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# Leadership And Organizational Culture In The Departement Of Transportation Badung Regency

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## ABSTRACT

*Servant leadership is a leadership model that places service to others, including employees, customers and society as a top priority. Servant Leadership emphasizes increased service to others, a holistic approach to work, a sense of community and shared decision-making power. Organizational culture is the values, principles, traditions, and attitudes that influence the way organizational members act. Job satisfaction is a feeling of satisfaction or dissatisfaction with employees at work. Employees who are satisfied with their work are happy to do their jobs and always try to improve their abilities and skills. Respondents in this study were employees at the Department of Transportation, Badung Regency. The number of respondents in this study were 76 respondents, the sampling technique used a probability sample using the proportional stratified random sampling method. This technique is a sampling technique that provides equal opportunities for each member of the population at each level (in this case the number of employees in each field) to be selected as a sample. This study uses multivariate analysis using a structural equation model or SEM (Structural Equation Model) with a variance-based or component-based approach called PLS (Partial Least Square). The results of this study indicate that: 1) servant leadership directly has a positive and significant effect on job satisfaction, 2) organizational culture directly has a positive and significant effect on job satisfaction, 3) servant leadership directly has a positive and significant effect on employee performance, 4) organizational culture does not have a positive and significant effect on employee performance, 5) job satisfaction has a positive and significant effect on employee performance, 6) job satisfaction is partially mediated directly or indirectly, servant leadership on employee performance, 7) Job satisfaction is non-mediated indirectly. Direct organizational culture on employee performance proved to be insignificant.*

**Keywords:** *Servant Leadership, Organizational Culture, Job Satisfaction and Employee Performance*

## 1. INTRODUCTION

Employee performance is a measure that can be used to determine the comparison of the results of the implementation of tasks, the responsibilities given by the organization in a certain period can relatively be used to measure work performance or organizational performance. The performance or work performance of an employee is basically the result of an employee's work during a certain period of time compared to various possibilities, for example standards, targets or other criteria that have been determined in advance and have been mutually agreed upon (Gibson et al., 2006: 78).

According to Tiffin (Simamora 2004: 344-345), the purpose of evaluating employee performance can be categorized into two main objectives, namely for administrative purposes, making promotion and transfer decisions, for example as a basis for making promotion and transfer

decisions, to determine the types of work training required. And as criteria for selection and placement of employees. The objective of individual employee development, which includes as a measuring tool to identify personal weaknesses and thus can be taken into consideration so that they can be included in additional work training programs, as a tool to improve or develop good work skills and as a tool to increase employee motivation so that the goal can be achieved to get good work results.

The performance of the staff at the Badung Regency Transportation Agency is measured through the realization of the budget from activities sourced from APBD funds. The overall employee performance for the last three (3) years can be shown in Table 1

Table 1  
Realization of Budget at the Transportation Service of Badung Regency

<b>N O</b>	<b>YEA R</b>	<b>TYPE</b>	<b>BUDGET (Rp.)</b>	<b>REALIZATI ON (Rp.)</b>	<b>%</b>
1	2016	Direct Shopping	87,911,355,530	71,630,546,438	81.48
		Indirect Shopping	23,890,636,401	22,540,507,107	94.35
2	2017	Direct Shopping	24,674,340,634	19,630,655,882	79.56
		Indirect Shopping	24,035,011,080	20,349,967,713	84.67
3	2018	Direct Shopping	35,537,173,700	27,625,606,755	77.74
		Indirect Shopping	28,586,622,345	24,242,466,363	84.80

