

EMPLOYEES' PERFORMANCE: ORGANIZATIONAL CULTURE AND LEADERSHIP STYLE THROUGH JOB SATISFACTION

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Abstract

Purpose of study: The current study aims to explore the relationship between employee performance, organizational and leadership style through job satisfaction.

Methodology: Data in this research were obtained from distributing questionnaires to 108 respondents. Epsom Batam, and hypothesis testing using path analysis.

Results: The results showed that the structural model of the first, direct organizational culture and leadership style has a significant effect on job satisfaction. In the second structural model, direct organizational culture, leadership style, and job satisfaction have a significant effect on performance and indirectly through job satisfaction organizational culture and the leadership style significantly influence performance.

Implications: Organizational culture variables more meaningfully than the leadership style variables in improving job satisfaction. Job satisfaction is a more meaningful variable than the variable of organizational culture and leadership style to improve performance.

Keywords: *Organizational Culture, Leadership Style, Job Satisfaction, Employees' Performance, Organizational culture variables.*

INTRODUCTION

Every organization needs employees who have superior performance. Performance is the result of work shown both quantitatively and qualitatively. Quantitative performance is the result obtained as measured by numbers such as the amount of work of employees in the unit every day, the amount of weight of goods that can be lifted by employees and so while the work can be qualitatively shown with quality like good or bad work produced by employees, [Fatjrin, Saragih, and Indratjahjo \(2018\)](#). Many factors that impact employee performance are organizational culture, leadership style, and job satisfaction.

The rapid development of science and technology at this time has brought far-reaching implications for all aspects of human life, including the life of the organization, both moving the business sector and the public service sector. The existence of an organization in the age of globalization should be regarded as living beings who want to grow and develop in accordance with the demands of a changing environment. To develop an organization that has the competitive advantage of value-based, then the management needs to pay attention to its organizational culture because the organizational culture is a set of values, beliefs, and attitudes among members of the organization imposed. Organizational culture is values that hold true of human resources in carrying out the obligations and behavior in the organization, [Hakim \(2015\)](#).

Organizational culture is a system of values that is acquired and developed by the organization and behavioral patterns, as well as the basic philosophy of its founder, which is formed into a rule that is used as a guide in thinking and acting in achieving organizational goals. Cultures were grown to be strong, able to spur the organization towards better development [\(Robbins, 2016\)](#).

In this complex and dynamic business environment, organizations pay more attention to develop job satisfaction and organizational commitment among their employees in order to retain them and at the same time to be more productive. Issues such as high turnover rate, absenteeism, role conflict, job stress, burnout, etc. are posing challenges for the organizations which are due to lack of job satisfaction and commitment among employees, [Azeem, Syed Muhammad and Nadeem Akbar \(2014\)](#).

Organizational Culture

According to [\(Harwiki, 2016\)](#) organizational culture can be defined as a system of values, beliefs, assumptions, or long-standing norms, agreed and followed by members of an organization as a code of conduct and solving its organizational problems. Organizational culture is also called corporate culture, which is a set of values or norms that have been relatively long term, shared by members of the organization (employees) as a norm of behavior in solving organizational problems (the company).

Work culture is a form of an assumption that is owned, implicitly accepted by the group and determines how the group feels, thinks and acts on its environment. Of the many cultures adapted by employees this will have an impact on organizational development with a wider scope of activity, as [\(Lecturer, 2018\)](#) says, "Ultimately a culture of employees with cross-cultural adaptability can be developed in organization with large international operators." According to [\(Telha](#)

[et al., 2016](#)) says that “Most human resource professionals have the longest question of the effectiveness of human resource management policies and practices.”

Leadership Style

In simple terms, leadership is a process by which one individual motivate or influence others to achieve organizational goals. It is the process of enhancing and encouraging the self-esteem of employees to achieve organizational tasks and goals. Effective leaders have a desired to achieve challenging goals and to attain the highest level successfully. Leaders have the ambition to always go ahead. Leaders are more energetic and full of life than non-leaders. They have physical and mental strength that makes them lead others. Leaders have high consistency and tenacity than non-leaders. It means leaders are consistent and full of determination in accomplishing task. Effective leaders take initiatives. They have the ability to make decision and take corrective actions without the guidance of others, i.e. empowered people.

