

THE INFLUENCE OF LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE AT PT. BANK RAKYAT INDONESIA AT THAMRIN BRANCH

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Abstract

This study was aimed to determine and analyze the influence of leadership style and organizational culture on employee performance with job satisfaction as an intervening variable at PT. Bank Rakyat Indonesia at Thamrin Branch. It used a saturated sample, where the entire population is sampled; sample amounted as 53 employees. The data collection techniques in this study used a questionnaire method; while the data analysis technique used a quantitative approach by using SEM-PLS statistical analysis. The data processing used the SmartPLS 3.0 software program. The results of this study prove that directly (1) leadership style has a positive and significant effect on employee performance, (2) organizational culture has a positive and significant effect on employee performance, (3) job satisfaction has a positive and significant effect on employee performance, (4) leadership style has a positive and significant effect on job satisfaction, (5) organizational culture has a positive and significant effect on job satisfaction, (6) leadership style has a positive and significant effect on employee performance mediated by job satisfaction, (7) organizational culture has a positive and significant effect on employee performance mediated by job satisfaction. It can be concluded that job satisfaction mediates the effect of leadership style on employee performance; and job satisfaction mediates the influence of organizational culture on employee performance at PT. Bank Rakyat Indonesia at Thamrin Branch.

Keywords: Leadership Style, Organizational Culture, Job Satisfaction, Employee Performance

1. INTRODUCTION

In the era of globalization, company competition is getting higher and more complex since every company required to improve the matters related to each company and be more responsive in order to continue to survive and grow. The things that must be improved are all aspects especially in human resources. Therefore, human resources are one of the most important factors that cannot be separated from an organization, both companies and institutions.

Human resources according to Mangkunegara (2016) are a determining factor for the success or failure of good service. Therefore, they have a very important role; the utilization of company employees continues to be improved, particularly with regard to quality, efficiency of service to the community as well as professional capabilities and employee welfare are concerned in supporting the implementation of tasks.

In addition, human resources is also a factor that influences the development of a company. Since the company need to continue to exist, it must be brave to face some challenges and their implications; namely facing change and winning the competition. The resources owned by the company; such as capital, methods and machines cannot provide the optimum results if they are not supported by them who have optimum performance. Therefore, companies need employees who have high job performance so that the organization can achieve its goals.

The employee performance has always been a determining factor in the success of an organization's achievements. They play an important role in all activities within the company; the better the quality of employees, the better the performance produced by employees in the organization to achieve goals.

Mangkunegara (2016) stated that the term “performance” comes from the word “job performance” or actual performance (work achievement or actual achievement that achieved by a person). Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities. The employee performance in the organization is influenced by several factors; including leadership style, organizational culture, and job satisfaction. In line with the opinions of Kasmir (2016) and Enny (2019) who argued that performance is influenced by several factors including leadership style, organizational culture, and job satisfaction. The study conducted by Himawan et al., (2019) showed that leadership style, organizational culture and job satisfaction give the positive impact on job performance.

PT. Bank Rakyat Indonesia is a company engaged in banking sector whose job is to serve public with sincerity. The system changes have repeatedly occurred that have led to change in company structure both in central and regional levels; to deal with these changes the company is obliged to improve the performance capabilities of its employees and improve services that are more hospitable to all people during working hours, and listen more to complaints about that society is currently facing.

In line with the rapid development of banking world, PT BRI has improved its services by opening 9,808 work unit offices, consisting of BRI Head Office, Regional Offices, Inspection Offices/SPI, Branch Offices (domestic), Sub-Branch Offices, Special Branch Offices, Cash Paying Offices, Mobile Bank Offices and Representative Offices in New York, Hong Kong, Caymand Island. It also has 48 million customer accounts, 18,292 ATM networks and 104,570 e-channel networks.

In Medan, BRI has 39 office units spread throughout the city; one of them is at PT BRI Thamrin Branch. The function of BRI Unit is to optimize service to all customers; by spreading everywhere, it will make it easier for customers to do banking transactions. To become the leading bank, PT BRI, especially at Thamrin Branch, is incessantly trying to increase company productivity by improving employee performance.

