

The Influence of Leadership and Organizational Culture on Employee Performance through Job Satisfaction as a Mediator at People's Credit Banks in Badung Regency



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ABSTRACT: The purpose of this study is to test and analyze the influence of leadership and organizational culture on employee performance through job satisfaction as a mediator at the People's Credit Bank in Badung Regency. This study uses a quantitative method and is analyzed using partial least square structural equation modeling (SEM-PLS). The number of respondents in this study was 100 respondents. The data collected from the results of this study show that (1) leadership has a positive and significant effect on employee job satisfaction, (2) leadership has a positive and significant effect on employee performance, (3) organizational culture has a positive and significant effect on employee job satisfaction, (4) organizational culture has a positive and significant effect on employee performance, (5) job satisfaction has a positive and significant effect on employee performance, (6) Job satisfaction mediates the relationship between leadership and employee performance, (7) Job satisfaction mediates the relationship between organizational culture and employee performance.

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

I. INTRODUCTION

In the era of the industrial revolution 4.0, companies that can survive in the midst of an unstable economy will win competition in the business and industrial world (Prasetyo and Sutopo, 2018). Competition occurs in almost all sectors, including the financial sector, this situation requires companies to develop in order to compete effectively, for example by providing better quality products and better service than competitors. In addition to relying on business strategies to face industrial competition, companies demand employees to improve their excellence in all fields in order to achieve maximum performance (Bakhitah and Nafik, 2019). Improving employee performance will bring progress for companies or organizations to be able to survive in an unstable competition. Therefore, efforts to improve employee performance are a challenge for companies (Hasibuan and Bahri, 2018).

According to Mangkunegara (2019), employee performance is the result of quality work achieved by employees in carrying out their duties in accordance with the responsibilities given. Factors that affect employee performance include skills and abilities, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline (Kasmir in Maryati, 2021). In an effort to improve employee performance, the factor that needs to be considered is how leadership is applied in the company and organizational culture through job satisfaction.

A leader plays an important role in determining the success or failure of a company, and effective leadership contributes to the company's progress. The good and bad ways a person leads can directly and indirectly affect employee performance (Arjawa *et al.*, 2023). Good leadership will affect the process of implementing work that refers to employee performance (Bahagia *et al.*, 2018). According to Fanani *et al.* (2023) Leadership indicators are showing example, having communication skills, having strong motivation to lead, responsibility, discipline, and quick decision-making. Good leadership will have an impact on employee performance, and this is in accordance with several studies, Annisa (2021), Putra & Surya (2020), Jayanti & Nazwirman (2020), Djuraidi & Laily (2020), Hafidz & Noviyanti (2022), and Adam *et al.* (2021) which shows that leadership has a positive and significant effect on employee performance. In its development, there is a difference in research between leadership and employee performance conducted by Cahyono (2019) which states that leadership is not significant to employee performance.

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The influence of leadership on employee performance is inconsistent, meaning that there are other factors that need to be improved or considered in improving employee performance, namely organizational culture (Ernawati, 2022). According to Effendy (2015) organizational culture is defined as norms, values, assumptions, beliefs, philosophies, and organizational habits that are developed over a long period of time to achieve organizational goals.

Organizational culture can reflect how employees perform their work within the organization (Arjawa *et al.*, 2023). The relationship between individuals and culture in an organization is very important to adjust because it can affect employee performance (Hidayat, 2019). According to Waldianto (2021), organizational culture indicators are innovation and risk-taking, attention to detail, results-oriented, individual orientation, team orientation, aggressiveness, and stability. Organizational culture, if implemented properly, will also have a good impact on company performance, this is in accordance with research conducted by Adha (2019), Mardiani & Sepdiana (2021), and Nurhasanah *et al.* (2022) which states that organizational culture has a positive and significant effect on employee performance. In contrast to the results of research conducted by Girsang (2019), obtaining organizational culture results does not have a significant effect on employee performance.

Due to inconsistent research results, it is necessary to conduct a re-examination of the job satisfaction variable that is suspected to mediate between organizational culture and leadership on employee performance. According to Abdurrahmat (2018), job satisfaction is an emotional condition that can be pleasant or unpleasant and affects how employees perceive their work. Job satisfaction is a feeling of satisfaction that a person obtains at work, which is influenced by the achievement of work goals, appropriate placement, fair treatment, and a conducive work environment. According to Nurhasanah *et al.* (2022) Job satisfaction indicators are work, salary, promotion, supervision, and co-workers. In a study conducted by Fathoni *et al.* (2021), Hendriawan and Nurjanah (2024), Zahra and Baskoro (2024) found that leadership, organizational culture and job satisfaction have an influence on employee performance, and job satisfaction is able to mediate the influence of leadership and organizational culture on employee performance.

