2022; Phina et al., 2021). In public sector institutions, employee performance is closely related to the effectiveness of public services, responsiveness to community needs, and the achievement of institutional targets. High employee performance is needed to ensure that government services are delivered effectively and efficiently (Abdullah, 2021; Fernando & Surjandari, 2022).

Employee performance can be influenced by various factors, including leadership, organizational culture, and job satisfaction. Strong leadership provides clear direction and motivation, while organizational culture creates shared values that support productive behavior (Hernawan et al., 2022; Satria, 2021). Job satisfaction further strengthens performance because satisfied employees tend to work more responsibly and show better attitudes toward their duties (Abidin et al., 2022). Therefore, improving employee performance requires an integrated approach that strengthens leadership practices, organizational culture, and employee satisfaction (Muhammad et al., 2020; Phina et al., 2022).

3. Methodology

This study was quantitative in nature. This research was an observational study conducted on a number of objects according to their actual conditions, without any interval from the researcher. This study used a cross-sectional method. The sample size was 60. The census sampling technique means that all populations were used as samples in the study (Sugiyono, 2007, 2010).

4. Results and Discussion

4.1 Results

Table 2. Validity Test Results

Variable	Item	r_{count}	Description
Leadership (X1)	1	0.746	Valid
	2	0.688	Valid
	3	0.764	Valid
	4	0.736	Valid
	5	0.687	Valid
Organizational Culture (X2)	1	0.671	Valid
	2	0.828	Valid
	3	0.756	Valid
Job Satisfaction (Z)	1	0.671	Valid
	2	0.818	Valid
	3	0.672	Valid
	4	0.561	Valid
	5	0.736	Valid
Employee Performance (Y)	1	0.657	Valid
	2	0.715	Valid
	3	0.758	Valid
	4	0.634	Valid
	5	0.996	Valid

Table 2 shows that the correlation of each indicator to the total construct score of each variable shows significant results, namely rcount r table. It can be concluded that all question items from all variables, namely Leadership, Compensation, Work Motivation and Employee Performance, are declared valid.

Table 3. Reliability Test Results

No	Variable	Cronbach's Alpha	Description
1	Leadership	0.901	Reliable
2	Organizational Culture	0.832	Reliable
3	Job Satisfaction	0.886	Reliable
4	Employee Performance	0.724	Reliable

Table 3 shows that the three variables produced an alpha value of 0.9. Thus, all variables have a value > 0.60, and the research instrument is suitable for use in data collection.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.995	1.254		.793	.431		
	X1	.257	.066	.299	3.898	.000	.684	1.461
	X2	1.087	.124	.674	8.770	.000	.684	1.461

a. Dependent Variable: Z

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.877 ^a	.770	.762	1.71209	1.611

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Z

Figure 1. Path Analysis I t-Test

Based on Table 1, the coefficient results show that X1 and X2 have a positive and significant effect on Z. X1 has an unstandardized coefficient value of 0.257, a beta value of 0.299, a t-value of 3.898, and a significance value of 0.000, indicating that X1 significantly influences Z. Meanwhile, X2 has an unstandardized coefficient value of 1.087, a beta value of 0.674, a t-value of 8.770, and a significance value of 0.000, which means that X2 also significantly influences Z. The beta value shows that X2 has a stronger influence on Z than X1. In addition, the tolerance value of 0.684 and VIF value of 1.461 indicate that the model does not experience multicollinearity problems. The model summary shows an R value of 0.877 and an R² value of 0.770, meaning that X1 and X2 are able to explain 77.0% of the variation in Z, while the remaining 23.0% is explained by other variables outside the model. The adjusted R² value of 0.762 indicates that the model has a strong explanatory ability, and the Durbin-Watson value of 1.611 suggests that there is no serious autocorrelation problem in the regression model.

		Coefficients ^a					Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
1	(Constant)	282.521	67.124		4.209	.000		
	X1	.131	3.955	.288	3.803	.027	.540	1.851
	X2	.362	10.111	.151	2.234	.036	.291	3.433
	Z	.807	7.052	.271	3.107	.027	.230	4.346

a. Dependent Variable: Y

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.475 ^a	.226	.184	91.14864	2.085

a. Predictors: (Constant), Z, X1, X2

b. Dependent Variable: Y

Figure 2. Path Analysis II t-Test

Based on Table 2, the coefficient results show that X1, X2, and Z have a positive and significant effect on Y. X1 has an unstandardized coefficient value of 0.131, a beta value of 0.288, a t-value of 3.803, and a significance value of 0.027, indicating that X1 significantly influences Y. X2 has an unstandardized coefficient value of 0.362, a beta value of 0.151, a t-value of 2.234, and a significance value of 0.036, which means that X2 also significantly influences Y. Furthermore, Z has an unstandardized coefficient value of 0.807, a beta value of 0.271, a t-value of 3.107, and a significance value of 0.027, indicating that Z significantly affects Y. The beta values show that X1 has the strongest influence on Y, followed by Z and X2. The tolerance values for X1, X2, and Z are 0.540, 0.291, and 0.230, while the VIF values are 1.851, 3.433, and 4.346, indicating that the regression model does not have serious multicollinearity problems. The model summary shows an R value of 0.475 and an R^2 value of 0.226, meaning that X1, X2, and Z explain 22.6% of the variation in Y, while the remaining 77.4% is explained by other variables outside the model. The adjusted R^2 value of 0.184 indicates that the model has a moderate explanatory ability, and the Durbin–Watson value of 2.085 suggests that there is no serious autocorrelation problem in the regression model.

