

The Effect of Leadership Style and Organizational Culture on Employee Performance through Job Satisfaction at Pt Pasifik Agro Sentosa

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Abstract

This study aims to: 1) examine and analyze the influence of leadership style on employee performance, 2) examine and analyze the influence of organizational culture on employee performance, 3) examine and analyze the influence of leadership style on job satisfaction, 4) examine and analyze the influence of organizational culture on employee performance on job satisfaction, 5) examine and analyze the effect of job satisfaction on employee performance, 6) examine and analyze the influence of leadership style on employee performance through job satisfaction, 7) examine and analyze the influence of organizational culture on employee performance at PT Pasifik Agro Sentosa through job satisfaction. The research was conducted at PT Pasifik Agro Sentosa with a research sample of 144 respondents. The sampling technique used was the saturated sample technique. The data analysis method used descriptive analysis and quantitative analysis with the help of Amos 23.

The results showed that: 1) there is an influence of leadership style on employee performance, 2) there is an influence of organizational culture on employee performance 3) there is an influence of leadership style on employee job satisfaction 4) there is an influence of organizational culture on employee job satisfaction 5) there is an influence of job satisfaction employees on employee performance 6) job satisfaction is able to mediate the influence of leadership style on employee performance 7) job satisfaction is able to mediate the influence of organizational culture on employee performance at PT Pasifik Agro Sentosa.

Keywords: Leadership Style, Organizational Culture, Job Satisfaction, Employee Performance

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I. Introduction

Carew, Kandarian, and Stoner (2001) in Blanchard (2007), conducted an intensive research to define and identify the values of a high-performing company. As a result of their research, Carew, Kandarian and Stoner (2001) created the "SCORES" model of high-performance companies. "SCORES" is an acronym that represents the six elements that are required in every high-performance company, namely: (1) shared information and open communication, (2) compelling vision, (3) ongoing learning, (4) relentless focus on customer results, (5) energizing systems and structures, (6) shared power and high involvement distributed and high involvement. Employee performance becomes an important element to realize the vision and mission of an organization.

Based on data obtained from various survey institutions, the performance of an organization or company is correlated with job satisfaction of employees which is influenced by organizational culture and leadership of the organization or company. JobStreet.com surveyed 17,623 correspondents in early October about employee satisfaction with their jobs. The survey results show that 73% of employees are dissatisfied with their work due to several factors.

As of May 2014, the Central Bureau of National Statistics showed a high unemployment rate in Indonesia, which was 7.2 million. The discrepancy between the existing work and the background they have in the end makes 54% of employees forced to work not according to their educational background. Without realizing it, this has a serious impact on the decline in work productivity to a small career path. In fact 60% of mangaku correspondents don't have a career path in their current office.

Apart from the discrepancy in educational background, 85% of the correspondents also admitted that they do not have a work-life balance (balance between work and personal life). A JobStreet.com survey last September even said that 62% of employees admitted to having trouble sleeping because they were still thinking about their work. Even though the results of research conducted by Morgan Redwood in the UK stated that companies that encourage employees to have a good balance between work and personal life will earn 20%

higher income per year than companies that do not encourage work-life balance, which is closely related to organizational culture or organizational culture, work culture built by the organization or company.

Coupled with 53% of employees who claim to have superiors with military leadership styles (proud of their rank and position to move their subordinates), paternalist (never give opportunities to subordinates to develop their creative power) and laissez faire (letting their subordinates work as they please, positions are only as symbols and never want to know). The bad character of the boss can also affect the high turnover of employees in a company. Furthermore, it will also have an impact on the company's image. Research conducted by the American Psychological Association shows that employees who are satisfied with their jobs will work more productively. It also affects the health of their minds and bodies.

Performance is the result of the implementation of a job both physical/material and non-physical/non-material (Nawawi, 2005). According to Cokroaminoto (2007) the notion of employee performance refers to the ability of employees to carry out all the tasks that are their responsibility. These tasks are usually based on predetermined indicators of success. As a result, it will be known that an employee enters a certain level of performance. The level can be various terms.

Employee performance can be grouped into: high, medium or low performance levels. Can also be grouped over target, on target or under target. Departing from these things, performance is interpreted as the overall "performance" of an employee. Byars (2001) defines performance as the result of one's efforts achieved by the presence of abilities and actions in certain situations. So it can be said that work performance is the result of the relationship between effort, ability and perception of the task. Effort is the result of motivation that shows the amount of energy (physical or mental) used by individuals in carrying out a task. While the ability is an individual characteristic used in carrying out a job. Ability usually cannot be affected directly in the short term. Furthermore, task perception is an indication that individuals believe that they can realize their efforts at work. Robbins (2006), says performance is a result achieved by workers in their work according to certain criteria that apply to a job.

