

# ANALYSIS OF THE INFLUENCE OF LEADERSHIP STYLE, ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE THROUGH EMPLOYEE JOB SATISFACTION AT THE CUSTOMS AND EXCISE SUPERVISION AND SERVICE OFFICE TYPE MADYA CUSTOMS B MEDAN

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## Abstract

Human resources are very important and cannot be separated from an organization, whether a company or institution. So it can be said that a company is growing rapidly if it has a lot of competent human resources in their field, otherwise if the human resources are not working with quality then the company's development will be hampered. The main problem that often occurs is the management's lack of attention to employee satisfaction which leads to better work implementation. This research aims to determine and analyze the influence of leadership style, organizational commitment and organizational culture on employee performance through employee job satisfaction at the Medan Customs and Excise Supervision and Service Office of Type B Medan. The type of research used is quantitative research. The population used in this research were 133 employees at the Medan Customs and Excise Supervision and Service Office, Type B Medan, using a saturated sampling technique as many as 133 employees. The data analysis technique in this research uses descriptive statistical analysis and structural equation modeling (SEM). The results of this research show that leadership style, organizational commitment and organizational culture have a positive and significant effect on employee job satisfaction. Leadership style, organizational commitment, organizational culture and employee job satisfaction have a positive and significant effect on employee performance. Apart from that, leadership style, organizational commitment and work culture have a positive and significant effect on employee performance through employee job satisfaction at the Customs and Excise Supervision and Service Office Type Madya Customs B Medan.

**Keywords :** *Employee Job Satisfaction, Employee Performance, Leadership Style, Organizational Commitment and Organizational Culture.*

## 1. INTRODUCTION

An organization is an association or forum for a group of people to work together, be controlled and guided to achieve certain goals. Whether an organization is effective or not depends on the synergy or cooperation of individuals and groups in achieving common goals or objectives. Individual attitudes and behavior in organizations are increasingly needed to encourage organizational effectiveness, which is the achievement of targets that have been set based on joint efforts. To achieve goals, an organization usually utilizes certain resources, for example the environment, ways or methods, materials, machines, money and several other resources. (Nuralita & Nugraha, 2018). Human resources are very important and cannot be separated from an organization, whether a company or institution. So it can be said that a company is growing big if it has a lot of competent human resources in their field, otherwise if the human resources are not working with good quality then the company's development will be hampered. The results of employees' work in carrying out their activities are called performance (Rakhmalina, 2021). Performance is the result of work that can be achieved by a person or group of people in accordance with their respective authority and responsibilities, in an effort to achieve the goals of

**ANALYSIS OF THE INFLUENCE OF LEADERSHIP STYLE, ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE THROUGH EMPLOYEE JOB SATISFACTION AT THE CUSTOMS AND EXCISE SUPERVISION AND SERVICE OFFICE TYPE MADYA CUSTOMS B MEDAN**

*Maliki Marpaung<sup>1</sup>, Prihatin Lumbanraja<sup>2</sup>, Iskandarini<sup>3</sup>.*

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the organization concerned legally, without violating the law and in accordance with norms and ethics.(Meutia & Husada, 2019).

Employee performance is very necessary, because with this performance it will be known how far the employee's ability is to carry out the tasks assigned to him. For this reason, it is necessary to determine clear, measurable and jointly determined criteria that serve as a reference(Sugiyono & Rahajeng, 2022). An organization will strive to improve the performance of its employees in the hope that company goals can be achieved. Performance is basically what employees do or don't do. Employee performance is what influences how much they contribute to the organization, including output quantity, output quality, output period, workplace attendance and cooperative attitude.(Rosalina & Wati, 2020).

## **2. IMPLEMENTATION METHOD**

### **Types of research**

The type of research used in this research is quantitative research. Quantitative research methods are a type of research whose specifications are systematic, planned and clearly structured from the start until the creation of the research design. Quantitative research methods, as stated bySugiyono (2019)namely a research method based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses.

### **Research Subjects and Objects**

The subjects in this research were employees of the Medan Customs Service and Supervision Office of Customs and Excise Type B Medan. Meanwhile, the objects of research are delegative leadership style, organizational commitment, organizational culture, employee performance and employee job satisfaction.

### **Research Population and Sample**

The population and sample are the subjects of research as sources for obtaining data which are then used as objects of statistical analysis. In this study, the population was all employees of the Medan Customs Service and Supervision Office of the Middle Type Customs B, totaling 133 people.. A sample is a small part of a population so that the sample taken is representative or representative of the population, sampling must be appropriate. Meanwhile, according toSugiyono (2019), the sample is the number of characteristics that the population has. The number of employees at the Medan Customs Service and Supervision Office of Customs and Excise Type B Medan is 133 people. The technique used in determining samples or respondents uses probability sampling. According toSugiyono (2019), non-probability sampling is a sampling technique that does not provide equal opportunities for each element or member of the population to be selected. Then using a saturated sampling technique. According toSugiyono (2019)Saturated sampling technique is a sampling technique when all members of the population are used as samples, where the sample in this study was 133 employees at the Medan Customs Service and Supervision Office, Type B Medan.

### **Data analysis technique**

Data analysis is the process of organizing and sorting data into patterns, categories and basic units of description so that themes can be found and working hypotheses can be formulated as suggested by the data.(Moleong, 2014). Data analysis used in this research used descriptive statistical analysis and Structural Equation Modeling (SEM).

