

THE INFLUENCE OF LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE

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ABSTRACT

The purpose of this study was to determine the influence of leadership style and organizational culture on employee performance with job satisfaction as an intervening variable at the Cilegon City Food and Agriculture Security Agency. The population in this study were all employees of the Cilegon City Food and Agriculture Service. The sampling technique in this study was the saturated sampling technique, where the entire population was used as a research sample (census sample), so the sample size used in this study was 100 respondents. The research will be tested using the Partial Least Squares (PLS) analysis tool. PLS can also be used to explain whether there is a relationship between latent variables and to analyze constructs formed with reflective and formative indicators. Based on the research results, the following conclusions can be drawn: 1) Leadership style has a positive and significant effect on employee job satisfaction; 2) Work culture has a positive and significant effect on employee job satisfaction; 3) Leadership style has a positive and significant effect on employee job performance; 4) Work culture has a positive and significant effect on employee job satisfaction; 5) Job satisfaction has a positive and significant effect on employee performance; and 6) Job satisfaction can mediate between the variables of leadership style and work culture on employee performance variables.

Keywords: Leadership Style, Work Culture, Job Satisfaction, Employee Performance

PROEM

Every organization requires resources to achieve organizational goals. Resources are sources of energy, power, and driving force, which is the power needed to create activities. The resources referred to include natural resources, financial resources, scientific and technological resources, and human resources. Among these resources, the most important resource is human resources. Human resources are essential because they can influence the efficiency and effectiveness of an organization. According to (Hasibuan, 2016), human resources always play an active and dominant role in every organizational

activity because humans are planners, actors, and determinants of realizing organizational goals.

Human resources as organizational assets need to be managed by implementing good management. In an organization, the role of human resources is critical because people are the main asset and capital. The existence of effective human resources can provide progress for the organization through competitive advantages created by the quality individuals within it. Human resources are individuals who design and produce output to realize the programs and targets set by the organization. With skilled and competent human resources, it is easier for an organization to achieve its desired targets, and it can carry out its activities well.

(Mangkunegara, 2014), explains that human resources are planning, managing, coordinating, implementing, and controlling workforce provision, improvement, remuneration, integration, safeguarding, and separation to realize organizational goals. Whatever the form and purpose of an organization, everything is structured based on various human interests. Likewise, the implementation of the organization's vision and mission is managed and carried out by humans. In order to organize and process existing human resources based on the vision and mission to achieve organizational goals, methods appropriate to the organization's conditions are needed, which will now be referred to as Human Resource Management (HRM). (Kasmir, 2016) states that human resource management is the process of managing people through planning, recruitment, selection, training, development, providing compensation, career, safety, and health, as well as maintaining industrial relations until termination of employment in order to achieve company goals and increase stakeholders.

Several studies show that subordinate-oriented leadership has a significant favorable influence on performance. The dominant indicator is being on time to complete work and the assigned tasks. In other words, a superior's leadership style can influence employee performance in an organization. Leadership is when an individual tries to influence other group members to achieve group goals. Leadership is also seen as a process that people use to bring out the best potential in themselves and others. National culture is said to play an essential role in determining the effectiveness of leadership styles. The literature on leadership identifies transformational leadership, transactional leadership, and laissez-faire leadership as three common leadership styles in today's

conditions, and transformational leadership and transactional leadership are the most dominant characteristics today.

Several studies show that leadership style influences job satisfaction. Leadership styles related to job satisfaction consist of various levels. According to (Kasmir, 2016), besides leadership and motivation factors, job satisfaction factors also directly and indirectly influence performance. A leader must be able to provide job satisfaction for all his employees so that they want to continue working. Employee job satisfaction is critical because it will directly impact motivation and work morale. With high motivation and work enthusiasm, employee performance will improve.

An important factor in organizations other than leadership style is organizational culture. According to (Sutrisno, 2019), it must be distinct from organizational culture, reflected in how employees do everything related to a job. According to (Robbins & Judge, 2017), an organization with a strong culture will influence specific characteristics to attract individuals to join. After that, the individual can think, act, and behave according to the organization's values. (Sutrisno, 2019) revealed that a genuinely managed culture as a management tool will influence and drive employees to be positive, dedicated, and productive. Cultural values are invisible but are the force that drives behavior to produce effective employee performance.

