Research in Business and Social Science

The Practice of Work Culture, Suitability of Tasks, Leadership Style That has an Impact on Performance: The Role of Job Satisfaction as Mediating

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Abstract

This study is designed to analyze the perceptions and executions of work culture, the suitability of tasks, andleadership style that would have an impact on performance by using job satisfaction as mediating these conditions. This research was conducted at the Regional Office of the Directorate General of State Wealth (DJKN) in the Aceh Province. Primary data is obtained by circulating questionnaires to 121 workers on the institutions mentioned above using the census method. The primary data from the results of our field analysis using "The Structural Equation Modeling (SEM)". From the results of the analysis, we found that work culture, job suitability, and leadership style had a positive impact on performance. In addition, the satisfaction they get in work can trigger movement in performance achievement. From these findings, we need to underline that their average perception is consistent with the practices carried out by participants.

Introduction

No organization does not want the organization to continue to advance in accordance with their vision and mission. In order to achieve the desired advancements, reliable human resources are needed that can implement their knowledge into practice (Perrin, 2012; Isik, Mertens, & Van den Bergh, 2013). Implementing a good job requires a better results-oriented work culture (Thakur, Hale, & AlSaleh, 2018). But not all workers can do it by achieving good results (Khokher, Bourgeault, & Sainsaulieu, 2009). There are various views about the organizational-cultural relations of the organization; However, there is no strong consensus about this relationship (Thakur, Hale, & AlSaleh, 2018). Using managerial data collected from the service industry, this study examines the impact of performance from several cultures that must be practiced namely "(integration, tolerance for risky actions, direction, management support and identity)". Certain intellectual or physical abilities needed to do work adequately depend on the requirements of the ability and the job (Robbins & Judge, 2013). Knowledge of how a work is designed has been studied in human resource management, but in practice there are often ignored several criteria relating to the harmony of workers and work so that there is a gap between this perception and what will be practiced (Moussa, Bright, & Varua, 2017).

Suitability between educational background, psychological and physiological is very important to note in a job. Mismatch factors of educational background and others with a job will result in achieving goals hampered or require time to fix to suit. (Waal, van Nierop, & Sloot, 2017). This study predicts several important indicators to be implemented in order to improve organizational performance namely "(placement, data suitability, ease of use, system reliability, and relationships with other users)".

The leadership style practiced in an organization varies according to the managerial abilities of each leader (Northouse, 2018). To achieve organizational goals in accordance with the vision and mission that have been formulated, leadership is very important (Ehigie, & Akpan, 2004; Wilkes, Yip, & Simmons, 2011; Yıldız, Baştürk, & Boz, 2014; & Eacott, 2016). Allio (2012), highlights a leadership process where the expectations of followers, organizational culture and circumstances. The tasks faced and the context seem to determine when and how leadership arises (Basyir, Karollah, Vilzati, & Ibrahim, 2017). Therefore the dynamics of leadership depend on the situation.We thought that the leadership style that will be applied to the organizational situation that we are investigating must be related to "relationship between leader and subordinate, structure of duties, authority, and position of leader".

Job Satisfaction is a pleasant psychological condition that is felt by workers / employees in a work environment for their role in the organization and their needs are well met. According to Robbins & Judge (2013) "When people speak of employee attitudes, they usually mean job satisfaction, which describes a positive feeling about a job, resulting from an evaluation of its characteristics" (p.73). Therefore, the level of satisfaction of each person varies and this happens what if several factors are fulfilled, namely the individual needs and their relation to the degree of likes and dislikes of the worker.

Every organization wants the workers to be satisfied with the service of the organization where they work (Marhayani, Musnadi, & Ibrahim, 2019). But the level of satisfaction of an individual is different from one person to another. (Sutherland, 2013). How stakeholders in an organization can increase employee satisfaction above average (Alonderiene & Majauskaite, 2016). Job satisfaction that is felt to be inadequate for most workers will disrupt performance, which in turn will hinder the achievement of organizational goals (Goris, 2007; Das & Singh, 2013). This study examines relationships that affect job satisfaction "(work culture, job suitability, and leadership style)" by using indicators of the work itself, rewards received, expectations of promotion, and co-workers.

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The success of an organization can be seen from the performance of employees. Satisfactory employee performance will have a positive impact on organizational performance (de Waal & Coevert, 2007; Mohd-Sanusi& Mohd-Iskandar, 2006). Employee performance can be influenced by various factors, we examine work culture factors, work suitability, and leadership style as factors that will influence performance. We consider that the indicators "(service quality, communication, speed, ability and initiative)" are important in improving employee performance.