### 3. RESULTS AND DISCUSSION

#### General Description of the Customs and Excise Supervision and Service Office, Middle Type Customs B, Medan

The Medan Customs and Excise Supervision and Service Office, Medium Type B Medan, hereinafter abbreviated to KPPBC, Medan Middle Type Customs B, is one of the vertical units in the Directorate General of Customs and Excise (DJBC). In line with DJBC's strategic role in the country's economy, KPPBC Type Madya Pabean B Medan has been given an abundance of duties and responsibilities to carry out functions as trade facilitator, industrial assistance, revenue collector and community protector. The implementation of these duties and functions is implemented in the activities of collecting state revenues, providing trade and industrial facilities as well as monitoring prohibited and restricted goods for the benefit of public protection.

In carrying out its duties and functions, KPPBC Type Madya Customs B Medan is guided by the Regulation of the Minister of Finance of the Republic of Indonesia Number 183/PMK.01/2020 concerning Amendments to Regulation of the Minister of Finance Number 188/PMK.01/2016 concerning the Organization and Work Procedures of Vertical Agencies of the Directorate General of Customs and Excise, the duty of the Customs and Excise Supervision and Services Office is to carry out customs and excise services and supervision. In this regulation it is stated that KPPBC within the DJBC environment has the task of carrying out customs and excise supervision and services within its area of authority based on applicable laws and regulations. To carry out these duties, KPPBC within the DJBC environment has the following duties:

1. Implementation of intelligence, patrols, prosecution and investigations in the field of customs and excise;
2. Management and maintenance of operational facilities, communication facilities and firearms;
3. Implementation of technical services in the field of customs and excise;
4. implementation of the granting of permits and facilities in the field of customs and excise;
5. Implementation of collection and administration of import duties, export duties, excise and other state levies collected by the Directorate General;
6. Receiving, storing, maintaining and distributing customs and excise documents;
7. Implementation of data processing, presentation of information, and customs and excise reports;
8. Supervision of task implementation and performance evaluation; implementation of the administration of the Customs and Excise Supervision and Services Office.

DJBC's organizational culture (basic attitude) is Honesty, Courage, Loyal, Initiative and Corrective. These five attitudes were formed in harmony and became part of the process of implementing the 5 Values of the Ministry of Finance. In the PRKC program, strengthening DJBC's organizational culture is one of the main focuses of changes taken, namely in the form of efforts to improve attitude management through the preparation of Basic Attitudes and designing several real programs in order to increase the implementation of these Basic Attitudes in the implementation of daily tasks by all DJBC employees. . Decree of the Director General of Customs and Excise Number Kep-664/Bc/2017 concerning the Basic Attitudes of Employees of the Directorate General of Customs and Excise is as follows:

a. Honest

Honesty means that every DJBC employee must carry out their duties correctly, be trustworthy in both words and deeds, in accordance with applicable regulatory standards. Every DJBC employee must carry out their duties correctly, be trustworthy both in words and deeds, in accordance with applicable regulatory standards.

b. Loyal

Loyalty means that every DJBC employee must provide full support and have a high commitment to contributing to the progress of the organization/institution by working seriously to maintain the good name of the organization/institution. Every DJBC employee

**ANALYSIS OF THE INFLUENCE OF LEADERSHIP STYLE, ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE THROUGH EMPLOYEE JOB SATISFACTION AT THE CUSTOMS AND EXCISE SUPERVISION AND SERVICE OFFICE TYPE MADYA CUSTOMS B MEDAN**

*Maliki Marpaung<sup>1</sup>, Prihatin Lumbanraja<sup>2</sup>, Iskandarini<sup>3</sup>*

must provide full support and have a high commitment to contributing to the progress of the organization/institution by working seriously to maintain the good name of the organization and institution.

c. Corsa

Korsa contains the meaning that every DJBC employee must have a sense of belonging and a sense of togetherness among employees in order to carry out their duties. Every DJBC employee must have a sense of belonging and a sense of togetherness among employees in carrying out their duties.

d. Initiative

The initiative contains the meaning that every DJBC employee must be able to solve problems or provide solutions without waiting for orders in order to realize better supervision and service. Every DJBC employee must resolve work problems or provide solutions without waiting for orders in order to provide better supervision and service.

e. Corrective

Corrective means that every DJBC employee must always be willing to admit, remind and correct (other people's) mistakes for better change. Every DJBC employee must always be willing to admit, remind and correct (other people's) mistakes for change in a better direction.

**Description of Respondent Characteristics**

The characteristics of respondents in this study include gender, age and occupation using as many samples as possible 133 employees at the Medan Customs Service and Supervision Office, Type B Medan. The characteristics of the respondents can be seen in the table below:

**Characteristics of Respondents Based on Gender**

| <b>Table Characteristics of Respondents Based on Gender</b> |            |            |
|---|------------|------------|
| <b>Information</b>  | <b>n</b>   | <b>%</b>   |
| <b>Gender</b>   |            |            |
| Man   | 108        | 81.2       |
| Woman   | 25         | 18.8       |
| <b>Total</b>  | <b>133</b> | <b>100</b> |

Source: ResultsOutputsSPSS, 2023

The results of the analysis of respondent characteristics based on gender in Table show that there were 108 male respondents with a percentage of 81.2%. while there were 25 female respondents with a percentage of 18.8%. So it can be concluded that the majority 81.2% of employees at the Medan Customs Service and Supervision Office of Customs and Excise Type Intermediate Customs B are male.

