

# THE INFLUENCE OF ORGANIZATIONAL CULTURE AND LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE (CASE STUDY BPJS EMPLOYMENT PEKANBARU CITY)

Muhammad Untung Hardiansyah<sup>1</sup>, Abdul Razak Jer<sup>2</sup>, Gilang Nugroho<sup>3</sup>

<sup>1,2,3</sup>Faculty of Economics and Business, Riau Islamic University  
hardian@student.uir.ac.id1,abdulrazakjer@eco.uir.ac.id2, Gilangnugroho@eco.uir.ac.id3

## ABSTRACT

*This research aims to test the analysis of organizational culture factors and leadership style through job satisfaction as an intervening variable on the performance of BPJS Employment Employees in Pekanbaru City. The analytical technique used to analyze the effects of intervening variables is the path analysis method, with several tests carried out, including, validity test, reliability test, descriptive analysis, classic tests which include multicollinearity tests, autocorrelation tests, heteroscedasticity tests, and normality tests. The population and sample in this research were 162 BPJS Employment employees in Pekanbaru City. The results of the path analysis prove that Organizational Culture has an indirect positive and significant influence on the Performance of BPJS Employment Employees in Pekanbaru City which is mediated by Job Satisfaction. This is evident from the results of the t test where the t-count of 2.164 for Organizational Culture is greater than the t-table of 1.990. Meanwhile, Leadership Style has an indirect positive and significant influence on the Performance of BPJS Employment Employees in Pekanbaru City which is mediated by Job Satisfaction. This is evident from the results of the t test where the t-count of 2.103 for Leadership Style is greater than the t-table of 1.990.*

**Keywords :***Organizational culture; Leadership Style; Job satisfaction; Employee Performance*

## INTRODUCTION

Job satisfaction reflects the extent to which employees feel satisfied with their jobs and the work environment they encounter every day. On the other hand, employee performance is the result of effectiveness and productivity in carrying out duties and responsibilities in the work environment. In the government context, various internal and external factors, such as organizational culture, work environment, management policies, and leadership patterns, can influence the level of job satisfaction and employee performance and even employee organizational commitment to the organization itself. Low job satisfaction may have a negative impact on employee motivation, engagement and performance, which in turn may affect the effectiveness of government institutions.

Indriani and Waluyo (2012) in Fauzi et al(2016)states that organizational performance will not be optimal without the support of optimal employee performance. This suggests that employee performance factors are the key to organizational progress and success. The performance of an organization is essentially a result of the work requirements that must be met by employees. Company performance is largely determined by quality employees

Organizational culture has a significant influence on job satisfaction, employee

performance, and organizational commitment. A positive, inclusive, and supportive culture tends to increase employee job satisfaction. Meanwhile, a culture that encourages productivity, innovation and responsibility will have a direct impact on improving employee performance. In addition, a strong and consistent organizational culture will form high commitment from employees to the company's goals and values. Thus, creating and maintaining a positive organizational culture is a key factor in influencing employee satisfaction, performance and commitment.

A successful organization is when the goals and functions of the organization run as expected. Of course there is a leader's role in moving the organization. Successful leaders are able to mobilize organizational members in carrying out organizational functions and goals. With good cooperation between leaders and members of the organization, a good organization will be created. Apart from the role of the leader, the trust or trust built by the leader is able to increase the confidence of organizational members, thereby giving rise to commitment and positive attitudes shown by employees. Leaders need trust from their subordinates as a form of bond between a subordinate and his superior.(Arifiani and Rumijati, 2021)

The phenomenon that occurs at BPJS Employment related to employee performance is the lack of validity of employees in their duties and responsibilities regarding providing information on disbursement of fund claims so that customers find it difficult to understand the information provided by employees.(Rahmi, 2022). The performance assessment of BPJS Employment in Pekanbaru City has experienced fluctuations which can be seen from the unsatisfactory evaluation. This requires employees to be able to complete tasks according to their abilities. However, these fluctuations indicate that employee abilities are inconsistent, even changing rather than increasing steadily.

In line with this, Pertiwi(2022)explained that the performance of employees at BPJS Employment Pekanbaru City was still not optimal. There is a decrease in performance evaluations from year to year. Many employees have difficulty completing tasks on time, and there is even a tendency to procrastinate completing tasks. This situation causes delays in preparing reports, which ultimately has an impact on the smooth process of subsequent activities.