By standardizing work culture as a reference for applicable provisions or regulations, leaders and employees will be indirectly bound so that they can form attitudes and behaviors according to the vision, mission, and strategy of the company/school. This formation process will ultimately produce professional leaders and employees who have high integrity (Tristina & Widagdo, 2017). An effective leadership style in managing human resources in a work unit will influence work behavior, which is indicated by increasing individual job satisfaction and the unit's performance, ultimately influencing the company's overall performance. A leader must also create an organizational culture in his employees by instilling a good vision, mission, and goals to build loyalty and trust among his employees.

In government, realizing good governance is the goal and hope of all parties. Every action and policy in implementing government bureaucracy will always be linked to good governance. Governance includes three main pillars, namely participation, transparency, and accountability. The principle of accountability is one of the principles in government

administration that has the consequence that every government agency is expected to be able to implement the Government Agency Performance Accountability System (AKIP System). The substance of the AKIP System is the alignment between planning products and their realization with an orientation towards results (result-oriented). This alignment process is carried out by preparing a medium-term Strategic Plan every five years, an annual Performance Plan or Performance Determination, a performance contract, and an annual Performance Accountability Report.

The basics for implementing "Good Governance" are MPR RI Decree No. XI/1998 concerning clean and KKN-free State administration, Law no. 28 of 1999 concerning the administration of a country that is clean and free from corruption and corruption, and Presidential Instruction no. 7 of 1999 concerning Accountability for the Performance of Government Agencies. Government agency performance accountability reports are prepared as a manifestation of the responsibility of government agencies as managers of available resources to carry out programs and activities in carrying out the organization's mission to achieve predetermined goals and objectives. The accountability report must provide information that describes performance clearly and transparently, according to the principles of preparing relevant, consistent, accurate, objective, and fair reports. Good governance creates and implements public policies based on transparency, accountability, participation, legal certainty, equality, effectiveness, and efficiency. Such principles of government administration are the basis for implementing democratic policies, which are characterized by strengthening community control over the performance of public services. The Government Agency Performance Accountability Report (LAKIP) is prepared as a form of performance measurement accountability. Performance measurement is a systematic and continuous process for assessing the success or failure of implementing government and development activities by establishing policies, programs, goals, and targets. LAKIP Dinas contains various policies to realize the City Government's vision as stipulated in the Regional Medium-Term Development Plan (RPJMD).

To realize this, each government agency, as an element of state government administration, must be accountable for the implementation of its main tasks and functions and the authority to manage resources based on a strategic plan determined by each agency. The accountability referred to is a report submitted to the respective

superiors, supervisory institutions, and accountability assessors, and finally submitted to the President as head of government. The report describes the performance of the government agency concerned through the Government Agency Performance Accountability System (SAKIP). The Strategic Plan (*Rencana Strategis*) of the Dinas Ketahanan Pangan dan Pertanian of Cilegon City is an elaboration of the Regional Medium Term Development Plan (RPJMD) of Cilegon City for five years. Strategic issues are essential to preparing plans for regional development stages that have been implemented previously. Identification of appropriate and strategic issues increases the acceptability of development priorities, can be operationalized morally and bureaucratically accountable, and answers real problems faced in development. One of the strategic issues related to the duties and functions of an agency is a condition that is of concern in development planning because of its significant impact on the agency in the future, a strategic issue which, if not anticipated, will cause more significant losses or vice versa, if it is not utilized, will eliminate opportunities to improve services to the community in the long term. One of the strategic issues agencies face is employee performance related to frequent and temporary leadership changes.

Based on data from Dinas Ketahanan Pangan dan Pertanian, it was found that in 2019, the indicator for increasing agricultural, livestock, and fisheries production was 8%. The initial target for the 2020 RPJMD Dinas Ketahanan Pangan dan Pertanian was to change the budget due to the Covid 19 pandemic, which had an impact on the running of programs and activities at the Food Security and Agriculture Service, and the target was changed to 3% with the indicator of Increasing Agricultural, Livestock and Fisheries Production. In 2020, the results were 2.605%, obtained from cumulative results and weighted production for each program.

