



Organizational Culture and Leadership Style on Employee Performance: Its Effect through Job Satisfaction



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Abstract

This research aims to analyze the influence of organizational culture and leadership style on performance through job satisfaction. It is quantitative research that applied the survey method to explain causal relationships or correlations, commonly referred to as path analysis. It was conducted at PT. Bank Rakyat Indonesia (Persero) Branch Office, Indonesia. The results of this study strengthen the theory that: 1) Organizational culture has a positive and significant effect on job satisfaction; 2) leadership style has a positive and significant effect on employee job satisfaction; 3) Organizational Culture has a positive and significant effect on employee performance; 4) Leadership style has a positive and significant effect on employee performance; 5) job satisfaction has a positive and significant effect on performance; 6) Organizational culture has an indirect effect on performance through job satisfaction, and 7) Leadership style has an indirect effect on performance through job satisfaction.

1. Introduction

The effectiveness of employee performance is a problem that must be faced by the company, where an organization must be effective and efficient in order to be able to develop rapidly. For organizations, effective performance means that the current output must be maintained even though the number of jobs is small or the productivity is carrying out work performance or performance. The performance of employees is what affects how much they contribute to the organization. Improving individual or group performance becomes the centre of attention to

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improve organizational performance (Sirrullah et al., 2010). According to Fitri et al. (2021), reliable human resources are capable of helping organizations face the challenges of global competition. Employees are the primary implementers of every organization's function to the existing facilities, infrastructure, and infrastructure. Employees are one of the key organizational factors that must be considered because they are constantly experiencing various dynamics within the organization. From this statement, it can be concluded that to improve organizational performance. It must first improve individual performance. As stated by Kalangi et al. (2021), employee performance has a relationship with company growth. For this reason, managers need to think about the factors that increase employee performance, such as employee job satisfaction, organizational culture and leadership style.

In order to get good employee performance, the company must also pay attention to job satisfaction because employees who do not feel comfortable and are not appreciated will tend not to be able to develop all their potential, so automatically, employees cannot focus and concentrate fully on their work. According to Arief et al. (2021), employee job satisfaction, if work is not just doing work, but is also related to other aspects such as interacting with colleagues, superiors, following specific rules and work environments that are often inadequate or less desirable.

The level of job satisfaction of employees will be reflected in the feelings of employees towards their work, which can be manifested in the form of a positive attitude towards everything they face and the tasks assigned to them. This type of employee no longer views work as a burden of duty and coercion but sees work as a fun thing. Therefore, job satisfaction is an important thing to consider in the management of human resources. According to Robbins & Judge (2015), Job satisfaction has a very broad dimension, broadly covering challenges at work, reasonable rewards and rewards, supportive conditions and co-workers, and the suitability of work with the employee's personality. So, in this case, job satisfaction will support work motivation, which will also be positively correlated with employee performance in the company (Meywati et al., 2021).

Another factor that can affect employee performance is organizational culture. An organization is deemed necessary to consider a strong organizational culture and in line with some appropriate boundaries. As long as it has a strong organizational culture, has a good impact and can be implemented well by organization members, it can facilitate organizational activities. A solid organizational culture does not necessarily run efficiently, so there need to be adjustments in it. Organizations with a strong culture will affect the behaviour and effectiveness of employee performance. Employee performance will run in accordance with the culture they adhere to in the organization.

Furthermore, another factor that can affect employee satisfaction and performance is leadership style. The organization is a place for people to gather and work together to achieve common goals. In an organization, of course, there needs to be a hierarchy of leaders and subordinates. Therefore, it is necessary to have quality human resources to become leaders and subordinates. The leadership factor has a very important role in improving employee performance because effective leadership provides direction to the efforts of all workers in achieving organizational goals. Leaders in an organization with an applied leadership style must be able to devote all their attention to their employees so that high morale grows, which is encouragement so that the people they lead can be moved and directed their energy to achieve a predetermined goal. It can be said that leadership plays a very dominant role in the success of the organization in carrying out its various activities, especially seen in the performance of its employees (Pattipeilohy, 2020). Leaders need an effective leadership style to be able to improve the performance of all employees in achieving organizational

goals. Thus the leadership style can be a good guide in improving employee performance and increasing employee job satisfaction.

The study was conducted in PT. Bank Rakyat Indonesia. Based on the results of pre-research research on employee performance at the bank, it is known that all indicators are in the fairly good category. In previous studies, many researchers made performance the object of research with various influencing factors such as organizational culture, leadership style, and job satisfaction.