Maulina(2020)explained that this was caused by incomplete tasks in the organization, low ability to work and the unpreparedness of employees to accept the responsibilities given. Further Maulina(2020)stated that this condition was also caused by employee dissatisfaction and low commitment to the company where they worked(Putriana and Maulina 2020).

According to research by Indarti (2017) in Pertiwi et al(2022)states that employee performance is influenced by organizational culture and employee job satisfaction. Ismayanti (2020) in Pertiwi et al(2022)also states that employee performance is influenced by the culture and commitment that exists in the organization. The good performance of an employee must be supported by many factors, one of the steps to be able to make changes in a better direction is by strengthening the external and internal sides of the organization. The internal side of this organization can be in the form of organizational culture. This means that if the organizational culture in BPJS Employment is strongly integrated within each employee, it is hoped that it will become a determining factor in the successful performance of employees and BPJS Employment in Pekanbaru City.

Mother Earth(2022)stated that the phenomenon of problems related to organizational culture at BPJS Employment in Pekanbaru City is found in indicators of concern and harmony between employees and superiors and

subordinates. In line with this(Rahmi, 2022)also stated that the leadership problems at BPJS Employment in Pekanbaru City saw a decline in performance also due to a lack of close relationship between leaders and employees. Existing organizational culture cannot optimally improve employee performance without being followed by a strong commitment from employees.

Mother Earth(2022)stated that the low commitment of BPJS employment employees in Pekanbaru City can be seen from the targets set at the beginning of the year which have not been achieved optimally. So, to improve employee performance through organizational strengthening, efforts are needed to change the mindset of the employees themselves, which can not only be changed through formal supervision, but also leads to more intensive mentoring such as leaders directly providing work directions to each employee in accordance with SOPs and targets set by BPJS Employment.

Based on the results of research gaps conducted on several previous research results related to the same problem, where there is a complexity of the situation that occurs at BPJS Employment in Pekanbaru City. So the author tries to explore and identify problems related to employee performance in the BPJS Employment environment. This research aims to analyze the impact of organizational culture and leadership style on employee performance by adding job satisfaction as a mediating variable or intervening variable as a differentiator from previous studies so that it can provide recommendations for improving performance at BPJS Employment in Pekanbaru City.

## **Theoretical basis**

### **Organizational culture**

According to Sutirnsno (2019) in Putri and Sonny(2023)explains that organizational culture is a system of values, beliefs, assumptions or long-standing norms agreed upon and followed by members as a guide for behavior and problem solving. -organizational problems.

The understanding of organizational culture put forward by Schenider (2010) in Sugiyono and Rahajeng(2022)explaining organizational culture is related to the context of organizational development, meaning that culture is rooted in the history of the organization, is shared and is not easily manipulated directly. According to Robbins (2013)in Pertiwi and Indarti (2022)explains that organizational culture reflects the traits and characteristics that are felt to exist in the work environment and arise due to organizational activities carried out consciously or

not and are considered to influence the behavior and personality of the organization

According to Sedarmayanti (2014) in Sanjaya et al(2023)defines organizational culture as the beliefs, attitudes and values that are generally shared. that arises in organizations, stated more simply, culture is the way we do things here.Hofstede (1993)in Fuad Mas'ud (2004)defines organizational culture as a set of values, norms, beliefs, behaviors and practices that are general and dominant in an organization. Organizational culture includes different aspects, such as values, belief systems, and ways of interacting that are characteristics that differentiate an organization from others.

According to Hofstede (1993) organizational culture is reflected in the way organizational members understand, behave and interact with each other in the work environment. Hofstede views organizational culture as something that is not static, but can change over time through the influence of leadership, organizational structure, and the organization's experience in interaction with its external environment.

Furthermore, Hofstede (1993) in Fuad Mas'ud (2004) and Sugiyono Rahajeng(2022)states that there are several indicators of Organizational Culture, namely:

- Professionalism is the quality, qualities and actions that characterize a profession in an organization.
- Management distance is an imbalance in the distribution of power in an organization and members consider this to be normal.
- Trusting colleagues is an attitude that arises from recognizing and believing in someone.
- Integration is an act of mixing until it becomes a complete and complete unity.