Employee performance is the level of employees achieving job requirements. Performance appraisal system is a process that measures employee performance. Several factors that influence employee performance appraisal are: Characteristics, job descriptions, job specifications, job performance standards, employee appraisal goals, attitudes of employees and managers towards evaluation (Simamora, 2004).

Theoretically, various methods and techniques have the same goal, namely to assess the work performance of employees objectively for a certain period of time in the past, the results of which are beneficial for the organization or company, such as for the benefit of employee transfers or for the employees concerned themselves in the context of career development. To achieve these two goals, various methods of measuring employee performance which are currently known and used are ranking and grading (Heidjrachman, 2002).

Employee performance is a measure that can be used to determine the comparison of the results of the implementation of tasks, the responsibilities given by the organization in a certain period can relatively be used to measure work performance or organizational performance. The performance or work performance of an employee is basically the result of an employee's work over a certain period of time compared to various possibilities, such as standards, targets or other criteria that have been determined in advance and have been mutually agreed upon (Gibson et al., 2006).

According to Tiffin cited by Simamora (2004), the purpose of evaluating employee performance can be categorized into two main objectives, namely for administrative purposes of making promotion and transfer decisions, for example as a basis for making promotion and transfer decisions, to determine the types of job training needed and as the criteria for selection and placement of employees.

The purpose of individual employee development, which includes as a measuring tool to identify personal weaknesses and thus can be taken into consideration so that they can be included in additional job training programs, as a tool to improve or develop good work skills and as a tool to increase employee motivation so that achieve the goal of getting good work results.

Employee performance is a factor of HR which is very influential on the performance of the organization or company. From the data obtained, there are several indicators that can be used as an illustration of the performance of employees at PT Pasifik Agro Sentosa, such as the employee attendance rate of 90 percent of the total attendance rate. While the 10 percent is data on employees who are on leave and who apply for permits. Data from the number of clients handled by employees in 2019, increased by 12 percent compared to data in the previous year.

Therefore, to continuously improve employee performance, a leader or manager must examine the factors that can affect an employee's performance. By doing this, managers can examine problems and solutions that must be sought for better employee performance.

Wexley and Yulk (1992) in Waridin and Masrukhin (2006) state that job satisfaction is an individual's general attitude towards his work. Each individual has a different level of satisfaction according to the value system that applies within him. The more aspects that are in accordance with the wishes of the individual, the

higher the job satisfaction. From the description it can be said that job satisfaction is a person's feelings towards his work by considering the aspects that exist in his work so that a feeling of pleasure or displeasure arises in his work situation and co-workers. What the individual feels can be positive or negative depending on the perception of the work being done.

Lodge and Derek (2003), argue that people will feel satisfied if there is no discrepancy between what they want and their perception of reality. Although there is a difference, if the difference is positive, the person or employee will feel satisfied, and vice versa. Employees will be satisfied when they get something they need. The greater the needs are met, the more satisfied they will be, and vice versa.

Job satisfaction is one of the factors that play a role in increasing the performance of an employee (Siagian, 2006). Job satisfaction is the emotional state of employees where there is or is not a meeting point between the value of employee remuneration from the company or organization and the level of remuneration that is desired by the employee concerned (Martoyo, 2007).

The causes of dissatisfaction are varied, such as low or perceived inadequate income, unsatisfactory working conditions, incompatible relationships with superiors and co-workers, and inappropriate work (Mudiarta, 2001). Job satisfaction is not obtained from high social status, but job satisfaction for them is an effort to achieve the production itself, management must be able to encourage human resources to remain productive in carrying out their respective duties, namely, by increasing job satisfaction so that they can retain employees, Satisfied employees will be more likely to be involved in organizations that can increase productivity, while dissatisfied employees will affect the running of the organization in achieving goals (As'ad, 1987). Although job satisfaction is interesting and important, the most basic thing is the influence of job satisfaction on the organization which will affect employee performance (Mathis & Jackson, 2001:99).