Dinas Ketahanan Pangan dan Pertanian Kota Cilegon has a strategic role in improving the welfare of farmers, breeders, and fish cultivators and creating and maintaining the inner peace of agricultural and livestock products in Cilegon City. Data from the Dinas Ketahanan Pangan dan Pertanian Kota Cilegon shows that breeders are 2,303, farmers are 4,329, and fish cultivators are 800. This certainly requires seriousness from the Department to provide services in developing farmers, breeders, and cultivators to increase their production. So that the level of community welfare also increases.

Researchers conducted research with the title "The Influence of Leadership Style and Organizational Culture on Employee Performance with Job Satisfaction as an Intervening Variable in the Dinas Ketahanan Pangan dan Pertanian Kota Cilegon" because there are several performance applications that are considered to be lacking, including the following:

1. A relatively short and temporary change in leadership from 2018 to 2022 caused differences and changes in leadership styles.
2. Differences in the leadership styles of each leader often cause changes in policies and cause changes in employee work patterns.
3. Performance could be more optimal because a work culture still requires leadership to accompany and supervise.
4. There needs to be more employee commitment in carrying out their duties, and employee behavior tends to carry out tasks statically. It stays mostly the same occasionally because they consider work a routine task.

The novelty of this research is that respondents assessed the organizational performance of all employees. This is because employees are the ones most affected by the conditions in the organization. Respondents given the research questionnaire had various educational backgrounds and scopes of work, such as agriculture, animal husbandry, fisheries, maritime affairs, food security, agricultural extension, fisheries extension, and administration and finance. It is hoped that the results of this assessment are consistent with the reality in the organization.

The research was conducted using the theory of organizational leadership style according to (Kartono, 2017), which consists of six indicators: decision-making ability, motivational ability, communication ability, ability to control subordinates, responsibility, and emotional control ability. This research uses organizational culture theory according to (Tampubolon et al., 2019), which consists of six indicators, namely innovative, calculating risks, paying attention to every problem in detail, oriented toward the results to be achieved, oriented to all employee interests, aggressive in working, defending and maintaining stability. Work. This research also uses job satisfaction theory, according to (Arraniri, et al., 2021), which consists of five indicators: liking one's job, loving one's job, work morale, work discipline, and work performance. The following are examples of images included in the manuscript.

THEORETIC

Performance

According to Mangkunegara (2014) performance or performance is the work result that can be achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. It is further explained that performance is the result of work both in quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. Performance indicators according to Mangkunegara (2014), are: quality of work, quantity of work, responsibility, cooperation and initiative.

Leadership Style

The success or failure of an effort to achieve predetermined goals will largely be determined by the ability of the leader, who plays an important role in mobilizing his people/subordinates. Good and effective leadership skills are very important to build, encourage and promote quality not quantity production in a strong company and ultimately achieve success (Raymond, et al., 2023). Therefore, leadership skills are needed to increase efficiency and achieve organizational goals. An organization can move forward if it responds positively to changes that will emerge (Aisah, 2020).

Organizational Culture

According to Robbins (2015), organizational culture is the dominant values supported by the organization, the philosophy that guides organizational policies towards employees and customers, the way work is carried out in the organization, the basic assumptions and beliefs that exist among organizational members. Pakpahan (2022), defines organizational culture as a portrait or record of the results of the cultural process that is taking place in an organization or company at this time.

Work Satisfaction

Robbins (2015) defines job satisfaction as a general attitude towards a person's work, the difference between the amount of reward a worker receives and the amount they believe they should receive. It is also stated that job satisfaction is a positive emotional state of a person that arises from appreciation for the work he has done. It is further said that job satisfaction is the result of a person's achievements in terms of how well his job provides something useful for him (Syarief, et al., 2022).