### **Leadership Style**

Hani Handoko (2005) in Sudirjo(2014)states that leadership style is how a leader can appropriately direct individual goals and organizational goals. Leaders can influence morale and job satisfaction, security, quality of work life and especially the level of achievement of an organization.(Style, Dan, and Organization 2014)

Rivai (2013) in Silahul and Prasetyo(2021)explains that leadership style is a set of characteristics that leaders use to influence subordinates so that organizational goals are achieved or it can also be said that leadership is a pattern of behavior and strategies that are liked and often applied by a leader.

Ardana (2011) in Satyawati (2014) Leadership style is a pattern of behavior that will be demonstrated by a leader in influencing other people or employees. This pattern of behavior can be influenced by several factors such as the values, assumptions, perceptions, hopes and attitudes of the leader

Robbins (2006) states that leadership is the ability to influence a group towards achieving goals. Leadership is the influence between individuals that is exercised in certain situations, and is directed through the communication process towards achieving one or more specific goals. Leadership concerns the process of deliberate social influence exercised by someone on others to structure activity and influence within a group or organization. Kartini (2009) states that the function of leadership is to guide, lead, mentor, build, give or develop work motivation, drive the organization and network communication networks and bring followers to the target they want to achieve with the provisions of time and planning.(Sudirjo and Kristanto 2014).

Leaders also play a critical role in helping groups, organizations or communities to achieve their goals. However, leadership abilities and skills in direction are important factors in the effectiveness of an organization. Hani Handoko (2005) explains that there are several dimensions that are generally included in leadership style, namely:

- Participative Style: Involves team members in the decision-making process and pays attention to their opinions and input.
- Nurturant Leadership Style: Shows care and concern for team members, supporting their growth and development.
- Authoritarian Style: Directs firmly, gives clear instructions, and ensures tasks and targets are met according to the directions given.
- Task-Oriented Style: More emphasis on achieving goals, completing tasks efficiently, and focusing on results.

### **Job satisfaction**

Herzberg in (Griffin, 2013) and(Mukmin et al, 2021)explains that job satisfaction can be linked to Motivator-Hygiene factors. Motivator factors relate to aspects of work that offer achievement, recognition, challenging tasks, responsibility, and prospects for career advancement. Meanwhile, hygiene factors are related to company policies, supervision, salary, work relations and working conditions. Herzberg concluded that hygiene factors can only reduce

dissatisfaction, not increase job satisfaction, while motivator factors can increase job satisfaction if these factors are available.

Gomes in (Fauzi et al, 2016) states that a person's satisfaction or dissatisfaction with his work is a subjective condition, which is the result of a conclusion based on a comparison of what the employee actually receives from his work compared to what he hopes, desires and thinks is appropriate or entitled to him. As for job satisfaction, as expressed by Kreitner and Kinicki (2005) in (Fauzi et al, 2016) is an effectiveness or emotional response to aspects of work.

According to Robbins in (Pertiwi and Indarti, 2022) explains that job satisfaction is an organizational behavior that refers to an individual's general attitude towards the work they do. Robbins et. al. (2013) in (Mahayasa et al, 2018) mentions the components of measuring job satisfaction which consist of several dimensions, namely:

- *Pay (Wages)*.  
The amount of pay received and the level at which this can be seen as appropriate compared to others in the organization.
- *The Work It self* (The job itself).  
The degree to which a job provides interesting tasks, opportunities to learn and opportunities to accept responsibility.
- *Co-workers* (Work colleague).  
Co-workers are a factor related to the basic human need for social relations, satisfaction will be fulfilled by having co-workers who support the individual.
- *Promotion Opportunities* (Promotional opportunities).  
Promotion is a person's opportunity that allows someone to occupy a position so that they can develop skills, professionalism and status in a better direction.
- *Supervision* (relationship with superiors).  
The leadership's ability to provide technical assistance, supervision and form leadership attention in supporting behavior towards employees

### Employee Performance

Performance refers to the work results both in terms of quality and quantity achieved by an employee in carrying out tasks in accordance with his responsibilities (Mangkunegara in Pertiwi et al, 2022). According to Mangkunegara (2016), performance functions as a measure of the success or failure of an organization, unit, or employee.