Organizational culture is the basic pattern accepted by the organization to act and solve problems, form employees who are able to adapt to the environment and unite members of the organization (Schein, in Siagian, 2006:12). Measurement of organizational culture is adjusted from Boke and Nalla (2011), there are 5 (five) indicators, namely regulations are implemented uniformly to all parties without paying attention to certain conditions or certain problems. Distance from superiors, each employee can freely express opinions and ideas that are different from his superiors, trust where employees are open to other employees, professionalism by carrying out work with very good quality can develop employee abilities and integration where employees are friendly in his association.

Organizational culture is defined as a cognitive framework that includes attitudes, values, norms and expectations shared by members of the organization (Greenberg and Baron, 2000). Organizational culture is related to the context of organizational development, meaning that culture is rooted in the history of the organization, is believed together and is not easily manipulated directly Schenieder (1996) in Cahyono (2005).

According to Stoner (1996) in Waridin & Masrukhin (2006) culture is a complex combination of assumptions, behaviors, stories, myths, metaphors and various other ideas that become one to determine what it means to be a member of a particular society. Organizational culture or corporate culture is often interpreted as values, symbols that are understood and obeyed together, which are owned by an organization so that members of the organization feel one family and create a condition for members of the organization to feel different from other organizations.

Organizational culture realistically affects employee performance productivity, because the awareness of company leaders or employees on the influence of company organizational culture can provide a strong spirit to maintain, maintain, and develop the company's organizational culture which is a strong driving force for the progress of the company's organization (Robbins, 2007). A strong corporate organizational culture will develop a great sense of responsibility in employees so that they are able to motivate them to display the most satisfactory performance, achieve better goals, and in turn will motivate all members to increase their work productivity, affect employee work performance (Siagian, 2006).

Leadership in an organization is a determining factor for the success or failure of an organization or business, because successful leadership shows that the management of an organization is successfully implemented (Kartono, 2006). A good leader is someone who does not carry out operational actions himself, but makes decisions, makes policies and directs others to carry out decisions taken in accordance with the policies that have been outlined (Martoyo, 2007). Organizational leaders must be able to use their authority to change employee attitudes and behavior so that they can work diligently and want to achieve optimal results. (2003).

The quality of the leader is often considered the most important factor in the success or failure of the organization (Menon, 2012) as well as the success or failure of an organization, both business and public oriented, usually perceived as the success or failure of the leader. The role of the leader is so important that the issue of the leader becomes a factor that attracts the attention of researchers in the field of organizational behavior. This will bring consistency that every leader is obliged to give serious attention to fostering, mobilizing, directing all potential employees in their environment in order to realize the volume and workload

that is directed at the goal. Leaders need to do serious coaching to employees in order to improve performance and lead to high job satisfaction.

When leaders demonstrate good leadership, employees will have the opportunity to learn the right behaviors to deal with their jobs. Likewise with the public bureaucracy, the leader plays a very strategic role. The success or failure of the public bureaucracy in carrying out its duties is largely determined by the quality of its leadership, because the position of the leader dominates all activities carried out.

A leader must apply a leadership style to manage his subordinates, because a leader will greatly affect the success of the organization in achieving its goals (Guritno, 2005). Leadership factors also affect employee performance (Suranta, 2002). From the opinions of these experts it can be concluded that there is a close relationship and influence between leadership style, job satisfaction and employee performance.

The factors that influence employee performance include leadership style, organizational culture and employee job satisfaction. Leaders are the third important part of the corporate performance triangle after technical and management capabilities. Many companies invest heavily in leadership development programs because they realize that good performance can be achieved with good leadership competencies and skills (David and Richard, 2007). This has proven the urgency of a leadership as a captain in managing an organization (company). Leaders in profit-oriented companies such as banks must be truly capable, tough and capable in deciding strategic policies at critical times.

History shows that success and failure in business, war, or the game of football all have to do with leadership. A recent Gallup and Luthans (2006: 638) survey indicates that it is leaders who direct culture and create situations that make employees happy and successful. A good leader should still blend in and control all aspects of the organization. A leader must also be able to explore the abilities of the employees under him well. The theory expressed by Peter (2016) states that servant leadership has an influence on organizational performance. Thus, employees will feel more respect for the leadership and when doing work they will do their best.

