



Jurnal Bisnis, Ekonomi, Manajemen dan Kewirausahaan

| ISSN (Online) [2797-1988](#) | ISSN (Print) [2797-2003](#) |
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DOI: <https://doi.org/10.52909/jbemk.v4i2.178>



The Influence Of Leadership And Organizational Culture On Employee Performance With Job Satisfaction As An Intervention Variable In Kranggan District Office

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Abstract: Kranggan District shows that leaders or superiors are very active in motivating their employees to improve their performance. This is indicated by the existence of a monthly training program for employees. Kranggan 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. This study uses a total sampling technique, meaning that all populations are sampled in the study, namely 60 respondents. 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 tcount 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 District Office, Mojokerto, this can be shown by the sig value of $0.000 < 0.05$. while the tcount value $> t_{table}$ is $8.770 > 1.6630$. Based on the results of the study, the Leadership variable has a significant positive effect on the performance of employees at the Gondang District Office, Mojokerto, this can be shown by the sig value of $0.027 < 0.05$. while the tcount value $> t_{table}$ is $3.803 > 1.6634$. Based on the results of the study, the Organizational Culture variable has a significant positive effect on job satisfaction at the Kraggan District Office, this can be shown by the sig value of $0.003 < 0.05$. while the tcount value $> t_{table}$ is $2.234 > 1.6634$. Based on the results of the study, 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 tcount value $> t_{table}$ is $2.914 > 1.6630$.

Keyword: Leadership, Organizational Culture, Performance, Job Satisfaction

INTRODUCTION

Along with the 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 Onde-onde City more effective and efficient. Mojokerto Mayor Mas'ud Yunus said that the application for the formation of a new sub-district was actually submitted since 1994. 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 Sub-district. Kranggan Sub-district shows that the leaders or superiors are very active in motivating their employees to improve their performance. This is shown by 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. 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

Bulan	Tingkat Kehadiran
Januari	99,00%
Februari	98,00%
Maret	99,00%
April	99,00%
Mei	96,00%
Juni	97,00%
Juli	97,00%
Agustus	99,00%
September	99,00%
Oktober	95,00%
November	99,00%
Desember	98,00%

However, even though efforts have been made to improve employee performance, in reality 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. The reason for the proposals that were not accommodated in the sub-district-level Musrenbang, he continued, for the physical sector because it had been accommodated by the PUPR Service and the land to be built was not included in the assets. For the socio-cultural sector because most of them do not match the dictionary. While in the economic sector, the training proposal is already in 2023.

In addition, on that occasion, Mr. Suharno stated that the behavior of the Kranggan District employees themselves must be improved. There are Kranggan District employees who are still undisciplined, namely going out during office hours on the grounds of picking up their children from school or for personal interests. He admitted that a number of Kranggan District employees in 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.

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".

METHOD

This type of research is quantitative research. This research is an observational study conducted on a number of objects according to their actual conditions, without any interval from the researcher. This research design uses a cross-sectional method approach. With a population of 60 people. The census sampling technique means that all populations are used as samples in the study.

RESULTS AND DISCUSSION

No. Item Pertanyaan	r_{hitung}	Keterangan
Kepemimpinan (X1)		
1	0,746	Valid
2	0,688	Valid
3	0,764	Valid
4	0,736	Valid
5	0,687	Valid
Budaya Organisasi (X2)		
1	0,671	Valid
2	0,828	Valid
3	0,756	Valid
Kepuasan Kerja (Z)		
1	0,671	Valid
2	0,818	Valid
3	0,672	Valid
4	0,561	Valid
5	0,736	Valid
Kinerja Pegawai (Y)		
1	0,657	Valid
2	0,715	Valid
3	0,758	Valid
4	0,634	Valid
5	0,996	Valid

The table above can be concluded that the correlation of each indicator to the total construct score of each variable shows significant results, namely $r_{count} \geq r_{table}$. It can be concluded that all question items from all variables, namely Leadership, Compensation, Work Motivation and Employee Performance are declared Valid.