Based on the initial survey regarding the performance of the People's Credit Bank in Badung Regency, employee performance needs to be improved, which can be seen from *the Non-Performing Loan (NPL) Ratio* in the following table.

Table 1. Non-Performing Loan (NPL) Ratio at People's Credit Banks in Badung Regency in 2019-2023

No	People's Credit Bank in Badung Regency	NPL Racing (%)				
		2019	2020	2021	2022	2023
1	PT. BPR Cahaya Artha Bali	5,80	18,11	18,35	17,02	0,97
2	PT. BPR Karuna Ramanda Sejahtera	0,94	0,28	0,27	0,66	1,63
3	PT. BPR Karya Artha Sejahtera	1,70	2,11	2,69	2,34	0,90
4	PT. BPR Kusuma Mandala	1,46	13,25	6,49	2,78	1,46
5	PT. BPR Jaya Kerti	5,44	9,26	6,58	9,01	4,99
6	PT. BPR Urban Bali	32,44	7,66	4,82	2,12	1,66
7	PT. BPR Mambal	3,78	13,20	8,42	18,29	3,22
8	PT. BPR Nusamba Mengwi	40,05	9,38	2,69	3,77	2,81
9	PT. BPR Sangeh Village	2,39	14,18	7,42	3,71	2,39
10	PT. BPR Ashi	6,37	10,19	7,51	9,94	5,92
11	PT. BPR Kita Centradana	33,39	8,59	5,75	3,05	2,59
12	PT. BPR Adyarth Udayana	1,87	1,21	1,20	1,59	2,56
13	PT. BPR Mertha Sedana	2,53	2,94	3,52	3,17	1,73
14	PT. BPR Dinar Jagad	3,29	15,08	8,32	4,61	3,29
Sum		141,45	125,44	84,03	82,06	36,12
Average		10,10	8,96	6,00	5,86	2,58

Source: Financial Services Authority (<https://ojk.go.id>) (2024)

Based on Table 1, it is known that the highest average NPL ratio was in 2019 at 10.10%, which shows that the NPL ratio is no longer safe because it is above the threshold of the Financial Services Authority for BPR, which is 10%. This indicates that there are problems related to employee performance.

Based on initial interviews with several employees, there is a phenomenon related to job satisfaction and employee performance at People's Credit Banks in Badung Regency, namely the lack of cooperation between employees in completing work

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as a team, which is caused by the large amount of workload that must be completed individually, and often sudden organizational changes, this causes a decrease in job satisfaction and employee performance.

Furthermore, initial observations and interviews related to leadership were carried out, problems were found that reflected indicators of decision-making ability and communication skills, namely leaders tend to ignore input from employees because they focus too much on personal considerations in decision-making, and communication between leaders and employees is less open, this can result in confusion and doubt in completing work.

The phenomenon that occurs is related to organizational culture based on the results of initial observations that reflect innovative indicators that take into account risks and result orientation, namely employees at work are not ready to take risks that occur, and the results of employee work are used as a benchmark for performance assessment, resulting in a decrease in employee job satisfaction.

Based on the phenomenon and gap research results of previous research, it is necessary to conduct a research entitled "The Influence of Leadership and Organizational Culture on Employee Performance through Job Satisfaction as a Mediator at People's Credit Banks in Badung Regency".

II. LITERATURE REVIEW

Employee Performance

Kasmir (2019) defines performance as the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. The performance achieved by an employee in carrying out a job can be assessed from the level of performance performed. According to Zahra & Baskoro (2024) and Putra *et al.* (2023) There are five indicators to measure employee performance, namely work quality, work quantity, punctuality, and commitment effectiveness.

Leadership

According to Sudaryo *et al.* (2019) leadership is a process of influencing others to understand and agree on what to do, how, when and where to do it. A leader has a program and behaves with group members using certain methods so that the leader coordinates the company in achieving the company's goals that have been set. There are five leadership indicators according to Fanani *et al.* (2023), namely decision-making skills, motivational skills, communication skills, ability to control subordinates, and the responsibility of a leader.

