

**AN INVESTIGATION INTO THE IMPACT OF ORGANIZATIONAL
CULTURE AND LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE,
WITH JOB SATISFACTION SERVING AS AN INTERVENING VARIABLE
(A CASE STUDY OF BPJS EMPLOYMENT IN SERANG CITY)**

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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 Serang 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 Serang 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 Serang 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 Serang 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: Employee Performance, Job Satisfaction, Self-Efficacy, and Organizational Commitment

INTRODUCTION

The level of job satisfaction is a reflection of how content workers are with their work and the conditions they face on a daily basis. Employee performance, on the other hand, is the end outcome of efficient and productive work-related task completion. Job satisfaction, performance, and organisational commitment can be impacted by a myriad of internal and external factors in the public sector. These include, but are not limited to, management policies, leadership styles, work environments, and organisational culture. The efficiency of public agencies could take a hit if workers aren't happy in their jobs, which would dampen their enthusiasm, commitment, and output.

Organisational success cannot be maximised without the backing of peak employee performance, according to Indriani and Waluyo (2012) in Fauzi et al. (2016). What this means is that the success and advancement of an organisation hinges on employee performance aspects. Work requirements that employees must meet fundamentally determine an organization's performance. Good personnel are the primary determinant of a company's success.

Workplace happiness, employee dedication, and organisational loyalty are all profoundly affected by company culture. Worker happiness is positively correlated with an inclusive, positive, and supportive work environment. At the same time, a culture that promotes accountability, creativity, and productivity will directly affect how well employees perform. Employees will be very dedicated to the company's mission and values if the culture is robust and constant. Employee happiness, productivity, and dedication can be greatly impacted by an organization's ability to establish and sustain a healthy culture.

When the organization's objectives and operations are carried out according to plan, it is considered a successful organisation. It goes without saying that a leader is essential for the organization's progress. A key competency of effective leaders is the ability to rally their teams to achieve common objectives. A good organisation is born out of strong collaboration between its leaders and its members. In addition to the leader's direct influence, followers' faith in the leader and the trust they've earned from them can inspire loyalty and enthusiasm on the job. As a link between a subordinate and his superior, trust is essential for leaders to have from their subordinates. (Rumijati and Arifiani, 2021)

One issue with employee performance at BPJS Employment is that customers have trouble understanding the information that employees provide them with regarding the disbursement of fund claims. This is because employees do not fulfil their duties and responsibilities in a valid manner. (Decimal, 2022). Because of the inconsistent results, BPJS Employment's performance review in Serang City has been less than stellar. Workers must be able to execute duties in accordance with their skill sets for this to be possible. Nevertheless, these variations suggest that staff members' abilities are not stable and can even fluctuate, instead of growing consistently.

Consistent with this, Pertiwi (2022) detailed how BPJS Employment Serang City staff were still not performing up to par. The number of performance reviews given each year is going down. A lot of workers are late with their work and even tend to put things off until the last minute. The succeeding activities' ability to go off without a hitch is affected by the delays caused by this circumstance in report preparation.

According to Maulina (2020), this was brought about by employees' lack of readiness to take on their assigned obligations, as well as by the organization's incomplete tasks and

low work abilities. Employees' discontent and lack of dedication to their workplace also contributed to this condition, according to Maulina (2020). (Putriana and Maulina 2020).

Indarti (2017) cites study in Pertiwi et al. (2022) that claims organisational culture and job satisfaction impact employee performance. Organisational culture and employee dedication impact performance (Ismayanti, 2020, cited in Pertiwi et al., 2022). An employee's strong performance is dependent on a number of things; improving the organization's external and internal environments are two of those aspects. One example of the inner workings of this company is its culture. That is why it is believed that the success of both BPJS Employment and its employees in Serang City would depend on how well the company's culture is ingrained in every worker.

According to Mother Earth (2022), signs of concern and harmony between employees, managers, and subordinates at BPJS Employment in Serang City indicate concerns relating to organisational culture. Consistent with this, (Rahmi, 2022) added that BPJS Employment's leadership issues in Serang City contributed to a drop in performance by creating a chasm between management and staff. In order for the current organisational culture to maximise its potential in enhancing employee performance, a firm resolve on the part of employees is required.