METHOD

In this research, a quantitative research design is used. This type of research is quantitative research (causal relationship), which is research into the causal relationship of the independent variable (independent) and the dependent variable (dependent). Quantitative research is a type of research whose specifications are systematic, planned, and structured from the start until the creation of the research design. Another definition states that quantitative research requires much use of numbers, starting from data collection, the interpretation of that data, and the appearance of the results (Sugiyono, 2020). This research aims to examine the direct and indirect influence of Leadership Style on Employee Performance at the Dinas Ketahanan Pangan dan Pertanian Kota Cilegon.

The data collection procedure that will be used in this research is by using a questionnaire. Respondents are expected to respond to the statements in the questionnaire. The questionnaire results will be used to obtain data processed in the research using descriptive quantitative methods and testing using the partial least squares method.

RESULT

Responses to Leadership Style Variables

The study reveals that the variable of Governance is influenced by six indicators, with a mean of 58.40 to 83.70, with an average of 70.67, indicating that the interpretation of respondents is high, which means that the employees of Dinas Ketahanan Pangan dan Pertanian Kota Cilegon has a high perspective on Governance.

The results show that respondents with a score of 7 have a higher level of decision-making ability, while those with a score of 44% and a score of 4 have higher levels of motivation. Respondents with a score of 6 have a higher level of communication ability, while those with a score of 3 have a higher level of communication ability. Respondents with a score of 8 have a higher level of decision-making ability, while those with a score of 4 have a higher level of decision-making ability. Respondents with a score of 8 have a higher level of decision-making ability, and those with a score of 4 have a higher level of decision-making ability.

In terms of emotional intelligence, respondents with a score of 8 have a higher level of emotional intelligence, while those with a score of 1 have a higher level of emotional intelligence.

Table 1. Distribution of Leadership Style Variable Index Values

Indicator	Index	Interpretation
Decision Making Ability	67,10	Medium
Ability to Motivate	69,20	Medium
Communication Skills	58,40	Medium
Ability to Control Subordinates	74,40	High
Responsibility	79,80	High
Ability to Control Emotions	75,10	High
Index Average	70,67	High

Source: Research data, 2023

Responses to Organizational Culture Variables

The organizational culture variable is reflected through six indicators, with an average index value of 81.93, indicating a high perception of organizational culture among employees of Dinas Ketahanan Pangan dan Pertanian Kota Cilegon. The innovative indicator, taking risk into account, has the highest response rate at 45%, while the paying attention to each problem in detail indicator has the highest response rate at 41%.

Indicators oriented towards the results to be achieved have the highest response rate at 41%, while the indicators oriented towards all employee interests have the highest response rate at 84.40%. Respondents who answered with values 8 and 9 were the highest at 39%, while those with values 5 and 6 were the lowest at 1%.

The aggressiveness at work indicator has the highest response rate at 44%, with an index value of 82.60%, indicating a high perception of aggression at work. In terms of maintaining and maintaining work stability, respondents with values 8 and 9 had the highest response rate at 36%, with an index value of 80.70%, indicating a high perception of maintaining and maintaining work stability. In conclusion, the organizational culture variable is highly perceived by employees of the Dinas Ketahanan Pangan dan Pertanian Kota Cilegon.

Table 2. Distribution of Organizational Culture Variable Index Values

Indicator	Index	Interpretation
Innovative takes risk into account	83,70	High
Pay attention to each problem in detail	75,50	High
Oriented towards the results to be achieved	84,70	High
Oriented to all employee interests	84,40	High
Aggressive at work	82,60	High
Maintain and maintain work stability	80,70	High
Index Average	81,93	High

Source: Research data, 2023

Responses to Job Satisfaction Variables

The study reveals that employees of the Dinas Ketahanan Pangan dan Pertanian Kota Cilegon have a high perception of job satisfaction, as indicated by the results of the five indicators reflected in the questionnaire. The average index value of 80.08 indicates a high interpretation of job satisfaction.

The highest value for liking their work was given by respondents with a value of 8, with a score of 78.60%, indicating a high perception of liking their job. The highest value for loving their job was given by respondents with a value of 7, with a score of 79.40%, indicating a high perception of the indicator.