Source: Badung Regency Transportation Agency, 2019

In Table 1, it can be seen that the decrease in the realization of the direct expenditure budget from year to year, lastly was 77.74% in 2018. Job satisfaction is one of the factors that play a role in increasing the performance of an employee (Siagian, 2006: 295). Job satisfaction is an employee's emotional state where there is or does not occur a meeting point between the value of remuneration for employees from the company or organization and the level of remuneration desired by the employee concerned (Martoyo, 2007: 156) The causes of dissatisfaction vary, such as low or inadequate income, unsatisfactory working conditions, incompatible relationships with both superiors and colleagues, and unsuitable work (Mudiartha, 2001: 257). Job satisfaction is not obtained from high social status, but job satisfaction for them is an effort to achieve the results of the production itself. Management must be able to encourage human resources to remain productive in doing their respective duties, namely, by increasing job satisfaction so as to retain

employees, employees who are satisfied will be more likely to be involved in organizations that can increase productivity, while employees who are not satisfied will affect the progress of the organization in achieving goals (As'ad, 1987: 111). Although job satisfaction is interesting and important, the most basic thing is the effect of job satisfaction on the organization that will affect employee performance (Mathis and Jackson, 2001: 99). Satisfied employees are more likely to be involved in organizations that can increase productivity, while employees who are not satisfied will affect the progress of the organization in achieving goals (As'ad, 1987: 111). Although job satisfaction is interesting and important, the most basic thing is the effect of job satisfaction on the organization that will affect employee performance (Mathis and Jackson, 2001: 99). Satisfied employees are more likely to be involved in organizations that can increase productivity, while employees who are not satisfied will affect the progress of the organization in achieving goals (As'ad, 1987: 111). Although job satisfaction is interesting and important, the most basic thing is the effect of job satisfaction on the organization that will affect employee performance (Mathis and Jackson, 2001: 99).

Organizational culture is an archetype accepted by organizations to act and solve problems, form employees who are able to adapt to the environment and unite organizational members (Schein, in Siagian, 2006: 12). Organizational culture realistically affects the productivity of employee performance, because the awareness of company leaders and employees of the influence of company organizational culture can provide a strong enthusiasm for maintaining, maintaining and developing the organizational culture of the company which is a strong driving force for the progress of the company organization, (Robbins, 2007: 47). A strong corporate culture will foster a strong sense of responsibility in employees so that they are able to motivate them to show the most satisfying performance.

Leadership in an organization is a factor that determines the success or failure of an organization or business, because successful leadership shows that the management of an organization is successfully implemented (Kartono, 2006: 48). A good leader is someone who does not carry out operational actions himself, but takes decisions, takes policies and directs others to carry out decisions made in accordance with the policies outlined (Martoyo, 2007: 79). Organizational leaders must be able to use their authority to change employee attitudes and behavior so they can work actively and want to achieve optimal results, leadership styles are used by leaders to be able to influence employee performance through thoughts, feelings,

*Servant leadership* is a type or model of leadership developed to overcome a leadership crisis in the form of decreasing follower trust in the exemplary leader (Mukasabe, 2004). This is because the behavior reflected in a servant leadership tends to be a role model to influence the people they lead. Examples of servant leadership behavior include listening to the opinions of their subordinates (altruistic calling), healing the emotional feeling that is currently flaring up in their subordinates (emotional healing), wise in making decisions (wisdom), prioritizing persuasive actions (persuasive mapping) than authority positional someone (organizational stewardship) (Barbuto & Wheeler, 2006 in Vondey, 2010). Other than that, Servant leadership is usually involved directly in the organization to be able to build and encourage employees to continue to develop. This can be in the form of providing service and assistance when employees experience difficulties in the organization

A leader must apply the Servant leadership style. This is shown by communicating in a friendly manner and not giving many orders, besides that a leader should give appreciation to employees who do a good job. Servant leadership behavior can reduce feelings of pressure on demands so that employees can work productively and are loyal to the organization, because a leader will greatly affect the success of the organization in achieving its goals (Guritno, 2005: 97). Leadership factors also affect employee performance (Suranta, 2002: 58). From the opinion of these experts, it can be

concluded that there is a close relationship and influence between servant leadership, job satisfaction and employee performance.

In relation to government agencies, there are various OPD (regional apparatus organizations) that carry out various government affairs and public services for the welfare of the community. One of them is the Department of Transportation, which is in charge of administering government affairs and public services in the transportation sector.

Based on these descriptions, it is necessary to conduct research on servant leadership and organizational culture in the Department of Transportation, Badung Regency.

