



The Role of Leadership Style and Organizational Culture on Employee Performance with the Mediation Variables of Job Satisfaction and Moderation Variables of Organizational Support

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Abstract. The National Police Education and Training Institute (Lemdiklat) is a supporting element for implementing education and development whose position is under the Head of the National Police. This study aims to determine the effect of leadership style and organizational culture on employee performance by mediating job satisfaction and organizational support moderation. This research uses a quantitative approach with structural equation model (SEM) analysis techniques. Purposive sampling was used to determine the research sample so that this study involved 176 employees as the research sample. The results of this research leadership style and job satisfaction have a significant effect on employee performance, organizational culture has no significant effect on job satisfaction and employee performance, job satisfaction has succeeded in mediating the effect of leadership style and organizational culture on employee performance, and organizational support has failed to moderate the effect of job satisfaction on employee performance. Based on the results of this study, Lemdiklat Polri needs to strengthen leadership style and job satisfaction in improving employee performance. The factor of job satisfaction plays an important and central role in improving employee performance at the Lemdiklat Polri because job satisfaction can be the mediation of the two variables, namely leadership style and organizational culture.

Keywords: Leadership Style · Organizational culture · Employee performance · Job satisfaction · Organizational Support

1 Introduction

The National Police Education and Training Institute (Lemdiklat) is a supporting element for implementing education and development whose position is under the Head of the National Police with the main task of planning, developing, and administering Police education in order to realize superior human resources to create professional and

modern Tribrata people based on the type of education. Profession, managerial (leadership), academic, and vocational, as well as managing the education component in the ranks of the Lemdiklat Polri [1]. The main objective is to produce superior and integrity Polri personnel in order to carry out the duties of Maintaining Public Security and Order (Harkamtibmas), protecting, nurturing, and serving the community, as well as enforcing the law. One of its forms is by prioritizing improvements in education and improvements to all components of the Police Inspector School (SIP) education, including the Curriculum and Hanjar, which are adapted to the challenges of the task so that it is hoped that SIP students can add insight and knowledge and provide learning experiences [2].

The performance audit and Supervision of the Phase I Special Examination carried out by the Itwasum Polri is a means for the National Police to check the Satker Strategic Plan, Work Plan and General Procurement Plan in 2022 as well as financial accountability for goods and services in 2021 so that they are in accordance with and in line with the applicable laws and regulations. Realizing good and clean governance [3].

The Performance Audit is the Implementation of the 4th Chief of the National Police's Priority Program, namely the Transformation of Supervision to Encourage a Precise Police. Performance Audit and Supervision The special inspection of Itwil III Itwasum Polri Phase I was carried out for 5 days from May 9 to 13, 2022 with the aim of conducting an in-depth study covering the fields of operations, human resources, facilities and infrastructure as well as budgets in all Satker ranks of the National Police Lemdiklat and Satker RS. Bhayangkara Lemdiklat Polri.

In the results of the survey on satisfaction with the LSP Lemdiklat Polri certification service, there were still some participants who were dissatisfied. This survey was conducted by measuring several important indicators as follows:

1. Requirements
2. Procedure
3. Service Time
4. Product Specification Service Type
5. Implementing Competence
6. Executing Behavior
7. Service Notice
8. Handling of Complaints and Suggestions
9. Infrastructure

The results of this survey showed that there were several participants who chose very dissatisfied answers when filling out the questionnaire. Dissatisfaction of the National Police Education and Training Education participants can be used as a reference as a decrease in the performance of the National Police Education and Training Officers' performance. Employee performance is more important at Lemdiklat Polri because employees interact directly with training participants.

This Fig. 1 explains that from external devices in the form of satisfaction surveys on service and employee performance, it is known to have several problems and complaints, and based on internal audit data on the performance of the National Police Education and Training Institute employees, it is known that there is a decrease in performance and general problems that need attention for Lemdiklat Polri. Improving the performance of Lemdiklat Polri employees is very much needed to improve employee performance in

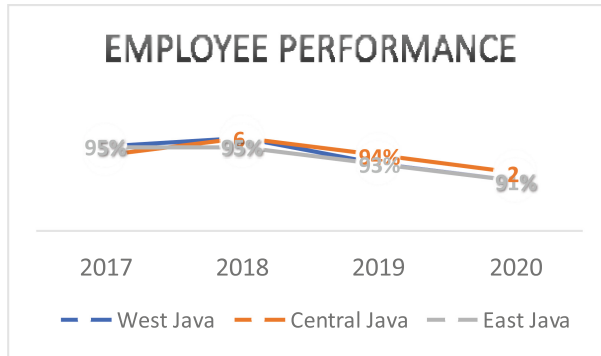


Fig. 1. Employee Performance.

the coming year [4]. The important role of the leader concerned is to find out the factors that affect employee performance. Managing higher performance in an organization is very dependent on the individual or the employees in the organization. How to handle employees and make them look their best is an important factor because employees are the treasure, strength, and backbone of an organization's success [5].