The highest value for work morale was given by respondents with a value of 8, with a score of 79.90%, indicating a high perception of work moral indicators. The highest value for work discipline was given by respondents with a value of 8, with a score of 84.40%, indicating a high perception of work discipline indicators.

Lastly, the highest value for work performance was given by respondents with a value of 8, with a score of 82.60%, indicating a high perception of work performance. These findings suggest that employees at the Dinas Ketahanan Pangan dan Pertanian Kota Cilegon have a high perception of job satisfaction.

Table 3. Distribution of Job Satisfaction Variable Index Values

Indicator	Index	Interpretation
Enjoying his/her job	78,60	High
Love his/her job	79,40	High
Work morale	79,90	High
Work discipline	83,70	High
Work performance	78,80	High
Index Average	80,08	High

Source: Research data, 2023

Responses to Employee Performance Variables

The study reveals that Job Satisfaction is reflected through five indicators, with an average index value of 83.78, indicating a high perception of employee performance among employees of the Dinas Ketahanan Pangan dan Pertanian Kota Cilegon. The distribution of respondents' answers to the questionnaire shows that the highest quality indicator value (36%) is given by those with an 8 value, while the highest quantity indicator value (38%) is given by those with an 8 value. The timeliness indicator value (84.30%) is given by respondents with an 8 value, while the effectiveness indicator value

(83.70%) is given by respondents with an 8 value. The independence indicator value (82.50%) is given by respondents with an 8 value, and the overall perception of job satisfaction is high. These findings suggest that employees at the Dinas Ketahanan Pangan dan Pertanian Kota Cilegon have a high perception of employee performance. The study also highlights the importance of addressing employee perceptions and expectations in order to improve employee performance and overall satisfaction.

Table 4. Distribution of Employee Performance Variable Index Values

Indicator	Index	Interpretation
Quality	84,00	High
Quantity	84,40	High
Punctuality	84,30	High
Effectiveness	83,70	High
Independence	82,50	High
Index Average	83,78	High

Source: Research data, 2023

Evaluation of Measurement Model (Outer Model)

Convergent and discriminant validity, convergent reliability, and Cronbach's alpha were used to analyze the external model. The test image of the external model is in the figure below:

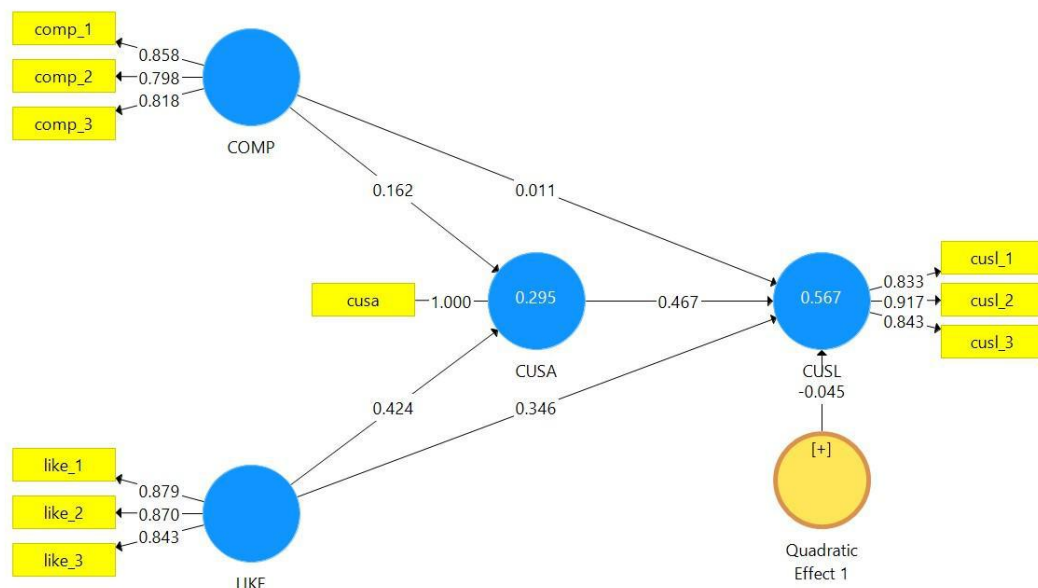


Figure 1. Research Structure Model

Apart from the loading factor, the convergent validity test can be seen from the Average Variance Extracted (AVE) value. The AVE value must be above 0.5 for each variable. The results show that the AVE of each variable is more than 0.5. In this way,

testing can be carried out to the next stage, namely the discriminant validity test, because it already has good convergent validity criteria.