Kasmir (2016) in Putriana and Isnah (2020) explains that performance includes the results and work behavior that have been achieved in completing tasks and responsibilities in a certain period. Meanwhile, according to Waldman in Sudirjo (2014), performance is the result of behavior and achievements that are in accordance with the expectations and task requirements of each individual in the organization.

Indrayani (2013) explains that performance is the real result of work performance shown by each employee in accordance with their role in the company. In the operational aspect, employee performance includes individual efforts to achieve goals through productivity, both in quantity and quality of work results (Suryani in Putri et al, 2023).

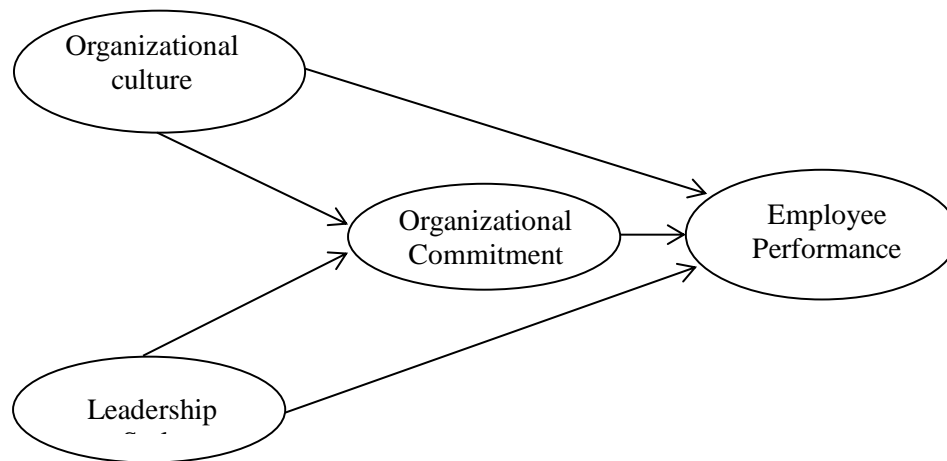
Robbins (2014) in Sanjaya et al (2023) explains performance as a measure that includes efficiency and coefficient in achieving goals. Robbins also emphasized that employee performance is work performance, namely the comparison between real work results and work standards set by the organization.

According to Robbins (2014) in Pertiwi and Indarti (2022), employee performance consists of several dimensions, namely:

- *Quality*: Determined by the employee's perception of the quality of the work results and the suitability of the task to the employee's skills and abilities.
- *Quantity*: Involves the amount of output in the form of units or activity cycles completed.
- *Timeliness*: Determining the level of activity readiness at the scheduled time and maximizing time for other activities.
- *Effectiveness*: Refers to the optimization of organizational resources to maximize results from resource use.
- *Independence*: Describes the level of an employee's ability to carry out their duties.

### Framework

Construct variables in certain research can be divided into three, namely independent variables, dependent variables and intervening variables. Sugiyono (2013) in Baihaqi (2021). Organizational culture, leadership style and job satisfaction as independent variables. Employee performance is the dependent variable, while organizational commitment is the intervening variable. The following is the conceptual framework in this research:

**Figure 1.1****Research Thinking Framework****HYPOTHESIS**

Based on the framework above, the proposed research hypotheses are:

- H1: There is a direct positive influence of organizational culture on employee job satisfaction.
- H2: There is a direct positive influence of leadership style on employee job satisfaction
- H3: There is a direct positive influence of organizational culture on employee performance
- H4: There is a direct positive influence of leadership style on employee performance
- H5: There is a direct positive influence of job satisfaction on employee performance
- H6: There is an indirect positive influence of organizational culture on employee performance with job satisfaction as an intervening variable.
- H7: There is an indirect positive influence of leadership style on employee performance with job satisfaction as an intervening variable.