Organizational Culture

According to Edison *et al.* (2019), organizational culture is a habit that has been going on for a long time and is used and applied in work life as one of the drivers to improve the quality of work of employees and company managers. Organizational culture involves shared beliefs and feelings, regularity in behavior and historical processes for transmitting values and norms. According to Waldianto (2021), the indicators of organizational culture are innovative, taking into account risks, attention to detail, results-oriented, team oriented, and aggressiveness.

Job Satisfaction

According to Badeni (2019) job satisfaction is a person's attitude towards their work which can be in the form of a positive or negative attitude, satisfied or dissatisfied. Job satisfaction is often seen as a combination of various emotions, values, and perceptions a person to his duties related to his work. According to Nurhasanah *et al.* (2022) and Harahap & Tirtayasa (2020) Job satisfaction indicators, namely jobs, salaries, promotions, supervision, colleagues.

III. CONCEPTUAL FRAMEWORK AND HYPOTHESIS

A conceptual framework is a basic framework used for the preparation of research hypotheses. The conceptual framework of this study is as follows.

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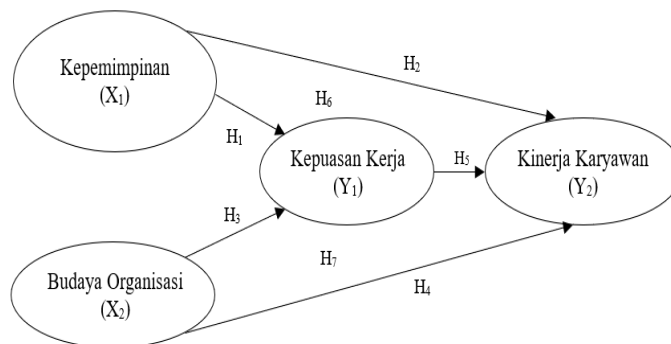


Figure 1. Conceptual Framework

Based on the conceptual framework in Figure 1, the hypothesis of this study is as follows.

- H1: Leadership Has a Positive and Significant Effect on Job Satisfaction.
- H2: Leadership Has a Positive and Significant Effect on Employee Performance.
- H3: Organizational Culture Has a Positive and Significant Effect on Job Satisfaction.
- H4: Organizational Culture Has a Positive and Significant Effect on Employee Performance.
- H5: Job Satisfaction Has a Positive and Significant Effect on Employee Performance.
- H6: Job Satisfaction is able to mediate the Influence of Leadership on Employee Performance.
- H7: Job Satisfaction is able to mediate the Influence of Organizational Culture on Employee Performance.

IV. RESEARCH METHODS

This research was conducted on the People's Credit Bank in Badung Regency which was taken from the three BPRs in Badung Regency that have the most employees, namely PT. BPR Nusamba Mengwi, PT. BPR Jaya Kerthi, and PT. BPR Kita Centradana. The population in this study is all employees who work at three People's Credit Banks in Badung Regency, which is as many as 212 people, excluding leaders. The determination of the number of samples in this study was carried out using the proportionate stratified random sampling technique where the sample determination used the proportionate formula and assuming $n \times 5$ indicators, so that the number of respondents used was 100 respondents. The data analysis technique used is Partial Least Square-Structural Equation Modeling (PLS-SEM) to answer the research question.

V. RESULT

Hypothesis testing will be carried out using SEM based on PLS (Partial Least Squares). This method is suitable for analyzing complex relationships between variables without strict assumptions about data distribution. This analysis includes an outer model assessed through convergent validity, discriminant validity, and composite reliability and cronbach alpha. Models in R-Square (R²), Q-Square Predictive Relevance (Q²), SMSR, PLS Predict, Goodness of Fit (GoF). Furthermore, the Track Coefficient test was carried out.

1. Results of Measurement Model Evaluation (Outer Model)

The measurement model or *outer* model is used to describe the relationship between the latent/construct variable and each indicator block (Hair *et.al*, 2013). This measurement model is used to test the validity and reliability of the construction of the research instrument. The *outer loading* value of each indicator against its latent variable can be seen in Table 2. as follows.