Literature Review

Impact of Work Culture, Work Suitability, and Leadership Style on Employee Performance and Job Satisfaction

Work culture. "Work culture" of an organization is a product of history, tradition, values, and vision. "the pattern of basic group assumptions that have worked well enough to be considered valid, and therefore, taught to new members as an appropriate way to understand, think and feel." The desired work culture includes institutional values, priorities, rewards and other practices that encourage inclusion, high performance, and commitment, while still allowing diversity in thought and action (Harris,1996). Some authors see that work culture is included in organizational culture (Musadieq et al., 2018; Pawirosumarto, Sarjana, & Gunawan, 2017; Murphy, Cooke, & Lopez, 2013).

Previous research on the impact of work culture on employee performance "Satisfaction of employee communication partially mediates a positive relationship between constructive culture and a safety-conscious work environment" (Silla, Navajas, & Koves, 2017). Laforet (2016), the findings show that the paternalistic culture type and founders do not have a positive effect on the innovation performance of family firms. Lee & Yu (2004), work culture is found to have an impact on various processes and organizational performance. Some of the results of other studies concluded that there was a work culture impact on job satisfaction (Cronley & Kim, 2017; Siengthai & Pila-Ngarm, 2016; Lok & Crawford, 2004).

Work Suitability. In general the suitability of the task can be understood that it relates to the work handled and has the capability of the person who handles it. Specifically the suitability of the task is the feasibility of someone handling a job in terms of aspects of employment and the person who handles the work (Carless, 2007). It will be a problem if the work handled is different from the ability possessed (Tee, 2016). Previous research concludes the importance of calibrating performance evaluation metrics into the appropriate task environment paths (Goyal & Mishra, 2019).

In addition, the results of the study show that the ability of design tasks, low waste design skills and construction-related knowledge are indispensable task competencies, while inter-professional behavioral competencies and collaborative abilities are contextual competencies needed to design waste (Ajayi, 2016). Periáñez-Cañadillas (2019), menemukan bahwa "The study carried out in the professional field of graduates in Business studies shows us that of the five dimensions analyzed as digital competences, four of them show an influence on the candidate's suitability for the post". Previous research which revealed the effect of work suitability on job satisfaction (Fairbrodher & Warn, 2003; Chen et al., 2012; Mwangi, Kabare, & Wanjau, 2019).

Leadership Style. Leadership is defined as a process of social interaction, where leaders have a strong influence on followers and can influence their performance (Humphrey, 2002; McCleskey, 2014). In addition, Humphrey (2002) also describes leadership as an emotional process in which leaders recognize, manage, and arouse emotions in their followers. Goleman defines leadership as "the art of persuading people to work towards a common goal" (Goleman, 1998, p. 12). Thus, leadership refers to the ability to motivate, influence and enable others to contribute to the success and effectiveness of the organization (Anand & Udaya-Suriyan, 2010).

The results of the study show leadership styles that have a positive and significant influence on employee performance. (Magombo-Bwanali, 2019; Pawirosumarto, Sarjana, & Gunawan, 2017; Goswami et al.,

2016; Vigoda-Gadot, 2007). In addition, leadership styles have also been expressed by several authors that have resulted in the impact of leadership styles on job satisfaction (Mihalcea, 2014; Alonderiene & Majauskaite, 2016). Rad & Yarmohammadian (2006), found that employees showed less satisfaction with salaries, benefits, working conditions, promotion and communication as more satisfying factors and more satisfaction with factors such as the nature of work, coworkers and type of supervision factors.

Research Framework and Hypothesis Formation

This study observed five main constructs consisting of three exogeneous constructs and one endogeneous construct (work culture, task suitability, and leadership style) and (employee performance). Besides that we also observed one endogeneous construct of intervention (job satisfaction). To be more clear can be seen in Figure 1 (research framework) below.
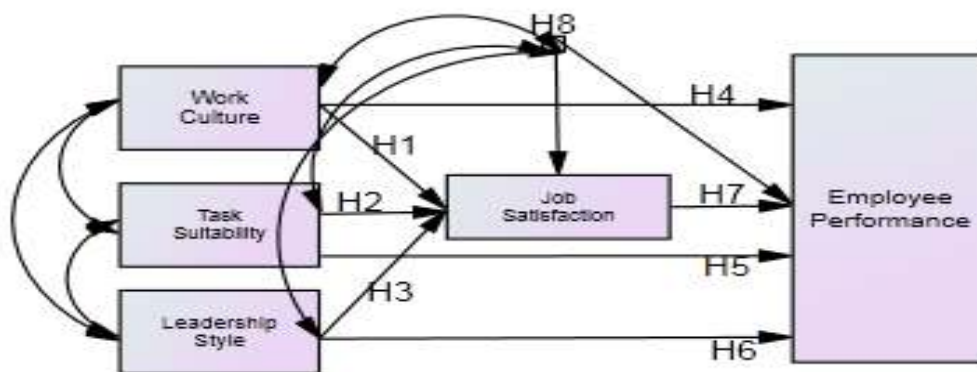

Figure 1: Research Framework and Hypothesis

Research and Methodology

Participants

The population is the unit of analysis of this study which is all workers at the Aceh DJKN office. Because the entire population is the respondent, it is not a sample. So in total there are 121 people. In taking primary data using census techniques.

