

# The Role of Job Satisfaction in Mediating the Influence of Leadership and Organizational Culture on Lecturer Performance at the Faculty of Dentistry, Mahasaraswati University Denpasar

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## Abstract

The transformation of online learning during the pandemic raises complex challenges for lecturers. This has an impact on dissatisfaction from both lecturers and students. In addition, the transformation of organizational culture puts additional pressure on lecturer performance, making the leadership role very important in managing workload and providing flexibility. This research aims to investigate the role of job satisfaction as a mediator in connecting the influence of leadership and organizational culture on the performance of lecturers at the Faculty of Dentistry, Mahasaraswati University, Denpasar during the pandemic. The population in this study were 60 permanent lecturers at the Faculty of Dentistry, Mahasaraswati University. The data collection method in this research is through interviews, questionnaires, observation and documentation. This research uses SEM PLS as a data analysis technique. The results of this research show that: (1) Leadership has a positive and significant effect on lecturer performance, (2) Organizational culture has a positive and significant effect on lecturer performance, (3) Leadership has a positive and significant effect on lecturer job satisfaction, (4) Organizational culture has an effect positive and significant on lecturer job satisfaction. (5) Job satisfaction has a positive and significant effect on lecturer performance, (6) Job satisfaction mediates the influence of leadership on lecturer performance, (7) Job satisfaction mediates the influence of organizational culture on lecturer performance.

Key words: leadership, organizational culture, performance, job satisfaction

## 1. Introduction

Human Resources (HR) or workforce in an organization is an element that plays an important role and must be given special attention. HR refers to all individuals who work in an organization and contribute to carrying out various activities and events necessary to achieve organizational goals. How human resources are organized, developed and empowered will have a direct impact on the overall performance and achievements of the organization (Mangkunegara, 2014). This evaluation is carried out by comparing actual performance with previously established standards or agreements. Performance evaluation is carried out over a certain period of time, usually in the form of an annual period or in accordance with the organization's performance assessment cycle.

Leadership refers to the ability of an individual or group of people to provide direction, influence and guidance to organizational members to achieve predetermined goals. Leadership is the ability to influence a group towards achieving a vision or set of goals, where the source of this influence may be formal, such as provided by the managerial level in the organization (Robbins and Judge, 2011: 410). Purwanto's research

(2015) proves that leadership in higher education can improve lecturer performance. Apart from leadership, the COVID-19 pandemic has also influenced changes in campus organizational culture. There are changes in teaching culture and various other activities on campus, which also influence lecturer performance. Organizational culture refers to the values, norms, beliefs, attitudes and behavior held and practiced by members of the organization (Habudin, 2020).

The research results of Girsang (2019), Fachreza et al., (2018), Fidowaty (2015) show that organizational culture has a significant influence on lecturer performance. However, there are also different studies, such as research by Sugiyono (2022), that organizational culture does not affect employee performance. The relationship between leadership and organizational culture on lecturer performance can also be intervened by the individual's job satisfaction. Job satisfaction is the impact or result of effective performance and success at work. The research results of Fathoni, Indrayani et al, (2021) and Sappara, et al, (2022) found that leadership and organizational culture have a positive and significant effect on employee performance through job satisfaction as an intervening variable.

The problem of lecturer performance is also still a problem at the Faculty of Dentistry (FKG) Mahasaraswati University. The Faculty of Dentistry, Mahasaraswati University Denpasar is the only private FKG in Eastern Indonesia. FKG Unmas Denpasar has been accredited with the Decree of the National Accreditation Board for Higher Education Number 273/SK/BAN-PT/Ak–XVI/S/XI/2013. During the COVID-19 pandemic, from March 2020 to 2022, FKG lecturers encountered many problems and obstacles in teaching. This is because lecture activities are suddenly required to be carried out online. This activity really hampers communication between the faculty and all lecturers who have direct contact with students in achieving the organization's goals, namely helping students complete their studies at the Faculty of Dentistry, Mahasaraswati University, Denpasar and producing professional graduates.

In difficult situations such as a pandemic, the role of leadership has a strong influence in encouraging lecturer performance. Leaders play a role in ensuring that lecturers' workload is managed wisely, taking into account the changes and obstacles that have occurred during the pandemic. Apart from that, it accommodates special situations and provides flexibility which helps alleviate the possibility of lecturers' psychological pressure in teaching during a pandemic or in difficult situations. While some aspects of learning may return to a face-to-face model, the use of technology and online learning will still continue to be part of the campus learning approach. Based on the phenomenon and research gap above, researchers are interested in conducting research on the role of job satisfaction in mediating the influence of leadership and organizational culture on lecturer performance at the Faculty of Dentistry, Mahasaraswati University, Denpasar. This research aims to investigate the role of job satisfaction as a mediator in linking the influence of leadership and organizational culture on the performance of lecturers at the Faculty of Dentistry, Mahasaraswati University, Denpasar during the pandemic.