Table 2. Results of the Convergence Validity Test of Mark Outer Loading

	Original Sample (O)	-- Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1.1 <- LEADERSHIP	0.789	- 0.053	14.918	0.000
X1.2 <- LEADERSHIP	0.879	- 0.027	32.448	0.000
X1.3 <- LEADERSHIP	0.757	- 0.078	9.656	0.000
X1.4 <- LEADERSHIP	0.893	- 0.020	44.269	0.000
X1.5 <- LEADERSHIP	0.765	- 0.078	9.791	0.000
X2.1 <- ORGANIZATIONAL CULTURE	0.836	- 0.026	31.798	0.000

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X2.2 <- ORGANIZATIONAL CULTURE	0.828	.	0.035	23.978	0.000
X2.3 <- ORGANIZATIONAL CULTURE	0.901	.	0.018	48.893	0.000
X2.4 <- ORGANIZATIONAL CULTURE	0.731	-	0.053	13.816	0.000
X2.5 <- ORGANIZATIONAL CULTURE	0.890	-	0.021	42.130	0.000
Y1.1 <- JOB SATISFACTION	0.805	-	0.032	25.324	0.000
Y1.2 <- JOB SATISFACTION	0.776	..	0.053	14.693	0.000
Y1.3 <- JOB SATISFACTION	0.720	-	0.056	12.877	0.000
Y1.4 <- JOB SATISFACTION	0.744	..	0.046	16.274	0.000
Y1.5 <- JOB SATISFACTION	0.720	-	0.060	12.024	0.000
Y2.1 <- EMPLOYEE PERFORMANCE	0.828	..	0.033	25.043	0.000
Y2.2 <- EMPLOYEE PERFORMANCE	0.868	-	0.026	33.001	0.000
Y2.3 <- EMPLOYEE PERFORMANCE	0.811	..	0.033	24.408	0.000
Y2.4 <- EMPLOYEE PERFORMANCE	0.817	..	0.031	25.963	0.000
Y2.5 <- EMPLOYEE PERFORMANCE	0.793	-	0.040	19.678	0.000

Source: Data processed (2025)

Table 2. Shows that all indicators that make up the research construct have an *outer loading* value greater than 0.70 and are statistically significant at the level of 0.05. So, these indicators are said *to be valid* regarding the convergence validity criteria. These results can be seen in Figure 1 and Figure 2.

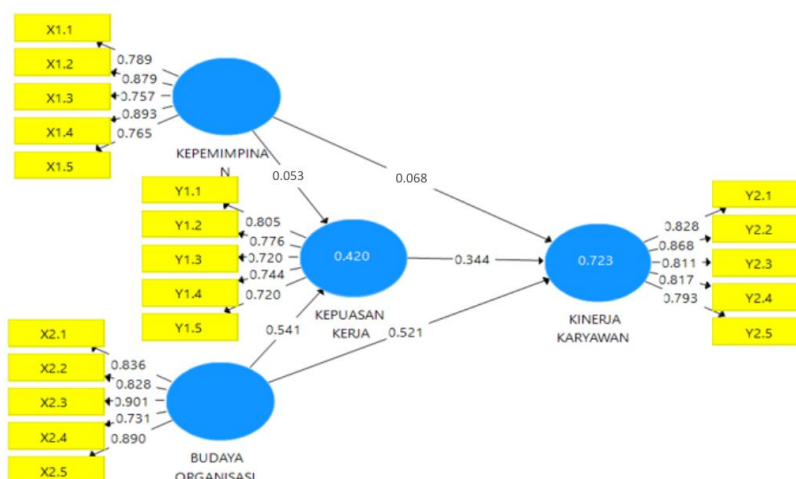


Figure 1. Estimation of the Results of Path and External Load Analysis

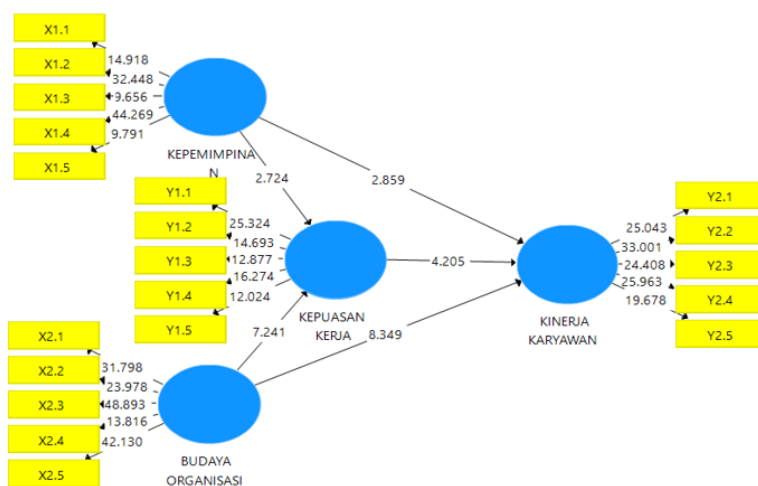


Figure 2. Bootstrapping (Test Statistics)