No	Variabel	Alpha	Keterangan
1	Kepemimpinan	0,901	Reliabel
2	Budaya Organisasi	0,832	Reliabel
3	Kepuasan Kerja	0,886	Reliabel
4	Kinerja Pegawai	0,724	Reliabel

The table above shows that the three variables produce an alpha value of 0.9. Thus, all variables have a value > 0.60, thus the research instrument is suitable for use in data collection.

Path Analisis I Uji t

Coefficients^a

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 Summary^b

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

Path Analisis II Uji t

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			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

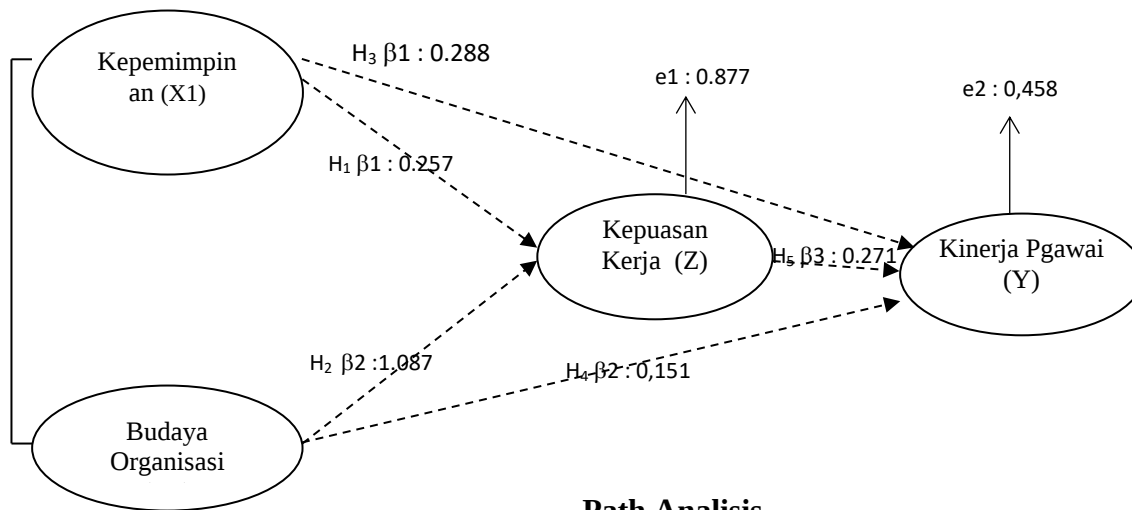
a. Dependent Variable: Y

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



Path Analysis

- The influence of work discipline, work environment on job satisfaction obtained a beta value of 0.257 x 1.087 obtained a total value of 0.2793
- The indirect influence of work discipline, work environment on employee performance obtained a beta value of 0.288 X 0.151 X 0.271 obtained a total value of 0.0112 So there is an influence of leadership and organizational culture on employee performance through job satisfaction, the total value obtained is 0.2793– 0.0112 = 0.2681. So it can be concluded that the direct influence is greater when compared to the indirect influence through the intervening variable

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 tcount value> ttable 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 tcount value> ttable 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, this can be shown by a sig value of 0.027<0.05. while the tcount value> ttable 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, this can be shown by the sig value of 0.003 <0.05. while the tcount value> ttable, 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 tcount value> ttable, namely 2.914> 1.6630

CONCLUSION

- 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, this can be shown by a sig value of 0.000 <0.05.

2. The results of the research on Organizational Culture variables have a significant positive effect on job satisfaction at the Kraggan Mojokerto District Office, this can be shown by a sig value of $0.000 < 0.05$.
3. 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 $0.027 < 0.05$.
4. 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, this can be shown by a sig value of $0.036 < 0.05$.
5. The results of the research on job satisfaction variables have a significant positive effect on the performance of employees at the Gondang District Office, this can be shown by a sig value of $0.027 < 0.05$.
6. The influence of leadership and organizational culture on employee performance through job satisfaction shows that the direct influence is greater when compared to the indirect influence through intervening variables.

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