Based on the experience of researchers while working at the Bank, it is known that the change of branch heads is carried out every 1-2 years. This, of course, makes the work pattern of employees will also experience changes with leadership changes. New leaders certainly have their own style in maintaining or improving the performance of their employees.

This change of leadership will also usually change the organizational culture in the company. Each leader also strives to establish good relations with his employees with mutually agreed norms. The organizational culture that is applied between one leader and another will also be different and have an impact on employee performance. So in this study, researchers want to know the effect of organizational culture and leadership style on employee performance through job satisfaction as a mediator variable.

2. Materials and Methods

This research is a quantitative research using the survey method. The survey research is meant to explain causal relationships or correlations, which is commonly referred to as path analysis. The survey method can use a questionnaire consisting of questions and answers that can be done clearly, more detailed information can be extracted, and can control the questions (Rangkuti, 2016).

The population reached in this study were all employees of PT. Bank Rakyat Indonesia (Persero) Branch Office, as many as 239 employees. The sampling technique used is simply random. This technique was chosen based on the consideration that the researcher will use data analysis techniques using Lissarel, which requires a large number of research samples. The data analysis technique used in this study is to use SEM (structural equation modelling).

Literature Review

Performance

Performance is a person's overall result during a certain period in carrying out tasks, such as standard results work, targets or targets of predetermined criteria previously and agreed upon (Sagala & Rivai, 2013). Performance employees are not just information to be able to do promotion or salary determination for the company. However, how companies can motivate employees and develop a plan to correct the slump performance can be avoided.

Employee performance needs an assessment with the intent to provide one good opportunity to top employees their career plans in terms of strengths and weaknesses so that the company can determine the remuneration, provide promotions, and can see employee behaviour. Performance appraisal is known as "performance rating" or "performance appraisal". According to Suherman (2021), evaluation performance is the process of assessing personality traits, work behaviour, and the work of a worker or employee (workers and employees), which is considered to support their performance, which used as consideration for decision making decisions about actions in areas employment.

The meaning of the word performance comes from the words job performance and is also called actual performance or work performance or the actual achievement that has been achieved by an

employee. Performance is also defined as the level of achievement of the results achieved by an employee in meeting the requirements that have been set (Bachri et al., 2021). Furthermore, this performance is influenced by three factors, namely: effort, ability and direction (Bachri et al., 2021). Effort refers to how diligent a person is at work, how much effort they put into getting the job done. Ability relates to a person's ability or expertise in a field of work. In comparison, direction refers to how much the leader's ability to direct subordinates to achieve the goals that have been set.

Based on the explanation above, it can be concluded that performance is a person's behaviour in carrying out responsibilities and management to achieve the goals and standards that have been set. High-yielding jobs should be achieved by employees. Bachri et al. (2021) stated that the measures that need to be considered in performance appraisal include: 1) Quality of work, 2) Quantity of work, 3) responsibility, 4) initiative, 5) cooperation, 6) Obedience.

Next, based on the explanation of the conceptual framework, it can be synthesized that performance is the actual achievement that has been achieved by an employee with indicators: 1) Quality of work, 2) Quantity of work, 3) responsibility, 4) initiative, 5) cooperation, 6) Obedience.

Organizational culture

Culture is a manifestation of the way of thinking / cultural patterns, which are interpreted very broadly because all behaviour and actions include feelings because feelings are also the intent of the mind. Besides that, Sirrullah et al (2020) also argues that culture is a complex thing that includes knowledge, beliefs, art, morals, customs and other capabilities and habits possessed by humans as part of society. Organizational culture is a shared perception held by members of the organization. A system of shared meaning (Robbins & Judge 2015). Organizational culture is simply "the way we do things around here." What he means is that organizational culture reflects the way they do things (making decisions, serving people, etc.), which can be seen and felt especially by people outside the organization (Robbins & Judge 2015).

Organizational culture is also in the form of beliefs, values, norms and expectations as described by Apriani et al. (2020) as follows: Organizational culture is the system of beliefs, values, norms, and expectations that governs the feelings and subsequent behaviours of all school constituents. It is the culminating result of the collective understandings and ways in which many people see things, but it becomes, in many ways, a singular concern: Traditions, rituals, and expectations are formed ST strengthened, as an organizational culture becomes deeper and more fortified.