## **2. Materials and methods**

When conducting research, research planning and design is very necessary, so that the research carried out can run well and systematically. This type of research uses quantitative. The population in this study was 60 people who were all permanent lecturers at the Faculty of Dentistry, Mahasaraswati University. The location of this research was carried out at the University's Faculty of Dentistry. Primary and secondary data collection techniques are carried out in several ways, namely: interviews, questionnaires, observation and documentation. In this research, the seriousness of the respondents in answering the questionnaire is very important, because the validity of a research result is largely determined by the measuring instruments used and the data obtained. If the Pearson correlation value is  $> 0.30$ , then the item is declared valid (Ghozali, 2012:53). The validity test was carried out using the Pearson's Correlation technique with the help of the

SPSS 24.0 for Windows program. If reliability testing is carried out using the Cronbach's Alpha method, the calculated r value represented by the instrument's alpha value is said to be reliable or reliable if the Cronbach's alpha coefficient is  $\geq 0.60$ .

Considering that the data source used in this research is the collection of primary data using a questionnaire, the data obtained is qualitative in nature and is difficult to calculate. Thus, a way is needed to quantify the data by giving a score to each respondent's answer. The Likert scale is used to measure attitudes, opinions and perceptions of a person or group of people about social phenomena (Sugiyono, 2005: 86). Each questionnaire answer has a weight or score on a Likert scale as follows:

- 1) For answer (a) very good, get a score of 5
- 2) For answer (b) good, get a score of 4
- 3) For answer (c) it is quite good, get a score of 3
- 4) For answer (d) that is not good, get a score of 2
- 5) For answer (e) very poor, get a score of 1

Hypothesis testing is carried out using the t statistical test (t-test). If in this test a p-value  $< 0.05$  (alpha 5%) is obtained, it means the test is significant, and conversely if the p-value is  $> 0.05$  (alpha 5%), it means it is not significant. If the results of hypothesis testing in the outer model are significant, this shows that the indicator is considered to be able to be used as an instrument to measure latent variables. Meanwhile, if the test results on the inner model are significant, it can be interpreted that there is a significant influence of one latent variable on other latent variables. This research uses SEM PLS as a data analysis technique.

### 3. Results

This research uses primary data from questionnaires answered by respondents, namely 60 lecturers at the Faculty of Dentistry, Mahasaraswati University, Denpasar who were willing to participate in the research. Based on the results of the research conducted, the characteristics of the respondents were known, including gender, age, position, formal education and work experience. Respondent characteristics are shown in Table 1

**Table 1. Characteristics of Respondents**

No.	Criteria		Amount (Person)	Percentage(%)
1.	Gender	Man	21	35
		woman	39	65
Amount			60	100%
2.	Age	31-35 Year	24	40%
		36-40 Year	6	10%
		> 45 Year	30	50%
Amount			60	100%
3.	Position	Instructor	15	25%
		Lector 200	18	30%
		Lector 300	17	28,3%
		Expert Assistand 150	10	16,7%
Amount			60	100%
4.	Formal Education	Magister	31	51,7%
		Doktor	12	20%
		Specialist	17	28,3%

Amount			60	100%
5.	Work Experience	3-6 Year	28	46,7%
		7-10 Year	19	31,7%
		> 10 Year	13	21,7%
Amount			60	100%

Table 1 shows the characteristics of respondents from questionnaire data collection, which can be described through each criterion as follows:

Based on gender criteria, female respondents dominate the data distribution with a percentage of 39%, while male respondents are 21%. This means that there are more women at the Faculty of Dentistry, Mahasaraswati University Denpasar, thus reflecting a trend of increasing participation of women in the dental profession who work as lecturers.

Based on age criteria, respondents with an age range > 45 years dominate the data distribution, namely 50%, followed by the 31-35 year age range at 40%. This means that there is generational diversity among lecturers at the Faculty of Dentistry, Mahasaraswati University Denpasar, thus reflecting the faculty's efforts to bring input and new perspectives through the recruitment of senior lecturers and young lecturers who can make innovative contributions to the development of dental science.

Based on position/position criteria, respondents with the position of Lector 200 dominate the data distribution with a percentage of 30%, followed by Lector 300 with 28.3%, and teaching staff with 25%. This means that the organizational structure of the Faculty of Dentistry, Mahasaraswati University Denpasar has a tendency to dominate the position of Lector, thus reflecting the important contribution of academics at that level in supporting teaching, research and community service activities.

Based on formal education criteria, respondents with a master's degree dominate the data distribution with a percentage of 51.7%, followed by specialists with 28.3%, and doctoral degrees with 20%. This means that the Faculty of Dentistry, Mahasaraswati University Denpasar has a diversity of levels of formal education among its lecturers, thus reflecting a tendency to involve lecturers with higher levels of education in an effort to bring special expertise and in-depth understanding in the field of dentistry.