**RESEARCH METHODS**

The research method that will be used in this research is a quantitative research method. For data analysis used in research is descriptive statistics.(Putri and Gw 2023). This type of research is explanatory research, namely research that explains cause and effect relationships between variables using a quantitative approach. This type of research aims to explain the existing variables, namely Organizational Culture, Leadership Style, Job Satisfaction and Employee Performance variables. The population in this study includes all BPJS Employment employees in Pekanbaru City, totaling 162 individuals. The sampling method applied is Saturated Sampling

(census). The data collection stages in this research started from field observations and library research. Next, it continued with distributing research instruments in the form of questionnaires directly, where respondents responded to the questionnaire statements using a 1-5 Likert scale. The instrument tests used are Validity Test and Reliability Test. In this research, the analytical method used is the path analysis method (Path Analysis) as well as various tests, including validity, reliability, descriptive analysis, and classic tests such as the multicollinearity test, autocorrelation test, heteroscedasticity test, and normality test. Where the analysis process uses SPSS version 25 software, by applying analysis techniques that are appropriate to the stages to be achieved. In analyzing the influence of intervening variables, the path analysis method is used, which is an extension of multiple linear regression analysis. Regression analysis itself is a method for assessing the causal relationship between a dependent variable and one or more predetermined independent variables(Zakaria and Sukei 2021). The significance test is carried out by comparing the significance probability value ( $p$ ) with the previously determined significance level ( $\alpha$ ), namely 0.05. If the significance probability value is smaller than the significance level, then the hypothesis can be accepted; conversely, if the significance probability value is greater than the significance level, then the hypothesis will be rejected.

**Discussion result****Validity test**

The results of the validity test of the instrument used in this research can be seen in the following table:

No	Variable	r-count	r-table	Validity
1	Organizational culture	0.715	0.237	Valid
2	Leadership Style	0.810	0.237	Valid
3	Job satisfaction	0.841	0.237	Valid
4	Employee Performance	0.956	0.237	Valid

The results of the analysis can be seen in the output above, in the Item Total Statistics section seen in the Corrected Item - Total Correlation column which is the calculated r value for each question as an indicator variable. The r value for each question turned out to be positive and the value was greater than the r product

moment table of 0.237; then it can be concluded that all question items are valid.

### Reliability Test

The results of the reliability test of the instrument used in this research can be seen at the following table:

No	Variable	Cronbach Alpha	r-table	validity
1	Organizational culture	0.935	0.237	Reliable
2	Leadership Style	0.935	0.237	Reliable
3	Job satisfaction	0.934	0.237	Reliable
4	Employee Performance	0.933	0.237	Reliable

The results of this research show that the table above is bigger than the r product moment table of 0.237 so it can be categorized as reliable. Apart from that, the Cronbach alpha value above is far above 0.60, so it can be concluded that the reliability of the research construct or variable is high.

### Hypothesis testing

Partially testing the hypothesis from the regression equations Model I and Model II, the influence of Organizational Culture and Leadership Style on Employee Performance mediated by Satisfaction is presented as follows:

- H1: There is a direct positive influence of Organizational Culture on Job Satisfaction of BPJS Employment Pekanbaru City employees. It was found that the standardized beta coefficient of 0.357 had a positive sign and the t-count value of 3.404 was greater than the t table of 1.990 (DF = 71-2-1 = 68), it is thus proven that hypothesis 1 is accepted, meaning that Organizational Culture directly has a positive and significant effect on the Job Satisfaction of BPJS Employment Pekanbaru City employees.
- H2: There is a direct positive influence of Leadership Style on Job Satisfaction of BPJS Employment Pekanbaru City employees. Beta standardized coefficient of 0.400 has a positive sign and the t-count value of 3.810 is smaller than the t table of 1.990 (DF = 71-2-1 = 68), So it is proven that hypothesis 2 is accepted, meaning that Organizational Culture directly has a positive and significant effect on the Job Satisfaction of BPJS Employment Pekanbaru City employees.
- H3: There is a direct positive influence of Organizational Culture on the Performance of Pekanbaru City BPJS Employment Employees. Beta standardized coefficient of 0.197 has a positive sign and the t-count value of 2.596 is greater than the t table of 1.990 (DF = 71-3-1 = 67), then Thus it is proven that hypothesis 3 is accepted, meaning that Organizational Culture directly has a positive and significant effect on the Performance of Pekanbaru City BPJS Employment Employees.
- H4: There is a direct positive influence of Leadership Style on the Performance of Pekanbaru City BPJS Employment Employees. Beta standardized coefficient of 0.254 has a positive sign and the t-count value of 3.288 is greater than the t table of 1.990 (DF = 71-3-1 = 67), then Thus it is proven that hypothesis 4 is accepted, meaning that Leadership Style directly has a positive and significant effect on the Performance of Pekanbaru City BPJS Employment Employees.
- H5: There is a direct positive influence of Job Satisfaction on the Performance of Pekanbaru City BPJS Employment Employees. Beta standardized coefficient of 0.558 has a positive sign and the t-count value of 6.893 is greater than the t table of 1.990 (DF = 71-3-1 = 67), then Thus it is proven that hypothesis 5 is

accepted, meaning that Job Satisfaction directly has a positive and significant effect on Employee Performance.