Leaders are full of motivation to become a role model for others. They also influence or motivate their followers towards success. According to Harvard psychologist David McClelland, there are two different types of dominance. Personal power motive (a motive to become powerful and superior to others) other is socialized power motive (a motive to achieve goals with mutual coordination of other people. They don't work for their personal motive but for the whole society).Honesty and integrity are the most important traits of successful leader. It builds trust between leader and follower.

The leader must be self-confident and have high control of his nerves. Self-confidence is important in decision making and to lead others. If their decisions turn out to be wrong, leader admits his mistake and tries to get out of worse situation. Emotional stable leaders are calm and confident during critical conditions. Cognitive ability is needed by successful leaders to understand and handle technical issues. They have the ability to know, understanding and learning the technical issues. Effective leaders have a good understanding of their company, market, and stakeholders. Good knowledge about business is required in effective decision making. The core job of a leader is to set vision of his organization, then share and communicate vision with followers and then develop strategy to achieve vision. Great leaders must have high moral and ethical values to become role models for others, [Javaid and Mirza \(2012\)](#).

Job Satisfaction

Job satisfaction is a frequently studied variable in organizational behavior research, and also a central variable in both research and theory of organizational phenomena. What is agreed is that stemming from cognitive processes, job satisfaction is a generalized effective work orientation towards one's present job and employer, [Martin and Gert \(2017\)](#). [Luthans \(2016\)](#) provides a definition of job satisfaction as a result of employee perceptions of how well their work provides things that are considered important. Job satisfaction is an affective or emotional response to various aspects of one's work [\(Bentley et al., 2013\)](#).

Job satisfaction by [\(Stello, 2014\)](#) is a pleasant or unpleasant emotional state in which employees view their work. Job satisfaction reflects a person's feelings toward his work the employees perceive their work. While [\(Singh, 2013\)](#) states that job satisfaction is effectiveness or emotional response to various aspects of work. Luthans also assumes that job satisfaction is an important factor to be considered in understanding organizational behavior.

Employee Performance

According to [\(Al Mehrzi and Singh, 2016\)](#) in his research on the performance of port employees, especially at PT. Pelabuhan Indonesia III (Persero) Semarang Container Terminal concluded that the performance is the quality and quantity of output (individual) or group in a certain activity caused by ability natural or acquired ability of the learning process as well as the desire to perform. According to [\(Siahaan et al., 2016\)](#) in his research on the performance of employees of PT. Pelabuhan Indonesia II (Persero) Branch Cirebon based on the opinion of [\(Thakur and Workman, 2016\)](#) Port employee performance is the result of work of a worker, a management process or an organization as a whole, where the work must be demonstrated in concrete evidence and can be measured/compared with standard which has been specified.

[\(Siahaan et al., 2016\)](#) translates performance into performance, while [\(Bentley et al., 2013\)](#) translates into job performance. Performance is defined as a reference level of success in achieving job requirements. Job requirements serve as guidelines and references of employees in performing their duties and responsibilities. Working requirements that are met optimally are an indication of the achievement of success rate at work. With these achieving job requirement is a critical factor in the success of employee performance [\(Sutanto and Kurniawan, 2016\)](#).

Performance is the level of success in carrying out the task and ability to achieve goals that have been detected knowledge. Performance can be interpreted as a work that can be achieved by a person or group of people within an organization, in accordance with the authority and responsibility of each, in order to achieve the objectives of the organization concerned legally, not violating the law, and in accordance with the moral and ethical, [Barasan, Gunawan, and Sumali \(2018\)](#).

LITERATURE REVIEW

Organizational Culture

Organizational culture as a set of values and norms that control members of an organization interact with others and with

suppliers, consumers, and others outside the organization. The organizational culture consists of the final state that the organization seeks to achieve (terminal value) and the model encourages organizational behavior (instrumental values). Ideally, instrumental value helps the organization achieve its terminal objectives. Actually, different organizations have different cultures because they process different terminal and instrumental value settings, [Fatjrin, Saragih, and Indratjahjo \(2018\)](#).