## 2. LITERATURE REVIEW

Sepahvand et al (2015) who examined the relationship between servant leadership and employee job satisfaction. Sepahvand et al (2015) found that servant leadership has a positive and significant effect on job satisfaction. McCann (2014) examined Servant Leadership, employee and organizational satisfaction in rural hospital communities, and found that Servant leadership had a positive and significant effect on employee satisfaction. Charles (2015) examined the effect of servant leadership on satisfaction with leaders: variable situational inclusion. Charles (2015) found that servant leadership has a positive impact on job satisfaction. Likewise, Guillaume et al (2013) also found more specifically that servant leadership also affects employee job satisfaction. Based on the results of these previous studies, the research hypothesis can be formulated: H1: *Servant leadership* has a positive and significant effect on employee job satisfaction at the Department of Transportation, Badung Regency.

Mousavi (2013) who examined the correlation between organizational culture and job satisfaction in biotechnology production companies concluded that organizational culture has a significant correlation with job satisfaction. Sharma (2017) conducted research on organizational culture as a predictor of job satisfaction, taking into account the role of age and gender. The research findings of Sharma (2017) concluded that organizational culture values such as fairness, growth opportunities and organizational reputation have a positive effect on job satisfaction, and that there are gender differences in perceptions of organizational values. Furthermore, Habib et al. (2014) show that organizational nature has a significant effect on Job Satisfaction and intention to move. So the research findings prove that organizational culture is an important element that greatly influences employee commitment, job satisfaction and retention. Based on the results of these previous studies, a research hypothesis can be formulated: H2: Organizational culture has a positive and significant effect on employee job satisfaction at the Transportation Office of Badung Regency.

Harwiki (2013) examined the effect of servant leadership on organizational culture, organizational commitment, OCB and employee performance and found that the impact of servant leadership had a positive and significant effect on employee performance. Schwarz (2016) found that servant leadership has a positive and significant effect on employee performance. Muhtasom (2017) conducted research on the effect of servant leadership, OCB on organizational culture and employee performance. Based on the research results, it is concluded that servant leadership has a positive and significant effect on employee performance. Naftalia (2015) conducted a study on the impact of servant leadership on employee performance at the Minahasa Regional Government offices, finding that servant leadership has a partially significant effect on employee performance at the Southeast Minahasa Regional Government Office. Xia et al. (2015) examined the relationship between servant leadership, corporate culture and employee performance. The results showed that servant leadership has a positive and significant impact on employee performance. Based on the results of these previous studies, the following research hypothesis can be

formulated: H3: Leadership has a positive and significant effect on employee performance at the Department of Transportation, Badung Regency.

Shahzad et al. (2013) conducted a study on the impact of organizational culture on employee performance at software stores in Pakistan, finding that organizational culture has a significant positive impact on employee job performance in certain software houses in Pakistan. Handoko (2012) conducted a study on the influence of organizational culture on employee performance at Pondok Serrata. Based on the results of research with the questionnaire method and has been tested using multiple linear regression analysis that produces organizational culture (+0.203). Based on these calculations, it is concluded that the study shows that organizational culture has a significant positive effect on employee performance at Pondok Serrata. Wambugu (2014) also emphasized that there is too much positive relationship between organizational culture and employee performance. However the effect varies between variables with work processes and systems which have a greater impact on employee performance. Saad and Abbas (2018) more clearly explained the research findings, namely the positive relationship between organizational culture and performance. Likewise, the four sub-elements of organizational culture, namely managing change, achieving goals, coordinating teamwork and cultural strength, were found to positively affect performance, but with different and different intensities. Only customer orientation was found to be negatively related to performance. Organizational culture, through organizational mission, was not found to have a significant impact on work efficiency in Nigeria, and there is a significant direct relationship between employee involvement and employee work productivity. This is in accordance with the research findings of Jiddah et al. (2016). Based on the results of these previous studies, a research hypothesis can be formulated: H4: Organizational culture has a positive and significant effect on employee performance at the Transportation Agency, Badung Regency.