In the last half century, the study of police leadership has become an issue of great importance because the rapid growth in the size and complexity of police organizations has made the selection and training of traditional police leaders inadequate [6]. Throughout history, leaders and philosophers have described leadership as the result of a variety of factors, from accidents to a desire for power. In addition, the type of leader depends on how the leader is chosen. The characteristics of police leaders in particular fall into two categories [7]. Moral qualities that enable them to build appropriate relationships and emotional climates with their subordinates, and problem-solving qualities [8].

Police leadership cannot be understood apart from the leader-subordinate relationship [9]. Police leaders must understand the importance of groups to their members and the characteristics of police groups, such as their great solidarity [10]. Effective police leadership will help officers identify with the group as well as the leader, fostering a sense of belonging that leads to good police performance. Similarly, police leaders must be aware of all that influences the group, such as goals, informal norms, and patterns of interaction, as well as external factors. Police leadership styles can be either autocratic or democratic; autocratic style results in more hostility and lower morale but also higher quality of work. Autocratic leadership is best in crises, whereas democratic styles are useful in guiding groups toward commitment to their mission [6].

It is known that there is an inconsistency of research results between leadership style and organizational culture on police performance [11]. Based on the results of previous studies, the inconsistency of these results is an opportunity for further research to fill the research gap by adding a mediating variable as an explanation between the inconsistencies that occur in the results of the research above. This research formulates the mediating variable in the new model as an explanation of the inconsistency of the above results based on the Path-Goal Theory [12] which states that depending on the

subordinates and the situation, different leadership behaviors will increase the acceptance of the leader by subordinates, one of the most important factors is job satisfaction.

It is important to know that leadership can be studied in Path-Goal Theory [13]. Leaders should develop training programs for potential police leadership and bring in expert trainers if the department does not have adequate resources [14]. These leadership trainers can hold group workshops and work one-on-one with employees to develop their skills as leaders [15]. Departments can also incorporate leader qualities into the employee evaluation process and utilize follower surveys to provide leaders with feedback on their performance. When recruiting new employees, Lemdiklat Polri must look for people who demonstrate high emotional intelligence, which is critical to the success of any leader. This investment in development will not only make police leaders more effective in their current duties, but will also prepare them for higher level management [16]. At this time a different leadership style will be more effective for the police than a rigid leadership style [17].

Leaders encourage higher performance by motivating subordinates to believe that hard work can achieve worthwhile results. Universally applicable leadership results in high levels of subordinate performance and satisfaction. This theory states that different situations require different leadership styles. Subordinates with an internal locus of control will have higher job satisfaction with a participatory leadership style. On the other hand, subordinates with an external locus of power will have a more directive style. Path-Goal Theory explains that the leader's behavior in directive style, supportive style, participatory style, caregiver style, and type of achievement orientation affect these expectations [12]. Thus, affecting the performance of the police with the support of job satisfaction. The leadership style should appropriately influence the perceptions of subordinates and motivate them about task clarity, goal achievement, job satisfaction, and effective performance [18]. These factors become the basis for explaining the leadership style and organizational culture in this study to determine their effect on Polri performance.

The decline in performance is an important problem in Lemdiklat Polri in Indonesia. Research conducted by Ruez [19] explains that employee satisfaction is an important variable in improving employee performance, especially in service-based organizations, but the results of this study are different from research conducted by Pawirosumarto et.al [11] in Indonesia who found that employee satisfaction had no significant effect on employee performance, even employee satisfaction could not mediate its effect on employee performance, on the contrary, leadership style became the strongest variable in its influence on employee performance.

Based on the gap analysis above, this dissertation seeks to fill the research gap, especially on the employee satisfaction variable as a mediating variable between the influence of leadership style and organizational culture on the performance of Lemdiklat Polri employees in Indonesia. Novelty in this study is to complement previous research by using a moderating variable, namely organizational support in moderating job satisfaction on employee performance.

2 Methodology

In this study, using quantitative research methods, where the data collected are numbers that will be analyzed using statistics [20]. This quantitative method uses the logic of deductive thinking, that is, from general to specific, from a two-step flow of communication which is generally applied to employee performance as a research object. As quantitative research, this research is also independent, where there is a distance between the researcher and the object being studied [21].

This research is basic research, namely pure research or basic research that has scientific research objectives to improve scientific theories and improve understanding or prediction of business or other phenomena. This type of research is quantitative research with the SmartPLS analysis tool as a statistical tool to find information about the influence of the variables in this study. Taking into account that the number of samples to be studied is capable of being randomized, this dissertation uses Simple Random Sampling in research at Lemdiklat Polri. Simple random sampling is a common method for determining a random sample [22]. Simple random sampling is used to represent the entire data population and select individuals randomly from the population without any other considerations [23].

