

THE ROLE OF JOB SATISFACTION IN MEDIATING THE INFLUENCE OF ORGANIZATIONAL CULTURE AND LEADERSHIP ON EMPLOYEE PERFORMANCE (STUDY AT PT. ARTA BOGA CEMERLANG GIANYAR BRANCH)

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I Gusti Ngurah Raditya PUTRA¹, I Made SARA², Ni Wayan SITIARI³
^{1,2,3}Warmadewa University Master of Management Study Program, Indonesia
Corresponding author: I Gusti Ngurah Raditya Putra
E-mail: radityaputra479@gmail.com

Abstract:

This research aims to determine the role of job satisfaction in mediating the influence of organizational culture and leadership on employee performance. The object of this research is PT. Arta Cemerlang Catering Gianyar Branch. The population of this study includes all employees in 2023, totaling 32 employees. The sampling method was determined using census techniques, so the sample for this study was 32 respondents. The data collection method is a survey with a questionnaire. The techniques used are descriptive and inferential analysis with Partial Least Square (PLS). The research results show that (1) organizational culture has a positive and significant effect on job satisfaction, (2) work culture has a positive and significant effect on employee performance, (3) leadership has a positive and significant effect on job satisfaction, (4) leadership has a positive but significant effect on job satisfaction. Not significant on employee performance, (5) job satisfaction has a positive and significant effect on employee performance, (6) job satisfaction can mediate the relationship between organizational culture and employee performance, and (7) job satisfaction can mediate leadership on employee performance.

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

INTRODUCTION

In the current era of globalization, competition in the business world is very tight, both in the domestic (national) and international (global) markets. Competition occurs in almost all business sectors, including the distribution sector; this situation causes companies to have to develop their companies to compete, for example, by providing better quality products and better service than competitors. Apart from relying on business strategies to face increasingly widespread industrial competition, companies require employees to increase their excellence in all fields to achieve maximum performance. The synergy between managers and staff is essential to the company's survival. Thus, infrastructure and other superstructures must be ready to facilitate the implementation of high-quality resource procedures. Human resources are a factor that determines the success of an organization in achieving its goals. Employees are an essential resource for the company because they have the creativity and energy to achieve company goals (Indiani et al., 2022). Thus, organizations must manage and optimize their human resources to get reliable human resources to carry out their duties correctly and responsibly and increase organizational performance effectiveness.

Afandi (2021) performance is the willingness of a person or group to carry out or improve activities following their responsibilities with the expected results. The factors influencing employee performance include abilities and skills, knowledge, work design, personality, motivation, leadership, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. Creating good employee performance is not easy because it can be created if the



variables that influence it, such as organizational culture, leadership and job satisfaction, can be accommodated well and accepted by all employees in an organization or company.

Organizations are formed from a complex system where activities are directed to achieve something (Gudono, 2012). Organizational culture is very closely related to workplace behavior or employee performance. This assumption is formed from realistic implementation that can be imitated directly and shared belief values within the organization as the main strength of a solid organizational culture (Arjawa et al., 2023). With an organizational culture, it becomes more accessible and focused on the targets set. Widespread changes in individual behavior are one of the factors that can influence organizational culture and the values adopted. An organizational culture that is well-socialized employees will make it easier for employees to complete their work. According to Robbins and Judge (2008) orga, organizational culture represents a shared perception of organizational members. Therefore, individuals are expected to have different backgrounds or are at different organizational levels.

According to Sulaksono (2019), the indicators of organizational culture are innovation, taking into account risks, paying attention to every problem in detail when carrying out work, being oriented towards the results to be achieved, being oriented towards all employee interests and being aggressive in working. If organizational culture is implemented well, it will also have a good impact on the company's performance; this is following research conducted by Sulaifi (2019), Ramadhan et al. (2019), Regen et al. (2021), Winarsih et al. (2022) and Martianto (2022) who stated that organizational culture has a significant positive effect on performance. In contrast to the results of research conducted by Sugiyono and Rahajeng (2022), which stated that organizational culture had a negative and insignificant effect on employee performance, Girsang (2019) found that organizational culture had no significant effect.