Samadara (2020) explained that organizational culture is "Organizational culture is the set of assumptions, beliefs, values, and norms shared by an organization's members. This culture may have been consciously created by its". Organizational culture is a set of assumptions, beliefs, values, and norms shared by organizational members. This culture is created by the organization. An organization is a company, and organizational culture is where all employees display their abilities. A good organizational culture if employees have high expectations, rewards for achievements, clear organizational values and ethical behaviour, empowered employees, loyalty to the team, a high work environment that is challenging, satisfying, and fun to work in clear results.

Based on the conceptual description above, it can be concluded that organizational culture is something that is done by the organization to apply the values, principles, traditions, and ways of working that are shared by the members of the organization to achieve the prevailing common goals. To find out and study the culture of an organization, there are several elements or variables that can be used. Manafe & Setyorini (2019) suggest eight dimensions to assess organizational/company culture, namely: 1) Communications, 2) Training and Development, 3)

Rewards, 4) Decision Making, 5) Risk-Taking, 6) Planning, 7) Teamwork, and 8) Management Practice. According to Robbins & Judge, (2015), there are indicators of organizational culture, namely: 1) Innovation and the courage to take risks (Innovation and risk-taking), 2) Attention to detail (Attention to detail), 3) Oriented to results (outcome orientation), 4) Oriented to people (People orientation), 5) Team orientation, 6) Aggressiveness, 6) stability.

From the opinion of Robbins & Judge (2015) above, regarding the six dimensions of organizational culture, they are grouped into three dimensions, namely 1. Human resources are consisting of individual initiative and integration. 2. Management consists of direction, control and reward system 3. Communication consists of communication patterns. Based on the conceptual description above, it can be synthesized that organizational culture is something that is done by organizations to apply values, principles, traditions, and ways of working that are shared by members of the organization to achieve common goals that apply with indicators 1) Human resources consist of individual initiative and integration. 2) Management consisting of direction, control, and reward system 3) Communication consisting of communication patterns.

Leadership style

Leadership is the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organization. This means that leadership is the ability of individuals to influence, motivate, and make others able to contribute to the effectiveness and success of the organization. The leadership is a way of influencing and motivating others so that people want to contribute to the success of the organization. Leadership, according to Ratnaningtyas et al. (2021), is an activity of a person to influence individuals, groups, and organizations as a whole so that leadership is given the meaning as the ability to influence all members of groups and organizations to be willing to carry out activities or work to achieve group and organizational goals".

According to Kalangi et al. (2021), leadership style is a way used by leaders in interacting with their subordinates. Whereas, Sagala & Rivai (2013) Leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved, or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader. In line with this opinion, Susita et al. (2020) define leadership as the process of influencing others and the process of facilitating individual and collective efforts to accomplish shared objectives. Leadership appears in two forms: (1) formal leadership, which is exerted by persons appointed or elected to position of formal authority in the organization, and (2) informal leadership, which is exerted by persons who become influential because they have special skills that meet the needs others.

Efforts to assess the success or failure of the leader, among others, are carried out by observing and recording the qualities and qualities of his behavior, which are used as criteria for assessing his leadership. The qualities of a leader consist of: 1) Physical and Mental Energy, 2) Awareness of purpose and direction, 3) Enthusiasm, 4) Friendliness and affection, 5) Integrity (wholeness, honesty and sincerity), 6) Technical Mastery, 7) Assertiveness in making decisions, 8) Intelligence, 9) Teaching skills, 10) Faith. Based on the conceptual description above, it can be synthesized that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader with indicators of 1) traits, 2) habits, 3) temperament, 4) character, and 5) personality.

Job satisfaction

Robbins & Judge (2015) define job satisfaction, which describes a positive feeling about a job, resulting from an evaluation of its characteristics". It means job satisfaction as a feeling positive on a job, which is impact/results of the evaluation from various aspects of the job. *Discrepancy Theory suggests that to measure one's job satisfaction* by calculating the difference between what should be accepted with the reality that occurs. Then, Arief et al. (2021) explained that job satisfaction depends on expectation, needs or values with what, according to his feelings or perceptions, has been obtained or achieved through work.

Meanwhile, Luthans (2011) believes that job satisfaction is the result of workers' perceptions of how their work provides something that is considered important. Hasibuan (2012) defines job satisfaction as an emotional attitude that is pleasant and loves his job. This attitude is reflected by work morale, discipline and work performance. There is no absolute measure of the level of job satisfaction because each individual has different standards of satisfaction.