- H6: There is an indirect positive influence of Organizational Culture on the Performance of Pekanbaru City BPJS Employment Employees with Job Satisfaction as an intervening variable. The results of statistical testing of Organizational Culture have a positive and significant indirect effect on the Performance of Pekanbaru City BPJS Employment Employees, mediated by Job Satisfaction. This is proven by the results of the t-test where the Organizational Culture t-count of 2.164 is greater than the t-table of 1.990 (DF = 71-3-1 = 67).
- H7: There is an indirect positive influence of Leadership Style on the Performance of Pekanbaru City BPJS Employment Employees with Job Satisfaction as an intervening variable. The results of statistical testing of Leadership Style have a positive and significant indirect effect on the Performance of Pekanbaru City BPJS Employment Employees, mediated by Job Satisfaction. This is proven by the results of the t-test where the t-count for Leadership Style is 2.103

### Path Analysis

Information :

L: Direct Influence

TL: Indirect Influence

Indirect effect  $X1 > Y2 = 0.357 \times 0.558 = 0.199$

Indirect effect  $X2 > Y2 = 0.400 \times 0.558 = 0.223$

The results of statistical tests show that Organizational Culture directly influences Pekanbaru City's BPJS Employment Performance by 19.7%. This is proven by the beta standardized coefficient of 0.197. The results of statistical tests show that Organizational Culture indirectly has an effect of 19.9% on the Performance of Pekanbaru City BPJS Employment Employees. This is proven by the beta standardized coefficient of 0.199.

The results of statistical tests show that Leadership Style has a direct effect of 25.4% on the Performance of Pekanbaru City BPJS Employment Employees. This is proven by the beta standardized coefficient of 0.254. The results of statistical tests show that Leadership Style indirectly has an effect of 22.3% on the Performance of BPJS Employment in Pekanbaru City. This is proven by the beta standardized coefficient of 0.223.

## DISCUSSION

### The direct influence of organizational culture on employee performance

Statistical test results show that Organizational Culture directly influences 19.7% of BPJS Employment Employee Performance in Pekanbaru City. This is proven by the beta standardized coefficient of 0.197, which means that an increase in organizational culture will be followed by an increase in the performance of BPJS Employment employees in Pekanbaru City.

### The indirect influence of organizational culture on employee performance is mediated by job satisfaction

The results of statistical testing of Organizational Culture have a positive and significant indirect effect on the Performance of BPJS Employment Employees in Pekanbaru City, mediated by Job Satisfaction. This is proven by the t-test results in table 5.13 where the Organizational Culture t-count of 2.164 is greater than the t table of 1.990 (DF = 71-3-1 = 67).

### The direct influence of leadership style on employee performance

The results of statistical tests show that Leadership Style directly influences the performance of BPJS Employment Employees in Pekanbaru City by 25.4%. This is proven by the beta standardized coefficient of 0.254, which means that an increase in leadership style will be followed by an increase in the performance of BPJS Employment employees in Pekanbaru City.

### The indirect influence of Leadership Style on Employee Performance is mediated by Job Satisfaction

The results of statistical testing of Leadership Style have an indirect, insignificant effect on the Performance of BPJS Employment Employees in Pekanbaru City, mediated by Job Satisfaction. This is proven by the t-test results in table 5.13 where the Leadership Style t-count of 2.103 is greater than the t table of 1.990 (DF = 71-3-1 = 67).

These findings have the implication that efforts to improve employee performance by increasing organizational culture factors become more effective by increasing job satisfaction. This means that the existence of Organizational Culture is actually to provide Job Satisfaction to employees so as to further improve Employee Performance.