A good relationship within the organization makes employees more comfortable in doing their jobs, so that employees can carry out their mandate with totality and calm. The theory expressed by Stinger in Wirawan (2007) states that organizational culture is a collection and environmental pattern that determines the emergence of motivation and focuses on perceptions that make sense or can be assessed, so that it has a direct influence on organizational performance. A good organizational culture can create harmonization of relations between employees that supports the emergence of a comfortable working atmosphere and will affect work output (performance). One more thing that the company should pay attention to is job satisfaction. Employees who in their work do not feel comfortable, are not appreciated, cannot develop all the potential they have, then automatically employees cannot focus and concentrate fully on their work. Job satisfaction reflects a person's feelings towards his job. This can be seen in the positive attitude of employees towards work and everything they face in their work environment (Handoko, 2001: 16). Employees who prefer to enjoy job satisfaction at work will prioritize work over remuneration even though remuneration is important (Hasibuan, 2007: 185).

PT. Pacific Agro Sentosa (PT. PAS) is an agribusiness company that has twelve subsidiaries. The company is mainly engaged in oil palm plantations, sugar cane plantations, sugar mills and refined sugar industry. Palm oil is an edible oil and is the second largest oil in the world produced widely after vegetable oil. There are approximately 3 billion people in 150 countries who consume this product.

The world consumed 183.41 million tons of sugar in 2017. 42% of world consumption came from Asia and Indonesia contributed 9.5% of Asia's total consumption. PT. PAS consciously places a holistic balance between providing benefits to the community (people), paying attention to environmental impacts (planet), in order to achieve economic benefits (profit) in the company's operational steps.

Previous research was conducted by Mariam (2009), which aims to examine the effect of organizational culture and leadership style on job satisfaction to improve employee performance. The results of this study indicate that organizational culture and leadership style have a positive and significant influence on job satisfaction in improving employee performance. Another study was conducted by Yunarsih (2017), which aims to examine the effect of organizational culture and leadership style on job satisfaction to improve employee performance.

The results of this study indicate that organizational culture and leadership style have a positive and significant influence on job satisfaction in improving employee performance. Ilham (2018) also conducted research aimed at determining the impact of organizational culture and leadership style on job satisfaction and employee performance. The results of the study indicate that the dimensions of organizational culture have a positive impact on employee performance, leadership style has a positive impact on employee performance, job satisfaction has a positive impact on employee performance, organizational culture has a positive impact on job satisfaction, leadership style has a positive impact on job satisfaction and leadership style have a positive impact on organizational culture.

II. Literature Review

1. Leadership Style

Leaders are the essence of management. This means that management will achieve its goals if there is a leader. Leadership style can only be implemented by a leader. A leader is someone who has leadership skills, has the ability to influence the stance/opinion of a person or group of people without asking the reasons. A leader is someone who actively makes plans, coordinates, conducts experiments and leads work to achieve common goals.

Principles as a paradigm consist of several main ideas based on personal leadership and attitudes and have a strong influence on building themselves or the organization. Principle is part of a condition, realization and consequence. Perhaps the principle of creating trust and running as an unalterable compass/guide. The principle is a center or main source of life support systems that are displayed with 4 dimensions such as safety, guidance, wisdom, and strength (Covey, 2007).

The characteristics of a leader are based on the following principles: A person who learns for life not only through formal education, but also outside of school. For example, learning through reading, writing, observation, and listening. Having good and bad experiences as a learning resource. Service-oriented, a leader is not served but served, because the principle of a leader with the principle of serving based on career as the main goal. In providing services, leaders should be more principled on good service. Bringing positive energy everyone has energy and enthusiasm. Using positive energy is based on sincerity and a desire to support the success of others. It takes positive energy to build good relationships. A leader must be able and willing to work for long periods of time and under unspecified conditions (Covey, 2007).

2. Organizational Culture

Organizational culture expresses a shared perception held by members of the organization. This is made explicit when we define culture as a system of shared meanings. We would therefore expect that individuals with different backgrounds or at different levels in the organization would present the organizational culture in similar terms. Kilmann, Saxton and Serpa in Abdulkadir (2005) define organizational culture as a shared philosophy, ideology, values, assumptions, beliefs, expectations, attitudes and norms that unite an organization. The word culture as a concept rooted in the study or discipline of anthropology. Kilmann, Saxton and Serpa (2005) define philosophy, ideology, values, assumptions, beliefs, expectations, attitudes and norms that are shared and bind a society. In the organizational behavior literature the definition of organizational culture is a pattern of shared values and beliefs that help people understand the functioning of organizations and provide them with norms for behavior in organizations.