According to Mother Earth (2022), workers at BPJS in Serang City have shown a lack of dedication by failing to meet the goals they set for themselves at the start of the year. Employees' perspectives need to be shifted in order for organisational strengthening to boost performance. This can be achieved through formal supervision and other forms of more intense mentoring, such as leaders giving specific instructions to each worker in line with standard operating procedures and BPJS Employment goals.

The situation at BPJS Employment in Serang City is complex, and there have been gaps in the study that have been undertaken on this same subject in the past. Accordingly, the author makes an effort to investigate and catalogue issues with BPJS Employment environment employee performance. With the goal of informing strategies for performance enhancement at BPJS Employment in Serang City, this study expands upon prior research by examining the relationship between organisational culture, leadership style, and employee performance through the lens of job satisfaction as a mediating or intervening variable.

REVIEW OF LITERATURE

Organizational Culture

Organisational culture is defined by Sutirso (2019) in Putri and Sonny (2023) as a set of shared assumptions, values, and long-standing conventions that employees use to make decisions and act in a certain way. Issues within the organisation.

According to Schenider's (2010) definition of organisational culture as presented in Sugiyono and Rahajeng's (2022) explanation of organisational culture, culture is shared, has deep roots in the organization's history, and is difficult to directly manipulate. Robbins (2013) in Pertiwi and Indarti (2022) states that organisational culture is a reflection of the characteristics and traits that are perceived to exist in the workplace. These traits and characteristics emerge from organisational activities, whether intentionally or unintentionally, and are believed to impact the behaviour and personality of the organisation.

Organisational culture is defined as the commonly held ideas, values, and beliefs by Sedarmayanti (2014) in Sanjaya et al. (2023). culture, or more simply said, the way things

are done here, is something that develops in organisations. According to Hofstede (1993), cited in Fuad Mas'ud (2004), an organization's culture consists of its widely held and widely practiced values, beliefs, conventions, behaviours, and practices. Some of the things that set one company apart from another include its values, beliefs, and communication styles; these are all components of organisational culture.

Hofstede (1993) argues that cultural norms in the workplace are manifest in employees' perceptions, actions, and interactions with coworkers. According to Hofstede, an organization's culture is dynamic and subject to change as a result of factors such as its leadership, its structure, and its interactions with the outside world.

Additionally, according to Hofstede (1993) as cited in Fuad Mas'ud (2004) and Sugiyono Rahajeng (2022), there are other markers of organisational culture, including:

- The traits, demeanour, and behaviour that define a profession in the workplace are collectively known as professionalism.
- Members of the organisation accept the normalcy of management distance, which is an imbalance in the distribution of authority.
- Having faith in one's coworkers is an attitude that develops when one recognises and believes in them.
- The term "integration" refers to the process of combining different elements into one whole.

Leadership Style

A leader's style is the means by which he or she achieves both personal and group objectives (Hani Handoko, 2005, cited in Sudirjo, 2014). A company's success is directly related to the leadership team's ability to boost morale and job satisfaction, job security, and overall work life quality. (Design, Dan, and Structure) in 2014

Leadership, according to Rivai (2013) in Silahul and Prasetyo (2021), is either a leader's preferred pattern of behaviour and tactics for influencing subordinates to accomplish organisational goals or a leader's style of leadership. In Satyawati (2014), Ardana (2011) cites A leader's leadership style is the way they typically interact with and influence others under their supervision. Leaders' beliefs, assumptions, views, aspirations, and attitudes are among the many variables that might impact this pattern of conduct.

A leader is someone who can rally followers to accomplish a common objective (Robbins, 2006). Leadership is the process of guiding a group of people to accomplish a common objective(ies) via the use of persuasion and other forms of interpersonal communication. Leadership is all about how one person consciously shapes the behaviour and impact of others within a group or organisation through the use of social influence. Leadership, according to Kartini (2009), is bringing one's followers to the desired goal within the allotted time and with the help of well-thought-out plans, as well as guiding, mentoring, creating, providing, or developing work motivation (Sudirjo and Kristanto 2014).