[\(Al Mehrzi and Singh, 2016\)](#) says that “organizations in the global era can be said to be different organizations in many ways than the previous organizations, especially the information technology that has changed the way people organize and organize work.” Furthermore, organizational culture is said by [Edgar Schein in \(Reissner and Pagan, 2013\)](#) which says, “Organization culture is as basic assumption invented, discovered, or developed by a given group as it is problems of external adaptation and internal integration that has worked well enough to be considered way to perceive, think and feel in relation to those problems.”

Organizational culture is also mentioned by [\(Roghé et al., 2012\)](#) which says that “organizational culture can be said is the characteristics, values, traditions, and behavior of companies owned by employees.” Another thing [\(Chu et al., 2016\)](#) says, “Such cultural differences influence human resources policies and practices,” these cultural differences will affect human resource policies and practices. [\(Joo and Ready, 2012\)](#) concludes that, “organizational culture is a characteristic, value, tradition, and behavior of companies owned by employees.”

The same thing is stated by [\(Joo and Ready, 2012\)](#) that the organizational culture consists of three layers, namely:

1. Artifacts
2. Espoused values
3. Underlying assumption.

Based on the above description can be synthesized that organizational culture describes an assumption for a particular group with the aim to find a solution to be able to adapt to various problems both internal and external organizations so that organizational culture can be a consideration in the act.

An organizational culture is a form of beliefs, values; ways you can learn to cope and live within an organization, the organizational culture tends to be realized by the members of the organization. [Robbins, \(2016\)](#) explains that the organizational culture is a system of values held and performed by members of the organization, thus it can differentiate the organization with other organizations. The value system built by 7 characteristics as the essence of the culture of the organization, seven characteristics is:

1. Innovation and risk-taking. The degree to which employees are encouraged to innovate and take risks.
2. Detailed attention. The degree to which employees are expected to demonstrate accuracy, analysis, and attention to detail.
3. Orientation results. The degree to which management focuses on results rather than on the techniques and processes used to achieve the results.
4. Orientation in humans. The degree to which management decisions take into account the effect of the results - the results of those members of the organization.
5. Orientation team. The degree to which work activities are organized around teams - teams, rather than individuals - individuals.
6. Aggressiveness. The degree to which members of an organization that has an aggressive and competitive nature rather than relaxed.
7. Stability. The degree to which organizational activities emphasize maintaining the status quo in contrast to growth or change.

Leadership Style

Leadership is a process by which one individual motivate or influence others to achieve organizational goals. It is the process of enhancing and encouraging the self-esteem of employees to achieve organizational tasks and goals. Effective leaders have a desired to achieve challenging goals and to attain the highest level successfully. Leaders have the ambition to always go ahead. Leaders are more energetic and full of life than non-leaders. They have physical and mental strength that makes them lead others. Leaders have high consistency and tenacity than non-leaders. It means leaders are consistent and full of determination in accomplishing task. Effective leaders take initiatives. They have the ability to make decision and take corrective actions without the guidance of others, i.e. empowered people, [Javaid and Mirza \(2012\)](#).

Good leadership and effective will be able to influence a person to feel satisfaction at work. Leadership has a positive and significant impact on job satisfaction and performance that is research conducted by [Runi, Ishak., et al. \(2017\)](#). [Jeremy, Melinde, and Ciller, \(2012\)](#), said that the style of leadership, consisting of four dimensions of leadership styles, namely:

1. Style Authoritarian, the leadership style that does not require the main ideas of subordinates and gives priority to power, and prestige, so a leader has high confidence in the decision.
2. Style Caregivers, the style of leadership in which leaders pay attention to subordinates in career advancement, provide guidance, direction, support and well being, as well as the respect of subordinates who work in a timely manner.
3. On the task-oriented style, the style of leadership, where the leader of the subordinate, for discipline in terms of jobs or tasks.
4. Participatory style, which the style of leadership in which leaders expects the suggestions and ideas of subordinates, before taking a decision.

Job Satisfaction

Job Satisfaction is adapted from [Yang & Hwang \(2014\)](#), namely: intrinsic and extrinsic satisfaction. The relationship between job satisfaction to performance has been done with different results, such as; [Whitman, et al. \(2010\)](#) found satisfaction has a positive effect on performance. [Locke \(Colquitt, et al., 2014\)](#), job satisfaction is a pleasant emotional state resulting from a person's assessment for his job or his work experience. In other words, job satisfaction is how you feel about your job and what you think about your work. Employees will think positively when they feel that they have high job satisfaction with their duties and take part in the activity. Employees will think negatively when they feel that they have low job satisfaction with their duties and take part in the activity.