The influence of organizational culture on employee performance is inconsistent, meaning that other factors, namely leadership (Ernawati, 2022), need to be improved or considered in improving employee performance. Hasibuan (2019) states that a leader uses his authority to direct that person's work to achieve the goals set by the company's vision and mission.

A leader influences the success and failure of a company, and effective leadership impacts the company's progress. The good and bad ways a person leads can directly and indirectly affect employee performance (Arjawa et al., 2023). A leader must be able to build good personal relationships between leaders and employees so that there is a sense of mutual respect, mutual trust, mutual help, and unity. According to Setiawan (2019), the leadership indicators are as follows: decision-making ability, motivational ability, communication ability, ability to control subordinates and the responsibility of a leader. Good leadership will have an impact on employee performance, and this is following several studies, Muizu et al. (2019), Ernawati (2022), Marsyandi et al. (2022), Jafar et al. (2023), Ervandana and Sitohang (2023), who stated that leadership has a significant positive effect on employee performance. In its development, there have been differences in research between leadership and employee performance conducted by Rusydi et al. (2021), who stated that leadership has no effect on employee performance, and Lusigita (2017) stated that leadership has a positive but not significant effect on employee performance.

Due to inconsistent research results, it is necessary to re-examine the job satisfaction variable, which is thought to mediate between organizational culture and leadership on employee performance. According to Abdurrahmat (2018), job satisfaction is a form of pleasant emotional attitude showing that one loves the work one does. Job satisfaction in work is job satisfaction that can be enjoyed at work by getting results from achieving work goals, placement, treatment and a good work environment. Employees who enjoy job satisfaction in this job will choose to prioritize



their work rather than the remuneration/wages they get from this job. According to Afandi (2018), the indicators of job satisfaction are as follows: job, wages, promotions, supervisors and co-workers.

In research conducted by Yunarsih (2017) stated that job satisfaction mediates the relationship between leadership style and performance, job satisfaction mediates between organizational culture and performance, Sugiono and Tobing (2021) stated that leadership, organizational culture directly positively or indirectly influences employee performance through job satisfaction as a mediator, further research from Sinaga (2021) states that the results of organizational culture and leadership have a significant effect on employee performance through job satisfaction, Efendi et al. (2022) stated that leadership style and organizational culture also indirectly have a positive and significant effect on employee performance, mediated by job satisfaction, and subsequent research was conducted by Prasetyo et al. (2023) found that leadership style, organizational culture and job satisfaction had an influence on employee performance, and job satisfaction was able to mediate the influence of leadership style and organizational culture on employee performance. Based on an initial survey regarding performance at PT. Arta Boga Cemerlang Gianyar Branch, employee performance needs to be improved, which can be seen from the targets and realization which can be seen in the following table:

Table 1. Target Data and Sales Realization of PT. Arta Cemerlang Catering Gianyar Branch 2019-2022

Year	Target (Rp)	Realization (Rp)	Percentage (%)
2019	1,100,000,000	960.417.402	87
2020	1,100,000,000	1,148,599,650	104
2021	1,300,000,000	1,064,608,000	82
2022	1,400,000,000	1,278,982,500	91

Based on the table above, in the 2019 - 2022 period, target achievement and sales realization fluctuated, and the most significant decrease in realization occurred in 2021. Although the above realization achievement fluctuates, it tends to change up and down, but the realization achievement only exceeded the target once. Has been set. Management needs to pay attention to the factors that influence the employees' performance to decline, which causes sales to fluctuate (Saputra, 2018). Based on initial interviews with several employees, several phenomena occur related to job satisfaction and employee performance at PT. Arta Boga Cemerlang Gianyar Branch is related to organizational culture and leadership. Lack of opportunities for employees to contribute and provide input in organizational decisions, difficulties for employees developing ideas due to limited space for ideas in expressing opinions and frequent sudden organizational changes can cause a decline in job satisfaction and employee performance.

Next, initial observations and interviews regarding leadership were carried out. Problems were found. The leadership needed to pay more attention to employees and care about the final result without considering the workload given. Communication between the leadership and employees also needed to be more open. It could result in clarity and certainty in completing the work.