Jones & George (2012) define job satisfaction as "the collection of feelings and beliefs that people have about their current jobs, is one of the most important and well-researched work attitudes in organizational behaviour". This means that the collection of feelings and beliefs that people have about their current job is one of the most important and well-researched work attitudes in organizational behaviour. Vecchio (2006) said that job satisfaction is "One's thinking and feeling, that is, one's attitude toward". It means a person's thoughts and feelings, namely, his attitude towards the environment

Hoppock (2007) provides a definition of job satisfaction as a combination of psychological, physiological and environmental conditions that cause people to say I am satisfied with my job. That is, job satisfaction is a condition in which individuals like their work. Thus job satisfaction reflects one's feelings towards work, namely the employee's perspective on their work.

The factors that are normally used to measure the job satisfaction of an employee according to Robbins & Judge (2015), namely: 1) The work itself (work itself), 2) Salary / Wage (pay), 3) Promotion (promotion), 4) Supervision, 5) Co-workers (workers)

Based on the description above, it can be synthesized that job satisfaction is a feeling of pleasure or displeasure felt by members of the organization for their role or work in the organization with indicators of feelings towards the work itself, feelings towards wages, feelings towards promotions, feelings towards supervisors, feelings towards teamwork, and feelings about the work situation.

Conceptual Framework

Organizational Culture and Job Satisfaction

Robbins & Judge (2015) propose several important factors that bring more job satisfaction, the first is a job that provides opportunities to use skills, and feedback on how well they are working, the next factor is how the working conditions of employees are, both in terms of personal comfort and ease of doing work. -These are closely related to the rules and standards that have been determined by the company, while the rules and standards are formed from the organizational culture within the company itself. So it is concluded that organizational culture will affect employee job satisfaction.

This is also explained in the research conducted by Samadara (2020) whose research results conclude that the review shows that contemporary job-related phenomena such as job satisfaction are related to their perceptions of their working environment, relations with colleagues, institution aims and strategies and success criteria. In addition, the employees' preference of organizational

culture is likely to be affected by demographic characteristics, especially gender. It can be supported, therefore, that measuring and analyzing an institution's organizational culture in combination with its employees' demographic and individual characteristics may lead to valuable conclusions, so that job satisfaction is promoted". Employee job satisfaction will depend on how the organizational culture is created in the work environment.

Ratnaningtyas et al. (2021) in their research, also concludes that the nature of an organization has significant effects on job satisfaction and turnover intentions. So the findings of research proved that organizational culture is an important element that highly influences employee commitment, job satisfaction and retention.

Leadership style and job satisfaction

Job satisfaction is one of the factors that determine work productivity and organizational performance. Job satisfaction is a multi-dimensional concept. Dimensions of job satisfaction according to Sirrullah (2020) consists of the work itself, salary, promotion opportunities, supervision, and co-workers. The dimensions of satisfaction above are influenced by the leadership style adopted by organizational leaders (Apriani et al., 2020). Complicated work, very principled or confidential, for example, will determine the style of leadership. In this case, the participation of subordinates is increasingly limited. Tasks that are increasingly complicated and very principled cannot be delegated to just any subordinates, but the leader must select and determine subordinates who have the ability to carry out these tasks. Thus participation becomes very limited (democratization becomes narrow). However, tasks that are getting simpler and easier can provide greater opportunities for subordinate participation (Suherman, 2021).

On the dimension of supervision which is an important source of job satisfaction. Luthans (2011) says that there are two dimensions of leadership style that influence it. First, the employee-centered style, this is measured according to the degree to which the supervisor uses personal engagement and care for the employee. This is generally manifested in ways such as researching how well employees are doing, providing advice and assistance to individuals and communicating with co-workers in person and in a work context. In line with this opinion, the results of research conducted by Asghar & Oino (2018) also concluded that transformational leadership style has a positive effect on job satisfaction, whereas transactional leadership style has an insignificant effect on job satisfaction. Therefore, it can be argued that the transformational leadership style is more effective in the retail sector of Slough. Javed, Abbas, & Rahim (2014) also concluded that "the relationship between transactional leadership style and employees' job satisfaction and this transactional leadership style is more adopted by the leaders as compared to transformational leadership style. The research results are very important for the higher management of targeted banks in terms of increasing employees' job satisfaction. They can train their leading staff in branches to adopt a transactional leadership style. This research article comes to an end with a brief conclusion, limitations and recommendations".