Assisting communities, groups, or organisations in reaching their objectives is another important responsibility of leaders. Nevertheless, the success of an organisation is heavily dependent on the leadership's competencies and directional capabilities. According to Hani Handoko (2005), a leadership style often incorporates the following elements::

- Participative Style: Asks for and considers team members' thoughts and feelings before making a call.

- Nurturant Leadership Style: Demonstrates genuine interest in and support for the personal and professional development of team members.
- Using an authoritarian style of leadership entails setting definite goals, providing explicit instructions, and monitoring progress to ensure objectives are fulfilled.
- A task-oriented style places a premium on getting things done quickly and effectively in order to reach one's objectives.

Job Satisfaction

Herzberg indicates that elements related to motivators and hygiene can be associated with job satisfaction in (Griffin, 2013) and (Mukmin et al, 2021). Achievement, recognition, difficult work, responsibility, and opportunities for professional growth are all motivating factors in the workplace. Hygiene considerations, meanwhile, have to do with things like corporate policy, management, pay, relationships on the job, and physical working conditions. Herzberg came to the conclusion that motivational elements, if present, can boost job satisfaction, but hygiene factors can only decrease unhappiness.

An individual's level of contentment or discontentment with their job is a subjective state, according to Gomes in (Fauzi et al, 2016). This state is the end result of comparing the employee's actual work-related benefits to his expectations, goals, and sense of entitlement. Affective or efficacious reactions to elements of one's employment constitute job satisfaction, according to Kreitner and Kinicki (2005) in (Fauzi et al, 2016).

A person's overall attitude towards their work is what Robbinsin (Pertiwi and Indarti, 2022) calls "job satisfaction," an organisational behaviour. A number of factors that contribute to a person's level of job satisfaction are mentioned by Robbins et al. (2013) in (Mahayasa et al, 2018):

- Salary or Income.

The salary and the extent to which it is considered reasonable in comparison to other employees in the company.

- The Task at Hand (The Work at Hand).

The extent to which a position allows for the completion of engaging work, the acquisition of new skills, and the assumption of increasing levels of responsibility. People with whom one works (coworkers).

- To a certain extent, having supportive coworkers satisfies the fundamental human need for social relations, which in turn leads to job happiness.
- Opportunities for Advancement (Opportunities for Advancement).

A promotion is a chance for an individual to take on a more responsible role, which in turn allows them to gain experience, credibility, and advancement opportunities.

- Control (affair with higher-ups).

Ability of leadership to support employees' behaviour through technical aid, supervision, and leadership attention

Employee Performance

An employee's performance is defined as the amount and quality of work produced when assigned duties are met (Mangkunegara in Pertiwi et al, 2022). Performance is a key indicator of an organization's, unit's, or employee's success or failure (Mangkunegara, 2016). The results and work behaviour that have been obtained in performing duties and obligations during a given period are included in performance, according to Kasmir (2016) in Putriana and Isnah (2020). At the same time, as Waldman explains in his reference to Sudirjo (2014),

performance is the end outcome of actions and results that meet the needs of every person in the company.

Performance is the end outcome of how well each individual does their job in relation to their position in the organisation, as stated by Indrayani (2013). Employee performance, from an operational standpoint, encompasses the individual's endeavours to accomplish objectives via productivity, as measured by the quantity and quality of work output (Suryani in Putri et al, 2023).

Efficiency and coefficient in accomplishing objectives are two components of performance, according to Robbins (2014) in Sanjaya et al. (2023). Employee performance, according to Robbins, is work performance, defined as the gap between actual output and organisational expectations.