**Characteristics of Respondents Based on Last Education**

| <b>Table 41 Characteristics of Respondents Based on Last Education</b> |          |          |
|--|----------|----------|
| <b>Information</b>   | <b>N</b> | <b>%</b> |
| <b>Last education</b>  |          |          |
| SMA/SMK  | 48       | 36.1     |
| D. III   | 30       | 22.6     |
| D.IV/S1  | 47       | 35.3     |
| S2   | 8        | 6.0      |

|              |            |            |
|--------------|------------|------------|
| <b>Total</b> | <b>133</b> | <b>100</b> |
|--------------|------------|------------|

Source: ResultsOutputsSPSS, 2023

The results of the analysis of respondent characteristics based on their latest education in Table show that there were 48 respondents with a high school education with a percentage of 36.1%. Respondents with a final education of D.III were 30 people with a percentage of 22.6%. Respondents with a final education of D.IV/S1 were 47 people with a percentage of 35.3%. There were 8 respondents with a master's level of education with a percentage of 6%. So it can be concluded that the majority 36.1% of employees at the Medan Customs Service and Supervision Office of Customs Intermediate Type B Medan are employees with a high school/vocational education.

**Characteristics of Respondents Based on Position**  
**Table Characteristics of Respondents Based on Position**

| <b>Information</b> | <b>n</b>   | <b>%</b>   |
|--------------------|------------|------------|
| <b>Position</b>    |            |            |
| Acting Inspector   | 91         | 68.4       |
| Skilled PBC        | 6          | 4.5        |
| First Expert PBC   | 25         | 18.8       |
| Eslon IV           | 11         | 8.3        |
| <b>Total</b>       | <b>133</b> | <b>100</b> |

Source: ResultsOutputsSPSS, 2023

The results of the analysis of respondent characteristics based on the sections in Table show that there were 91 respondents with the position of acting examiner, with a percentage of 68.4%. Respondents with skilled PBC positions were 6 people with a percentage of 4.5%. Respondents with the first PBC Expert position were 25 people with a percentage of 8.3%. Respondents with the position of Eslon IV were 11 people with a percentage of 8.3%. So it can be concluded that the majority 68.4% of employees at the Medan Customs Service and Supervision Office of Customs and Excise Type B Medan who were respondents in this research were acting inspectors.

### Descriptive Analysis of Research Variables

Descriptive analysis aims to obtain an overview of the answers to statement items from the results of the questionnaire submitted to respondents. Tabulation of question items by displaying the average, variance and category, where the category provisions are based on the average score range as follows (Azwar, 2018):

1. Range  $(\bar{x}) \geq \mu + 2\sigma$  is in the "Very High" category
2. Range  $\mu + \sigma \leq (\bar{x}) < \mu + 2\sigma$  is in the "High" category
3. Range  $\mu - \sigma \leq (\bar{x}) < \mu + \sigma$  is in the "Medium" category
4. Range  $\mu - 2\sigma \leq (\bar{x}) < \mu - \sigma$  is in the "Low" category
5. Range  $(\bar{x}) < \mu - 2\sigma$  is in the "Very Low" category

Where:

$(\bar{x})$  = Average score of question items

$\mu$  = Theoretical average score

$$= \frac{\text{Skoring tertinggi} + \text{Skoring terendah}}{2} = \frac{5+1}{2} = 3$$

$\sigma$  = Theoretical standard deviation

$$= \frac{\text{Skoring tertinggi} - \text{Skoring terendah}}{6} = \frac{5-1}{6} = 0,67$$

**ANALYSIS OF THE INFLUENCE OF LEADERSHIP STYLE, ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE THROUGH EMPLOYEE JOB SATISFACTION AT THE CUSTOMS AND EXCISE SUPERVISION AND SERVICE OFFICE TYPE MADYA CUSTOMS B MEDAN**

*Maliki Marpaung<sup>1</sup>, Prihatin Lumbanraja<sup>2</sup>, Iskandarini<sup>3</sup>.*

So we get:

1. Range  $(\bar{x}) \geq 4.33$  is in the "Very High" category
2. Range  $3.67 \leq (\bar{x}) < 4.33$  is in the "High" category
3. Range  $2.33 \leq (\bar{x}) < 3.67$  is in the "Medium" category
4. Range  $1.67 \leq (\bar{x}) < 2.33$  is in the "Low" category
5. Range  $(\bar{x}) < 1.67$  is in the "Very Low" category