Based on the phenomenon and gap research results from previous research, research titled "The Role of Job Satisfaction in Mediating the Influence of Organizational Culture and Leadership on Employee Performance at PT. Arta Cemerlang Catering Gianyar Branch" is necessary.

Theoretical Basis, Employee Performance. According to Wibowo (2014), performance can be viewed as a process or a result of workers. Performance is a process of how work takes place to



achieve work results. However, the results of the work itself show performance. The performance achieved by an employee in carrying out a job can be evaluated at the level of performance carried out. Performance is the ability possessed by a person to achieve the desired goals. Employee performance is the ability to perform specific skills. Employee performance is essential because, with this performance, it will be known how far the employee can carry out the tasks assigned to him. For this reason, it is necessary to determine clear and measurable criteria that are determined jointly and used as a reference (Sinambela et al., 2012).

According to Silaen (2021), there are five indicators to measure employee performance, namely:

1. Work Quality. Task perfection is based on employee skills and abilities, and employee perceptions of the quality of work produced are measures of work quality.
2. Work Quantity. The amount expressed in units and activity cycles completed is the amount produced expressed in quantity.
3. Punctuality. Complete activities on time and maximize available time with other activities.
4. Effectiveness. Increasing each unit's resource use maximizes the use of existing organizational resources (labor, money, raw materials).
5. Commitment. The level at which an employee can carry out his or her functions and responsibilities towards the agency or company is called commitment.

Organizational Culture. According to Wibowo (2013) orga, organizational culture is the shared values and norms that exist in an organization and are taught to workers who come. This definition suggests that organizational culture involves shared beliefs and feelings, regularities in behavior and historical processes for transmitting values and norms. Fahmi (2013) said that organizational culture is a long-standing habit used and applied in work activities as a driving force for improving the work quality of company employees and managers.

According to Sulaksono (2019), organizational culture indicators can be stated as follows:

1. Innovative takes risk into account, meaning that each employee will pay sensitive attention to all problems that might cause risks and losses for the organization.
2. Paying attention to every problem in detail when carrying out work will illustrate employees' thoroughness in carrying out their duties.
3. One way for managers to direct and empower their subordinates is to supervise them, oriented to the results to be achieved. Through this supervision, the organization's goals, the group and its members can be explained.
4. Oriented to all employee interests, the organization's success or performance is determined by the work team, where teamwork can be formed if the manager can supervise his subordinates well.
5. Aggressive at work, high productivity can be generated if employee performance can meet the standards required to carry out their duties. Good performance means, among other things, skill qualifications (abilities and skills) that can meet productivity requirements and must be followed with high discipline and diligence.

Leadership. Robbins (2016) suggests that a leader can influence others and has managerial authority. Leadership, or what we usually call Leadership, is the behavior of leaders in leading their employees. A leader has a program and behaves with group members using specific methods so that leadership coordinates the company in achieving the company's stated goals. Another opinion also states that, according to Tohardi (2010), leadership is the process of influencing individual and group activities to achieve goals in certain situations. According to Terry (2010), leadership is a

relationship between a person or leader, influencing others to work consciously on tasks to achieve the desired goals.

There are five leadership indicators described by Setiawan (2019), including the following:

1. Ability to make decisions. Decision-making is a systematic process of considering the nature of the alternatives faced and taking the most appropriate action based on calculations.
2. Motivational ability. Motivational ability is the motivation that makes an organization member want to mobilize his or her abilities (in the form of expertise or skills), energy and time to carry out various activities that are his or her responsibility and complete his or her obligations in realizing the goals and objectives that have been determined previously.
3. Communication skills. Communication skills are the ability to convey information, ideas or concepts to others, directly or indirectly, to be understood well.
4. Ability to control subordinates. Leaders must have the will to bend others to their will by effectively using personal power or position for the company's long-term interests. It includes telling others what to do in a tone that ranges from firm to demanding and even threatening. The goal is to complete the task correctly.
5. Responsibilities of a leader. A leader must have responsibility for his subordinates. Responsibility can be interpreted as an obligation to bear all problems in the organization.