There are two ways to evaluate the performance at Thamrin Branch employees, namely evaluating employee work behavior and evaluating work goals. At PT BRI Thamrin Branch, the quality of employees is expected to meet the standards set by the bank. They can be

measured by evaluating employee work behavior; includes aspects of customer service, achievement drive, integrity and cooperation. From the results of the assessment of each aspect, scores are grouped based on certain predicates; very good (> 8.5), good (6.8 - 8.4), quite good (5.2 - 6.7), poor good (3.6 - 5.1) and not good (< 3.5).

Table 1.1: Employee Performance Assessment Data PT BRI at Thamrin Branch for 2019-2021 period

Score	Criteria	Year					
		2019		2020		2021	
		Number of employees	%	Number of employees	%	Number of Employee	%
>8.5	Very good	8	15.69	6	10.91	4	6,67
6.8 - 8.4	Good	24	47.06	27	49.09	32	53,33
5.2 - 6.7	Pretty good	16	31.37	19	34.55	22	36,67
3.6 - 5.1	Not good	2	3.92	1	1.82	1	1.67
< 3.5	Not good	1	1.96	2	3.64	1	1.67
Number of employees		51	100.00	55	100.00	60	100.00

Source: PT BRI at Thamrin Branch Performance Assessment Data (2021)

The quantity of employee performance is expected to achieve the targets that have been planned previously. The achievement of these employee targets can be assessed from the results of the assessment of work goals. Table 1.1 above shows that the performance of PT BRI at Thamrin Branch employees has decreased, as can be seen from the number of employees who received the very good performance ratings. In 2019, only 8 employees received the excellent performance or around 15.69% of 51 employees, then in 2020 it decreased to 10.91% of 55 employees and in 2021 it decreased again to 6.67% of 60 employees. In addition, in 2019 the number of employees with a fairly good performance rating there were 31.37% of employees and then increased in 2020 to 34.55% and in 2021 the number of employees with a fairly good performance increased to 36.67%.

Viewed from the performance appraisal data above; many employees get the good and quite good performance, but these conditions are still categorized as not optimal; since it is not accordance with the expected target of PT BRI Thamrin Branch. Their target is that all employees get the excellent performance; since PT BRI at Thamrin Branch requires employees with maximum performance to achieve company goals.

In addition, employee performance is considered less than optimal since there are many workers in the branch who have not been able to provide the excellent service to customers. Since they are not encouraged to be aggressive in marketing the products and less innovative and do not dare to take risks.

Based on the results of interviews with the head of HRD of PT BRI at Thamrin Branch in July 2022, it can be seen that there are several factors that affect the performance of employees; the dominant factors are leadership style, organizational culture and job satisfaction. In line with the results of pre-survey in early August 2022, by means of limited interviews to 20 employees of PT BRI at Thamrin Branch with an open question; namely "what factors influence the

performance of employee?" shows the following results:

Table 1.2: Factors Affecting Performance

NO	PROBLEMS	NUMBER OF RESPONDENTS
1.	Motivation	2 Respondents
2.	Leadership style	6 Respondents
3.	Organizational culture	5 Respondents
4	Compensation	2 Respondents
5	Job satisfaction	4 Respondents
6	Work discipline	1 Respondent
	Total	20 Respondents

Source: Pre-Survey Results of 20 employees of PT Bank BRI at Thamrin Branch

From the results above; it is known that 20 employees of PT BRI at Thamrin Branch showed that the leadership style factor occupies the first position with 6 answers, then followed by organizational culture with 5 answers, job satisfaction as 4 answers, work discipline as 1 answer, compensation as 2 answers, motivation as 2 answers. Kasmir (2016) stated that Leadership Style, Organizational Culture and Job Satisfaction jointly affect employee performance.

Leadership style is one of the factors that influence employee performance. The leaders are required to be able to move and influence their employees in improving performance to achieve organizational goals. The success or failure of organization's goals in achieving its goals depends on the leaders who move and influence the human resources in the organization. A good leader must also have a good leadership style so that his subordinates can improve their performance effectively.