Based on work experience criteria, respondents with a length of work ranging from 3-6 years dominate the data distribution with a percentage of 46.7%, followed by 7-10 years with 31.7%, and > 10 years with 21.7%. This means that lecturers at the Faculty of Dentistry, Mahasaraswati University Denpasar have a fairly even distribution of work experience.

### Description of Leadership Variables

Based on the results of data tabulation of respondents' answers to 10 statements regarding leadership (X1), a variable description can be made which is presented in Table 2

**Table 2 Description of Leadership Variables**

No.	Indicator	Response (%)					Average	Information
		1	2	3	4	5		
1.	(X <sub>1.1.</sub> ) How to Communicate	0	0	38.3	40.0	21.7	3,78	Good
2.	(X <sub>1.2.</sub> ) Providing Motivation	0	0	26.7	45.0	28.3	3,97	Good
3.	(X <sub>1.3.</sub> ) Ability to Complete Tasks	0	0	25.0	48.3	26.7	3,92	Good
4.	(X <sub>1.4.</sub> ) Decision-making	0	0	35.0	35.0	30.0	3,85	Good
5.	(X <sub>1.5.</sub> ) Supervision	0	0	28.3	40.0	31.7	3,93	Good

Average Leadership Variable Score	3,89	Good
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Table 2 shows that the average score for the leadership variable is 3.89 which is within the good criteria. Based on the data obtained, the highest average score is the motivation indicator, the second is the supervision indicator, the third is the ability to complete tasks, the fourth is the decision making indicator, and the indicator with the lowest average score is how to communicate.

### Description of Organizational Culture Variables

Based on the results of data tabulation of respondents' answers to 12 statements regarding organizational culture, a variable description can be created which is presented in Table 3

**Table 3 Description of Organizational Culture Variables**

No.	Indicator	Response (%)					Average	Information.
		1	2	3	4	5		
1.	(X <sub>2.1</sub> ) Innovation and Risk Taking	0	0	28.3	55.0	16.7	3,88	Good
2.	(X <sub>2.2</sub> ) Pay Attention to Details	0	0	23.3	41.7	35.0	4,12	Good
3.	(X <sub>2.3</sub> ) Results Orientation	0	0	38.3	30.0	31.7	3,68	Good
4.	(X <sub>2.4</sub> ) People Orientation	0	0	36.7	35.0	28.3	3,77	Good
5.	(X <sub>2.5</sub> ) Team Orientation	0	0	31.7	41.7	26.7	3,75	Good
6.	(X <sub>2.6</sub> ) Aggressiveness And Stability	0	0	38.3	43.3	18.3	3,70	Good
Average Score of Organizational Culture Variables							3,82	Good

Table 3 shows that the overall average description of respondents' answers to the organizational culture variable is 3.82 which is within the Good criteria. Based on these results, it can be said that respondents assessed that the organizational culture at the Faculty of Dentistry, Mahasaraswati University Denpasar was good with the highest variable average score obtained by the indicator of attention to detail, second by the indicator of innovation, risk taking, third by the indicator of orientation towards people, fourth, namely the indicator of orientation. in the team, the five indicators are aggressiveness and stability, and finally the indicator of results orientation.

### Description of Performance Variables

Based on the results of data tabulation of respondents' answers to 12 statements regarding performance, a variable description can be created which is presented in Table 4.

**Table 4 Description of Performance Variables**

No.	Indicator	Response (%)					Average	Information
		1	2	3	4	5		
1.	(Y. <sub>1</sub> ) Objective	0	0	23.3	21.7	55.0	3,87	Good
2.	(Y. <sub>2</sub> ) Standard	0	0	18.3	31.7	50.0	4,12	Good
3.	(Y. <sub>3</sub> ) Feedback	0	0	15.0	36.7	48.3	4,03	Good
4.	(Y. <sub>4</sub> ) Tools or Means	0	0	20.0	40.0	40.0	3,95	Good
5.	(Y. <sub>5</sub> ) Competence	0	0	20.0	35.0	45.0	3,95	Good
6.	(Y. <sub>6</sub> ) Motive and Opportunity	0	0	11.7	38.3	50.0	4,23	Very Good
Average Performance Variable Score							4,03	Good

Table 4 shows that the overall average description of respondents' answers to the performance variable (Y) is 4.03 which is within the good criteria. Based on these results, it can be said that the respondents have good performance as lecturers at the Faculty of Dentistry, Mahasaraswati University, Denpasar, with indicators that received an average score ranging from highest to lowest, including indicators of motives and opportunities, standards, feedback, tools or facilities, competence. and the last one is the goal indicator.