Job Satisfaction. Afandi (2018) defines job satisfaction as a positive attitude from workers, including feelings and behavior towards their work, through assessing one's work as a sense of appreciation for achieving one of the essential work values. According to Hamali (2018: 201), job satisfaction is workers' attitudes about their work. Job satisfaction depends on a person's perception of their duties at work. Usman (2011: 499). Job satisfaction is often viewed as a combination of various emotions, values, and perceptions that a person has about their tasks related to their job (Barnett, 2017).

According to Afandi (2018), indicators of job satisfaction are as follows:

1. Work. Does the content of the work carried out by employees have satisfactory elements?
2. Wages. The amount of payment received by employees due to carrying out work is following the needs that are felt to be fair.
3. Promotion. The possibility that employees can develop through promotion. It relates to whether or not there are opportunities to gain career advancement while working.
4. Supervisor. Employees who always give orders or instructions in carrying out work.
5. Work colleague. Employees constantly interact while working and can feel that their co-workers are pleasant or unpleasant.

Hypothesis.

- H1: Organizational culture has a positive and significant influence on job satisfaction.
H2: Organizational culture has a positive and significant influence on employee performance.
H3: Leadership has a positive and significant influence on job satisfaction.
H4: Leadership has a positive and significant influence on employee performance.
H5: Job satisfaction has a positive and significant effect on employee performance.
H6: Job satisfaction mediates the relationship between organizational culture and employee performance.
H7: Job satisfaction mediates the relationship between leadership and employee performance.

METHODS

This research was conducted at PT. Arta Boga Cemerlang Gianyar Branch is located in Jl. Raya Sakah, Batuan, Sukawati District, Gianyar Regency, Bali. In this study, the total number of





employees was 32 people, not including the leadership. The sampling technique in this research is a saturated sampling of ten, also called a census. The sample in this research is the entire population, namely all employees of PT. Arta Boga Cemerlang Gianyar Branch, totaling 32 employees. The data collection method used was a survey using a questionnaire. Statement items are measured on a Likert scale using five numbers from 1 (strongly disagree) to 5 (strongly agree). The data analysis technique used is inferential analysis to analyze the relationship between the variables studied in this research: organizational culture, leadership, job satisfaction and employee performance.

RESULT AND DISCUSSION
Outer Model Evaluation.

Table 2. Mark Outer Loading Convergent Validity Test Results

	<i>Original sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T statistics (o/stdev)</i>	<i>P Values</i>
X1.1 <- Organizational Culture	0.876	0.872	0.032	27,474	0,000
X1.2 <- Organizational Culture	0.874	0.870	0.038	22,938	0,000
X1.3 <- Organizational Culture	0.809	0.799	0.062	13,131	0,000
X1.4 <- Organizational Culture	0.899	0.897	0.025	36,701	0,000
X1.5 <- Organizational Culture	0.804	0.799	0.055	14,722	0,000
X2.1 <- Leadership	0.845	0.841	0.048	17,641	0,000
X2.2 <- Leadership	0.864	0.865	0.030	29,175	0,000
X2.3 <- Leadership	0.826	0.821	0.053	15,487	0,000
X2.4 <- Leadership	0.906	0.902	0.023	39,275	0,000
X2.5 <- Leadership	0.857	0.852	0.042	20,307	0,000
Y1.1 <- Job Satisfaction	0.895	0.893	0.029	30,908	0,000
Y1.2 <- Job Satisfaction	0.885	0.883	0.030	29,805	0,000
Y1.3 <- Job Satisfaction	0.912	0.908	0.029	31,044	0,000
Y1.4 <- Job Satisfaction	0.925	0.924	0.021	44,283	0,000
Y1.5 <- Job Satisfaction	0.893	0.893	0.028	31,044	0,000
Y2.1 <- Employee Performance	0.892	0.890	0.033	27,337	0,000
Y2.2 <- Employee Performance	0.907	0.903	0.037	24,810	0,000
Y2.3 <- Employee Performance	0.890	0.883	0.045	19,916	0,000
Y2.4 <- Employee Performance	0.915	0.910	0.035	25,793	0,000
Y2.5 <- Employee Performance	0.904	0.902	0.026	34,235	0,000

(Source: Processed data, 2023)



Table 2 shows that all the indicators that form the research construct have an outer loading value greater than 0.70 and are statistically significant at the 0.05 level. So, they are said to be valid regarding convergent validity criteria. These results can be seen in Figure 1 and Figure 2.