Andrew and Mohan Kumar (2016) conducted research on the relationship between job satisfaction and employee readiness for organizational change. The results found that statistically overall it is known that predictors of employee job satisfaction have a positive and significant effect on employee readiness for organizational change. Employee readiness is a form of employee performance. This is confirmed by the research results of Javed et al. (2014) that job satisfaction has a positive and significant impact on employee performance and is able to reduce employees' intention to move jobs. Noermijati and Primasari (2015) conducted research at PT. Jasa Marga (Persero) Tbk. Surabaya, Gempol Branch, regarding the impact of job stress and work motivation on employee performance through job satisfaction. The results of his research also found that job satisfaction has a positive and significant impact on employee performance. In more detail, Crossman and Abou-Zaki (2003) explain that job satisfaction has a significant impact on the performance of banking staff in Lebanon. The results show that job satisfaction is not independent in all aspects of the job and that satisfaction with one side can lead to satisfaction with the other. Female employees were found to be less satisfied with all aspects except salary. Those with low educational qualifications were the least satisfied. Self-reported work performance was found to be improving. This is the result of Ram's (2013) research on public sector employees in India, finding that there is a positive relationship between job satisfaction and performance of public sector employees in India.

Triraharjo et al. (2019) conducted research on the effect of Servant Leadership and breakthrough leadership on organizational performance with job satisfaction as an intervening variable in coal mining companies in Indonesia listed on the IDX (Indonesia Stock Exchange). The results of his research indicate that servant leadership has a positive impact on performance and does not have a positive impact on job satisfaction. Different results in the research of Paramita et al (2015) that servant leadership has a significant positive effect on job satisfaction and employee performance.

Ritaudin. (2016) examined the effect of servant leadership style on employee loyalty through the mediating role of employee satisfaction, finding that job satisfaction significantly mediates the effect of leadership style on employee performance. Based on the results of these previous studies, a research hypothesis can be formulated: H6: Job satisfaction significantly mediates the influence of leadership on employee performance at the Department of Transportation, Badung Regency.

Mauludin (2018) examined the performance of the Pasuruan Regency Regional Secretariat staff. The results of the study found that the results of this study indicate that: 1). Organizational culture has a positive and significant direct effect on job satisfaction 2) organizational culture has a positive and significant direct effect on employee performance. 3) job satisfaction has a direct and significant positive effect on employee performance. This shows that job satisfaction mediates the influence of organizational culture on employee performance. Likewise, what is explained from the research results of Putriana et al. (2015) stated that organizational culture has an effect on job satisfaction, and job satisfaction is also an important determinant of employee performance. The study was conducted at Japanese motorcycle companies in Indonesia. The role of job satisfaction as mediation, increasingly confirmed by the research results of Syauta et al. (2012) to irrigation employees in Jayapura City that directly organizational culture has no significant impact on employee performance, but if it is mediated by job satisfaction, then the effect is significant. However, Mariati and Mauludin (2018) who conducted research on the staff of the Pasuruan Regency Regional Secretariat found that directly or indirectly (through job satisfaction), organizational culture has a significant effect on employee performance. Furthermore, Wahyuniardi et al. (2018) present the results of their research to employees of PT. PLN West Java Distribution Area (Majalaya) that organizational culture and work environment have a positive and significant impact on job satisfaction. Furthermore, organizational culture, work environment, and job satisfaction of PLN employees has a positive and significant impact on employee performance. Based on the results of these previous studies, a research hypothesis can be formulated: H7: Job satisfaction significantly mediates the influence of organizational culture on employee performance at the Department of Transportation Badung Regency.

### **3. METHOD**

#### **Location and Time of Research**

This research was conducted at the Department of Transportation, Badung Regency. The consideration for choosing the Department of Transportation, Badung Regency is to remember that transportation services and arrangements greatly support various economic activities of the community. Moreover, Badung Regency is the main area to support tourism in Bali, especially in terms of accommodation, so transportation arrangements are very important. Transportation arrangements are the main task of the Department of Transportation, so that executors of these tasks also need to have good performance. The research will be carried out in the period August-September 2019.

#### **Population and Sample**

According to Sugiyono (2016: 61), the population of the area consists of objects / subjects that have certain qualities and characteristics that are determined by researchers to study and then draw conclusions. The population in this study were all employees at the Department of Transportation, Badung Regency, amounting to 321 people. So the total number of respondents in this study were 76 respondents. The sampling technique used a probability sample using the proportional stratified random sampling method.