Data collection

To obtain primary data we circulate questionnaires to 121 workers. Our questionnaire is in two sections, the first part is information about the characteristics of the respondent and the second part regarding the substance studied in this study.

Measurement

All constructs are measured using a Liker scale consisting of five scores from "strongly disagree" = 1 to "strongly agree" = 5. Each question in the questionnaire is answered by selecting the score provided

Data analysis

The primary data obtained in our field of analysis uses statistics with the equation "Structural Equation Modeling" (SEM). SEM data processing is carried out with the help of the "Analysis of Moment Structure" software (AMOS), version 22.

Results and Discussion

Direct influence between variables

Figure 2 is the result of a CFA analysis with a complete structural model. The results of the analysis obtain a Chi-square value of 88.246, is already in the lowest position with a probability value of .042. The values of

GFI, AGFI, and TLI are equal to .897; .838; and .949, with the magnitude of RMSEA is .056. All values obtained have met the requirements of an appropriate structural model (fit model).
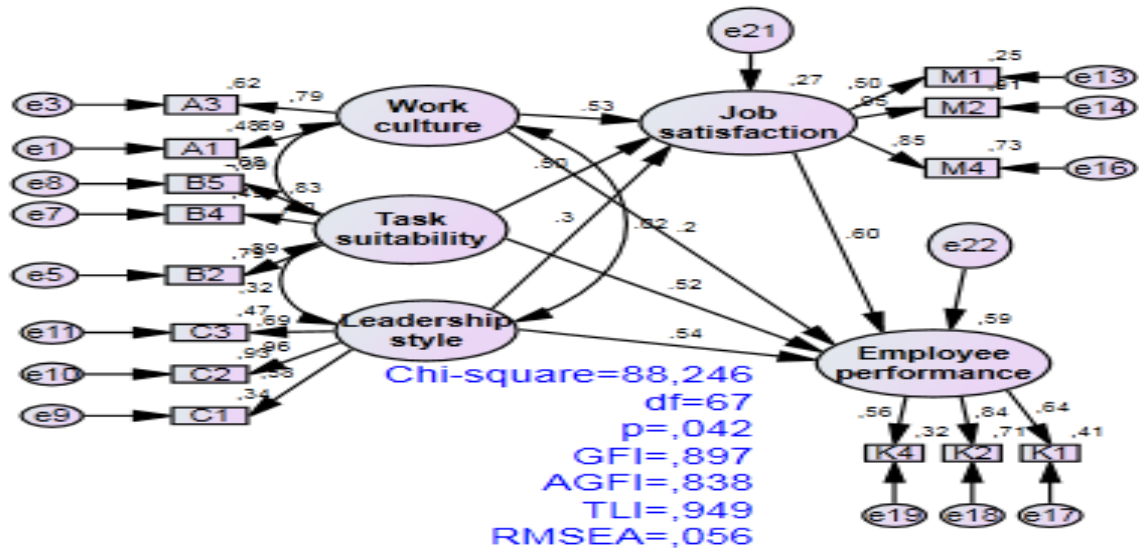

Figure 2: Model Suitability Test Results (full model).

Table 1 shows the results of the CFA analysis, this analysis is to obtain information on the level of significance of the impact between the variables studied based on the formatted hypothesis. The results of the analysis show that there is an influence between work culture and suitability of work on job satisfaction with the estimated standard value of .531 and .501 which means that every increase in work culture and suitability of tasks is 1 at standard deviation, then there will be changes in job satisfaction by .531 and .501. The effect of these changes is significant at the level of 0.006 and 0.035. The results of this analysis have been considered The hypothesis (H1 and H2) is accepted. This finding supports the results of research conducted by Cronley & Kim (2017) Pawirosumarto, Sarjana, & Gunawan (2017), and Siengthai & Pila-Ngarm (2016).