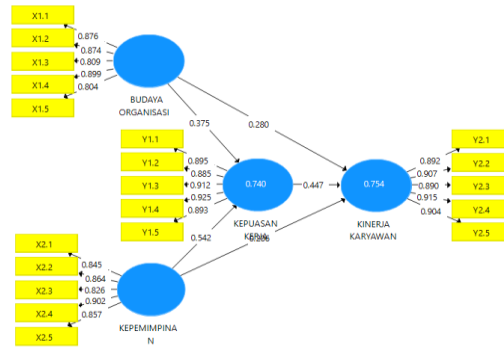


Figure 1. Outer Loading And Path Analysis Results Estimate

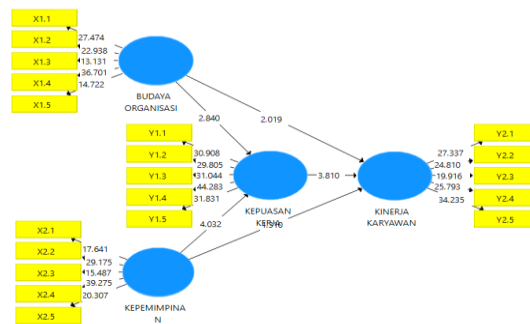


Figure 2. Bootstrapping (Statistical Test)

Meanwhile, Figure 2 shows the calculation results for the significance test (bootstrapping). Path Analysis and Hypothesis Testing.

Table 3. Path Statistical Analysis and Testing

Variable	Original Sample	Standard Deviation	T Statistics	P Values
Organizational Culture-> Job Satisfaction	0.375	0.132	2,840	0.005
Organizational Culture -> Employee Performance	0.280	0.138	2,019	0.044
Leadership -> Job Satisfaction	0.542	0.134	4,032	0,000
Leadership -> Employee Performance	0.206	0.157	1,310	0.191
Job Satisfaction -> Employee Performance	0.447	0.117	3,810	0,000
Organizational Culture -> Job Satisfaction -> Employee Performance	0.167	0.064	2,631	0.009
Leadership -> Job Satisfaction -> Employee performance	0.242	0.092	2,637	0.009



(Source: Processed data, 2023)

Table 3 shows that:

- a. Organizational culture has a positive effect of 0.375 on job satisfaction, and this relationship is significant at the 0.05 level because the t-statistic value is greater than 1.96, namely 2,840.
- b. Organizational culture has a positive effect of 0.280 on employee performance, and this relationship is significant at the 0.05 level because the t-statistic value is greater than 1.96, namely 2.019.
- c. Leadership has a positive effect of 0.542 on job satisfaction, and this relationship is significant at the 0.05 level because the t-statistic value is greater than 1.96, namely 4.032.
- d. Leadership has a positive effect of 0.206 on employee performance, but this relationship is not significant at the 0.05 level because the t-statistic value is smaller than 1.96, namely 0.191.
- e. Job satisfaction has a positive effect of 0.447 on employee performance, and this relationship is significant at the 0.05 level because the t-statistic value is greater than 1.96, namely 3.810.
- f. Job satisfaction partially mediates the relationship between organizational culture and performance. The direct relationship between organizational culture and performance is significant, while the indirect relationship between organizational culture and employee performance through job satisfaction is also significant.
- g. Job satisfaction partially mediates the relationship between leadership and performance. The direct relationship between leadership and performance is significant, while the indirect relationship between leadership and employee performance through job satisfaction is also significant.