According to [Griffin and Moorhead \(2014\)](#), job satisfaction reflects the extent to which people find satisfaction or fulfilment in their work. Job satisfaction is a pleasant feeling resulting from someone's perception that the job satisfies or allows for the fulfillment of the importance of the values from someone's job ([Wagner and Hollenbeck, 2010](#)). Meanwhile, according to [Darman and Djabir Hamzah \(2017\)](#) job satisfaction is an attitude that reflects a person's positive and negative feelings towards work, colleagues, and work environment. Furthermore, it is defined that job satisfaction is an attitude that reflects a person's judgment about his work or his work experience in a certain period of time.

The independent variables of job satisfaction are the elements of work that cause or affect job satisfaction according to [Ukil, 2016](#)), which consists of:

1. The work itself
2. Wages and promotions
3. Working conditions
4. Colleagues and superiors
5. Conformity between work and personality

Employee Performance

[Davoudi and Allahyari \(2013\)](#) states, that the performance involves an attitude of workers in accordance with the objectives of the organization. It can be interpreted that the resulting performance of the functions of a particular occupation or the result of activity in a given period. The existence of employees in an organization determines the success and continuation of all activities of the organization in order to achieve organizational goals. Therefore, the management needs to provide strong support in motivating employees to work in a professional manner so that employees can achieve performance in line with their expectations and organizations. Performance is the contribution of both positive and negative individuals given individual in the organization. Individual performance is the foundation for the organization's performance, [Hakim \(2015\)](#).

METHODOLOGY/MATERIALS

Population

The population is the total of the elements or members of a study place. In this study, the population is all permanent employees of PT. PEB Batam, amounting to as many as 2070 people

Samples

The sample is representative of the population. The sampling technique which is representative of the population is using Slovin formula as follows:

$$n = \frac{N}{1 + (N \times E)}$$

where:

n = number of elements or members of the sample,

N = number of elements or members of the population

e = error level (error rate) (note: generally used 1 % or 0.01, 0.05 and 5 % or 10 % or 0.1 (note: can be chosen by the researcher).

Data Collection Techniques

To obtain the data and information needed, data collection techniques are used questionnaires or questionnaire is to make a list of questions in the form of a questionnaire addressed to the employees of PT. Epson Batam in the form of a checklist, where each question or statement has 5 options based on the Likert scale.

Validity Test

Validity is the degree of reliability and validity of the measuring instruments used. Said to be valid when the instrument measuring instrument used to obtain the data is valid or can be used to measure what should be measured ([Sugiyono, 2004: 137](#)). Thus, a valid instrument is an instrument that is really appropriate for measuring what is to be measured.

Reliability Test

Reliability test is useful for determining whether an instrument is in this questionnaire can be used more than once, at least not by the same respondent will produce consistent data. In other words, the reliability of the instrument characterizes the level of consistency. Reliability testing is done by calculating the coefficient of reliability by using Cronbach's Alpha formulations.

Data Analysis Techniques

Path analysis

In this step, the researcher illustrates a flowchart (Path Analysis) which can facilitate in seeing causality relationships to be tested.

Path Diagram Testing

Testing In Overall

The overall hypothesis proposed in this study is as follows: "There is a significant relationship between organizational culture and leadership style on job satisfaction and employee performance".

Testing In Individual

If the major hypothesis in research is significant, then further testing can be done for minor hypothesis, namely:

1. Variable organizational culture significantly influences the motivation and performance of employees.
2. Variable significant effect on job satisfaction and work motivation employee performance.

RESULTS AND DISCUSSION

Description of Respondents

In analyzing the demographics of the respondents based on the number of samples that had been previously set at. PEB Batam totalling 108 respondents. This analysis process through data collected through a questionnaire given to the respondents. The results of the analysis of data from respondents on age, gender, and class rank, position, years of education last, and marital status can be expressed as follows:

Age of Respondents

Of the respondents through a questionnaire distributed can be concluded that the respondents were aged > 30 years amounted to 94 (87%) of people, aged 31-40 year amounted to 13 (12%) of people, aged 41-50 year amounted to 1 (1%) of people, whereas > 50 Years numbered 0 (0%) of people, thus the majority of respondents aged <30 years.