Employee performance is comprised of multiple aspects, as stated by Robbins (2014) in Pertiwi and Indarti (2022):

- 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

Independent, dependent, and intervening variables are the three main types of construct variables used in specific types of study. Referenced in Baihaqi (2021) by Sugiyono (2013). Culture, leadership style, and contentment in one's work as separate factors. Organisational commitment acts as a mediator between the dependent variable (employee performance) and the independent variable (business outcomes). The study's theoretical underpinnings are as follows:

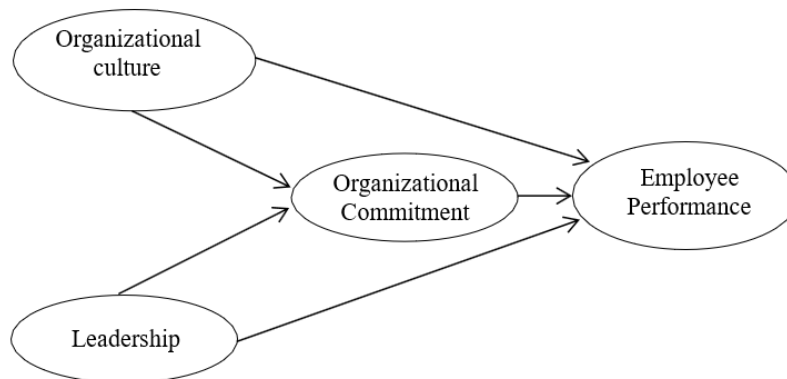


Figure 1.1
Research Thinking Framework

(census). The data collection stages in this research

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 METHOD

In this study, a quantitative research strategy will be employed. Research data is often analysed using descriptive statistics. (Genti and Putri 2023). Research that uses a quantitative method to explain cause and effect relationships between variables is known as explanatory research. The purpose of this type of study is to provide light on the preexisting variables, which include things like leadership style, organisational culture, employee performance, and job satisfaction. All 162 employees of BPJS Employment in Serang City make up the population in this study. The Saturated sampling technique was used. Data collection began with surveys and library research. The next step was the direct distribution of questionnaires, which served as study instruments. Respondents were asked to rate each item on a Likert scale from 1 to 5. A Validity Test and a Reliability Test are utilised to evaluate the instruments. Several tests, including validity, reliability, descriptive analysis, and traditional tests like the multicollinearity, autocorrelation, heteroscedasticity, and normalcy tests, are utilised in this research, in addition to the route analysis approach (route Analysis). Where SPSS version 25 software is utilised for analysis, analytical approaches that are suitable for the phases to be attained are applied. Path analysis, a variant of multiple linear regression, is employed for investigating the impact of confounding variables. One way to establish if one or more independent variables are causally related to a dependent variable is to use regression analysis (Zakaria and Sukesu 2021). A comparison is made between the previously established significance threshold (α), which is 0.05, and the probability value (p) of significance in order to conduct the significance test. To accept a hypothesis, the significance probability value must be less than the significance level; to reject a hypothesis, the value must be larger than the significance level.

RESULTS AND DISCUSSION

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
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As an indicator variable, the computed r-value for each question is visible in the Corrected Item - Total Correlation column of the Item Total Statistics portion of the output, which displays the results of the analysis. All of the question items were determined to be genuine because the r-values were positive and higher than the r-product moment table value of 0.237.

Reliability Test

The results of the reliability test of the instrument used in this research can be seen in 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

According to the findings, the aforementioned table is more substantial than the r-product moment table of 0.237, indicating its reliability. In addition, the research construct or variable has good dependability, as the Cronbach alpha value is significantly higher than 0.60.

Hypothesis testing

This section presents the results of a partial test of the hypothesis derived from Models I and II of the regression equations examining the impact of leadership style and organisational culture on employee satisfaction-mediated performance.