Table 4. Indirect Effect: The Role of Job Satisfaction in Mediating the Relationship Between Organizational Culture and Leadership on Employee Performance

	<i>Original Sample</i>	<i>Standard Deviation</i>	<i>T Statistics</i>	<i>P Values</i>
Organizational Culture-> Job Satisfaction -> Employee Performance	0.167	0.064	2,631	0.009
Leadership -> Job Satisfaction -> Employee Performance	0.242	0.092	2,637	0.009

Table 5. Direct Effect: The Role of Job Satisfaction in Mediating the Relationship Between Organizational Culture and Leadership on Employee Performance

	<i>Original Sample</i>	<i>Standard Deviation</i>	<i>T Statistics</i>	<i>P Values</i>
Organizational culture-> Job Satisfaction	0.375	0.132	2,840	0.005
Organizational Culture -> Employee Performance	0.447	0.164	2,724	0.007
Leadership -> Job Satisfaction	0.542	0.134	4,032	0,000
Leadership -> Employee Performance	0.448	0.179	2,509	0.012
Job Satisfaction -> Employee Performance	0.447	0.117	3,810	0,000

The Influence of Organizational Culture on Job Satisfaction. The analysis of organizational culture's influence on job satisfaction shows that organizational culture has a positive and significant



effect on job satisfaction. It means that the stronger the organizational culture is implemented, the more job satisfaction will increase. Organizational culture is reflected by outer loading innovative thinking, prioritizing accuracy, prioritizing results, and work carried out prioritizing team performance, as well as aggressive and competitive demands. The estimated value of the highest loading factor is reflected in the organizational culture, which states that work is carried out prioritizing team performance so that employee job satisfaction will improve and increase.

The results of this research support previous research, which found a positive and significant influence between organizational culture and job satisfaction, namely the first research from Xaverius et al. (2016), who conducted research at PT. Bitung Mina Utama stated that organizational culture significantly affects job satisfaction. It means that the better the organizational culture, the better job satisfaction. The second study was by Vebrians et al. (2021), who conducted research at PT. Bumi Sarimas Indonesia Padang Pariaman Regency stated that organizational culture has a positive and significant influence. The third research was conducted by Mulyandi et al. (2021), who conducted research at Harchi Studio Architecture and Interior Design, which stated that organizational culture significantly affects employee job satisfaction. The fourth research was conducted by Suryati & Nyoto (2022), who conducted research at the Prajnamitra Maitreya Pekanbaru Foundation, which stated that organizational culture had a significant effect on employee job satisfaction and Nugrahaeni et al. (2023), who conducted research at PT. Star Delta Green also stated that organizational culture positively and significantly affects job satisfaction. It means that from the research conducted at PT, Arta Boga Cemerlang Gianyar Branch, it can be concluded that organizational culture positively and significantly affects job satisfaction.

The Influence of Organizational Culture on Employee Performance. The analysis of organizational culture's influence on employee performance shows that organizational culture has a positive and significant effect on employee performance. It means that the more organizational culture is implemented, the more employee performance will increase and influence employee performance. Organizational culture is reflected by outer loading innovative thinking, prioritizing accuracy, prioritizing results, and work carried out prioritizing team performance, as well as aggressive and competitive demands. The estimated value of the highest loading factor is reflected in the organizational culture, which states that work is carried out prioritizing team performance so that employee performance will improve and increase.

The results of this research support previous research, which found a positive and significant influence between organizational culture and employee performance, namely the first research from Ramadhan et al. (2019), who conducted research at PT. Pos Indonesia Spp Semarang stated that organizational culture significantly positively affects employee performance. It means that the better the organizational culture, the better employee performance. The second research was conducted by Sulaefi (2019) at Lestari Rahaja Hospita Magelang Indonesia, which stated that organizational culture significantly affected employee performance. The third research was by Regen et al. (2021), who conducted research at the Sungai Banyak City Health Service, then the fourth research was conducted by Winarsih et al. (2022), who conducted research at PT. X Company and the fifth research conducted by Martianto (2022), who conducted research at the Indonesian National Sports Committee, which stated that organizational culture had a positive and significant effect on employee performance. This means that from the research conducted at PT, Arta Boga Cemerlang Gianyar Branch can conclude that organizational culture positively and significantly affects employee performance.