The development of standard operating procedures described above is based on the opinion of Deal & Kennedy (1982), Miner (1990), Robbins

(1990) (in Sutrisno, 2010: 3) which states that a strong and positive culture greatly influences the behavior and effectiveness of company performance. . With the implementation of standard operational procedures, it is hoped that it can become the basis for developing and implementing an organizational culture at BPJS Employment in Pekanbaru City which is implemented continuously, and periodically followed by continuous evaluation and improvement. Only in this way can the organizational culture at BPJS Employment in Pekanbaru City be firmly instilled in every BPJS Employment employee in Pekanbaru City.

Apart from that, these findings provide implications for efforts to improve employee performance with increasing factors Leadership Style becomes less effective through increasing Job Satisfaction. This means that the existence of a leadership style actually provides less job satisfaction to employees so that its influence on improving performance is reduced.

In order to improve employees, employees should not only look for job satisfaction but need to put more emphasis on efforts to carry out greater responsibility. Apart from that, the leadership style applied by superiors needs to be improved, for example being more democratic and reducing authoritarian attitudes, so that employees feel more satisfied in working at BPJS Employment in Pekanbaru City. The figure of a leader in an organization can be effective if the leader is able to manage the organization and influence the behavior of subordinates so that they are willing to work together in achieving organizational goals, which will build trust, a sense of fairness and sympathy from employees. A leader's open, caring, visionary, objective and wise attitude will influence employees to improve performance (Sapengga 2016: 646). In order to improve the performance of BPJS Employment employees in Pekanbaru City, it should be preceded by strengthening a leadership style that is able to provide an example and motivation for BPJS Employment employees in Pekanbaru City to be able to realize the leadership's expectations so that individual performance increases and ultimately improves overall organizational performance in the environment. BPJS Employment employees in Pekanbaru City.

Leaders need to always be honest and open in every development faced by BPJS Employment in Pekanbaru City so that they always receive response and support from their subordinates for possible improvements that can be made. Leaders within the BPJS Employment employees in

Pekanbaru City also need to have a visionary attitude with a far-sighted outlook in order to increase the role of BPJS Employment employees in Pekanbaru City in the development and progress of the economy of our beloved country of Indonesia in general.

As an implication, due to the significant influence of Organizational Culture and Leadership Style factors, efforts are still needed to improve them so that they can directly improve the Performance of BPJS Employment Employees in Pekanbaru City (Y2). In accordance with previous research conducted by Parjiyana et al (2015) which has proven that job satisfaction and self-confidence have a positive and significant effect on the performance of nurses at RSJD RM Soedjarwadi, Central Java Province; So this research also proves that Job Satisfaction directly has a positive and significant effect on the Performance of BPJS Employment Employees in Pekanbaru City. Therefore, BPJS Employment in Pekanbaru City needs to always increase the job satisfaction of employees at BPJS Employment in Pekanbaru City.

## CONCLUSION

In accordance with the results of this research, several things can be concluded, including:

1. Organizational culture directly has a positive and significant influence on the job satisfaction of BPJS Employment employees in Pekanbaru City.
2. Organizational culture directly has a positive and significant effect on the job satisfaction of BPJS Employment employees in Pekanbaru City.
3. Organizational culture directly has a positive and significant effect on the performance of BPJS Employment employees in Pekanbaru City.
4. Leadership style directly has a positive and significant influence on the performance of BPJS Employment employees in Pekanbaru City.
5. Job satisfaction directly has a positive and significant effect on the performance of BPJS Employment employees in Pekanbaru City.
6. Organizational culture has a positive and significant indirect effect on the performance of BPJS Employment employees in Pekanbaru City, mediated by job satisfaction. This is proven by the results of the t-test in table 5.13 where the t-count for Organizational Culture of 2.164 is greater than the t-table of 1.990 ( $DF = 71 - 3 - 1 = 67$ ).
7. Leadership style has a positive and significant indirect effect on the performance of BPJS



Employment employees in Pekanbaru City, mediated by job satisfaction. This is proven by the t-test results in table 5.13 where the Leadership Style t-count of 2.103 is greater than the t-table of 1.990 ( $DF = 71-3-1 = 67$ ).