**Descriptive Analysis of Delegative Leadership Style Variables (X1)**

**Table Descriptive Analysis of Delegative Leadership Style Variables (X1)**

| No | Statement  | Response Frequency and Percentage |      |      |      |      |      |       | Average | KET       |
|----|--|-----------------------------------|------|------|------|------|------|-------|---------|-----------|
|    |  |                                   | STS  | T.S  | K.S  | S    | SS   | Total |         |           |
| 1  | Leaders in this organization often delegate authority to subordinates.   | F                                 | 11   | 31   | 38   | 37   | 16   | 133   | 3.12    | currently |
|    |  | %                                 | 8.3  | 23.3 | 28.6 | 27.8 | 12.0 | 100   |         |           |
| 2  | Subordinates feel that employees have enough authority to make decisions.  | F                                 | 14   | 30   | 34   | 34   | 21   | 133   | 3.14    | currently |
|    |  | %                                 | 10.5 | 22.6 | 25.6 | 25.6 | 15.8 | 100   |         |           |
| 3  | Leaders in this organization motivate subordinates by giving them greater responsibility.  | F                                 | 10   | 31   | 48   | 30   | 14   | 133   | 3.05    | currently |
|    |  | %                                 | 7.5  | 23.3 | 36.1 | 22.6 | 10.5 | 100   |         |           |
| 4  | Subordinates at the operational level have the authority to make tactical decisions in daily tasks.                                | F                                 | 9    | 36   | 42   | 33   | 13   | 133   | 3.04    | currently |
|    |  | %                                 | 6.8  | 27.1 | 31.6 | 24.8 | 9.8  | 100   |         |           |
| 5  | Decisions related to the implementation of daily work are more often made by subordinates compared to the leadership level.        | F                                 | 13   | 33   | 26   | 45   | 16   | 133   | 3.14    | currently |
|    |  | %                                 | 9.8  | 24.8 | 19.5 | 33.8 | 12.0 | 100   |         |           |
| 6  | Subordinates have active involvement in important organizational decision-making processes.  | F                                 | 9    | 30   | 45   | 39   | 10   | 133   | 3.08    | currently |
|    |  | %                                 | 6.8  | 22.6 | 33.8 | 29.3 | 7.5  | 100   |         |           |
| 7  | Subordinates in this organization feel comfortable conveying their suggestions and opinions without fear of negative consequences. | F                                 | 10   | 28   | 53   | 34   | 8    | 133   | 3.02    | currently |
|    |  | %                                 | 7.5  | 21.1 | 39.8 | 25.6 | 6.0  | 100   |         |           |
| 8  | There is an open communication channel between subordinates and leaders that allows  | F                                 | 6    | 28   | 62   | 27   | 10   | 133   | 3.05    | currently |



|    |   |   |     |      |      |      |     |     |      |           |
|----|---|---|-----|------|------|------|-----|-----|------|-----------|
|    | subordinates to express their opinions.   | % | 4.5 | 21.1 | 46.6 | 20.3 | 7.5 | 100 |      |           |
| 9  | Leaders in these organizations actively seek input from subordinates to improve decisions and policies. | F | 6   | 33   | 55   | 28   | 11  | 133 | 3.04 | currently |
|    |   | % | 4.5 | 24.8 | 41.4 | 21.1 | 8.3 | 100 |      |           |
| 10 | Subordinates in this organization feel empowered to provide input and innovative ideas.                 | F | 10  | 32   | 48   | 35   | 8   | 133 | 2.99 | currently |
|    |   | % | 7.5 | 24.1 | 36.1 | 26.3 | 6.0 | 100 |      |           |

Source: SPSS Output Results, 2024.

The results of the descriptive analysis show that the delegative leadership style variable (X1) in Table obtained the highest average of 3.14 for the statement "Subordinates feel that employees have enough authority to make decisions". This shows that employees feel they have sufficient authority to make decisions in their work. In the delegative leadership style variable (X1), the lowest average was obtained at 2.99 for the statement "Subordinates in this organization feel empowered to provide input and innovative ideas." This shows that the organization does not encourage employee participation in decision making, which can hinder creativity and innovation in the organization.

### Descriptive Analysis of Organizational Commitment Variables (X2)

**Table Descriptive Analysis of Organizational Commitment Variables (X2)**

| No | Statement   | Response Frequency and Percentage |      |      |      |      |      |       | Average | KET       |
|----|---|-----------------------------------|------|------|------|------|------|-------|---------|-----------|
|    |   |                                   | STS  | T.S  | K.S  | S    | SS   | Total |         |           |
| 1  | I feel that I am involved in the decision-making process in this organization.                        | F                                 | 5    | 42   | 37   | 28   | 21   | 133   | 3.14    | currently |
|    |   | %                                 | 3.8  | 31.6 | 27.8 | 21.1 | 15.8 | 100   |         |           |
| 2  | I feel that I have an influence on this organization.   | F                                 | 6    | 33   | 35   | 35   | 24   | 133   | 3.29    | currently |
|    |   | %                                 | 4.5  | 24.8 | 26.3 | 26.3 | 18.0 | 100   |         |           |
| 3  | I feel that I am part of the team in this organization.   | F                                 | 11   | 30   | 36   | 33   | 23   | 133   | 3.20    | currently |
|    |   | %                                 | 8.3  | 22.6 | 27.1 | 24.8 | 17.3 | 100   |         |           |
| 4  | I believe that this organization has good goals and values.   | F                                 | 10   | 34   | 40   | 30   | 19   | 133   | 3.11    | currently |
|    |   | %                                 | 7.5  | 25.6 | 30.1 | 22.6 | 14.3 | 100   |         |           |
| 5  | I will work hard to achieve organizational goals.   | F                                 | 6    | 34   | 38   | 32   | 23   | 133   | 3.24    | currently |
|    |   | %                                 | 4.5  | 25.6 | 28.6 | 24.1 | 17.3 | 100   |         |           |
| 6  | I will be loyal to the organization, even in difficult situations                                     | F                                 | 9    | 33   | 29   | 35   | 27   | 133   | 3.29    | currently |
|    |   | %                                 | 6.8  | 24.8 | 21.8 | 26.3 | 20.3 | 100   |         |           |
| 7  | I feel bound to contribute in recognizing and seizing new opportunities in the organization.          | F                                 | 9    | 29   | 26   | 37   | 32   | 133   | 3.41    | currently |
|    |   | %                                 | 6.8  | 21.8 | 19.5 | 27.8 | 24.1 | 100   |         |           |
| 8  | The organizational commitment in this Office provides motivation to find solutions to emerging needs. | F                                 | 15   | 33   | 29   | 32   | 24   | 133   | 3.13    | currently |
|    |   | %                                 | 11.3 | 24.8 | 21.8 | 24.1 | 18.0 | 100   |         |           |