Table 5. Average Variance Extracted (AVE)

Variable	AVE	Critical Number	Remarks
Leadership Style	0,660	>0,5	Valid
Organizational Culture	0,769		Valid
Job Satisfaction	0,592		Valid
Employee Performance	0,796		Valid

Source: Research data, 2023

Measure the reliability of variables in PLS; it can be done by looking at Cronbach's alpha and composite reliability values. The Cronbach's alpha value must be > 0.6 , and composite reliability must have a value > 0.70 . The construct reliability and validity values are as follows.

Table 6. Construct Reliability and Validity

Variable	Cronbach Alpha	Composite Reliability	Critical Value	Remarks
Leadership Style	0,898	0,921	Cronbach's Alpha > 0.6 and Composite Reliability > 0.7	Reliabel
Organizational Culture	0,922	0,943		Reliabel
Job Satisfaction	0,827	0,879		Reliabel
Employee Performance	0,934	0,951		Reliabel

Source: Research data, 2023

The inner model analysis stage ensures the structural model is robust and accurate by assessing the coefficient of determination (R^2 / R-square). The R-square value for the dependent construct must be > 0.10 , indicating the correlation between the constructs measured in the research. The R-square value for Job Satisfaction and Employee Performance is in the medium category, indicating that Leadership Style and Organizational Culture influence job satisfaction by 55.6%, while Employee Performance is influenced by Leadership Style and Employee Performance by 54.50%. The test results confirm that the research model meets requirements and is suitable for further analysis, as each dependent variable has an R-square value greater than 0.10.

Table 7. R-Square

Variable	R-Square	R Square Adjusted
Job Satisfaction	0,556	0,547
Employee Performance	0,545	0,531

Source: Research data, 2023

Hypothesis Testing Results

Hypothesis testing involves comparing t-statistic and p-value values to determine if a hypothesis is accepted. The t-table value is used to compare the t-value and p-value, with a 5% alpha value of 1.96 and a 10% alpha value of 1.74. This research used bootstrapping analysis to minimize data non-normality, resulting in the following test results:

Table 8. Path Coefficient

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership Style → Employee Performance	0,039	0,040	0,098	0,397	0,691
Organizational Culture → Employee Performance	0,460	0,466	0,118	3,890	0,000
Leadership Style → Job Satisfaction	0,439	0,445	0,083	5,278	0,000
Organizational Culture → Job Satisfaction	0,524	0,518	0,079	6,641	0,000
Job Satisfaction → Employee Performance	0,343	0,341	0,129	2,664	0,008

Source: Research data, 2023

The hypothesis 1 (H_1) test, the original sample value was 0.039, the T-statistic for 0.397 was smaller than the T table at alpha 5% (1.96) and 10% (1.74) with a P value of 0.691 which was greater from 0.05 or 0.1. Leadership Style has a positive but not significant effect on Employee Performance. Specifically in the case of the Dinas Ketahanan Pangan dan Pertanian Kota Cilegon, it can be concluded that, the better the leadership style of the Dinas Ketahanan Pangan dan Pertanian Kota Cilegon leadership, the better the employee performance, even though it is not significant or the effect is low. Based on the respondents' answers in the questionnaire, the Leadership Style variable produces a high average index value of 70.67, and the Employee Performance variable also produces a medium average index value of 83.78. However, even though the average index value for each indicator or each variable is high, it does not mean that Leadership Style has an influence or significance on Employee Performance. On the contrary, this research shows that Leadership Style has a positive but not significant influence on Employee Performance. This is interesting because respondents know that the leadership style in the Dinas Ketahanan Pangan dan Pertanian Kota Cilegon has no effect on employee performance. Employees understand their duties according to their primary functions, so leadership style is independent of Performance. The results of this research are from (Nurdin et al., 2023), which states that Leadership Style has a positive and significant effect on job satisfaction.