### Variable Identification

In this study, variables can be identified using one exogenous variable and three endogenous variables, including the following:

- 1) Exogenous variable is the causative variable as well as the influence on other variables. The exogenous variables in this study were servant leadership and organizational culture. The servant leadership variable (X1) consists of indicators of love (X11), empowerment (X12), vision (X13), humility (X14), and trust (X15). While the organizational culture variable (X2) consists of indicators of individual initiative (X21), tolerance for risk action (X22), direction (X23), integration (X24), control (X25), identity (X26), tolerance to conflict (X27)).
- 2) Endogenous variable (endogenous variable) is a variable due to the influence of exogenous variables. The endogenous variable in this study is employee performance. The indicators of employee performance variables (Y2) are employee work goals (Y21), service orientation (Y22), integrity (Y23), commitment (Y24), discipline (Y25), cooperation (Y26), punctuality (Y27).
- 3) The mediating variable in this study is job satisfaction. Job satisfaction (Y1) consists of challenging job indicators (Y11), appropriate feedback (Y12), coworker support (Y13), personality suitability for work (Y14).

### Data analysis technique

The model in this study is a model of causality (causal relationship / effect), where the causality relationship formulated in this study uses a model that is not simple. This form of causal relationship requires an analytical tool capable of explaining the relationship, namely inferential statistical analysis. Inferential statistical analysis techniques with the path analysis approach were used to test the hypothesis. Processing data with a path analysis approach using PLS (Partial Least Square) with second order confirmatory factor analysis (Ghozali, 2012).

## 4. RESULT AND DISCUSSION

### Result

#### *Direct Effect, Indirect Effect, and Total Effect Between Variables*

Analysis of the direct effect, indirect effect, and total effect can explain the relationship between research variables (latent variables). To find out the direct effect between variables, it can be seen from the results of the analysis of the path coefficients values shown in Table 2.

Table 2  
Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O  / STERR)	P Values
<i>Servant Leadership (X1) → Job Satisfaction (Y1)</i>	0.559	0.558	0.095	5,914	0.000
<i>Organizational Culture (X2) → Job Satisfaction (Y1)</i>	0.259	0.267	0.109	2,374	0.018

<i>Servant Leadership</i> (X1) →Employee Performance (Y2)	0.478	0.475	0.119	4,031	0.000
Organizational Culture (X2) →Employee Performance (Y2)	0.115	0.117	0.102	1,130	0.259
Job Satisfaction (Y1) →Employee Performance (Y2)	0.250	0.257	0.111	2,249	0.025

Source: data 2019, processed .

Based on Table 5.12 it can be explained that the influence between the research variables is positive and significant. Except for the influence of organizational culture on employee performance which is not significant. To determine the indirect effects between variables, it can be seen from the results of the analysis of the value of indirect effects which are shown in Table 3.

Table 3  
Indirect Effects Value

Construct			Original Sample	T Statistics	P Values	Ket.
<i>Servant Leadership</i> (X1)	→	Employee performance (Y2)	0.140	1,974	0.049	Partial Mediation
Organizational culture (X2)	→	Employee performance (Y2)	0.065	1,481	0.139	Non Mediation

Source: data 2019, processed

Based on Table 3, it is known that servant leadership has a direct or indirect effect on employee performance through job satisfaction, so it is said that the indirect effect is partially mediated. Meanwhile, related to the indirect influence of organizational culture on employee performance through job satisfaction, it proved to be insignificant, so it is non-mediating.

Based on Table 2 and Table 3, the direct effect, indirect effect and total effect between variables in this study can be calculated, as summarized and presented in Table 4.

Table 4  
Summary of Direct Effects, Indirect Effects, and Total Effect Between Latent Variables

Independent Variable	Dependent Variable					
	Job satisfaction (Y1)			Employee Performance (Y2)		
	DE	IDE	TI	DE	IDE	TI
<i>Servant Leadership</i> (X1)	0.559			0.478		
Organizational Culture (X2)	0.259			0.115		
Job Satisfaction (Y1)				0		

Description: The DE is a direct effect  
IDE is an indirect effect  
TI is total influence

**Hypothesis test**

In the hypothesis testing stage, it is very important to pay attention to the influence shown by the direction of the arrows between variables, namely servant leadership (X1), organizational culture (X2), job satisfaction (Y1), and employee performance (Y2).