**ANALYSIS OF THE INFLUENCE OF LEADERSHIP STYLE, ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE THROUGH EMPLOYEE JOB SATISFACTION AT THE CUSTOMS AND EXCISE SUPERVISION AND SERVICE OFFICE TYPE MADYA CUSTOMS B MEDAN**

*Maliki Marpaung<sup>1</sup>, Prihatin Lumbanraja<sup>2</sup>, Iskandarini<sup>3</sup>.*

|    |  |   |     |      |      |      |      |     |      |           |
|----|--|---|-----|------|------|------|------|-----|------|-----------|
| 9  | The organizational commitment in this Office provides support to identify and exploit new opportunities.                   | F | 11  | 29   | 40   | 26   | 27   | 133 | 3.22 | currently |
|    |  | % | 8.3 | 21.8 | 30.1 | 19.5 | 20.3 | 100 |      |           |
| 10 | I feel I have a moral obligation to continue working at this organization because of the career development opportunities. | F | 10  | 27   | 46   | 30   | 20   | 133 | 3.17 | currently |
|    |  | % | 7.5 | 20.3 | 34.6 | 22.6 | 15.0 | 100 |      |           |

Source: SPSS Output Results, 2024.

The results of the descriptive analysis showing the Organizational Commitment variable (X2) in Table obtained the highest average of 3.41 for the statement I feel bound to contribute to recognizing and taking new opportunities in the organization. This shows that respondents feel connected and want to contribute to advancing the organization. Employees are enthusiastic about seeking new opportunities and helping the organization to grow. In the Organizational Commitment variable (X2), the lowest average was obtained at 3.11 for the statement "I believe that this organization has good goals and values." This shows that respondents are not completely sure about the direction and principles adopted by the organization. So this can weaken their commitment to the organization.

**Descriptive Analysis of Organizational Culture Variables (X3)**

**Table Descriptive Analysis of Organizational Culture Variables (X3)**

| No | Statement  | Response Frequency and Percentage |     |      |      |      |      |       | Average | KET       |
|----|--|-----------------------------------|-----|------|------|------|------|-------|---------|-----------|
|    |  |                                   | STS | T.S  | K.S  | S    | SS   | Total |         |           |
| 1  | I trust that my colleagues can be relied on in carrying out their duties.                                  | F                                 | 8   | 34   | 32   | 36   | 23   | 133   | 3.24    | currently |
|    |  | %                                 | 6.0 | 25.6 | 24.1 | 27.1 | 17.3 | 100   |         |           |
| 2  | I feel comfortable sharing information or ideas with colleagues because I believe they will appreciate it. | F                                 | 11  | 26   | 35   | 37   | 24   | 133   | 3.28    | currently |
|    |  | %                                 | 8.3 | 19.5 | 26.3 | 27.8 | 18.0 | 100   |         |           |
| 3  | I feel that my colleagues have high loyalty to this team or work unit.                                     | F                                 | 11  | 27   | 39   | 36   | 20   | 133   | 3.20    | currently |
|    |  | %                                 | 8.3 | 20.3 | 29.3 | 27.1 | 15.0 | 100   |         |           |
| 4  | I am sure that my colleagues always support the decisions and steps taken by this team or work unit.       | F                                 | 7   | 39   | 34   | 29   | 24   | 133   | 3.18    | currently |
|    |  | %                                 | 5.3 | 29.3 | 25.6 | 21.8 | 18.0 | 100   |         |           |
| 5  | I feel I have a strong sense of togetherness with my colleagues in this team or work unit.                 | F                                 | 6   | 34   | 38   | 32   | 23   | 133   | 3.24    | currently |
|    |  | %                                 | 4.5 | 25.6 | 28.6 | 24.1 | 17.3 | 100   |         |           |



|    |   |   |     |      |      |      |      |     |      |           |
|----|---|---|-----|------|------|------|------|-----|------|-----------|
| 6  | My colleagues and I feel supportive of each other and have a sense of ownership towards achieving common goals.                   | F | 9   | 33   | 29   | 35   | 27   | 133 | 3.29 | currently |
|    |   | % | 6,8 | 24.8 | 21.8 | 26.3 | 20.3 | 100 |      |           |
| 7  | I feel given the freedom to solve problems and provide solutions without having to wait for direct orders.                        | F | 9   | 29   | 26   | 37   | 32   | 133 | 3.41 | currently |
|    |   | % | 6,8 | 21.8 | 19.5 | 27.8 | 24.1 | 100 |      |           |
| 8  | I feel that colleagues in this organization tend to be proactive in handling problems and providing solutions before being asked. | F | 11  | 25   | 34   | 33   | 30   | 133 | 3.35 | currently |
|    |   | % | 8.3 | 18.8 | 25.6 | 24.8 | 22.6 | 100 |      |           |
| 9  | I feel like in this organization, people tend to be willing to admit their mistakes without fear or punishment.                   | F | 8   | 34   | 37   | 29   | 25   | 133 | 3.22 | currently |
|    |   | % | 6.0 | 25.6 | 27.8 | 21.8 | 18.8 | 100 |      |           |
| 10 | In this organization, employees are reminded to correct mistakes rather than looking for who is at fault.                         | F | 8   | 31   | 39   | 34   | 21   | 133 | 3.22 | currently |
|    |   | % | 6.0 | 23.3 | 29.3 | 25.6 | 15.8 | 100 |      |           |

Source: SPSS Output Results, 2024.