Respondents' Gender

Of the respondents through a questionnaire distributed can be concluded that the respondents were male sex totaled 17 (16%) of people, it is much less than the respondent's female sex that is numbered 91 (84%) of people, thus the majority of respondents Woman sex.

Position Employee

Of the respondents through a questionnaire distributed can be concluded that the respondents who have positions as operators totaled 57 (53%) of people, as a leader or a clerk totaled 7 (6%) of people, as a supervisor or officer amounted to 44 (41%) of people, thus the majority of respondents have a position as operator.

Work Period

Of the respondents through a questionnaire distributed can be concluded that the respondents who worked less than 5 years amounted to 92 (85%) of people, between 6-10 years amounted to 12 (11%) of people, among 16-20 year amounted to 4 (4%) of people, whereas > 20 years amounted to 0 (0%) of people, thus the majority of respondents worked less than 5 years.

Latest Education

Of the respondents through a questionnaire distributed can be concluded that the respondents who had education past high school numbered 61 (57%) of people, educational D1 / D3 total of 11 (10%) of people, S1 total of 36 (33%) of people, while the S2 education totaled 0 (0%) of people, thus the majority of respondents had a high school education.

Marital Status

Of the respondents through a questionnaire distributed can be concluded that the respondents who had married status amounted to 25 (23%) of people, unmarried status accounted for 83 (77%) of people. Thus, the majority of respondents have not yet married status.

Answer Description a moderate level

Description of the data is a general description of the results of the study which includes the presentation of a frequency distribution table, on average, mode, median, and variance. The description of the data from each of the research variables are as follows:

Descriptive Variables Organizational Culture

From the results of the deployment of Organizational Culture questionnaire obtained the following data; mode value = 43; median = 45; variance = 8.24; standard deviation = 2.87; maximum score = 50 and the minimum score = 37 and the average value of 44.67; this is that the average value lies in the class interval 45-46 which means there is 28.7% of respondents were in the average score of the class, 42.6% were below the average score of the class, and 28.7% are above average score of the class.

Descriptive Variables Leadership Style

From the results of questionnaire on Leadership Styles of data obtained as follows; mode value = 42; median = 43; variance = 7.63; standard deviation = 2.76; maximum score = 49 and the minimum score = 38 and the average value of 42.89; this is that the average value lies in the interval class 42 which means there is at 16.7% of respondents were in the average score of the class, 31.3% were below the average score of the class and 52% were above the mean score The average grade.

Descriptive Variable Job Satisfaction

From the results of a questionnaire on Job Satisfaction of data obtained as follows; mode value = 42; median = 44; variance = 7.40; standard deviation = 2.72; maximum score = 49 and the minimum score = 38 and the average value of 43.84; this is that the average value lies in the interval class 43 which means there is 11.0% of respondents were in the average score of the class, 37% are below the average score of the class and 52% is above the average score of the class .

Descriptive Variable Performance

From the results of questionnaires on employee performance data obtained as follows; mode value = 40; median = 43; variance = 9.38; standard deviation = 3.06; maximum score = 50 and the minimum score = 36 and the average value of 43.06; this is that the average value lies in the class interval 42-43 which means there is 24.1% of respondents were in the average score of the class, 35.1% were below the average score of the class, and 40.8% are in above the average score of the class.

Validity Test to Variable Organizational Culture

Table 1: Validity Test Item of Organizational Culture

Item No.	Correlation Coefficient (r)	Value Limit/Limit Critically	Conclusion
X1.p1	0,586	0,3	Valid
X1.p2	0,588		Valid
X1.p3	0,452		Valid
X1.p4	0,497		Valid
X1.p5	0,361		Valid
X1.p6	0,397		Valid
X1.p7	0,563		Valid
X1.p8	0,677		Valid

X1.p9	0,397	Valid
X1.p10	0,330	Valid

From Table 1 it can be seen that the significant level of 5% the number of 108 respondents, the 10 items of organizational culture question is valid because of the value of the correlation coefficient of the questions above the limit value of 0.3.