In summary, the following Table 5 describes the results of testing the research hypothesis.

Table 5  
Research Hypothesis Testing

Notation	Koef.	T statistics	P value	Result
H1				Hypothesis
(X1→Y1)	0.559	5,914	0.000	Received
H2				Hypothesis
(X2→Y1)	0.259	2,374	0.018	Received
H3				Hypothesis
(X1→ Y2)	0.478	4,031	0.000	Received
H4				Hypothesis
(X2→ Y2)	0.115	1,130	0.259	Rejected
H5				Hypothesis
(Y1→ Y2)	0.250	2,249	0.025	Received
H1 - H5				Hypothesis
X1→ Y1 → Y2				Received
a) X1→ Y1	0.559	5,914	0.000	
b) Y1→ Y2	0.250	2,249	0.025	
Indirect	0.140	1,974	0.049	
H2 - H5				Hypothesis
X2→ Y1 → Y2				Rejected
a) X2→ Y1	0.259	2,374	0.018	
b) Y1→ Y2	0.250	2,249	0.025	
Indirect	0.065	1,481	0.139	

Source: data 2019, processed

Based on Table 5, it can be explained that all research hypotheses are accepted. Except in testing the influence of organizational culture on employee performance and the indirect effect of organizational culture on employee performance which has no significant effect.

**Discussion**

**a) The effect of servant leadership on employee job satisfaction at the Transportation Service of Badung Regency**

The role of servant leadership in an organization in facing the development of employee behavior patterns currently has a significant impact in affecting employee job satisfaction, because it will increase the sense of belonging and comfort of employees in the organization. Research related to the effect of servant leadership on job satisfaction was investigated in this study. The results of statistical data analysis show that servant leadership has a positive and significant effect on job satisfaction at the Transportation Agency of Badung Regency, with a path coefficient value (Original sample) of 0.559 and a p-value of 0.000. The analysis of this research model shows that quality servant leadership will lead to high job satisfaction. The results of this study are supported

by research conducted by Sepahvand et al (2015) which examined the relationship between servant leadership and employee job satisfaction. Sepahvand et al (2015) found that servant leadership has a positive and significant effect on job satisfaction.

**b) The influence of organizational culture on employee job satisfaction at the Transportation Office of Badung Regency**

The role of organizational culture in an organization in the current era has a significant impact in affecting employee job satisfaction, this is because changes in organizational culture will make employees adapt to changes in organizational culture that will affect employee job satisfaction. Research related to the influence of organizational culture on job satisfaction is investigated in this study. The results of statistical data analysis show that organizational culture has a positive and significant effect on job satisfaction at the Transportation Service Office of Badung Regency, with the path coefficient (Original sample) of 0.259 and a p-value of 0.018. The analysis of this research model shows that a good organizational culture will lead to high job satisfaction. The results of this study are supported by research by Habib et al. (2014) which shows that organizational culture has a significant effect on Job Satisfaction. So the research findings prove that organizational culture is an important element that greatly affects job satisfaction.

**c) The influence of servant leadership on employee performance at the Badung Regency Transportation Service**

The success of an organization is seen from the performance of the organization, therefore the role of servant leadership is needed to improve employee performance which will improve the performance of the organization they lead. Research related to the effect of servant leadership on employee performance is examined in this study. The results of statistical data analysis show that servant leadership has a positive and significant effect on employee performance at the Transportation Service Office of Badung Regency, with a path coefficient (Original sample) of 0.478 and a p-value of 0.000. The analysis of this research model shows that good servant leadership will lead to good employee performance. The results of this study are supported by research by Xia et al. (2015) examined the relationship between servant leadership, company culture and employee performance. The results showed that servant leadership has a positive and significant impact on employee performance.