The results of the descriptive analysis on the Organizational Culture variable (X3) in Table obtained the highest average of 3.41 for the statement "I feel given the freedom to solve problems and provide solutions without having to wait for direct orders". This shows that respondents feel it reflects the level of freedom and autonomy provided, allowing individuals to solve problems and provide solutions without waiting for direct orders, creating a work environment that supports independent initiative. In the organizational culture variable (X3), the lowest average was obtained at 3.18 for the statement "I am confident that my colleagues always support the decisions and steps taken by this team or work unit." This shows that respondents feel individual confidence in solid support from colleagues reflects harmony and mutual support within the team or work unit, creating a positive and collaborative work environment.

### Descriptive Analysis of Employee Performance Variables (Y)

**Table Descriptive Analysis of Employee Performance Variables (Y)**

| No | Statement   | Response Frequency and Percentage |     |      |      |      |      |       | Average | KET       |
|----|---|-----------------------------------|-----|------|------|------|------|-------|---------|-----------|
|    |   |                                   | STS | T.S  | K.S  | S    | SS   | Total |         |           |
| 1  | I always try to ensure that my work complies with the quality standards set within the company. | F                                 | 5   | 36   | 30   | 35   | 27   | 133   | 3.32    | currently |
|    |   | %                                 | 3.8 | 27.1 | 22.6 | 26.3 | 20.3 | 100   |         |           |
| 2  | I feel that the quality standards in this office help improve the quality of work output.       | F                                 | 12  | 28   | 33   | 36   | 24   | 133   | 3.24    | currently |
|    |   | %                                 | 9.0 | 21.1 | 24.8 | 27.1 | 18.0 | 100   |         |           |
| 3  | I feel that in this company, there are many series of activities that must be carried out.      | F                                 | 10  | 38   | 29   | 35   | 21   | 133   | 3.14    | currently |
|    |   | %                                 | 7.5 | 28.6 | 21.8 | 26.3 | 15.8 | 100   |         |           |
| 4  | I feel that the number of activities that have to be carried                                    | F                                 | 11  | 36   | 35   | 31   | 20   | 133   | 3.10    | currently |

**ANALYSIS OF THE INFLUENCE OF LEADERSHIP STYLE, ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE THROUGH EMPLOYEE JOB SATISFACTION AT THE CUSTOMS AND EXCISE SUPERVISION AND SERVICE OFFICE TYPE MADYA CUSTOMS B MEDAN**

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|    |   |   |     |      |      |      |      |     |      |           |
|----|---|---|-----|------|------|------|------|-----|------|-----------|
|    | out affects the overall performance of the company.   | % | 8.3 | 27.1 | 26.3 | 23.3 | 15.0 | 100 |      |           |
| 5  | I feel that this organization has a clear system for setting and measuring target achievement.          | F | 11  | 36   | 34   | 33   | 19   | 133 | 3.10 | currently |
|    |   | % | 8.3 | 27.1 | 25.6 | 24.8 | 14.3 | 100 |      |           |
| 6  | Achieving targets is considered an important factor in improving employee performance and contribution. | F | 10  | 40   | 33   | 32   | 18   | 133 | 3.06 | currently |
|    |   | % | 7.5 | 30.1 | 24.8 | 24.1 | 13.5 | 100 |      |           |
| 7  | I feel that the efforts I put in produce conformity in achieving the goals that have been set.          | F | 11  | 35   | 35   | 30   | 22   | 133 | 3.13 | currently |
|    |   | % | 8.3 | 26.3 | 26.3 | 22.6 | 16.5 | 100 |      |           |
| 8  | I feel that the efforts I make are directed towards achieving an optimal level of conformity.           | F | 10  | 34   | 36   | 31   | 22   | 133 | 3.16 | currently |
|    |   | % | 7.5 | 25.6 | 27.1 | 23.3 | 16.5 | 100 |      |           |
| 9  | I feel I have good work abilities even without direct supervision.                                      | F | 10  | 34   | 37   | 28   | 24   | 133 | 3.17 | currently |
|    |   | % | 7.5 | 25.6 | 27.8 | 21.1 | 18.0 | 100 |      |           |
| 10 | A comfortable working atmosphere in this company helps increase employee productivity and performance.  | F | 13  | 29   | 37   | 30   | 24   | 133 | 3.17 | currently |
|    |   | % | 9.8 | 21.8 | 27.8 | 22.6 | 18.0 | 100 |      |           |

Source: SPSS Output Results, 2024.

The results of the descriptive analysis on the employee performance variable (Y) in Table obtained the highest average of 3.32 for the statement "I always try to ensure that my work is in accordance with the quality standards that have been set in the company". This shows that respondents feel an individual commitment to maintaining the quality of their work in accordance with company standards, showing a focus on professionalism and excellence. In the employee performance variable (Y), the lowest average was obtained at 3.06 for the statement "Achievement of targets is considered an important factor in improving employee performance and contribution". This shows that respondents feel that the organization emphasizes that achieving targets is a key factor in improving employee performance and contribution. This approach reflects a results orientation and recognition of the employee's role in achieving organizational goals.