The Influence of Leadership on Job Satisfaction. The analysis of leadership's influence on job satisfaction shows that leadership positively and significantly affects job satisfaction. It means that



the better the leadership is carried out, the more job satisfaction will increase and influence employee satisfaction. Leadership is reflected by the outer loading of leaders making the right decisions, leaders providing motivation, leaders having good communication, leaders being able to coordinate with subordinates well and leaders being willing to listen to subordinates' opinions. Based on the estimated value of the highest loading factor, it is reflected in leadership, which states that leaders can coordinate well with their employees to improve job satisfaction.

The results of this research support previous research, which found a positive and significant influence between leadership and job satisfaction, namely the first research conducted by Arianto (2018), who conducted research at PT. Gada Rajawali Dunia stated that leadership has a positive and significant influence; the second research was conducted by Tulhusnah (2018), who conducted research at the Situbondo Regency National Defense Agency Office; the third research was conducted by Suryani & Hazmanan (2019) who conducted research at PT. PLN North Sumatra Power Generation Unit, then the fourth research conducted by Adam et al. (2021), who conducted research at PT. Primalayan Citra Mandiri and the fifth research conducted by Putra et al. (2021), who conducted research at the Mayjen Sungkono Foundation, stated that leadership positively and significantly affects job satisfaction. This means that from the results of research conducted at PT. Arta Boga Cemerlang Gianyar Branch shows that leadership positively and significantly affects job satisfaction.

The Influence of Leadership on Employee Performance. The analysis of leadership's influence on employee performance shows that leadership has a positive but insignificant effect on employee performance. This positive relationship means that the better the leadership, the employee performance will increase, but there will be no change. If leaders have good communication skills with their subordinates, employee performance will be better. Leadership is reflected by indicators of decision-making, ability to motivate, communication skills, ability to control subordinates and responsibility. Based on respondents' answers to leadership, it was stated that leaders can coordinate well with their employees to improve employee performance.

The results of this study do not support previous research which found a positive and significant influence between leadership and employee performance, namely the first research conducted by Muizu et al. (2019), who conducted research in the Survey on Banking Organizations in Southeast Sulawesi stated that leadership had a significant effect on employee performance. The second research was conducted by Ernawati (2022), who conducted research at the Traditional Herbal Medicine Factory in Sidoarjo. The third research was conducted by Marsyandi et al. (2022), who conducted research at PT. X Company. Furthermore, the fourth research was conducted by Jafar et al. (2023), who conducted research at BPRS Niaga Madani Makassar. The fifth research study was conducted by Evandana and Sitohang (2023), who conducted research at PT. International Business Futures Surabaya, research results show that leadership positively and significantly affects employee performance. This means that from the results of research conducted by PT. Arta Boga Cemerlang Gianyar Branch shows that leadership has a positive but insignificant effect on employee performance.

The Effect of Job Satisfaction on Employee Performance. The analysis of job satisfaction's influence on employee performance shows that job satisfaction has a positive and significant effect on employee performance. This positive relationship means that with better job satisfaction, employee performance will increase. Job satisfaction is reflected by the outer loading of employees being able to complete work, receiving sufficient wages, promotion policies, superiors being able to listen to suggestions, criticism from their subordinates and teamwork while working. Based on the estimated value of the highest loading factor, it is reflected in job satisfaction, which states that



leaders can listen to suggestions and criticism of employees so that employee job satisfaction will be better.

This research supports previous research, which found a significant influence between job satisfaction and employee performance, namely the first research conducted by Anwar et al. (2018), who conducted research at PT. The Information Media Era states that job satisfaction positively affects employee performance. It means that the better the job satisfaction, the better the employee's performance. The second research was conducted by Mardiyana et al. (2019), who conducted research at the Sharia People's Financing Bank of the Special Region of Yogyakarta. The third research study was conducted by Muliawati (2020), who stated that balance, work-life, and job satisfaction were significantly related to performance in the millennial generation. The fourth research was conducted by Hilamaya et al. (2021), who conducted research at the Semarang City Public Works Department. The fifth research was carried out by Sugiono et al. (2021), who conducted research at the Inspectorate General of the Ministry of Agriculture and stated that job satisfaction had a positive and significant effect on employee performance. This means that from the results of research conducted at PT. Arta Boga Cemerlang Gianyar Branch can conclude that job satisfaction positively and significantly affects employee performance.

