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THE EFFECT OF JOB SATISFACTION, ORGANIZATIONAL CULTURE, AND LEADERSHIP ON EMPLOYEE PERFORMANCE

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ABSTRACT: Employee performance is an interesting topic in the field of human resource management to be researched. This research aims to determine the effect of organizational culture on job satisfaction, the influence of leadership on job satisfaction, the effect of job satisfaction on employee performance, the influence of organizational culture on employee performance, the influence of leadership style on employees, the influence of leadership on employee performance through job satisfaction. This research is a quantitative research. The population is 108 employees of PT. Epson with a sample of 108 employees. The sampling technique uses census techniques. Data analysis techniques using multiple linear regression and path analysis. The results of this research are organizational culture has a significant effect on job satisfaction, leadership has a significant effect on job satisfaction, job satisfaction has a significant effect on employee performance, organizational culture has a significant effect on employee performance, leadership has a significant effect on employee performance, organizational culture has a significant effect on employee performance through job satisfaction, leadership has a significant effect on employee performance through job satisfaction.

KEYWORDS: Employee Performance, Organizational Culture, Leadership, Job Satisfaction

I. 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, Fajrin, Saragih, and Indratjahjo (2018). Many factors that impact of employee performance are an 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 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 behaviour in the organization, Hakim (2015).

Organizational culture is a system of values that is acquired and developed by the organization and behavioural 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 on 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 and 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 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 as a norm of behaviour in solving organizational problems.

Work culture is a form of assumption that is owned, implicitly accepted by the group and determines how the group feels, thinks and acts on its environment. 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

In simple terms, leadership is a process by which one individual motivate or influence others to achieve organization goals. It is the process of enhancing and encouraging the self-esteem of employees to achieve organizational task and goals. Effective leaders have a desired to achieve challenging goals and to attain the highest level successfully. Leaders have an ambition to always go ahead. Leaders are more energetic and full of life than non-leaders. They have physical and mental strength that make them to 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.

Leader must be self-confident and have a high control on 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 try 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 the technical issues. They have the ability of knowing, understanding and learning the technical issues. Effective leaders have a good understanding about his company, market and stakeholders. A 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 model 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 affective 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. Singh (2013) states that job satisfaction is an effectiveness or emotional response to various aspects of work.

Employee Performance

As 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 reference of employees in performing their duties and responsibilities. Working requirements that are met optimally are an indication of the achievement of success rate in work. With these achieving job requirements 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).

II. 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 and the model encourages organizational behavior. 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, Fajrin, Saragih, and Indratjahjo (2018).

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 details. (3) Orientation results. The degree to which management focuses on results rather than on the techniques and processes used to achieve the results. (3) 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. (4) Orientation team. The degree to which work activities are organized around teams - teams, rather than individuals - individuals. (5) Aggressiveness. The degree to which members of an organization that has an aggressive and competitive nature rather than relaxed - relaxed. (6) Stability. The degree to which organizational activities emphasize growth in status quo.

Leadership Style

Leadership is a process by which one individual motivate or influence others to achieve organization goals. It is the process of enhancing and encouraging the self-esteem of employees to achieve organizational task and goals. Effective leaders have a desired to achieve challenging goals and to attain the highest level successfully. Leaders have an ambition to always go ahead. Leaders are more energetic and full of life than non-leaders. They have physical and mental strength that make them to 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 in 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 main ideas of subordinates and give 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 style of leadership in which leaders expect 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. 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 perception that the job satisfies or allows for the fulfilment of the importance of the values from someone job (Wagner and Hollenbeck, 2010). Meanwhile, according to Darman and 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 an activity in a given period. 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.

III. 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. Epson, amounting to as many as 108 people

Samples

The sample is representative of the population. The sampling technique which is representative of the population is using cencus.

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 in the form of a check list, 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, 2014). 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 to characterize 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

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 influence motivation and performance of employees
(2) Variable significant effect on job satisfaction and work motivation employee performance

IV. RESULTS AND DISCUSSION Description of Respondents

In analysing the demographics of the respondents based on the number of samples that had been previously set at. PT. Epson totalling 108 respondents. This analysis process through data collected from 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 totalled 17 (16%) of people, it is much less than the respondents 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 totalled 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 1620 year amounted to 4 (4%) of people, whereas> 20 years amounted to 0 (0%) of people, 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 totalled 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.

Test Validity for Performance Variables Hypothesis Testing Analysis of Organizational Culture Direct Influence Job Satisfaction

The data were obtained from the analysis of organizational culture where the significant value is 0.000 <0.05. This gives the conclusion reject Ho and accepts H1 which means that organizational culture is directly significant effect on job satisfaction. The data were obtained from the analysis of leadership styles that significant value is 0.00 <0.05. This gives the conclusion reject Ho and accepts H1 which means that the leadership style directly significant effect on job satisfaction. The data were obtained from the analysis of organizational culture that significant value is 0.029 <0.05. This gives the conclusion reject Ho and accepts H1 which means that organizational culture is directly significant effect on performance. The data were obtained from the analysis of leadership styles that significant value is 0.038 <0.05. This gives the conclusion reject Ho and accepts H1 which means that the leadership style directly significant effect on performance. From the analysis found that job satisfaction is significant value 0.000 <0.05. This gives the conclusion reject Ho and accepts H1 which means that job satisfaction is directly significant effect on performance.

The coefficient of the direct effect, indirect and total:

1. 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.
2. The indirect effect of organizational culture on performance through job satisfaction is a product of the organizational culture on job satisfaction and job satisfactions on performance (P1 x P5) are: 0.512 x 0.580 = 0.296.
3. The net effect (total effect) of organizational culture on performance is a direct effect + indirect effect (P1 + (P1 x P5)), namely: 0.172 + 0.296 = 0.468.
   From the calculation, that the indirect effect coefficient > direct influence (P1 x P5 > P3) i.e. 0.296 > 0.172, it can be concluded that Ho is rejected and accept H1 which means that bona fide organizational culture significantly influence the performance indirectly through job satisfaction. This suggests that the actual effect of the organizational culture on performance is indirect influence.
4. Analysis of the Indirect Effects of Leadership Style on Performance Through Job Satisfaction
5. 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 x P5) = 0.494 x 0.580 = 0.286.
   The net effect (total effect) leadership style is a direct influence on the performance of the indirect effect + (P2 + (P2 x P5)), namely: 0.161 + 0.286 = 0.447.
   From the calculation, that the indirect effect coefficient > direct influence (P2 x P5 > P3) i.e. 0.286 > 0.161, it can be concluded that Ho is rejected and accept H1 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 indirect influence.

V. CONCLUSION

From the discussion in the previous chapter, it can be summarized several conclusions, namely: (1) Organizational culture significant influence on job satisfaction. (2) Leadership style significant influence on job satisfaction. (3) Job satisfaction significant influence on employee performance. (4) Organizational culture significant influence on employee performance. (5) Leadership style significant influence on employee performance. (6) Organizational culture significant influence on employee performance through job satisfaction.
(7) Leadership style significant influence on employee performance through job satisfaction.

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