Organizational Culture and Employee Performance

Sagala & Rivai (2013) state that a better organizational culture will make higher performance and vice versa. Employee Organizational Performance Culture Figure 4 Relationship between Organizational Culture and Employee Performance Organizational culture refers to the system of meanings held by members of the organization that distinguishes the organization from other organizations that are able to spur towards a better direction (Robbins & Judge, 2015). The existence of a relationship between organizational culture and performance is supported by the

results of Olu Ojo's research through his thesis entitled: Impact Assessment of Corporate Culture on Employee Job Performance published by the Business Intelligence Journal in August 2009 volume 2 number 2, which states that there is a positive relationship between organizational culture and worker performance.

Kawiana (2018), in his research, also concluded that: (1) the influence of organizational culture variable on organizational commitment was significant; (2) The influence of employee satisfaction variable on organizational commitment was significant; (3) The influence of personality variable on organizational commitment was significant; (4) The influence of organizational culture variable on employee performance interest was significant; (5) The influence of employee satisfaction variable on employee performance was significant; (6) The influence of personality variable on employee performance was significant; and (7) The influence of organizational commitment variable on employee performance was significant.

Leadership Style and Employee Performance

The leadership model is behaviour and strategy, as a result of a combination of philosophy, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates (Tampubolon, 2007). Therefore, to obtain higher results than before, it is necessary to have a leadership style that can make a significant contribution. Because it affects the scope of management. In addition, it is also necessary to pay attention to every leader's policy, so that the goal of the company is to maximize resources. Avolio, Walumbwa, & Weber (2009) also explained that leadership style enhances organizational performance, motivation and employees morale in an organization". Leadership style will improve organizational performance, motivation and morale of employees in an organization.

Langi, Saerang, & Worang (2015), in their research, concluded that "based on the result on the analysis of data using multiple linear regression analysis techniques, the F-test and test, obtained results which indicate that the style of leadership, motivation and job satisfaction simultaneously significant effect on the performance of Bank employees. This partial result shows these three variables are also significant positive effect on the performance of the employee unless the variable motivation". Similar research results were also carried out by Asghar & Oino (2018) who concluded that "transformational leadership style has a positive effect on job satisfaction, whereas transactional leadership style has an insignificant effect on job satisfaction. Therefore, it can be argued that the transformational leadership style is more effective in the retail sector of Slough, United Kingdom".

Job Satisfaction and Employee Performance

Studies on job satisfaction have been conducted for a long time, and there are quite a number of them, associated with the level of productivity and employee performance. Job satisfaction is one measure of the quality of life in the organization and will be a bad prediction if job satisfaction does not lead to increased performance. Indications of job satisfaction, usually associated with the level of absenteeism, labor turnover rate, both of which can lead to high costs in the organization so that the company is economically reasonable to be concerned about employee performance because it greatly affects employee performance and organizational effectiveness.(Rizal, 2011). Job satisfaction is individual. Each individual has a different level of satisfaction, as defined by Kreitner & Kinicki (2014), which states that job satisfaction is an effectiveness or emotional response to various

aspects of work. This definition implies that job satisfaction is not a single concept, otherwise, it is possible that one is relatively satisfied with one aspect of their job and is not satisfied with one or several other aspects. The description above shows that employee satisfaction is a variable that affects employee performance.

The correlation between performance and job satisfaction, according to Lopez (Rizal, 2011), has a high level of significance. Performance is measured by instruments developed in the study which are incorporated in general performance measures, then translated into behavioral assessments that basically include: (1) quantity of work, (2) quality of work, (3) knowledge of work, (4) income or statements submitted, (5) work planning. So it can be seen that employee job satisfaction has a positive effect on employee performance. This opinion is supported by the previous researcher, namely Koesmono (Rizal, 2011) which explains that job satisfaction needs special attention so that employees can improve their performance.

Kawiana (2018) also concluded that: (1) the influence of organizational culture variable on organizational commitment was significant; (2) The influence of employee satisfaction variable on organizational commitment was significant; (3) The influence of personality variable on organizational commitment was significant; (4) The influence of organizational culture variable on employee performance interest was significant; (5) The influence of employee satisfaction variable on employee performance was significant; (6) The influence of personality variable on employee performance was significant; and (7) The influence of organizational commitment variable on employee performance was significant. The same research was also conducted by Ghafoor Cloud & Asghar (2014), whose research results conclude that "the relationship between job satisfaction and job pay package, job security, and reward system is positively correlated. And the impact of this satisfaction is direct and significant on employees job performance.