Table 1: Results of confirmatory factor analysis (CFA)

			Std.Est.	Estimate	S.E.	C.R.	P
Job_satisfaction	<---	Work_culture	.531	.318	.079	4.025	.006**
Job_satisfaction	<---	Task_suitability	.501	.262	.124	2.11	.035*
Job_satisfaction	<---	Leadership_style	-.029	-.023	.096	-.239	.813
Employee_performance	<---	Work_culture	.023	.017	.093	.182	.859
Employee_performance	<---	Task_suitability	.520	.498	.171	2.912	.004**
Employee_performance	<---	Leadership_style	.544	.440	.145	3.034	.002**
Employee_performance	<---	Job_satisfaction	.589	.499	.178	2.803	.005**

*significantly different from zero at the 0,05 level (two-tailed).
**significantly different from zero at the 0,01 level (two-tailed).

Meanwhile, based on the results of the analysis in table 1, it shows that the leadership style does not contribute to job satisfaction, because the standard estimation value is obtained below .50 and is not significant to change. Likewise what happens in work culture is stated not to have an influence on employee performance because the standard estimation value is obtained below .50 and the level of significance is far above .005. This result has been considered that the hypothesis (H3 and H3) is rejected. Temuan ini mendukung temuan hasil penelitian yang dilaksanakan oleh Torlak & Kuzey (2019). This finding supports the findings of the research conducted by Torlak & Kuzey (2019).

Furthermore, the results of the analysis show the influence of suitability of duties, leadership style, and job satisfaction on employee performance which is shown the standard estimated value is above .50 (see table

1), i.e. 520; .544; and .589 which means that every change in 1 to the standard deviation will have an impact on employee performance of .520; .544; and .589. The effect is significant at the level of 0.005 (.004; .002; and .005). Upon the results of the analysis, the hypothesis (H5; H6; and H7) is stated to be accepted. The results we found can also support previous findings (Waal, Habil, & Goedegebuure, 2016; and Periáñez-Cañadillas, 2019).

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Tabel 2: The Results of The Analysis of Direct, Indirect, and Total Influence

Variable	Standardized Direct Effects (Group number 1 - Default model)				
	Leadership_Style	Task_Suitability	Work_Culture	Job_Satisfaction	Employee_Performance
Job_Satisfaction	-.29	.50	.53	.00	.00
Employee_Perform nce	.54	.52	.02	.59	.00
	Standardized Indirect Effects (Group number 1 - Default model)				
Job_Satisfaction	.00	.00	.00	.00	.00
Employee_Performance	.18	.07	.11	.00	.00
	Standardized Total Effects (Group number 1 - Default model)				
Job_Satisfaction	-.29	.50	.53	.00	.00
Employee_Performance	.72	.59	.13	.59	.00

Source: The results of the analysis of direct, indirect, and total influence, with AMOS version 22

Table 2 is the result of analysis of indirect influence between three exogeneous variables with one indogeneus variable, or in other words is the influence of exogeneus variables on endogenbeus variables through mediating variables (job satisfaction). From the analysis results show that job satisfaction plays a role in mediating the influence of work culture, suitability of duties, and leadership style on employee performance. The magnitude of the contribution of job satisfaction to the leadership style is .18 (partial mediation), task suitability is .07 (partial mediation), and work culture is equal to .11 (full mediation). The analysis results provide a hypothetical answer (H8) is accepted. The results are supported by previous findings (González & Garazo, 2006; Politis, 2006; Saura, Contrí, Taulet, & Velázquez, 2005).

Conclusions

Managerial Implications

The results of the study found that the work culture practiced by the institution staff they work for gives meaning to their job satisfaction, although it does not mean anything to their performance. This finding can be the basis for the leadership of the organization to create a work culture through organizational culture so that the work culture is very important for a non-profit organization. Furthermore, the suitability of the tasks practiced by employees has a positive impact on job satisfaction and employee performance. This implies that the suitability of the task at their place of working synchronization is important, because besides they feel satisfied, they will also be able to improve their performance in the organization. Leaders of organizations must see this aspect as a more thorough review so that the suitability of the task is a useful contribution to the organization.

Futhermore, the practice of leadership style in the conditions of work culture and suitability of tasks that are a mainstay in their workplace, does not give meaning to job satisfaction. But leadership styles in such conditions are more meaningful to the performance they practice. Pinpinan in this organization has not been able to create a leadership behavior that is oriented to job satisfaction, but still focuses on performance, the leader should seek leadership aspects in addition to improving performance but also must be able to provide satisfaction among employees.

As a special finding from this study where the job satisfaction they receive can boost their performance in this organization. Not only that, job satisfaction is also an important mediating factor in their practice behavior

at work. The leadership of the organization needs to give a positive response to this aspect so that organizational sustainability can be maintained.

Acknowledgment

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