Hasibuan (2016) stated that leadership style is a way for a leader to influence the subordinates behavior that aimed to encourage the work passion, job satisfaction and high employee productivity, in order to achieve maximum organizational goals. They can bring their employees towards achieving standardized organizational targets if leaders can understand the strengths and weaknesses of their subordinates.

Based on the results of interviews conducted with several employees, the leadership style that exists at PT BRI at Thamrin Branch for the manager and supervisor level in general is a combination of bureaucratic and participatory leadership styles. It is a style that obeys the rules. The leaders with a bureaucratic leadership style make decisions based on rigid rules without any flexibility. Almost all activities are centered on the leadership and there is a little freedom for other people to be creative and act; even they cannot be separated from existing provisions.

Under certain conditions, the leadership style adopted is participatory, where the leader consults with subordinates regarding the problems faced and considers their suggestions before making a decision. It can be seen from the way division managers; supervisors consult and ask subordinates for opinions and suggestions and discuss with subordinates regarding the decisions to be taken; so that the employees feel honored and needed in the

company.

However, there is still an inappropriate leadership style seen from making policies; such as the work meetings until midnight that exceed normal working hours that can interfere with employee health or discomfort and if targets are not achieved then leaders will easily become angry with employees, since the lack of job satisfaction and less impact than optimal employee performance.

In addition, for leadership style, organizational culture is also a factor that influences employee performance. Edison et al., (2016), and Enny, (2019) stated that organizational culture is a habit or norm that applies and owned by an organization or company; it regulates things that apply and generally accepted and must be obeyed by all members of company.

The organizational culture is a differentiator between one organization and another. A culture that grows strong is able to make the organization be better; a shared culture is expected to make employees feel comfortable at work, have commitment and loyalty and make employees to try to work harder, and provide satisfaction; so the performance can be achieved according to the standards set by the Robbins & Judge organization, (2015).

The organizational culture values of PT. BRI at Thamrin Branch namely AKHLAK; it means Amanah (Trustworthy), Kompeten (competent), Harmonis (harmonious), Loyal (loyal), Adaptif (adaptive) and Kolaboratif (collaborative). The organizational culture that has been occurring in the company become a trigger for poor employee performance. It is proven by the field surveys, many employees do not carry out one of the existing organizational cultures, namely adaptive. There are rarely innovations provided by employees to the company and some employees do not come from banking education so they lack insight and comfort in their field of work and do not understand about the existing organizational culture. Be supposed with the distributed training provided to employees will be a benchmark for employee performance in developing innovations that can be useful for the progress of the company; if it implemented properly then the service and performance should be good too.

Furthermore, the factor that influences employee performance is job satisfaction as an intervening variable. It can be achieved by employees if the expectations of these employees are met. The employees who have high job satisfaction can have an impact on improving the performance of employees, and vice versa if employees feel dissatisfied at work, it can affect their performance. Hasibuan (2016) stated that job satisfaction is a pleasant emotional attitude and loves his job. This attitude is reflected by work morale, discipline and work performance.

The job satisfaction of PT BRI at Thamrin Branch employees is still considered low, as reflected in this study that the employees are not accordance with those set by PT BRI at Thamrin Branch; so that leaders are considered to be easily angry with employees and the rewards given by leaders are become uneven. Related to the inappropriate leadership style and the lack of implementation of organizational culture; the lack of employee job satisfaction makes them be not optimal at work then their performance becomes less.

Every employee needs to know exactly about what his main responsibility, what kind of performance he must achieve and be able to measure himself according to his success indicators. Many things become the concern in management to encourage employee performance including in terms of leadership style, organizational culture and job satisfaction for employees. Leadership style is an important factor in organizing and managing the journey of a company. Therefore, proper and effective leadership is needed to carry out the work activities.

2. RESEARCH METHODS

This study used a quantitative associative as Sugiyono (2018) stated that a quantitative associative as the research to find out the relationship between two or more variables. This relationship that will be used in this study is a causal relationship where the exogenous variables are leadership style (X1) and organizational culture (X2). Meanwhile, the endogenous variable is employee performance (Y) and the intervening variable is employee job satisfaction (Z).