Validity Test for Leadership Style Variable

Table 2: Validity Test Item Leadership Style

Item No	Correlation Coefficient (r)	Value Limit / Limit Critically	Conclusion
X2.p1	0,599	0,3	Valid
X2.p2	0,680		Valid
X2.p3	0,526		Valid
X2.p4	0,429		Valid
X2.p5	0,394		Valid
X2.p6	0,571		Valid
X2.p7	0,561		Valid
X2.p8	0,521		Valid
X2.p9	0,352		Valid
X2.p10	0,413		Valid

From Table 2 above it can be seen that the significant level of 5% the number of 108 respondents, the 10 item questionnaire leadership style is valid because the value of the correlation coefficient of each question exceeds the limit value of 0.3.

Validity Test for Job Satisfaction Variables

Table 3: Validity Test Item Job Satisfaction

Item No	Correlation Coefficient (r)	Value Limit / Limit Critically	Conclusion
X3.p1	0,503	0,3	Valid
X3.p2	0,403		Valid
X3.p3	0,441		Valid
X3.p4	0,354		Valid
X3.p5	0,411		Valid
X3.p6	0,524		Valid
X3.p7	0,567		Valid
X3.p8	0,435		Valid
X3.p9	0,475		Valid
X3.p10	0,475		Valid

From Table 3 above it can be seen that the significant level of 5% the number of 108 respondents, the 10 items of job satisfaction question is valid because korekasi coefficient (r) all of the questions exceed the limit value of 0.3.

Test Validity for Performance Variables

Table 4: Validity Test Item Performance

Item No	Correlation Coefficient (r)	Value Limit / Limit Critically	Conclusion
X4.p1	0,460	0,3	Valid
X4.p2	0,334		Valid
X4.p3	0,406		Valid
X4.p4	0,510		Valid
X4.p5	0,507		Valid
X4.p6	0,582		Valid
X4.p7	0,372		Valid
X4.p8	0,590		Valid
X4.p9	0,308		Valid
X4.p10	0,543		Valid

From Table 4 above it can be seen that the significant level of 5% the number of 108 respondents, the 10 items of the performance question is valid because of the value of the correlation coefficient (r) all the above limit value of 0.3.

Table 5: Reliability Test of Organizational Culture

Reliability Statistics	
Cronbach's Alpha	N of Items
.732	10

From Table 5 above the value obtained coefficient (Cronbach's Alpha) of 0.732 is greater than the value of 0.60, the instrument has good reliability (Nunnally in [Widodo, 2005](#)), therefore it can be concluded that the organizational culture questionnaire items are reliable.

Reliability Test Variables Leadership Style

Table 6: Reliability Test Item Styles of Leadership

Reliability Statistics	
Cronbach's Alpha	N of Items
.737	10

From Table 6 above obtained coefficient (Cronbach's Alpha) 0.737 is greater than 0.60 then the instrument has good reliability (Nunnally in [Widodo, 2005](#)) or in other words, the instrument is reliable or trustworthy. It can be concluded that the leadership style questionnaire items are reliable.

Reliability Test for Job Satisfaction Variables

Table 7: Reliability Test of Job Satisfaction

Reliability Statistics	
Cronbach's Alpha	N of Items
.726	10

From Table 7 above obtained coefficient (Cronbach's Alpha) of 0.726 is greater than 0.60, then the instrument has good reliability (Nunnally in [Widodo, 2005](#)) or in other words, the instrument is reliable. Therefore it can be concluded that job satisfaction questionnaire items are reliable.

Table 8: Reliability Test of Performance Item

Reliability Statistics	
Cronbach's Alpha	N of Items
.728	11

From Table 8 above obtained coefficient (Cronbach's Alpha) of 0.728 is greater than 0.60, then the instrument used to have good reliability, it can be concluded that the performance is reliable questionnaire items.