**d) Cultural influences organization on the performance of employees at the Badung Regency Transportation Agency**

Organizational culture is the values that serve as guidelines for employees to deal with external problems and efforts to adjust integration into the organization, so that each employee is obliged to understand the existing values and how they should behave or behave. Research related to the influence of organizational culture on employee performance is examined in this study. The results of statistical data analysis show that organizational culture has no significant effect on employee performance at the Transportation Service Office of Badung Regency, with the path coefficient value (Original sample) of 0.115 and a p-value of 0.259. The results of this study are supported by research by Jiddah et al. (2016) who found that organizational culture,

**e) The effect of job satisfaction on employee performance at the Badung Regency Transportation Agency**

The level of employee job satisfaction will be a motivation for employees to carry out tasks given by their superiors to be carried out properly and will always strive to improve their abilities and skills in carrying out tasks that have an impact on the employee's performance. Research related to the effect of job satisfaction on employee performance is examined in this study. The results of

statistical data analysis show that job satisfaction has a positive and significant effect on employee performance at the Department of Transportation of Badung Regency, with a path coefficient value (Original sample) of 0.250 and a p-value of 0.025. The analysis of this research model shows that good job satisfaction will lead to good employee performance. The results of this study are supported by research Noermijati and Primasari (2015) conducted research at PT. Jasa Marga (Persero) Tbk. Surabaya, Gempol Branch, regarding the impact of job stress and work motivation on employee performance through job satisfaction. The results of his research also found that job satisfaction has a positive and significant impact on employee performance.

**f) The effect of job satisfaction in mediating the effect of servant leadership on employee performance at the Transportation Agency, Badung Regency**

*Servant leadership* who give trust and love to employees will make the employee's high motivation in doing a given task. If trust and love are given by superiors, it will give a feeling of pleasure to a job and will always increase their abilities which have an impact on organizational performance. Research related to the effect of job satisfaction in mediating the effect of servant leadership on employee performance at the Department of Transportation in Badung Regency has a direct or indirect effect on employee performance through job satisfaction, so it is said that the indirect effect is partial mediation, with a path coefficient value (Original sample) of 0.140. and p-value of 0.049. The results of this study were supported by research by Ritaudin.

**g) The effect of job satisfaction in mediating cultural influences organization on the performance of employees at the Badung Regency Transportation Agency**

The organizational culture in each organization is different, organizational culture which is the values within the organization are binding which will affect employee behavior and employee involvement in developing their potential. Research related to the effect of job satisfaction in mediating the influence of organizational culture on employee performance at the Department of Transportation in Badung Regency shows that the indirect influence of organizational culture on employee performance through job satisfaction is not significant, so it is non-mediating.

## 5. CONCLUSION

Based on the discussion of the research results, it can be concluded that, the influence of servant leadership and organizational culture on employee performance with job satisfaction as a mediating variable at the Badung Regency Transportation Agency is as follows:

- 1) *Servant leadership* directly has a positive and significant effect on employee job satisfaction at the Department of Transportation, Badung Regency.
- 2) Organizational culture directly has a positive and significant effect on employee job satisfaction at the Badung Regency Transportation Agency.
- 3) *Servant Leadership* directly has a positive and significant effect on employee performance at the Department of Transportation, Badung Regency.
- 4) Organizational culture has no significant effect on employee performance at the Transportation Service Office of Badung Regency.
- 5) Job satisfaction directly has a positive and significant effect on employee performance at the Transportation Agency, Badung Regency.
- 6) Job satisfaction is a partial mediation, directly or indirectly, servant leadership towards employee performance.
- 7) Job satisfaction is non-mediating, indirectly, the organizational culture on employee performance is proven to be insignificant.

## 6. SUGGESTION

Based on the results of the analysis and the conclusions obtained, the suggestions put forward are:

- 1) For the leadership to continue to improve relations between employees and relations between employees and superiors by respecting each other, communicating well, taking time for employees, being fair to employees and involving employees in making decisions.
- 2) For employees to maintain a good organizational culture within the organization in order to improve employee performance and organizational performance.
- 3) For further researchers, it is hoped that they can develop this research by including or adding to indicators and other variables such as education and training, motivation or quality of human resources.

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