Organizational culture on performance through job satisfaction

Colquitt, et al (2015) state that performance is influenced by several variables classified into forms, namely organizational mechanism, group mechanism, and individual mechanism. Organizational culture is included in the organizational mechanism which will be able to influence employee performance and job satisfaction is included in the individual mechanism, both of which affect employee performance.

Research conducted by Syauta, Troena, Setiawan, & Solimun (2012) on the Influence of Organizational Culture, Organizational Commitment to Job Satisfaction and Employee Performance (Study at PDAM Jayapura, Papua Indonesia). The results show that organizational culture does not directly affect employee performance, organizational culture can affect performance if it is mediated by job satisfaction, while organizational commitment has a significant effect on employee performance directly or indirectly through job satisfaction.

Influence Leadership style towards Performance through Job Satisfaction

Leadership is included in the group mechanism. This leadership will affect performance through job satisfaction which is included in the individual mechanism. So it can be concluded that leadership will affect performance through job satisfaction.

Research Hypothesis

H1: Organizational Culture has a positive direct effect on Job Satisfaction

H2: Leadership style has a positive direct effect on job satisfaction

H3 : Organizational Culture has a positive direct effect on Performance

H4: Leadership style has a direct positive effect on performance

H5: Job satisfaction has a direct positive effect on performance

H6: Organizational culture has an indirect effect on performance through job satisfaction.

H7: Leadership style has an indirect effect on performance through job satisfaction.

3. Results and Discussions

Hypothesis testing

If the t-value on the results of the structural equation model is greater than 1.96, then there is a significant effect between variables. Meanwhile, if the t-value is less than 1.96, then the influence between variables is not significant

Table 1
Structural Equation Model

Dependent variable		Independent Variable	Direct Influence	Indirect Influence	t-value
Job satisfaction	←	Organizational culture	0.496	-	6.124
Job satisfaction	←	Leadership Style	0.315	-	4.382
Performance	←	Organizational culture	0.230	0.29	3.982
Performance	←	Leadership Style	0.246	0.19	4.752
Performance	←	Job satisfaction	0.592	-	6,590

Source: *Processed by researchers (2020)*

Based on the results of the structural equation model above, all relationships between variables have at-value greater than 1.96 or -1.96. This means that there is a significant influence between variables. Hypothesis testing is done by looking at the value of the standardized total effects on the structural equation model. Then it can be seen the results of the hypothesis test as follows:

1. Organizational Culture Variables on Job Satisfaction has a standardized total effects value of 0.496, so the hypothesis stating Organizational Culture on Job Satisfaction has an effect of 49.6% and can be accepted.
2. Organizational Culture Variables on Performance in employees of PT. Bank BRI Persero Tbk Jakarta has a standardized total effects value of 0.230, so hypothesis 1 which states Organizational Culture has an effect of 23.0% and can be accepted.
3. Leadership Style Variables on Job Satisfaction has a standardized total effects value of 0.315, so hypothesis 2a which states that Leadership Style on Job Satisfaction has an effect of 32.5% and can be accepted.
4. Leadership Style Variables on Performance has a standardized total effects value of 0.246, so hypothesis 2b which states that Leadership Style has an effect of 24.6% and can be accepted.

5. Job Satisfaction Variables on Performance has a standardized total effects value of 0.592, so hypothesis 3 which states that performance on job satisfaction has an effect of 59.2% and can be accepted.

6. Organizational Culture Variables have an indirect effect on performance through job satisfaction to employees has a standardized total effects value of 0.29, so that hypothesis 6 which states that Organizational Culture has a positive effect on performance through job satisfaction has an indirect effect of 29.0% can be accepted.

7. Leadership Style Variables have an indirect effect on performance through job satisfaction to employees has a standardized total effects value of 0.19, so that hypothesis 7 which states that Leadership Style on Performance through Job Satisfaction has an indirect effect of 19.0%, can be accepted.

Discussion

Organizational Culture has a positive effect on Job Satisfaction on employees

The results of this study prove that organizational culture has a direct effect on employee job satisfaction at employees of PT. Bank BRI Persero Tbk Jakarta has a standardized total effects value of 0.496, so the hypothesis which states that Organizational Culture has an effect on Job Satisfaction has an effect of 49.6% and can be accepted.