### Description of Job Satisfaction Variables

Based on the results of data tabulation of respondents' answers to 10 statements regarding job satisfaction (M), a variable description can be made which is presented in Table 5

**Table 5 Description of Job Satisfaction Variables**

No.	Indicator	Response (%)					Average	Information
		1	2	3	4	5		
1.	(M.1) Satisfaction with Salary	0	0	36.7	43.3	20.0	3,73	Good
2.	(M.2) Satisfaction with Promotions	0	0	26.7	43.3	30.0	3,88	Good
3.	(M.3) Satisfaction with Coworkers	0	0	40.0	33.3	26.7	3,77	Good
4.	(M.4) Satisfaction with Supervisor	0	0	26.7	43.3	30.0	3,88	Good
5.	(M.5) Satisfaction with the Job Itself	0	0	18.3	35.0	46.7	4,03	Good
Average Job Satisfaction Variable Score							3,86	Good

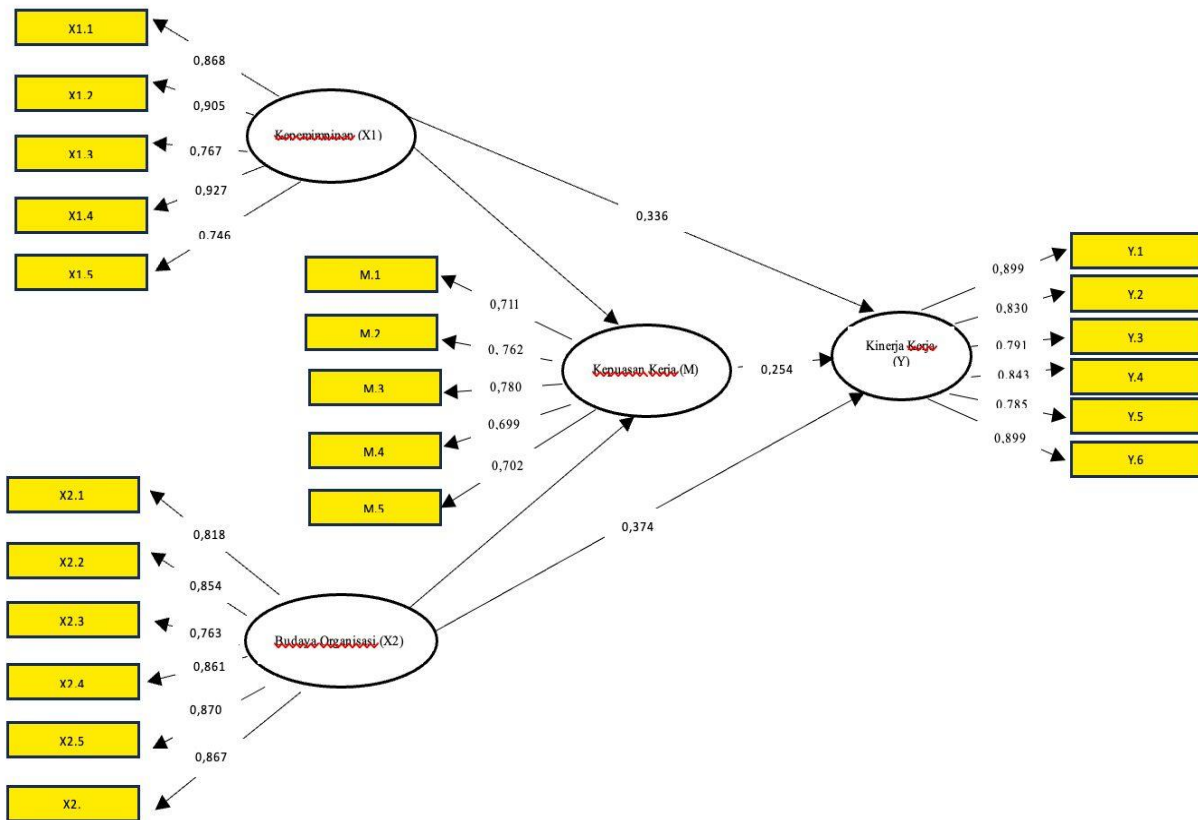
Table 5 shows that the overall average description of respondents' answers to the job satisfaction variable (M) is 3.86 which is within the good criteria. Based on these results, it can be said that respondents had good job satisfaction while working at the Faculty of Dentistry, Mahasaraswati University, Denpasar, with indicators that received an average score ranging from highest to lowest, including indicators of satisfaction with the job itself, satisfaction with promotions, satisfaction with supervisors. , satisfaction with coworkers, and finally, an indicator of satisfaction with salary.

### Inferential Analysis Results

#### Outer Model Evaluation Results

The indicator validity criteria are measured by Convergent Validity, while reliability is measured by composite reliability and average variance extracted (AVE). Image of the outer model evaluation model.