3. RESULTS AND DISCUSSION

The findings in this study are regarding to the suitability of the research theory, opinions and previous studies that have been put forward by the results and the pattern of behavior that must be done to overcome these things. The following are the 7 (seven) main sections that will be discussed in the finding analysis:

3.1 The Influence of Leadership Style on Employee Performance

Based on the results of the analysis of hypothesis testing, it is known that the direct influence of leadership style on the performance of PT BRI at Thamrin Branch employees has a path coefficient value as 0.496 and a P-Values = 0.000 < 0.05. The calculated t value is 3,920 > t table 1.96. It can be concluded that H₀ is rejected (H_a is accepted). Thus, leadership style has a positive and significant effect on employee performance of PT. BRI at Thamrin Branch.

The results of this study are accordance with previous studies that stated about the leadership style that has positive and significant effect on employee performance (Syaharuddin, 2019) and (Budiarto & Prasetyo, 2019). However, it is different from the study of Siagian & Khair (2018) stated that leadership style has a positive and insignificant effect on employee performance. It is also accordance with the theory according to Enny (2019) stated that leadership style is one of the factors to influence the employee performance.

It shows that leadership style is able to improve the employee performance of PT BRI at Thamrin Branch, where the application of good leadership style by leaders to employees will create work results that exceed standards to increase employee performance. However, it is inversely proportional to the this study, there are still many employees who are not satisfied with the leadership style given by the leadership: that affects the performance of employees. It can be seen from the respondents' answers that there were 25 employees out of 53 employees who answered "did not agree" as 17, "did not agree" as 7, and 1 for "strongly disagreed" about

the statement "Participating leaders help to complete my work when experiencing difficulties or mistakes". The employees feel that the leadership style given by the leader is not optimal; so that their performance becomes less optimal. It is expected that the leadership can improve its style properly so that employees can optimal in work.

The results of this study indicate that the leadership style has a positive and significant effect on employee performance; or it can be concluded that the better the level of leadership style, the better the employee performance at PT. BRI at Thamrin Branch.

3.2 The Influence of Organizational Culture on Employee Performance

Based on the results of analysis on hypothesis testing, it is known that the direct influence of organizational culture on the performance of PT. BRI at Thamrin Branch employees has a path coefficient value as 0.160 and P-Values = 0.039 < 0.05. The calculated t value as 2.075 > t table 1.96. It can be concluded that H₀ is rejected (H_a is accepted). Thus, organizational culture has a positive and significant effect on employee performance of PT. BRI at Thamrin Branch.

The results of this study are accordance with previous studies stated that organizational culture has a positive and significant effect on employee performance (Budiarto & Prasetyo, 2019) and (Himawan et al., 2019). It is also in accordance with Enny (2019) who stated that organizational culture is one of the factors that influence employee performance.

It shows that organizational culture is able to improve employee performance of PT. BRI at Thamrin Branch. The application of a strong organizational culture helps the organizational performance since it provides the structure and control needed without having to rely on rigid formal bureaucracy and that can suppress the growth of motivation and innovation. However, different from the fact in the field, there are still many employees who feel that organizational culture is still low in implementation. It can be seen from the respondents' answers that there were 26 employees out of 53 employees who answered "disagreed" as 15, "so not agree" as 9, and 2 for "strongly disagreed" from the statement "I always do my job in full trust". It can be seen from the low level of organizational culture at PT. BRI Thamrin Branch; that the employees are unable to improve their performance. Therefore, it is expected that company leaders can improve the application of organizational culture to their employees as well as to improve the performance of their employees.

The results of this study indicate that organizational culture has a positive and significant effect on employee performance; can be concluded that the better the level of organizational culture, the better the employee performance of PT. BRI at Thamrin Branch.

3.3 The Effect of Job Satisfaction on Employee Performance

Based on the results of the analysis on hypothesis testing; it is known that the direct effect of job satisfaction on the performance of PT BRI at Thamrin Branch employees has a path coefficient value as 0.334 and P-Values = 0.005 < 0.05. The calculated t value as 2,812 > t table 1.96. It can be concluded that H₀ is rejected (H_a is accepted). Thus, job satisfaction has a positive and significant effect on employee performance of PT BRI at Thamrin Branch.