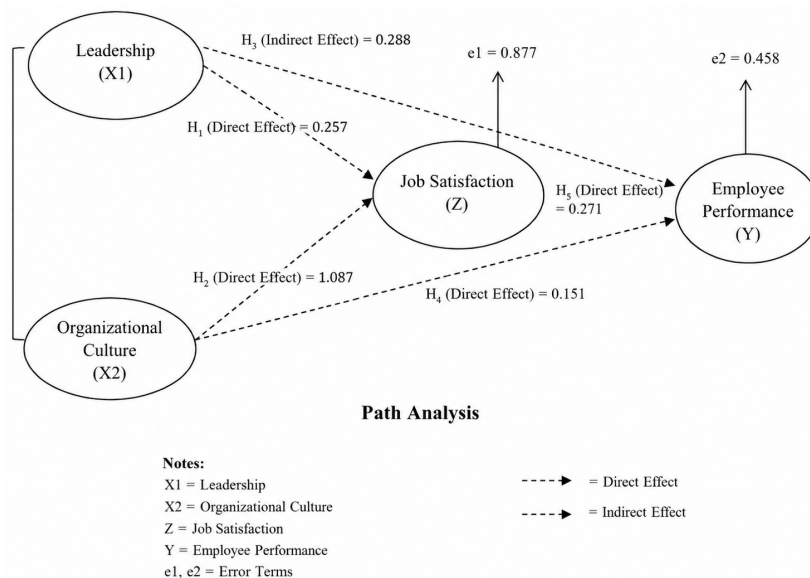


Figure 3. Path Analysis

Based on Figure 3, it can be seen that:

1. The influence of work discipline and work environment on job satisfaction obtained a beta value of 0.257×1.087 , resulting in a total value of 0.2793.
2. The indirect influence of work discipline and work environment on employee performance obtained beta values of 0.288, 0.151, and 0.271, respectively, resulting in a total value of 0.0112. Therefore, leadership and organizational culture influence employee performance through job satisfaction, with the total value obtained being: $0.2793 - 0.0112 = 0.2681$. Thus, it can be concluded that the direct influence is greater compared to the indirect influence through the intervening variable.

4.2 Discussion

Based on the results of the study, the leadership variable has a significant positive effect on job satisfaction at the Kraggan Mojokerto District Office, this can be shown by a sig value of $0.000 < 0.05$. while the t_{count} value $> t_{table}$ is $3.9898 > 1.6630$. Based on the results of the study, the competency variable has a significant positive effect on job satisfaction at the Kraggan Mojokerto District Office, this can be shown by a sig value of $0.000 < 0.05$. while the t_{count} value $> t_{table}$ is $8.770 > 1.6630$. Based on the results of the study, the leadership variable has a significant positive effect on employee performance at the Gondang Mojokerto District Office, as shown by a sig value of $0.027 < 0.05$. while the t_{count} value $> t_{table}$ is $3.803 > 1.6634$. Based on the research results, the Organizational Culture variable has a significant positive effect on the job satisfaction of employees at the Kraggan District Office, as shown by the sig value of $0.003 < 0.05$. while the t_{count} value $> t_{table}$, namely $2.234 > 1.6634$. Based on the research results, the job satisfaction variable has a significant positive effect on the performance of employees at the Gondang Mojokerto District Office, this can be shown by the sig value of $0.005 < 0.05$. while the t_{count} value $> t_{table}$, namely $2.914 > 1.6630$.

5. Conclusions

The results of the research on leadership variables have a significant positive effect on the job satisfaction of employees at the Kraggan Mojokerto District Office, as shown by a sig value of $0.000 < 0.05$. The results of the research on Organizational Culture variables have a significant positive effect on job

satisfaction at the Kraggan Mojokerto District Office, as shown by a sig value of $0.000 < 0.05$. The results of the research on Leadership variables have a significant positive effect on the performance of employees at the Kraggan Mojokerto District Office, this can be shown by a sig value of $0.027 < 0.05$. The results of the research on Organizational Culture variables have a significant positive effect on the performance of employees at the Kraggan Mojokerto District Office, as shown by a sig value of $0.036 < 0.05$. The results of the research on job satisfaction variables have a significant positive effect on the performance of employees at the Gondang District Office, as shown by a sig value of $0.027 < 0.05$. The influence of leadership and organizational culture on employee performance through job satisfaction shows that the direct influence is greater than the indirect influence through intervening variables.

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Author Contributions

IW conceptualized the study, designed the research methodology, collected the data, and contributed to data analysis and manuscript preparation. BRP contributed to the literature review, research supervision, interpretation of findings, critical manuscript revision, and final review of the article. Both authors contributed to the final draft and approved the manuscript for publication.

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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