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2. Path Analysis and Hypothesis Test

The t-value is used to test the significance of a construct or latent variable through the estimation of the t-value obtained by *bootstrapping* procedure with a value that is considered significant if the p value < 0.05. The test results are presented in Table 3.

Table 3. Statistical Analysis of Pathways and Testing

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
ORGANIZATIONAL CULTURE -> JOB SATISFACTION	0.541	0.075	7.241	0.000
ORGANIZATIONAL CULTURE -> EMPLOYEE PERFORMANCE	0.521	0.062	8.349	0.000
LEADERSHIP -> JOB SATISFACTION	0.053	0.080	2.724	0.007
LEADERSHIP -> EMPLOYEE PERFORMANCE	0.068	0.051	2.859	0.004
JOB SATISFACTION -> EMPLOYEE PERFORMANCE	0.344	0.082	4.205	0.000

Source: Data processed (2025)

The calculation results are in Table 3. Can be explained as follows.

- Leadership has a positive effect of 0.053 and is significant on job satisfaction at the level of 0.007 < 0.05, meaning that the better the leadership, the higher the employee's job satisfaction.
- Leadership has a positive effect of 0.068 and is significant on employee performance at the level of 0.004 < 0.05, meaning that the better the leadership, the better the employee performance will also increase.
- Organizational culture has a positive effect of 0.541 and is significant to job satisfaction at the level of 0.000 < 0.05, meaning that the better the organizational culture, the higher the employee job satisfaction.
- Organizational culture has a positive effect of 0.521 and is significant to employee performance at the level of 0.000 < 0.05, meaning that the better the organizational culture, the better the employee performance will also increase.
- Job satisfaction has a positive effect of 0.344 and is significant to employee performance at the level of 0.000 < 0.05, meaning that higher job satisfaction will improve employee performance.

Table 4. Indirect Influence: The Role of Job Satisfaction in Mediating Leadership Relationships and Organizational Culture on Employee Performance

	Original Sample (O)	Standard Deviation (STDEV)	T	Statistics ^P Values (O/STDEV)
ORGANIZATIONAL CULTURE -> JOB SATISFACTION	0.541	0.075	7.241	0.000
ORGANIZATIONAL CULTURE -> EMPLOYEE PERFORMANCE	0.708	0.039	18.021	0.000
LEADERSHIP -> JOB SATISFACTION	0.053	0.080	2.724	0.007
LEADERSHIP -> EMPLOYEE PERFORMANCE	0.068	0.055	3.990	0.000
JOB SATISFACTION -> EMPLOYEE PERFORMANCE	0.344	0.082	4.205	0.000

Source: Data processed (2025)

Table 5. Direct Influence: The Role of Job Satisfaction in Mediating Leadership Relationships and Organizational Culture on Employee Performance

	Original Sample (O)	Standard Deviation (STDEV)	T	Statistics (O/STDEV)	P Values

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ORGANIZATIONAL CULTURE -> JOB SATISFACTION	->	EMPLOYEE PERFORMANCE	0.186	0.053	3.505	0.000
LEADERSHIP -> JOB SATISFACTION	->	EMPLOYEE PERFORMANCE	0.075	0.032	2.328	0.020

Source: Data processed (2025)

- f. Job satisfaction mediates a partial *mediation* of the relationship between leadership and employee performance. This can be seen from the relationship between leadership and employee performance is directly significant at the level of $0.000 < 0.05$, as well as the indirect relationship between leadership and employee performance through job satisfaction is also significant at $0.020 < 0.05$. This shows that job satisfaction is able to partially mediate the influence of leadership on employee performance, so the hypothesis is accepted.
- g. Job satisfaction mediates partial *mediation* of the relationship between organizational culture and employee performance. This can be seen from the relationship between organizational culture and employee performance is directly significant at the level of $0.000 < 0.05$, as well as the indirect relationship between organizational culture and employee performance through job satisfaction is also significant at the level of $0.000 < 0.05$. This shows that job satisfaction is able to partially mediate the influence of organizational culture on employee performance, so the hypothesis is accepted.