Test Validity for Performance Variables

Hypothesis Testing

Obtained from the analysis of organizational culture a significant value is $0.000 < 0.05$. This gives the conclusion reject H_0 and accepts H_1 which means that organizational culture is directly significant effect on job satisfaction. Obtained from the analysis of leadership styles a significant value is $0.00 < 0.05$. This gives the conclusion reject H_0 and accepts H_1 which means that the leadership style directly significant effect on job satisfaction. Obtained from the analysis of organizational culture a significant value is $0.029 < 0.05$. This gives the conclusion reject H_0 and accepts H_1 which means that organizational culture is directly significant effect on performance. Obtained from the analysis of leadership styles a significant value is $0.038 < 0.05$. This gives the conclusion reject H_0 and accepts H_1 which means that the leadership style directly significant effect on performance. The analysis found that job satisfaction is significant value $0.000 < 0.05$. This gives the conclusion reject H_0 and accepts H_1 which means that job satisfaction is directly significant effect on performance.

Analysis of the Indirect Effects of Organizational Culture on Performance through Job Satisfaction

The coefficient of the direct effect, indirect and total:

The direct effect of organizational culture on the performance seen from the regression coefficient value of organizational culture on the performance that is equal to 0.172. The indirect effect of organizational culture on performance through job satisfaction is a product of the organizational culture on job satisfaction and job satisfaction on performance ($P_1 \times P_5$) is $0.512 \times 0.580 = 0.296$. The net effect (total effect) of organizational culture on performance is a direct effect + indirect effect ($P_1 + (P_1 \times P_5)$), namely: $0.172 + 0.296 = 0.468$. From the calculation, that the indirect effect coefficient > direct

influence ($P1 \times P5 > P3$) i.e. $0.296 > 0.172$, it can be concluded that H_0 is rejected and accept H_1 which means that bona fide organizational culture significantly influences the performance indirectly through job satisfaction. This suggests that the actual effect of the organizational culture on performance is indirect influence and Analysis of the Indirect Effects of Leadership Style on Performance through Job Satisfaction. The coefficient of the direct effect, indirect and total:

The direct effect (direct effect) leadership style on the performance seen from the regression coefficient value of leadership style on the performance that is equal to 0.161.

The indirect effect (indirect effect) leadership style to performance through job satisfaction is the multiplication of leadership style on job satisfaction and job satisfaction on performance, namely: $(P2 \times P5) = 0.494 \times 0.580 = 0.286$.

The net effect (total effect) leadership style is a direct influence on the performance of the indirect effect + $(P2 + (P2 \times P5))$, namely: $0.161 + 0.286 = 0.447$.

From the calculation, that the indirect effect coefficient $>$ direct influence ($P2 \times P5 > P3$) i.e. $0.286 > 0.161$, it can be concluded that H_0 is rejected and accept H_1 which means that the leadership style of a bona fide significant influence on the performance indirectly through job satisfaction. This suggests that the actual effect between leadership styles on performance is the indirect influence.

CONCLUSION

From the discussion in the previous chapter, it can be summarized several conclusions, namely:

In the Structural Model I obtained:

Directly there is the significant influence of organizational culture on job satisfaction. The coefficient of 0.512 meant that if the organizational culture is increased by 1% then it will increase job satisfaction by 0.512% directly there is significant influence of leadership style on job satisfaction. The coefficient of 0.494 meant that if the organizational culture is increased by 1% then it will increase job satisfaction by 0.494%. Conclusions of Structural Model I that organizational culture variables more meaningfully than the leadership style variables in improving job satisfaction.

In the Structural Model II is obtained:

Directly there is the significant influence of organizational culture on performance. The coefficient of 0.172 meant that if the organizational culture is increased by 1% then it will improve the performance by 0.172%. Direct a significant influence on the performance style of leadership. The coefficient of 0.161 meant that if the leadership style is increased by 1% then it will increase job satisfaction by 0.161%. Direct a significant influence on the performance of job satisfaction. The coefficient of 0.580 meant that if job satisfaction is increased by 1% then it will improve the performance by 0.580%. Indirectly there is significant influence of organizational culture on performance through job satisfaction. The magnitude of the effect was given by 29.6%. Indirectly there is a significant effect of leadership style on performance through job satisfaction. The magnitude of the effect was given by 28.6%. The conclusion of the Structural Model II that job satisfaction is more meaningful variable than the variable of organizational culture and leadership style to improve performance.

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