#### Measurement Model Test (Outer model)

The measurement model test (outer model), also known as (outer relation or measurement model), can describe how each indicator block is related to its latent variable.(Ghozali, 2018). The outer model test in this research was carried out with convergent validity, discriminant validity and composite reliability. The results of the measurement model (outer model) test can be described as follows:

## Convergent Validity Test

**Table Outer Loading FactorFirst**

| Question Items | Delegative leadership style (X1) | Organizational Commitment (X2) | Organizational Culture (X3) | Employee Performance (Y) | Employee Job Satisfaction (Z) |
|----------------|----------------------------------|--------------------------------|-----------------------------|--------------------------|-------------------------------|
| GK1            | 0.664                            |                                |                             |                          |                               |
| GK2            | 0.790                            |                                |                             |                          |                               |
| GK3            | 0.659                            |                                |                             |                          |                               |
| GK4            | 0.839                            |                                |                             |                          |                               |
| GK5            | 0.835                            |                                |                             |                          |                               |
| GK6            | 0.668                            |                                |                             |                          |                               |
| GK7            | 0.795                            |                                |                             |                          |                               |
| GK8            | 0.845                            |                                |                             |                          |                               |
| GK9            | 0.868                            |                                |                             |                          |                               |
| GK10           | 0.875                            |                                |                             |                          |                               |
| KO1            |                                  | 0.873                          |                             |                          |                               |
| KO2            |                                  | 0.736                          |                             |                          |                               |
| KO3            |                                  | 0.817                          |                             |                          |                               |
| KO4            |                                  | 0.841                          |                             |                          |                               |
| KO5            |                                  | 0.150                          |                             |                          |                               |
| KO6            |                                  | 0.090                          |                             |                          |                               |
| KO7            |                                  | 0.067                          |                             |                          |                               |
| KO8            |                                  | 0.816                          |                             |                          |                               |
| KO9            |                                  | 0.897                          |                             |                          |                               |
| KO10           |                                  | 0.886                          |                             |                          |                               |
| BO1            |                                  |                                | 0.835                       |                          |                               |
| BO2            |                                  |                                | 0.822                       |                          |                               |
| BO3            |                                  |                                | 0.877                       |                          |                               |
| BO4            |                                  |                                | 0.833                       |                          |                               |
| BO5            |                                  |                                | 0.720                       |                          |                               |
| BO6            |                                  |                                | 0.693                       |                          |                               |
| BO7            |                                  |                                | 0.694                       |                          |                               |
| BO8            |                                  |                                | 0.790                       |                          |                               |
| BO9            |                                  |                                | 0.826                       |                          |                               |
| BO10           |                                  |                                | 0.802                       |                          |                               |
| KP1            |                                  |                                |                             | -0.164                   |                               |
| KP2            |                                  |                                |                             | -0.074                   |                               |
| KP3            |                                  |                                |                             | 0.907                    |                               |
| KP4            |                                  |                                |                             | 0.911                    |                               |
| KP5            |                                  |                                |                             | 0.914                    |                               |
| KP6            |                                  |                                |                             | 0.917                    |                               |
| KP7            |                                  |                                |                             | 0.923                    |                               |
| KP8            |                                  |                                |                             | 0.897                    |                               |
| KP9            |                                  |                                |                             | 0.861                    |                               |
| KP10           |                                  |                                |                             | 0.815                    |                               |
| KKP1           |                                  |                                |                             |                          | 0.855                         |
| KKP2           |                                  |                                |                             |                          | 0.814                         |
| KKP3           |                                  |                                |                             |                          | 0.853                         |
| KKP4           |                                  |                                |                             |                          | 0.696                         |
| KKP5           |                                  |                                |                             |                          | 0.621                         |
| KKP6           |                                  |                                |                             |                          | 0.445                         |
| KKP7           |                                  |                                |                             |                          | 0.593                         |
| KKP8           |                                  |                                |                             |                          | 0.729                         |
| KKP9           |                                  |                                |                             |                          | 0.778                         |

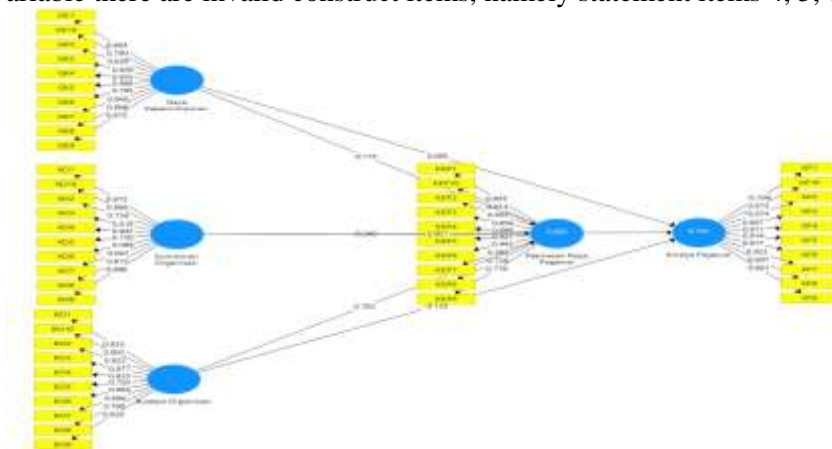
**ANALYSIS OF THE INFLUENCE OF LEADERSHIP STYLE, ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE THROUGH EMPLOYEE JOB SATISFACTION AT THE CUSTOMS AND EXCISE SUPERVISION AND SERVICE OFFICE TYPE MADYA CUSTOMS B MEDAN**

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|       |  |  |  |  |       |
|-------|--|--|--|--|-------|
| KKP10 |  |  |  |  | 0.814 |
|-------|--|--|--|--|-------|

Source: Output ResultsPLS, 2024.