In this study there were three locations, namely Lemdiklat Polri in West Java, Central Java, and East Java. The technique of collecting data in this study was carried out on employees and leaders of Lemdiklat Polri unit. This study uses criteria so that the research is non-probability sampling, meaning that in this study the criteria are determined from the samples to clarify the sample objects in this study. These criteria are intended so that the results of this study are measurable and clear when entering the analysis stage to be used as data analysis. The sample criteria in this study are as follows:

1. Employees of Lemdiklat Polri
2. Have 2 years work experience
3. Permanent employees at Lemdiklat Polri
4. Have a higher education background

Based on the criteria above, the population in this study was 312 employees. This study used cluster sampling. In statistics, cluster sampling is a sampling plan used when groupings that are homogeneous but internally heterogeneous are evident in statistical populations [24]. Limitations in collecting the entire population, related to the current pandemic conditions, so this study uses a sample according to the formula described by Slovin et.all [25]. The use of the Slovin formula in this research is because researchers do not know for sure the population of the Lemdiklat Polri as the object to be studied, therefore the use of the Slovin formula is necessary to obtain and determine the number of samples to be used for this study. The advantage of using the Slovin formula is that it allows researchers to take samples from the population with the desired level of accuracy. The Slovin formula also gives researchers an idea of how large a sample size will be needed to ensure a reasonable level of accuracy of the results.

This formula by [25] is the recommended minimum size for this research survey:

$$n = N / (1 + (N \times e^2))$$

$$n = 312 / (1 + (312 \times 0.05.2))$$

$$n = 312 / 1,78$$

n = 175,280899

n = 176

Based on the calculation above, the number of samples in this study was set at 176 employees.

SmartPLS is generally used in complex models and uses many variables, the reason for choosing SmartPLS is because this software belongs to the non-parametric variance-based group so that data analysis does not require the obligation to have a normal distribution and can be used with minimal data, namely under 100 samples, even though in this study using 176 samples for data analysis process. SmartPLS in the analysis uses the bootstrapping method or random multiplication, so that the assumption of normality is not required when using SmartPLS [26].

3 Results and Discussion

This study has tested the outer model, namely validity, discriminant validity, reliability, and collinearity. In testing the outer model, it is known that all items pass the test as a whole so that all items can reflect the constructs in this research model well. In the final stage, a bootstrapping test was carried out on 176 answers from respondents using 5000 subsamples and using one tailed [27].

The results above (Fig. 2) it is known that leadership style has a significant effect on employee performance, organizational culture has no significant effect on employee performance, leadership style has a significant effect on job satisfaction, organizational culture has no significant effect on job satisfaction, job satisfaction has a significant effect on employee performance, and organizational support failed to moderate the effect of job satisfaction on employee performance.

Leadership style has a significant effect on employee performance according to research [28] showing that only charismatic leadership style has a positive and significant impact on employee performance. Wiguna, M. and Raf, A.G [29] illustrates that leadership style is able to have a positive and significant impact on employee performance; This is also supported by research [30] which states that leadership style, communication and motivation have a positive influence on employee performance.



Fig. 2. Employee performance.

Organizational culture has no significant effect on employee performance. This result is contrary to research [29] describing organizational culture as being able to have a positive and significant impact on employee performance; This is also supported by research [31] which states that there is a positive and significant correlation between organizational culture on employee performance, this opinion is also supported by research conducted by Harlina, D., Chan, S., and Yuhelmi [32] that organizational culture has a direct significant influence to employee performance.

Leadership style has a significant effect on job satisfaction. This result is in accordance with research [33] that leadership style has a significant influence on employee satisfaction. The leadership factor, especially the leader who has a soft style, is a success factor in employee satisfaction. Leaders who are seen to understand the conditions of their subordinates make employees more respectful of the leadership and tend to carry out their work better so as not to cause excessive fear of supervision from superiors.

Organizational culture has no significant effect on job satisfaction. This result is in accordance with research Diputra and Riana [34] which found that organizational culture was able to provide a significant influence on employee satisfaction. Organizational culture in the organization is considered important in his research at Hard Rock Bali that a culture that is in accordance with employees or organizational culture that contains organizational principles and values is in line with the needs of employees so that employee integrity is always maintained when employees work for the organization [11].

Job satisfaction has a significant and successful mediation of leadership style and organizational culture on employee performance. Meanwhile, organizational support failed to moderate the effect of job satisfaction on employee performance.

4 Conclusion

Based on the results of this study, Lemdiklat Polri needs to strengthen leadership style and job satisfaction in improving employee performance. The factor of job satisfaction plays an important and central role in improving employee performance at the Lemdiklat Polri because job satisfaction can be the mediation of the two variables, namely leadership style and organizational culture. Organizational support failed to moderate job satisfaction on employee performance so that job satisfaction does not require moderation to strengthen the influence on employee performance. Lemdiklat Polri can take lessons from this research so that it can be used as material for decision-making in long-term planning to improve employee performance at Lemdiklat Polri.

This study will only discuss variables related to leadership style, organizational culture, job satisfaction, organizational support, and employee performance at Lemdiklat Polri in Jakarta. This research also only conducts research on employees of Lemdiklat Polri. The above problems are attempted to be answered in this study in the form of basic research that will provide measurement results, especially those related to the variables of leadership style, organizational culture, and job satisfaction on the performance of Lemdiklat Polri employees. In addition, through this research, it is hoped that we can provide suggestions and input to the management of the organization. The formulation of this model requires further research and empirical evidence in answering the determinants of employee performance factors.

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