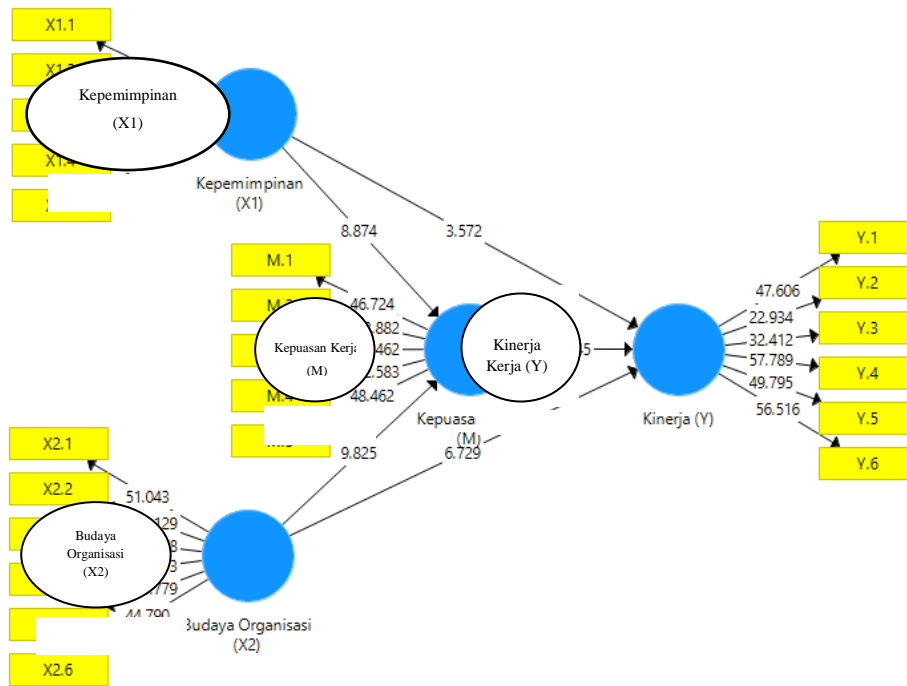


Gambar 5.2 Diagram Jalur Model Pengukuran

Figure 1 Outer Model Evaluation Model.

### Evaluation of the Structural Model (Inner Model)

Inner model testing is carried out by looking at the R-square value, which is a goodness of fit model test. The R-square of a PLS model can be evaluated by looking at the R-square predictive relevance for the variable model. R-square measures how well the observed values are produced by the model and also its parameter estimates. Assessing the structural model with PLS structural can be measured by the Q-square value for each endogenous latent variable as the predictive power of the structural model. If the calculation results show a Q-square value of more than zero, then the model is declared feasible and has relevant predictive value. The Q-square calculation is carried out using the formula  $Q^2 = 1 - [(1 - R^2) (1 - R^2)]$  so it requires an R-square value which functions to find out how much contribution variable X has to Y. Path diagram of the structural model (inner model) shown in Figure 2 below.



**Figure 2 Structural Model Path Diagram (Inner Model)**

**Test the Indirect Effect and Total Effect Hypothesis**

The indirect influence and total influence tests aim to determine the strength of the influence between constructs indirectly and the total influence. Table 6 below shows the output results of the influence between constructs.

**Table 6 Indirect Effect and Total Effect**

Types of Influence	Construct Model	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDE)	T Statistics ( O/STDEV)	P Valus	Informatin
Indirect Influence	Leadership (X1) → Performance (Y)	0,067	0,069	0,032	2,123	0,034	Significant
	Leadership (X1) → Job Satisfaction (M)	-	-	-	-	-	-
	Organizational culture (X2) → Cultural Performance (Y)	0,074	0,077	0,036	2,039	0,042	Significant
	Organizational culture (X2) → Job satisfaction (M)	-	-	-	-	-	-
	Job Satisfaction (M) →	-	-	-	-	-	-



	Performance (Y)						
Total Influence	Leadership (X1) → Performance (Y)	0,322	0,317	0,066	4,869	0,000	Significant
	Leadership (X1) → Job Satisfaction (M)	0,583	0,588	0,064	9,065	0,000	Significant
	Culture Organisasi (X2) → Performance (Y)	0,437	0,437	0,049	8,874	0,000	Significant
	culture Organization (X2) → Job Satisfaction (M)	0,485	0,485	0,049	9,825	0,000	Significant
	Job satisfaction (M) → Performance (Y)	0,153	0,158	0,072	2,145	0,032	Significant

The hypothesis of indirect influence through intervening variables is if a p-value < 0.05 (alpha 5%) is obtained, and vice versa if the p-value is > 0.05 (alpha 5%), meaning the hypothesis is rejected. The indirect influence between variables is explained as follows

#### 4. Discussion

##### **The Influence of Leadership on Performance**

Testing the direct influence of the leadership variable (X1) on performance (Y) shows that there is a positive and significant influence. The results of the hypothesis test mean that H1 is accepted, so that leadership has a positive and significant effect on the performance of lecturers at the Faculty of Dentistry, Mahasaraswati University, Denpasar. An indication of these results is that the better the leadership implemented at the Faculty of Dentistry, Mahasaraswati University Denpasar, the lecturer performance will also increase. Vice versa, the worse the leadership implemented at the Faculty of Dentistry, Mahasaraswati University Denpasar, the lecturer performance will also decline.