The results of the first outer loading factor in Table 4.10 show that there are invalid construct indicators, namely in the Delegative Leadership Style variable (X1), namely in statement items 1, 3 and 6. In the Organizational Commitment variable (X2), there are invalid construct items, namely in statement items 5, 6 and 7. In the Organizational Culture variable (X3) there are invalid construct items, namely in statement items 6 and 7. In the Employee Performance variable (Y) there are invalid construct items, namely in statement items 1 and 2. In the Employee Job Satisfaction (Z) variable there are invalid construct items, namely statement items 4, 5, 6, and 7.



Source: PLS Output Results, 2024.

**Figure Outer Loading Factor First**

Results from analysis convergent validity through value outer loading factor. The above shows that there are question items that cannot meet the value loading factor covers variables Delegative leadership style (X1), Organizational Commitment (X2), Organizational Culture (X3), Employee Performance (Y), Employee Job Satisfaction (Z). So the question item will be discarded and convergent validity testing will be carried out again.

## Discussion

### The Influence of Delegative Leadership Style on Employee Job Satisfaction

The results of research regarding the influence of delegative leadership style on employee job satisfaction can be seen from the test results  $t_{statistic} 1.982 > t_{table} 1.97867$  with a P-value of 0.041 which is smaller than 0.05. So it can be concluded that the delegative leadership style (X1) positive and significant effect to Employee Job Satisfaction (Z) at the Customs and Excise Supervision and Service Office, Middle Type Customs B, Medan. Leadership is the ability to influence a group towards achieving goals. It is also stated that leadership is a role and also a process to influence other people. Leadership is the characteristic of a person who influences, moves and directs his subordinates to carry out predetermined tasks in order to achieve the desired goals. Leadership is really needed in a company, because a leader who directs subordinates to carry out their duties well and correctly, then subordinates will always carry out their work well and correctly too. (Hursepuny et al., 2023). The results of the research confirm that the role of the delegative leadership style is very important in increasing the level of employee job satisfaction at the Medan Customs and Excise Supervision and Service Office, Type B Medan. From this research, it can be concluded that the delegative leadership style applied in the Medan Customs and Excise Supervision and Service Office Type B Medan has a positive and significant impact on

employee job satisfaction. This shows that an effective delegative leadership style, apart from being able to provide clear direction, is also able to motivate subordinates and build good relationships with employees.

### **The Influence of Delegative Leadership Style on Employee Job Satisfaction**

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### **4. CONCLUSION**

Based on the research results that have been described, the conclusions in this research are as follows:

1. Delegative leadership style positive and significant effect to employee job satisfaction at the Customs and Excise Supervision and Service Office, Type B Medan Customs.
2. Organizational commitment positive and significant effect to employee job satisfaction at the Customs and Excise Supervision and Service Office, Type B Medan Customs.
3. Organizational culture positive and significant effect to employee job satisfaction at the Customs and Excise Supervision and Service Office, Type B Medan Customs.
4. Delegative leadership style positive and significant effect to employee performance at the Customs and Excise Supervision and Service Office Type B Medan Customs.
2. Organizational commitment positive and significant effect to employee performance at the Customs and Excise Supervision and Service Office Type B Medan Customs.
3. Organizational culture positive and significant effect to employee performance at the Customs and Excise Supervision and Service Office Type B Medan Customs.
4. Employee job satisfaction positive and significant effect to employee performance at the Customs and Excise Supervision and Service Office Type B Medan Customs.
5. Delegative leadership style positive and significant effect to Employee performance through employee job satisfaction at the Customs and Excise Supervision and Service Office Type B Medan Customs.
6. Organizational commitment positive and significant effect to Employee performance through employee job satisfaction at the Customs and Excise Supervision and Service Office Type B Medan Customs.
7. Organizational culture positive and significant effect to Employee performance through employee job satisfaction at the Customs and Excise Supervision and Service Office Type B Medan Customs.

**ANALYSIS OF THE INFLUENCE OF LEADERSHIP STYLE, ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE THROUGH EMPLOYEE JOB SATISFACTION AT THE CUSTOMS AND EXCISE SUPERVISION AND SERVICE OFFICE TYPE MADYA CUSTOMS B MEDAN**

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**ANALYSIS OF THE INFLUENCE OF LEADERSHIP STYLE, ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE THROUGH EMPLOYEE JOB SATISFACTION AT THE CUSTOMS AND EXCISE SUPERVISION AND SERVICE OFFICE TYPE MADYA CUSTOMS B MEDAN**

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**ANALYSIS OF THE INFLUENCE OF LEADERSHIP STYLE, ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE THROUGH EMPLOYEE JOB SATISFACTION AT THE CUSTOMS AND EXCISE SUPERVISION AND SERVICE OFFICE TYPE MADYA CUSTOMS B MEDAN**

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**ANALYSIS OF THE INFLUENCE OF LEADERSHIP STYLE, ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE THROUGH EMPLOYEE JOB SATISFACTION AT THE CUSTOMS AND EXCISE SUPERVISION AND SERVICE OFFICE TYPE MADYA CUSTOMS B MEDAN**

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