- Hypothesis 1: BPJS Employment Serang City employees' job satisfaction is positively impacted by organisational culture. Hypothesis 1 is accepted, meaning that Organisational Culture directly affects the Job Satisfaction of BPJS Employment Serang City employees in a positive and significant way. This is supported by the fact that the standardised beta coefficient was 0.357 and the t-count value was 3.404, which was greater than the t table value of 1.990 (DF = 71-2-1 = 68).
- Hypothesis 2: Leadership style has a beneficial effect on job satisfaction among BPJS Employment Serang City employees. There is strong evidence that supports hypothesis 2, indicating that organisational culture has a direct and positive impact on job satisfaction among BPJS Employment Serang City employees. The beta standardised coefficient of 0.400 is positive, and the t-count value of 3.810 is smaller than the t table of 1.990 (DF = 71-2-1 = 68). Consequently, hypothesis 2 is accepted.
- The third hypothesis is that the organisational culture has a favourable effect on the performance of the employees of Serang City BPJS Employment. Since the beta standardised coefficient is positive at 0.197 and the t-count value is higher than the t table value at 2.596 (DF = 71-3-1 = 67), we can conclude that hypothesis 3 is correct and that organisational culture does, in fact, have a positive and statistically significant

impact on the performance of the employees at Serang City BPJS.

- Hypothesis 4: Leadership Style Has a Positive Effect on Employee Performance at Serang City BPJS. Hypothesis 4 is accepted, meaning that Leadership Style directly affects the Performance of Serang City BPJS Employment Employees. This is supported by the positive sign of the beta standardised coefficient of 0.254 and the fact that the t-count value of 3.288 is greater than the t table of 1.990 (DF = 71-3-1 = 67).
- Hypothesis 5: Employees' Job Satisfaction Has a Positive Impact on Their Performance at Serang City BPJS Employment. With a positive sign in the beta standardised coefficient of 0.558 and a t-count value of 6.893 that is greater than the t table of 1.990 (DF = 71-3-1 = 67), it can be concluded that hypothesis 5 is accepted, indicating that employee performance is positively and significantly impacted by job satisfaction.
- Hypothesis 6: Workers' job satisfaction acts as a mediator between organisational culture and their performance at Serang City BPJS Employment. Organisational culture has a favourable and significant indirect effect on performance of Serang City BPJS employment employees through job satisfaction, according to statistical testing. Because the organisational culture t-count of 2.164 is higher than the t-table of 1.990 (DF = 71-3-1 = 67), this is supported by the t-test findings.
- Hypothesis 7: With job satisfaction serving as an intermediary variable, leadership style indirectly influences performance of Serang City BPJS employment employees in a good way. Through the medium of job satisfaction, the statistical testing of leadership style affects the performance of employees at Serang City BPJS Employment in a favourable and substantial way. The t-test results corroborate this, with a t-count of 2.103 for Leadership Style.

Path Analysis

Information:

L: Direct Influence TL: Indirect Influence

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

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

The statistical studies conducted in Serang City revealed that the BPJS Employment Performance is directly impacted by Organisational Culture to the tune of 19.7 percent. The 0.197 beta standardised coefficient proves it. Statistical analysis reveals that organisational culture influences employee performance at Serang City BPJS Employment by a factor of 19.9%. The beta-standardized coefficient of 0.199 proves this.

The statistical studies conducted on the employees of Serang City BPJS Employment have shown that leadership style directly affects their performance by 25.4%. With a beta standard deviation of 0.254, this is proved. Statistical analysis reveals that BPJS Employment Performance in Serang City is indirectly impacted by Leadership Style to the tune of 22.3%. The beta-standardized coefficient of 0.223 proves it.

The impact of company culture on workers' productivity

Organisational culture has a direct impact on the performance of 19.7% of BPJS Employment employees in Serang City, according to statistical tests. A rise in organisational culture will be accompanied by an increase in the performance of BPJS Employment staff in Serang City, as evidenced by the beta standardised coefficient of 0.197.

Work satisfaction acts as a go-between for the indirect effect of company culture on productivity.

Organisational culture has a favourable and significant indirect effect on BPJS Employment Employees' Performance in Serang City, according to statistical testing. This effect is mediated by job satisfaction. Table 5.13's t-test findings corroborate this, showing that the organisational culture t-count of 2.164 is higher than the t table of 1.990 ($DF = 71 - 3 - 1 = 67$).

How a leader's approach affects workers' output

Statistical analyses reveal that leadership style has a direct impact on the performance of BPJS Employment employees in Serang City, accounting for 25.4% of the total. The beta standardised coefficient of 0.254 proves it; it indicates that when BPJS Employment's leadership style is improved, the performance of their employees in Serang City would also improve.