These results strengthen a number of previous studies, namely Fathoni, et al. (2021), Murtiningsih, et al. (2017), which proves that leadership has a positive and significant effect on performance. The results are in accordance with Goal Setting Theory by Locke (1978) which emphasizes the importance of setting goals that are specific, challenging, and measurable. Leadership that understands and supports this concept tends to create a work environment that facilitates the goal-setting process. Leaders who practice Goal Setting Theory effectively are able to provide clear direction regarding organizational goals, motivate employees to set personal goals that support these goals, and provide support and constructive feedback throughout the journey to achieving goals. This understanding illustrates the close relationship between effective leadership

and the application of the principles of Goal Setting Theory, which in turn can improve overall employee performance.

The research results are in accordance with indications in Purwanto's (2015) research which explains that leaders who are able to communicate the organization's vision clearly give employees clear direction. This helps employees understand the organization's goals and direct their efforts to achieve those goals. Therefore, good leadership is needed in creating and maintaining an environment that supports growth, innovation and productivity. Leadership plays an important role in directing employees towards achieving common goals and improving overall performance. Likewise, indications in Sufiyati's research (2022) are that leadership is not only about managing tasks and responsibilities, but also about guiding, inspiring and creating an environment that supports individual development and overall organizational success. Leadership is able to improve employee performance if it is carried out with an adaptive and responsive approach to the dynamics of the constantly changing work environment. Leaders who successfully understand employee needs and potential can design appropriate leadership strategies. The ability to understand individual differences, work styles, and career aspirations allows leaders to provide personalized support and motivate each member of the organization optimally.

### **The Influence of Organizational Culture on Performance**

Testing the direct influence of the organizational culture variable (X2) on performance (Y) obtained a t-statistic value of 8.874 which was greater than 1.96 ( $8.874 > 1.96$ ) indicating that there was a positive and significant influence. The results of the hypothesis test mean that H2 is accepted, so that organizational culture has a positive and significant effect on the performance of lecturers at the Faculty of Dentistry, Mahasaraswati University, Denpasar. An indication of these results is that the better the organizational culture implemented at the Faculty of Dentistry, Mahasaraswati University Denpasar, the lecturer performance will also increase. Vice versa, the worse the organizational culture implemented at the Faculty of Dentistry, Mahasaraswati University Denpasar, the lecturer performance will also decline.

These results strengthen a number of previous studies, namely Fathoni, et al. (2021), Murtiningsih (2017), Girsang (2019), Fachreza, et al. (2018), and Fidowaty (2015) who prove that organizational culture has a positive and significant effect on performance. The results are in accordance with Goal Setting Theory by Locke (1978) which explains that specific, challenging and measurable goals can increase individual motivation and performance. In organizational culture, implementing the principles of Goal Setting Theory creates a strong foundation to guide employee behavior and actions. An organizational culture that promotes collaboration, innovation and commitment to common goals can increase productivity while creating a positive work climate. An organizational culture that encourages the development of measurable goals also forms a shared vision and provides clear direction for every member of the organization. If employees have clear and measurable goals in accordance with the principles of Goal Setting Theory, then employees tend to be more motivated to achieve these goals, thereby encouraging increased performance.

Hasil penelitian sesuai dengan indikasi pada penelitian Fahmi (2017) yang menjelaskan bahwa budaya organisasi yang positif dan memotivasi menciptakan lingkungan di mana pegawai merasa terhubung dengan tujuan organisasi. Pegawai yang merasa terinspirasi dan terlibat secara emosional cenderung lebih berdedikasi dan termotivasi untuk memberikan kontribusi terbaiknya sebagai wujud kinerja yang tinggi. Budaya organisasi tersebut menciptakan pegawai yang produktif serta memiliki ikatan emosional yang kuat dengan organisasi. Hal ini adalah kunci untuk mencapai kinerja yang tinggi, keberlanjutan jangka panjang, dan membangun reputasi organisasi. Begitu juga indikasi pada penelitian Habudin (2020) yaitu budaya organisasi yang kuat menciptakan identitas organisasi yang jelas, sehingga pegawai yang merasa bahwa nilai-nilai perusahaan sejalan dengan nilai pribadinya lebih mungkin mencari cara untuk mendukung tujuan

organisasi dan memberikan hasil kinerja terbaik. Pegawai yang merasa terhubung dengan nilai-nilai perusahaan juga cenderung lebih berfokus pada pencapaian visi misi organisasi. Hal ini mendorong pegawai untuk mengembangkan inisiatif dan kreativitas dalam mencari solusi, karena memiliki motivasi intrinsik yang kuat untuk mencapai keberhasilan bersama.