VI. DISCUSSION

The Influence of Leadership on Job Satisfaction at People's Credit Banks in Badung Regency

Based on the results of the analysis of the influence of leadership on job satisfaction, it shows that leadership has a positive and significant effect on job satisfaction. This means that the better the leadership is carried out, the more job satisfaction will increase. Leadership is reflected by the indicators of leaders making the right decisions, leaders provide motivation, leaders have good communication, leaders can coordinate with subordinates well, leaders have initiative and smart thinking. Based on the highest outer loading value, it is reflected in the leadership which states that the leadership can coordinate well with its employees, so that employee job satisfaction will be better and increase.

Based on the respondents' answers, leadership is considered to have good criteria, meaning that overall the leadership has a level of competence and behavior that meets the company's standards. Based on the results of the respondents' answers with the lowest average score, namely in the indicator that the leadership has good communication with employees.

The results of this study support previous research that found a positive and significant influence between leadership and job satisfaction, namely the first study conducted by Sufiyati et al. (2022) who conducted research at PT. Gada Rajawali Dunia stated that leadership has a positive and significant effect on job satisfaction, the second research was conducted by Putra & Surya (2020) who conducted research on Toyota Auto 2000 Denpasar stated that leadership has a positive effect on job satisfaction, the third research was conducted by Jayanti & Nazwirman (2020) who conducted research at the Financial Services Authority Investment Alert Task Force, then the fourth research conducted by Adam, et al. (2021) who conducted research at PT. Primalayan Citra Mandiri and the fifth research conducted by Anwar et al. (2024) who conducted research at the Bogor Regency Civil Service Police Unit which stated that leadership has a positive and significant effect on job satisfaction. This means that from the results of research that has been carried out on the People's Credit Bank in Badung Regency, it can be concluded that leadership has a positive and significant effect on job satisfaction.

The Influence of Leadership on Employee Performance at People's Credit Banks in Badung Regency

Based on the results of the analysis of the influence of leadership on employee performance, it shows that leadership has a positive and significant effect on employee performance. This means that the better the leadership is carried out, the better the performance of employees will increase. Leadership is reflected by the indicators of leaders making the right decisions, leaders provide motivation, leaders have good communication, leaders can coordinate with subordinates well, leaders have initiative and smart thinking. Based on the highest outer loading value, it is reflected in the leadership which states that the leader can coordinate well with his employees, so that employee performance will be better and improved.

Based on the respondents' answers, leadership is considered to have good criteria, meaning that overall the leadership has a level of competence and behavior that meets the company's standards. Based on the results of the respondents' answers with the lowest average score, namely in the indicator that the leadership has good communication with employees.

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The results of this study support previous research that found a positive and significant influence between leadership and employee performance, namely the first study conducted by Jayanti & Nazwirman (2020) who conducted research at the Financial Services Authority's Investment Alert Task Force stated that leadership has a positive and significant effect on employee performance, the second study was conducted by Fathoni et al. (2021) who conducted research at the Our'an Center of Riau Islands Province stated that leadership has a positive effect on employee performance, the third research was conducted by Lesmana et al. (2019) who conducted research at PT. Bumi Sentosa Dwi Agung is the fourth research conducted by Babu et al. (2024) who conducted research on the IT sector in the United States stated that leadership has a positive and significant effect on job satisfaction. This means that from the results of research that has been conducted on the People's Credit Bank in Badung Regency, it can be concluded that leadership has a positive and significant effect on employee performance.

The Influence of Organizational Culture on Job Satisfaction at People's Credit Banks in Badung Regency

Based on the results of the analysis of the influence of organizational culture on job satisfaction, it shows that organizational culture has a positive and significant effect on job satisfaction. This means that the stronger the organizational culture is implemented, the more job satisfaction will increase. Organizational culture is reflected by indicators of innovative thinking, prioritizing meticulousness, prioritizing results, work done prioritizing team performance, and being required to spark new ideas. Based on the highest outer loading value, it is reflected in the organizational culture that states that the results of work are performance assessments, so that employee job satisfaction will be better and increased.