The Role of Job Satisfaction in Mediating the Influence of Organizational Culture on Employee Performance. The analysis results show that job satisfaction partially mediates the influence of organizational culture on employee performance. The indirect effect test results show that organizational culture's results on job satisfaction and employee performance have a significant relationship. Job satisfaction can influence the relationship between organizational culture and employee performance. A solid organizational culture for each employee will improve performance.

The results of this research follow research from Komar (2019), who conducted research at ASN Bengkulu City, and Sardika et al. (2021), who conducted research at PT. Padang Golf Cikarang, then research from Apriyanti et al. (2021), who conducted research at the Makassar City Regional Financial and Asset Management Agency Office, Ulum (2022), who conducted research at the Jambi Province Regional Educational Apparatus Organization and research from Ahmad & Arilaha (2023) who conducted research at PT. PLN Ternate Customer Service Implementation Unit stated that job satisfaction can mediate the influence of organizational culture on employee performance. This means that from the results of research conducted at PT. Arta Boga Cemerlang Gianyar Branch can conclude that job satisfaction can mediate organizational culture's influence on employee performance.

The Role of Job Satisfaction in Mediating the Influence of Leadership on Employee Performance. The analysis results show that job satisfaction partially mediates the influence of leadership on employee performance. The indirect effect test results show that leadership results on job satisfaction and employee performance have a significant relationship. Job satisfaction can influence the relationship between leadership and employee performance. An employee who is satisfied with his leader and who can accept criticism and suggestions will improve performance.

The results of this research follow research from Asri et al. (2019), who conducted research at the UIN Alauddin Makassar Rectorate, and Sugiono & Tobing (2021), who conducted research at PT. Usaha Makalingga Mandiri, Sinaga (2021), who conducted research at the Central Tapanuli Regency Youth and Sports Service, Efendi et al. (2022), who conducted research at Bank BTN Jakarta Kuningan Branch Office and Prasetyo et al. (2023) who conducted research at Bank Sulutgo which stated that job satisfaction can mediate the influence of leadership on employee performance. This means that from the results of research conducted at PT. Arta Boga Cemerlang Gianyar Branch can conclude that job satisfaction can mediate the influence of leadership on employee performance.



CONCLUSION

1. Organizational culture has a positive and significant effect on job satisfaction at PT. Arta Cemerlang Catering Gianyar Branch. The stronger the organizational culture, the more employee job satisfaction will increase.
2. Organizational culture has a positive and significant effect on employee performance at PT. Arta Cemerlang Catering Gianyar Branch. The stronger the organizational culture, the more employee performance will increase.
3. Leadership has a positive and significant effect on employee job satisfaction at PT. Arta Boga Cemerlang Gianyar Branch. This means that the better the leadership is, the greater the employee's job satisfaction will be.
4. Leadership has a positive but not significant effect on employee performance at PT. Arta Cemerlang Catering Gianyar Branch. It means that the better the leadership, the better it will not necessarily improve employee performance.
5. Job satisfaction has a positive and significant effect on employee performance at PT. Arta Cemerlang Catering Gianyar Branch. This means that the better the employees' satisfaction is, the more job satisfaction will directly increase.
6. Job satisfaction can partially mediate the relationship between organizational culture and employee performance. This means that the implementation of PT's organizational culture will be better. The better the Arta Boga Cemerlang Gianyar Branch provides to employees, the better the satisfaction felt by employees, which will then improve employee performance.
7. Job satisfaction can partially mediate the relationship between leadership and employee performance. It has meaning the better the leadership that PT. Arta Boga Cemerlang Gianyar Branch applies to employees, and this will be directly related to the satisfaction felt by employees, which will then improve employee performance.

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