### **The Influence of Leadership on Job Satisfaction**

Testing the direct influence of the leadership variable (X1) on job satisfaction (M) shows that there is a positive and significant influence. The results of the hypothesis test mean that H3 is accepted, so that leadership has a positive and significant effect on the performance of lecturers at the Faculty of Dentistry, Mahasaraswati University, Denpasar. An indication of these results is that the better the leadership implemented at the Faculty of Dentistry, Mahasaraswati University Denpasar, the more lecturers' job satisfaction will also increase. Vice versa, the worse the leadership implemented at the Faculty of Dentistry, Mahasaraswati University Denpasar, the job satisfaction of lecturers will also decrease.

These results strengthen a number of previous studies, namely Fathoni, et al. (2021), Putri, et al. (2020), and Sasongko, et al. (2022) which proves that leadership has a positive and significant effect on job satisfaction. The results are in accordance with Goal Setting Theory by Locke (1978) which highlights the importance of goal setting in achieving high performance. In the application of leadership, the leader's success in articulating the organization's vision and goals to his team can provide clear direction and motivate team members to achieve the desired results. Effective leadership also involves providing support, recognition and appreciation for the contributions of team members, thereby creating a positive work environment and building high work morale. Therefore, leadership that is able to implement the principles of Goal Setting Theory can create a work environment that motivates and supports employees, thereby overall contributing to increased job satisfaction.

The research results are in accordance with indications in Sinurat's (2017) research which explains that effective leadership plays an important role in improving aspects related to job satisfaction in an organization. Leaders who are fair and wise in managing human resources, including recognizing employee achievements and development, can provide a positive boost to work morale and make employees feel appreciated for their contributions. This creates higher employee job satisfaction. Effective leadership is also able to create a positive atmosphere in the workplace, which in turn increases interaction and collaboration between members of the organization. Open and transparent communication from a leader can help reduce uncertainty and confusion among employees. This can create a sense of trust and stability which is an important factor in increasing job satisfaction.

### **The Influence of Organizational Culture on Job Satisfaction**

Testing the direct influence of the organizational culture variable (X2) on job satisfaction (M) shows that there is a positive and significant influence. The results of the hypothesis test mean that H4 is accepted, so that organizational culture has a positive and significant effect on the performance of lecturers at the Faculty of Dentistry, Mahasaraswati University, Denpasar. An indication of these results is that the better the organizational culture implemented at the Faculty of Dentistry, Mahasaraswati University Denpasar, the more lecturers' job satisfaction will also increase. Vice versa, the worse the organizational culture implemented at the Faculty of Dentistry, Mahasaraswati University Denpasar, the more lecturers' job satisfaction will decrease.

These results strengthen a number of previous studies, namely Nurhasanah, et al. (2022), Putri, et al. (2022), and Wulandari (2019) who prove that organizational culture has a positive and significant effect on job satisfaction. The results are in accordance with Goal Setting Theory by Locke (1978) which states that when individuals have clear and specific goals, they tend to be more motivated to achieve them. The relationship

between the principles of this theory and organizational culture is that the existence of values that support the achievement of goals can create a work environment that motivates employees. A strong and positive organizational culture can provide clear guidance and direction for organizational members, so that employees feel connected to a common goal. This not only creates a sense of pride and identity among organizational members, but also increases their involvement in achieving the desired results. Through the application of the principles of Goal Setting Theory, organizational culture can be the main driver in creating a motivating work environment, building effective collaboration, and providing recognition that contributes to overall job satisfaction.

The research results are in accordance with indications in Girsang's (2019) research which explains that organizational culture includes the norms, values and beliefs that form a shared work environment. An organizational culture that supports collaboration, innovation, and personal development has the potential to create an atmosphere where employees feel connected to the organization's goals and feel recognized. An organizational culture that places value on fairness, transparency, and active employee participation in decision making can create a high sense of ownership and involvement. Employees who feel that they play an important role in achieving the organization's common goals tend to have higher levels of job satisfaction. Likewise, indications in Sasongko's (2022) research are that a culture that supports work and personal life balance and provides flexibility in the work environment can contribute positively to job satisfaction. This is because a culture that pays attention to aspects of employees' personal lives shows that the organization understands and respects individuals as humans, not just as workers. This positive organizational culture creates a sense of mutual trust between employees and the organization, so that they can strengthen emotional ties with the organization and tend to feel more suited to their work.

### **The Effect of Job Satisfaction on Performance**

Testing the direct influence of the job satisfaction variable (M) on performance (Y) shows that there is a positive and significant influence. The results of the hypothesis test mean that H5 is accepted, so that job satisfaction has a positive and significant effect on the performance of lecturers at the Faculty of Dentistry, Mahasaraswati University, Denpasar. An indication of these results is that the higher the job satisfaction that lecturers have at the Faculty of Dentistry, Mahasaraswati University Denpasar, the lecturer's performance will also increase. Vice versa, the lower the job satisfaction of lecturers at the Faculty of Dentistry, Mahasaraswati University Denpasar, the lecturer's performance will also decrease.