The results of this study are in line with the opinion expressed by Robbins & Judge (2015) suggested that several important factors that bring more job satisfaction, the first is a job that provides opportunities to use skills, and feedback on how well they are working, the next factor is how the working conditions of employees are, both in terms of personal comfort and ease of doing work, it is closely related to the rules and standards that have been determined by the company, while the rules and standards are formed from the organizational culture within the company itself..

The results of this study also corroborate the results of previous research conducted by Samadara (2019) whose research results conclude that the review shows that contemporary job-related phenomena such as job satisfaction are related to their perceptions of their working environment, relations with colleagues, institution aims and strategies and success criteria. In addition, the employees' preference of organizational culture is likely to be affected by demographic characteristics, especially gender. It can be supported, therefore, that measuring and analyzing an institution's organizational culture in combination with its employees' demographic and individual characteristics may lead to valuable conclusions, so that job satisfaction is promoted". Employee job satisfaction will depend on how the organizational culture is created in the work environment.

Miyake & Friedman., (2012) concluded that the nature of organization has significant effects on job satisfaction and turnover intentions. So the findings of research proved that organizational culture is an important element which highly influences the employee commitment, job satisfaction and retention.

Leadership style has a positive effect on job satisfaction

The results of this study prove that leadership has a direct positive effect on job satisfaction for employees of PT. Bank BRI Persero Tbk Jakarta has a standardized total effects value of 0.315, so the hypothesis which states that leadership style has a direct effect on job satisfaction is accepted.

This finding is in line with the opinion which states that the dimensions of satisfaction above are influenced by the leadership style adopted by organizational leaders (Sudita, 2000). Complicated work, very principled or confidential, for example, will determine the style of leadership. In this

case, the participation of subordinates is increasingly limited. Tasks that are increasingly complicated and very principled cannot be delegated to just any subordinates, but the leader must select and determine subordinates who have the ability to carry out these tasks. Thus participation becomes very limited (democratization becomes narrow). However, tasks that are getting simpler and easier can provide greater opportunities for subordinate participation (Kalangi et al., 2021).

On the dimension of supervision which is an important source of job satisfaction. Miyake & Friedman (2012) state that there are two dimensions of leadership style that influence it. First, the employee-centered style, this is measured according to the degree to which the supervisor uses personal engagement and care for the employee. This is generally manifested in ways such as researching how well employees are doing, providing advice and assistance to individuals and communicating with co-workers in person and in a work context.

In line with this opinion, the results of research conducted by Hoppock (2007) also concluded that transformational leadership style has a positive effect on job satisfaction, whereas transactional leadership style has an insignificant effect on job satisfaction. Therefore, it can be argued that the transformational leadership style is more effective in the retail sector of Slough, United Kingdom. Luthans (2011) states that the relationship between transactional leadership style and employees' job satisfaction and this transactional leadership style is more adopted by the leaders as compared to transformational leadership style. The research results are very important for the higher management of targeted banks in terms of to increase employees' job satisfaction they can train their leading staff in branches to adopt transactional leadership style. This research article comes to an end with a brief conclusion, limitations and recommendations".

Organizational Culture has a direct positive effect on the performance of employees

The results of this study prove that there is a significant positive effect of Organizational Culture on the performance of employees of PT. Bank BRI Persero Tbk Jakarta has a standardized total effects value of 0.230, so hypothesis 2a which states Organizational Culture has an effect of 23.0% and can be accepted. The results of this study are in line with the concept proposed by Sagala & Rivai (2013) states that the better organizational culture will make higher performance and vice versa. Employee Organizational Performance Culture Figure 4 Relationship between Organizational Culture and Employee Performance Organizational culture refers to the system of meanings held by members of the organization that distinguishes the organization from other organizations that are able to spur towards a better direction (Robbins & Judge, 2015). The existence of a relationship between organizational culture and performance is supported by the results of Olu Ojo's research through his thesis entitled: Impact Assessment of Corporate Culture on Employee Job Performance published by the Business Intelligence Journal in August 2009 volume 2 number 2, which states that there is a positive relationship between organizational culture and worker performance.

Kawiana (2018) also concluded that: (1) the influence of organizational culture variable on organizational commitment was significant; (2) The influence of employee satisfaction variable on organizational commitment was significant; (3) The influence of personality variable on organizational commitment was significant; (4) The influence of organizational culture variable on employee performance interest was significant; (5) The influence of employee satisfaction variable on employee performance was significant; (6) The influence of personality variable on employee performance was significant; and (7) The influence of organizational commitment variable on employee performance was significant.