Accordance with previous studies stated that job satisfaction has a positive and significant effect on employee performance (Budiarto & Prasetyo, 2019) and (Himawan et al., 2019). It also in accordance with Enny (2019) who stated that job satisfaction is one of the factors that influence employee performance.

Job satisfaction can improve employee performance of PT BRI at Thamrin Branch, where the high job satisfaction that occurs in employees will improve their performance. It is described that satisfaction of salary, promotion, supervision and collaboration between workers have a very big influence in improving performance; since to improve employee performance requires high job satisfaction. It is inversely proportional to the fact in the field, there are many employees who feel dissatisfied at work; so, they do not maximize their performance. Based on the respondents' answers, there were 23 employees out of 53 employees who answered 14 for “disagree”, 8 for “did not agree”, 1 for “strongly disagreed” from the statement “I like to be responsible for the results of my own work”. Therefore, the company is expected to increase the job satisfaction of its employees by giving rewards and not easily being angry with employees.

The results of this study indicate that job satisfaction has a positive and significant effect on employee performance; can be concluded that the better the level of job satisfaction, the better the employee performance at PT BRI Thamrin Branch.

3.4 The Influence of Leadership Style on Job Satisfaction

Based on the results of the analysis on hypothesis testing, it is known that the direct influence of leadership style on job satisfaction of PT BRI at Thamrin Branch has a path coefficient value as 0.673 and P-Values = 0.000 < 0.05. The calculated t value as 6.176 > t table 1.96. It can be concluded that H₀ is rejected (H_a is accepted). Thus, leadership style has a positive and significant effect on job satisfaction of PT BRI at Thamrin Branch.

The results are accordance with previous studies stated that leadership style has a positive and significant effect on job satisfaction (Budiarto & Prasetyo, 2019), (Himawan et al., 2019) and (Junaidi & Susanti, 2019).

It shows that leadership style is able to increase job satisfaction of PT BRI at Thamrin Branch. The effective leaders in their leadership must understand who the subordinates they lead, understand what are the strengths and weaknesses of their subordinates; so, they can influence their job satisfaction. It is different from the fact in the research site, there are many employees who feel the leadership style given by superiors is still low. It can be seen from the respondents' answers that there were 20 employees out of 53 employees who answered 14 for “disagree” and 6 for “did not agree” from the statement “The leader always communicates well with me regarding the strategy to be carried out”. Therefore, leaders are expected to improve their leadership style so their employees will be comfortable and can create a sense of satisfaction at work. The results indicate that the leadership style has a positive and significant effect on job satisfaction of PT BRI at Thamrin Branch.

3.5 The Influence of Organizational Culture on Job Satisfaction

From the results of the analysis of hypothesis testing, it is known that the direct influence of organizational culture on job satisfaction of PT BRI at Thamrin Branch has a path coefficient value as 0.305 and P-Values = 0.003 <0.05. The calculated t value as 3.029 > t table 1.96. It can be concluded that H₀ is rejected (H_a is accepted). Thus, organizational culture has a positive and significant effect on job satisfaction of PT BRI at Thamrin Branch.

The results of this study are accordance with previous studies stated that organizational culture has a positive and significant effect on job satisfaction (Budiarto & Prasetyo, 2019), and (Sami et al., Zhao et al., 2015).

It shows that organizational culture is able to improve employee performance of PT BRI at Thamrin Branch, the application of an organizational culture that is appropriate to employees will increase the job satisfaction. However, it is different from the fact in the field; there are still many employees who feel that the implementation of organizational culture within the company is still low, causing low job satisfaction. It can be seen from the respondents' answers that there were 21 employees out of 53 employees who answered 10 for “disagree”, 8 for “did not agree”, and 3 for “strongly disagree” from the statement “My co-workers and I work together to get the job done quickly”. Therefore, it is expected that companies will increase the application of organizational culture by involving employees in making innovations at work; it will make employees feel being involved in the work and increase employee job satisfaction.

The results of this study indicate that the organizational culture has a positive and significant effect on job satisfaction of PT BRI at Thamrin Branch.