These results strengthen a number of previous studies, namely Nurhasanah, et al. (2022), Putri, et al. (2020), and Lestari, et al. (2017) which proves that job satisfaction has a positive and significant effect on performance. The results are in accordance with Goal Setting Theory by Locke (1978) which emphasizes the importance of setting clear and measurable goals to increase individual motivation, so that job satisfaction can act as a driving force in achieving these goals. The principles of this theory highlight that goal setting is not just about creating a clear direction, but also creating enthusiasm and focus to achieve it. Job satisfaction is a determining factor in motivation which can be the key to unlocking employees' full potential in achieving and exceeding predetermined targets. Therefore, recognition of the link between job satisfaction and employee performance in accordance with Goal Setting Theory leads to continuous improvements in organizational effectiveness and success.

The research results are in accordance with indications in Sufiyati's (2022) research which explains that job satisfaction has an important role in optimizing employee performance. When employees feel satisfaction in their work, this has a positive impact that can increase productivity and contribution to the organization. Employees who are satisfied with their work tend to feel high intrinsic motivation, thus encouraging them to provide the best performance results. In this positive work atmosphere, employees tend to be more

committed and focused on achieving organizational goals. Recognition of this contribution encourages employees to improve the quality of their work. Therefore, job satisfaction is the key in establishing progressive, responsive and results-oriented organizational conditions that empower employees to achieve high levels of performance.

#### **The role of job satisfaction in mediating the influence of leadership on performance**

Testing the indirect influence of the leadership variable (X1) on performance (Y) shows that there is a positive and significant influence. The results of the hypothesis test mean that H6 is accepted, so that job satisfaction is able to mediate the influence of leadership on lecturer performance at the Faculty of Dentistry, Mahasaraswati University, Denpasar. An indication of these results is that the application of effective leadership can create job satisfaction, which ultimately improves the performance of lecturers at the Faculty of Dentistry, Mahasaraswati University, Denpasar.

These results strengthen a number of previous studies, namely Fathoni, et al. (2021) and Sappara, et al. (2022) which proves that job satisfaction is able to mediate the influence of leadership on performance. An indication of these results is that there is a close relationship between leadership and job satisfaction which has the potential to have a positive impact on individual and organizational performance. Implementing a leadership style that is focused on building good relationships, providing support, and encouraging active participation among employees can create a motivating and satisfying work environment. Job satisfaction as an intermediary in this relationship is an important mediator that connects the leader's vision and direction with the commitment and productivity of organizational members. Employees who feel satisfied with their work as a result of leadership effectiveness tend to be more proactive, contribute optimally, and uphold organizational values that lead to increased performance.

#### **The role of job satisfaction in mediating the influence of organizational culture on performance**

Testing the indirect influence of organizational culture variables (X2) on performance (Y) shows that there is a positive and significant influence. The results of the hypothesis test mean that H7 is accepted, so that job satisfaction is able to mediate the influence of organizational culture on the performance of lecturers at the Faculty of Dentistry, Mahasaraswati University, Denpasar. An indication of these results is that a positive work culture can create job satisfaction, which ultimately improves the performance of lecturers at the Faculty of Dentistry, Mahasaraswati University, Denpasar.

An indication of these results is that an organizational culture that supports cooperation, innovation and personal growth can create an environment that motivates employees to contribute optimally. High job satisfaction makes employees tend to be more involved and dedicated in carrying out their duties, so that this can improve overall performance. Job satisfaction acts as a mediator between organizational culture and performance because a positive culture creates workforce stability and forms a strong work environment, thus enabling the organization to retain experienced and competent employees. Overall, job satisfaction functions as an important mediator in optimizing the positive impact of organizational culture on employee performance.

### **5. Conclusion**

Leadership has a positive and significant effect on performance. These results indicate that the better the leadership implemented at the Faculty of Dentistry, Mahasaraswati University Denpasar, the lecturer performance will also increase. Vice versa, the worse the leadership implemented at the Faculty of Dentistry, Mahasaraswati University Denpasar, the lecturer performance will also decline. Organizational culture has a positive and significant effect on performance. These results indicate that the better the organizational culture implemented at the Faculty of Dentistry, Mahasaraswati University Denpasar, the lecturer performance will also increase. Vice versa, the worse the organizational culture implemented at the



Faculty of Dentistry, Mahasaraswati University Denpasar, the lecturer performance will also decline. Job satisfaction has a positive and significant effect on performance. These results indicate that the higher the job satisfaction of lecturers at the Faculty of Dentistry, Mahasaraswati University Denpasar, the lecturer's performance will also increase. Vice versa, the lower the job satisfaction of lecturers at the Faculty of Dentistry, Mahasaraswati University Denpasar, the lecturer's performance will also decrease.

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