Leadership Style has a positive effect on the performance

The results of this study prove that there is a significant positive effect of leadership style on employee performance at PT. Bank BRI Persero Tbk Jakarta has a standardized total effects value of 0.246, so hypothesis 2b which states that Leadership Style has an effect of 24.6% is accepted.

The leadership model is behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates (Tampubolon, 2007). Therefore, to obtain higher results than before, it is necessary to have a leadership style that can make a significant contribution. Because it affects the scope of management. In addition, it is also necessary to pay attention to every leader's policy, so that the goal of the company is to maximize resources. (Avolio, Walumbwa, & Weber, 2009) also explained that "leadership style enhances organizational performance, motivation and employees' morale in an organization". Leadership style will improve organizational performance, motivation and morale of employees in an organization.

Langi, Saerang, & Worang (2015) concluded that, "based on the result on the analysis of data using multiple linear regression analysis techniques, the Ftest and ttest, obtained results which indicate that the style of leadership, motivation and job satisfaction simultaneously significant effect on the performance of Bank employees. This partial result shows these three variables are also significant positive effect on the performance of the employee unless the variable motivation". Similar research results were also carried out by Asghar & Oino (2018) who concluded that "transformational leadership style has a positive effect on job satisfaction, whereas transactional leadership style has an insignificant effect on job satisfaction. Therefore, it can be argued that the transformational leadership style is more effective in the retail sector of Slough, United Kingdom".

Job Satisfaction has a positive effect on the performance of employees

The results of this study prove that there is a significant positive effect of job satisfaction on the performance of employees of PT. Bank BRI Persero Tbk Jakarta has a standardized total effects value of 0.592, hypothesis 3 which states that job satisfaction has an effect on performance of 59.2% is accepted.

Studies on job satisfaction have been conducted for a long time, and there are quite a number of them, associated with the level of productivity and employee performance. Job satisfaction is one measure of the quality of life in the organization and will be a bad prediction if job satisfaction does not lead to increased performance. Indications of job satisfaction, usually associated with the level of absenteeism, labor turnover rate, both of which can lead to high costs in the organization so that the company is economically reasonable to be concerned about employee performance because it greatly affects employee performance and organizational effectiveness (Rizal, 2011). Job satisfaction is individual. Each individual has a different level of satisfaction, as defined by Kreitner & Kinicki (2014), job satisfaction as an effectiveness or emotional response to various aspects of work. This definition implies that job satisfaction is not a single concept, otherwise it is possible that one is relatively satisfied with one aspect of their job and is not satisfied with one or several other aspects. The description above shows that employee satisfaction is a variable that affects employee performance.

The correlation between performance and job satisfaction, according to Lopez (Rizal, 2011), has a high level of significance. Performance is measured by instruments developed in the study which are incorporated in general performance measures, then translated into behavioral assessments that basically include: (1) quantity of work, (2) quality of work, (3) knowledge of work, (4) income or statements submitted, (5) work planning. So it can be seen that employee job satisfaction has a

positive effect on employee performance. This opinion is supported by the previous researcher, namely Koesmono (Rizal, 2011) which explains that job satisfaction needs special attention so that employees can improve their performance.

Kawiana (2018) also concluded that: (1) the influence of organizational culture variable on organizational commitment was significant; (2) The influence of employee satisfaction variable on organizational commitment was significant; (3) The influence of personality variable on organizational commitment was significant; (4) The influence of organizational culture variable on employee performance interest was significant; (5) The influence of employee satisfaction variable on employee performance was significant; (6) The influence of personality variable on employee performance was significant; and (7) The influence of organizational commitment variable on employee performance was significant. The same research was also conducted by Ghafoor Cloud & Asghar (2014), whose research results conclude that "the relationship between job satisfaction and job pay package, job security, and reward system is positively correlated. And the impact of this satisfaction is direct and significant on employees job performance.

4. Conclusion

Based on the results of research on the effect of recruitment, selection and placement on employees performance, with a sample of 153 respondents. It is concluded several points as follows.

1. The recruitment variable has a positive and significant effect on performance. That is, by conducting good and correct recruitment, we will be able to produce human resources who perform well, are qualified and competent to achieve organizational goals.
2. The selection variable has a positive and significant effect on performance. This means that selection can be interpreted as a means or tool to select individuals who have certain qualifications to fill existing positions or newly opened positions.
3. The placement variable has a positive and significant effect on performance. This means that placement is an important aspect because it is a required process so that it is expected to get a workforce that is suitable for the position it occupies.

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