## SUGGESTION

As input, a few suggestions can be given to improve the performance of BPJS Employment employees in Pekanbaru City, which are the implications of the research results, including:

1. In order to improve employees, employees should not only look for job satisfaction but need to place more emphasis on efforts to carry out greater responsibility.
2. The leadership style applied by superiors needs to be improved, for example being more democratic and reducing authoritarian attitudes, so that employees feel more satisfied in working at BPJS Employment in Pekanbaru City.
3. Organizational culture and leadership style still need to be improved so that they can directly improve the performance of BPJS Employment employees in Pekanbaru City.

## BIBLIOGRAPHY

- Arifiani, Ratya Shafira, And Aniek Rumijati. 2021. "Peran Etika Kerja Islami Sebagai Pemoderasi Pengaruh Kepemimpinan Transformasional Terhadap Organizational Citizenship Behavior Dimediasi Oleh Kepercayaan." *Matrik : Jurnal Manajemen, Strategi Bisnis Dan Kewirausahaan*
- Suartana, Ni Made Ria Satyawati I Wayan. 2014. "Pengaruh Gaya Kepemimpinan Dan Budaya Organisasi Terhadap Kepuasan Kerja Yang Berdampak Pada Kinerja Keuangan." *E-Jurnal Akuntansi Universitas Udayana* 1 (6): 17–32.
- Muhammad Fauzi, Moch Mukeri Warso. 2016. "Pengaruh Budaya Organisasi Dan Kepuasan Kerja Terhadap Kinerja Karyawan Dengan Komitmen Organisasi Sebagai Variabel Intervening (Studi Pada Karyawan Pt. Toys Games Indonesia Semarang) Muhammad." *Journal Of Management* 02 (94) : 171–91.
- Sugiyono, E, And R Rahajeng. 2022. "Pengaruh Budaya Organisasi, Gaya Kepemimpinan Dan Kepuasan Kerja Terhadap Kinerja Pegawai Melalui Motivasi Pegawai Sebagai Variabel Intervening Pada Dinas Ketahanan Pangan, Kelautan Dan Pertanian Provinsi Dki Jakarta Tahun 2020." *Fair Value: Jurnal Ilmiah Akuntansi Dan Keuangan* 4 (7): 2691–2708.
- Mahayasa, I Gede Aryana, Desak Ketut Sintaasih, And Made Surya Putra. 2018. "Pengaruh Kepuasan Kerja Dan Budaya Organisasi Komitmen Organisasional Dan Organizational Behavior Perawat." *Matrik : Jurnal Manajemen, Strategi Bisnis Dan Kewirausahaan* 12 (1): 71–86.
- Putri, Anggia, And Sonny Hersona Gw. 2023. "The Influence Of Organizational Culture And Job Satisfaction On The Performance Of Plkb Officers In Dinas Pengendalian Penduduk Dan Keluarga Berencana ( Dppkb ) Karawang District Pengaruh Budaya Organisasi Dan Kepuasan Kerja Terhadap Kinerja Petugas Plkb " 4 (5) : 4368–79.
- Putriana, Putriana Putriana, And Isnah Maulina. 2020. "Pengaruh Kepuasan Kerja Dan Komitmen Organisasi Terhadap Kinerja Bpjs Ketenagakerjaan Cabang Pekanbaru Panam." *Jurnal Al-Iqtishad* 16 (2) : 100.
- Sanjaya, Sakti, Muhammad Rahmad, And Abd Rasyid Syamsuri. 2023. "Performance In Rikit Gaib District Office , Gayo Lues District Pengaruh Lingkungan Kerja Internal Dan Budaya Organisasi Terhadap Kinerja Pegawai Di Kantor Camat Rikit Gaib Kabupaten Gayo Lues" 4 (4): 3932–43.
- Sudirjo, Frans, And Pawiyatan. 2006. "Intervening ( Studi Pada Rumah Sakit Pt Vale Soroako , Sulawesi Selatan ) Serat Acitya – Jurnal Ilmiah Latar Belakang Masalah Telaah Pustaka," 1–16.
- Zakaria, Ardian, And Sukei Sukei. 2021. "Analisis Pengaruh Budaya Organisasi, Gaya Kepemimpinan Melalui Kepuasan Kerja Sebagai Variabel Intervening Terhadap Kinerja Pejabat Imigrasi Pada Kantor Imigrasi Kelas I Tpi Tanjung Perak." *Soetomo Business Review* 2 (4): 209–24.