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

The performance of BPJS Employment employees in Serang City is indirectly and insignificantly affected by the findings of leadership style statistical testing via job satisfaction. Leadership Style t-count = 2.103 vs. t table = 1.990 ($DF = 71 - 3 - 1 = 67$) in table 5.13, proving this to be true.

In light of these results, it is reasonable to conclude that raising job satisfaction is a key component of a successful organisational culture change initiative to boost employee performance. Employees' happiness on the job is directly related to their productivity in the workplace, which is why organisational cultures exist.

A strong and positive culture substantially influences the behaviour and effectiveness of firm performance, according to Deal & Kennedy (1982), Miner (1990), and Robbins (1990) (in Sutrisno, 2010: 3). This belief formed the basis for the development of the standard operating procedures mentioned earlier. At BPJS Employment in Serang City, we aim to build an organisational culture that is always improving and being evaluated for its effectiveness. We believe that standard operating procedures can serve as a foundation for this. The only way to ensure that every employee in Serang City fully embraces the organisational culture of BPJS Employment is to do it in this way.

Aside from that, these results have consequences for initiatives to boost employee performance by including more variables. As employee happiness rises, the impact of leadership style becomes less noticeable. This indicates that a leadership style has less of an impact on enhancing performance since it actually makes workers less satisfied with their jobs.

Job happiness is important, but employees should also strive to take on more responsibility if they want to see improvements in their performance. Beyond that, leaders at BPJS Employment in Serang City should adopt a more democratic and less dictatorial style of leadership if they want their people to be happy in their jobs. A leader's ability to manage the organisation and influence subordinates' behaviour to achieve organisational goals while building trust, fairness, and sympathy from employees is crucial for the leader's figure to be effective. Leadership that is open, caring, visionary, objective, and wise influences employees to improve performance (Sapengga 2016: 646). If BPJS Employment in Serang City wants to boost its performance, its leaders need to set a good example and motivate their employees to meet those expectations. Only then will their individual

performance rise, which will strengthen the organization's overall performance. Workers at BPJS Employment in Serang City.

If leaders at BPJS Employment in Serang City want to hear from their employees about problems and how to fix them, they need to be forthright and honest about everything that happens. If the leaders of BPJS Employment in Serang City want to see their employees play an even larger part in the growth and prosperity of Indonesia's economy, they, too, must possess a visionary mindset and a long-term perspective.

It follows that further work is required to enhance organisational culture and leadership style in order to boost the performance of BPJS employees in Serang City (Y2), as these characteristics have a substantial impact on the company's success. This research confirms the previous findings of Parjiyana et al. (2015), which found that nurses' performance at RSJD RM Soedjarwadi, Central Java Province, was positively and significantly impacted by job satisfaction and self-confidence. Similarly, this study found that the performance of BPJS Employment Employees in Serang City was positively and significantly impacted by job satisfaction. Hence, it is imperative that BPJS Employment in Serang City consistently raises employee happiness on the work..

CONCLUSION

A number of inferences are permissible in light of this research. To begin, the work satisfaction of BPJS Employment's Serang City employees is positively and significantly impacted by the company's culture. Secondly, there is a favourable and substantial relationship between organisational culture and the performance of these personnel. Thirdly, leadership style is proven to significantly and positively impact employee performance. Fourth, there is a favourable and statistically significant relationship between job satisfaction and performance. In addition, employees at BPJS Employment in Serang City are positively and significantly impacted by organisational culture through job satisfaction, which in turn affects their performance. Results from the t-test corroborate this; in this case, organisational culture had a t-count of 2.164, which is higher than the t-table value of 1.990 ($DF = 71-3-1 = 67$). Table 5.13 shows t-test results for leadership style, with a t-count of 2.103, which is greater than the t-table value of 1.990 ($DF = 71-3-1 = 67$). This suggests that leadership style indirectly influences employee performance in a positive and significant way through job satisfaction as a mediator.

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