The hypothesis 2 (H_2) test, the original sample value was 0.460, the T-statistic for 3.980 was more significant than the T table at alpha 5% (1.96) and 10% (1.74) with a P value of 0.000 smaller from 0.05 or 0.1. Organizational Culture has a positive and significant effect on Employee Performance. Specifically, in the case of the Cilegon City Food and Agriculture Security Service, the better the organizational Culture is the better employee performance. Based on the respondents' answers to the questionnaire, the Organizational Culture variable produces a high average index of 81.93, and the Employee Performance variable also produces a medium average index of 83.78. These conditions illustrate that the organizational culture at the Dinas Ketahanan Pangan dan Pertanian Kota Cilegon can influence employee performance because employees are committed to the organization, can work well with a team, and understand the organization's goals. The better the organizational culture the employees have, the higher the employees' performance. Based on the respondents' answers in the questionnaire, the Leadership Style variable produces a high average index value of 70.67, and the Job Satisfaction variable also produces a medium average index value of 80.08. Leadership style in the Dinas Ketahanan Pangan dan Pertanian Kota Cilegon influences employee performance. In conditions at the Food and Agriculture Security Service, employee job satisfaction will also increase if the leadership style towards subordinates is further improved.

The hypothesis 3 (H_3) test, the original sample value was 0.439, the T-statistic for 5.278 was greater than the T table at alpha 5% (1.96) and 10% (1.74) with a P value of 0.000 smaller from 0.05 or 0.1. Leadership Style has a positive and significant effect on job satisfaction. Specifically, in the case of the Dinas Ketahanan Pangan dan Pertanian Kota Cilegon, the better the Leadership Style of the Dinas Ketahanan Pangan dan Pertanian Kota Cilegon, the greater the job satisfaction. The results of this research are from Nurdin (2023), which states that Leadership Style has a positive and significant effect on job satisfaction.

The hypothesis 4 (H_4) test, the original sample value was 0.524, the T-statistic for 6.641 was greater than the T table at alpha 5% (1.96) and 10% (1.74) with a P value of 0.000 smaller from 0.05 or 0.1. Organizational Culture has a positive and significant effect on job satisfaction. Specifically, in the case of the Dinas Ketahanan Pangan dan Pertanian Kota Cilegon, the better the organizational Culture at the Dinas Ketahanan

Pangan dan Pertanian Kota Cilegon, the greater the job satisfaction. Based on the respondents' answers in the questionnaire, the Organizational Culture variable produces a high average index value of 81.93, and the Job Satisfaction variable also produces a medium average index of 80.08.

The hypothesis 5 (H_5) test, the original sample value was 0.343, the T-statistic for 2.664 was more significant than the T table at alpha 5% (1.96) and 10% (1.74) with a P value of 0.008 smaller, from 0.05 or 0.1. Job Satisfaction has a positive and significant effect on Employee Performance. In the Dinas Ketahanan Pangan dan Pertanian Kota Cilegon, the higher the job satisfaction, the higher the employee performance. Based on the respondents' answers in the questionnaire, the Organizational Culture variable produces a high average index value of 81.93, and the Job Satisfaction variable also produces a medium average index of 80.08. This research shows that reasonable job satisfaction from the company will improve the employees' Performance.

CONCLUSION

Based on the research objectives and analysis results as described in the previous chapters, as well as the problem formulation proposed in this research, the conclusion is that there is a positive and significant influence between leadership style and organizational culture on employee job satisfaction. However, there is a positive but insignificant influence on leadership style and employee performance. On the other hand, there is a positive and significant influence between organizational culture and performance satisfaction and job satisfaction and employee performance. Job satisfaction can partially mediate the influence of leadership style on employee performance and organizational culture on employee performance.

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