3.6 The Effect of Leadership Style on Employee Performance Mediated by Job Satisfaction

From the results of the analysis on hypothesis testing, it is known that the direct effect of leadership style on employee performance mediated by job satisfaction of PT BRI at Thamrin Branch has a path coefficient value as 0.225 and P-Values = 0.016 <0.05. The calculated t value as 2,416 > t table 1.96. It can be concluded that H₀ is rejected (H_a is accepted). Thus, leadership style has a positive and significant effect on employee performance that mediated by job satisfaction at PT BRI Thamrin Branch.

The results of this study are in accordance with previous studies stated that leadership style has a positive and significant effect on employee performance mediated by job satisfaction (Budiarto & Prasetyo, 2019) and (Himawan et al., 2019).

It shows that the leadership style can improve employee performance mediated by job satisfaction of PT BRI at Thamrin Branch; where with the right leadership style will create good job satisfaction then the employees will provide maximum performance. However, it is inversely proportional in the field that there are still many employees who are not satisfied with the leadership style given by the leadership; so that employees are not satisfied at work and they have not given maximum performance either. Based on the respondents' answers, there were 20 employees out of 53 employees who answered 13 for “disagree” and 7 for “did not

agree” to the statement "The leader has the ability to guide me to work”. Therefore, in achieving the better employee performance, priority is given for improving or implementing a better leadership style mediated by job satisfaction.

The results indicate that leadership style has a positive and significant effect on employee performance that is mediated by job satisfaction at PT BRI Thamrin Branch.

3.7 The Influence of Organizational Culture on Employee Performance Mediated by Job Satisfaction

Based on the results of the analysis on hypothesis testing, it is known that the direct influence of organizational culture on employee performance that is mediated by job satisfaction of PT BRI at Thamrin Branch has a path coefficient value as 0.105 and P-Values = 0.025 < 0.05. The calculated t value as 2,252 > t table 1.96. It can be concluded that H₀ is rejected (H_a is accepted). Thus, organizational culture has a positive and significant effect on employee performance that is mediated by job satisfaction of PT BRI at Thamrin Branch.

The results of this study are in accordance with previous studies stated that organizational culture has a positive and significant effect on employee performance mediated by job satisfaction (Budiarto & Prasetyo, 2019) and (Himawan et al., 2019).

It shows that the organizational culture is able to improve employee performance mediated by job satisfaction of PT BRI at Thamrin Branch; where the better the implementation of the organizational culture created by the company, the more satisfied employees will be, so they will produce higher performance. However, it is different from the fact in the field, there are still many employees who feel that the organizational culture in the company is too monotonous so they feel less comfortable and makes their sense of job satisfaction decrease, causing decreased performance as well. Based on the respondents' answers, there were 18 employees out of 53 employees who answered 12 for “disagree” and 6 for “do not agree” for the statement "I follow and understand the development of new policies at work”. Therefore, in achieving better employee performance, the priority is given in improving or implementing a better organizational culture mediated by job satisfaction. The results of this study indicate that organizational culture has a positive and significant effect on employee performance that is mediated by job satisfaction at PT BRI Thamrin Branch.

4. CONCLUSION

Based on the results and discussion previously stated, it can be concluded regarding the Influence of Leadership Style and Organizational Culture on Employee Performance with Job Satisfaction as an Intervening Variable at PT. BRI Thamrin Branch are as follows:

1. Leadership Style has a positive and significant effect on Employee Performance at PT BRI Thamrin Branch.
2. Organizational Culture has a positive and significant effect on Employee Performance at PT BRI Thamrin Branch.

3. Job Satisfaction has a positive and significant effect on Employee Performance at PT BRI Thamrin Branch.
4. Leadership Style has a positive and significant effect on Job Satisfaction at PT BRI Thamrin Branch.
5. Organizational Culture has a positive and significant effect on Job Satisfaction at PT BRI Thamrin Branch.
6. Leadership Style has a positive and significant effect on Employee Performance that is mediated by Job Satisfaction at PT BRI Thamrin Branch.
7. Organizational Culture has a positive and significant effect on Employee Performance mediated by Job Satisfaction at PT BRI Thamrin Branch.

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