Based on the respondents' answers, the organizational culture with good criteria means that the overall organizational culture has been implemented well. Based on the results of the respondent's answer with the lowest average score, namely in the employee indicator, prioritizing meticulousness at work.

The results of this study support previous research that found a positive and significant influence between organizational culture and job satisfaction, namely the first study from Parenden et al. (2024) who conducted research at PT. Kima Kota Makassar who stated that organizational culture has a positive and significant effect on job satisfaction. This means that the better the organizational culture, the better job satisfaction will be. The second research by Dewi and Supartawan (2023) who conducted research at LPD in Buleleng District stated that organizational culture has a positive and significant influence. The third research was conducted by Shavira and Febrian (2023) who conducted research at PT. Sri Rejeki Isman Tbk stated that organizational culture has a positive effect on employee job satisfaction. The fourth research was conducted by Amaral et al. (2023) which is a Human Resource Management Literature Study Study states that organizational culture has a positive effect on employee job satisfaction. This means that from the results of research that has been conducted at the People's Credit Bank in Badung Regency, it can be concluded that organizational culture has a positive and significant effect on job satisfaction.

The Influence of Organizational Culture on Employee Performance at People's Credit Banks in Badung Regency

Based on the results of the analysis of the influence of organizational culture on employee performance, it shows that organizational culture has a positive and significant effect on employee performance. This means that the stronger the organizational culture is implemented, the better the performance of employees will be. Organizational culture is reflected by indicators of innovative thinking, prioritizing meticulousness, prioritizing results, work done prioritizing team performance, and being required to spark new ideas. Based on the highest outer loading value, it is reflected in the organizational culture that states that the results of work are performance assessments, so that employee performance will be better and improved.

Based on the respondents' answers, the organizational culture with good criteria means that the overall organizational culture has been implemented well. Based on the results of the respondent's answer with the lowest average score, namely in the employee indicator, prioritizing meticulousness at work. This indicates that the aspects of precision and prudence are not optimal, which can have a direct effect on employee performance.

The results of this study support previous research that found a positive and significant influence between organizational culture and employee performance, namely the first study from Arysta and Akbar (2023) who conducted research at PT. Pos Indonesia Semarang stated that organizational culture has a significant positive effect on employee performance. This means that the better the organizational culture, the better the performance of employees, the second study by Meng and Berger (2019) which conducted a study on PR professionals in the United States which stated that organizational culture has a significant effect on employee performance, the third research by Aggarwal (2024) which conducted research on certain organizations in the United States which stated that organizational culture has a positive and significant effect on employee performance. This means that from the results of research that has been conducted on the People's Credit Bank in Badung Regency, it can be concluded that organizational culture has a positive and significant effect on employee performance.

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The Effect of Job Satisfaction on Employee Performance at People's Credit Banks in Badung Regency

Based on the results of the analysis of the influence of job satisfaction on employee performance, it shows that job satisfaction has a positive and significant effect on employee performance. This positive relationship means that the better job satisfaction, the better the employee's performance will improve. Job satisfaction is reflected by indicators of employees being able to complete work, receiving sufficient wages, promotion policies, periodic monitoring, and teamwork at work. Based on the highest outer loading value reflected in job satisfaction which states that employees are able to complete work according to their abilities, employee job satisfaction will be better.

Based on the respondents' answers, job satisfaction with good criteria means that overall employee job satisfaction has been met. Based on the results of the respondents' answers with the lowest average score, namely on the indicator that employees have the same opportunities for career improvement and promotion policies.

The results of this study support previous research which found a positive and significant influence between job satisfaction and employee performance, namely the first research conducted by Garaika (2020) who conducted research at the Trisna Negara College of Economics stated that job satisfaction has a positive and significant effect on employee performance, the second research was conducted by Djuraidi & Laily (2020) who conducted research at PT Jaya Giri Jaya Garmino, the third research conducted by Stirpe et al. (2022) who conducted a study on White Collar Companies in Italy that stated that Satisfaction with HRP affects the performance considered. Furthermore, the fourth research was conducted by Setiani and Febrian (2023) who conducted research at PT Indomarco Prismatama Jakarta and the fifth research was conducted by Fitria and Kustini (2023) who conducted research at the Inspectorate General of the Ministry of Agriculture which also stated that job satisfaction has a positive and significant effect on employee performance. This means that from the results of research that has been conducted at the People's Credit Bank in Badung Regency, it can be concluded that job satisfaction has a positive and significant effect on employee performance.

The Role of Job Satisfaction Mediation on the Influence of Leadership on Employee Performance at People's Credit Banks in Badung Regency

Based on the results of the analysis, it was shown that job satisfaction was able to mediate partly between the influence of leadership on employee performance. This can be seen from the results of the indirect effect test which shows that leadership results on job satisfaction and employee performance have a significant relationship, meaning that job satisfaction is able to affect the relationship between leadership and employee performance. An employee who is satisfied with his or her leadership who is able to accept criticism and suggestions will have an impact on improving performance.

The results of this study are in accordance with research from Annisa (2021) who conducted research at the Rectorate of UIN Alauddin Makassar, Jayanti & Nazwirman (2020) who conducted research at the Financial Services Authority's Investment Alert Task Force, Adam et al. (2021) who conducted research at the Youth and Sports Office of Central Tapanuli Regency, Mgaiwa (2023) who conducted research at Bank BTN Jakarta Kuningan Branch Office and Anwar et al. (2024) who conducted research at the Bogor Regency Pamong Praja Police Unit which stated that job satisfaction can mediate the influence of leadership on employee performance. This means that from the results of research that has been conducted on the People's Credit Bank in Badung Regency, it can be concluded that job satisfaction is able to mediate the influence of leadership on employee performance.

The Mediation Role of Job Satisfaction on the Influence of Organizational Culture on Employee Performance at People's Credit Banks in Badung Regency

Based on the results of the analysis, it was shown that job satisfaction was able to mediate partly between the influence of organizational culture on employee performance. This can be seen from the results of the indirect effect test which shows that the results of organizational culture on job satisfaction and employee performance have a significant relationship, meaning that job satisfaction is able to affect the relationship between organizational culture and employee performance. A strong organizational culture in every employee will be able to improve employee performance.

The results of this study are in accordance with research from Meng and Berger (2019) who conducted research on PR professionals in the United States, Handriyani et al. (2023) who conducted research at PT. Bank Rakyat Indonesia (Persero), Tbk Pekanbaru Sudirman Branch, then research from Aggarwal (2024) who conducted research on certain organizations in the United States, Pangestuti and Widiantoro (2023) who conducted research at the Jambi Provincial Education Regional Apparatus Organization and research from Qorfianalda and Anna (2021) 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 that has been conducted on the People's Credit Bank in Badung Regency, it can be concluded that job satisfaction is able to mediate the influence of organizational culture on employee performance.

The Influence of Leadership and Organizational Culture on Employee Performance through Job Satisfaction as a Mediator at People's Credit Banks in Badung Regency

VII. CONCLUSION

1. Leadership has a positive and significant effect on job satisfaction at the People's Credit Bank in Badung Regency, meaning that the better the leadership, the more employee job satisfaction also increases.
2. Leadership has a positive and significant effect on employee performance at the People's Credit Bank in Badung Regency, meaning that the better the leadership, the better the performance of the employees.
3. Organizational culture has a positive and significant effect on job satisfaction at the People's Credit Bank in Badung Regency, meaning that the better the organizational culture, the higher the employee job satisfaction.
4. Organizational culture has a positive and significant effect on employee performance at the People's Credit Bank in Badung Regency, meaning that the better the organizational culture, the better the employee performance will also increase.
5. Job satisfaction has a positive and significant effect on employee performance at the People's Credit Bank in Badung Regency, which means that higher job satisfaction will improve employee performance.
6. Job satisfaction mediates a partial *mediation* of the relationship between leadership and employee performance at the People's Credit Bank in Badung Regency, meaning that the better the leadership applied to employees, this will be directly related to the satisfaction felt by employees, then it will improve employee performance.
7. Job satisfaction mediates a partial *mediation* of the relationship between organizational culture and employee performance at the People's Credit Bank in Badung Regency, meaning that the better the organizational culture given to employees, this will be directly related to the satisfaction felt by employees, then it will improve employee performance.

VIII. SUGGESTION

Based on the results of the research, the leadership at the People's Credit Bank in Badung Regency to improve communication, increase transparency in decision-making, and involve employees in the discussion and evaluation process to ensure that the decisions taken are more appropriate and have a positive impact on the company. As well as improving quality standards, building an environment that supports continuous cooperation and evaluation. In addition, the company's management can provide skills training, set clear targets, increase work motivation, and create a continuous evaluation and feedback system.

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