Organizational culture influences how they think consciously and unconsciously, make decisions and the ways they perceive, feel and act (Schein, 2006). The term organizational culture or corporate culture is the same concept that can be interchanged, various definitions vary on the term organizational culture or corporate culture. Schein (2006) in his book *Organizational Culture and Leadership* defines organizational culture as "a pattern of shared basic assumptions that the group learned as it solved its problem of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

3. Job Satisfaction

Job satisfaction is basically something that is individual, each individual has a different level of satisfaction according to the value system that applies to him. The higher the assessment of the activity felt in accordance with the wishes of the individual, the higher the satisfaction with the activity. Job satisfaction affects the level of employee discipline, meaning that if satisfaction is obtained from work, then employee discipline is good. Conversely, if job satisfaction is not achieved at work, then employee discipline is low. According to Suwatno (2001) job satisfaction is a pleasant psychological condition or employee feeling that is very subjective and highly dependent on the individual concerned and his work environment, and job satisfaction is a multifaceted concept (many dimensions), it can include attitudes as a whole or refers to part of a person's work. Meanwhile, according to Keither and Kinicki (2005) job satisfaction is an effectiveness or emotional response to various aspects of work. This definition means that a person's job satisfaction can be relatively satisfied with one aspect of his job and/or dissatisfied with one or more other aspects.

Robbins cited by Wibowo (2006) states that job satisfaction is a general attitude towards one's work, which shows the difference between the number of awards received by workers and the amount they believe they should receive. Meanwhile, Keith Davis cited by Mangkunegara (2006) suggests that "Job satisfaction is the favorableness or unfavorableness with employees view their work". This means that job satisfaction is a feeling of support or not support experienced by employees at work. Wexley and Yuki cited by Mangkunegara (2006) define that job satisfaction is "is the way an employee feels about his or her job". This means the way employees feel about themselves or their work. Siagian (2006) argues that job satisfaction is a person's

perspective, both positive and negative about his work. Many factors need attention in analyzing one's job satisfaction. If in his work someone has autonomy or acts, there is variation, makes an important contribution to the success of the organization and employees get feedback about the results of the work they do, the person concerned will feel satisfied. The form of the introduction program is appropriate and results in the acceptance of a person as a member of the work group. The environmental situation results in a high level of job satisfaction, a more precise understanding of job satisfaction can be realized if the analysis of job satisfaction is associated with job performance, and the size of the organization.

According to Mangkunegara (2006) job satisfaction is related to variables such as turnover, absenteeism, age, job level, and the size of the company's organization. According to him, this is in accordance with Keith Davis' opinion that "Job satisfaction is related to a number of major employee variables, such as turnover, absences, age, occupation and size of the organization in which an employee works".

4. Employee Performance

The word performance is a translation of the English word Performance which has the meaning of doing, the results or the level of success in carrying out tasks. According to Hersey and Blanchard as quoted by Veithzal and Basri in their book "Performance Appraisal" (2006), explains that performance is a function of leadership and ability. To complete a task or job, a person must have a certain degree of willingness and level of ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what to do and how to do it.

Robbin (2006) argues that performance is a function of the interaction between ability (ability = A), leadership (motivation = M), and opportunity (opportunity = O). This means that performance is a function of ability, leadership, and job opportunities = $f(A, M, O)$. Thus, the performance is determined by the factors of ability, leadership and opportunity.

Performance is "the result of a job done during a certain period that can be measured through the quality and quantity produced". Performance is not an individual characteristic, such as talent or ability, but is the result of the manifestation of talent or ability itself. Performance is the embodiment of ability in the form of real work.

According to Sinambela (2012) suggests that employee performance is defined "as the ability of employees to do certain skills", while according to Priansa (2014) suggests performance is "the level of success of employees in completing their work", then according to Mangkunegara (2013), the notion of performance is "the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

III. Research Method

1. Research Location

Data collection was carried out at PT Pasifik Agro Sentosa, located at Revenue Tower 18th Floor, JL Jenderal Sudirman, Kav. 52 - 53 Lot 13, Sudirman Central Business District, RT.5/RW.3, Senayan, Kebayoran Baru, South Jakarta City, Jakarta 12190.

2. Research Design

The research design is causal because it examines the influence between variables, namely leadership style, organizational culture, job satisfaction and employee performance. Thus it is also called explanatory research. The analysis was carried out descriptively to determine the support of indicators on the observed variables and SEM (Structural Equation Model) for testing the proposed hypothesis.

3. Population and Sample

Sugiyono (2017) gives an understanding that "Population is a generalization area consisting of objects or subjects that become certain quantities and characteristics determined by researchers to be studied and then drawn conclusions. The population is the entire research subject (Arikunto, 2002). Based on the above understanding, in this study the population is the employees of PT Pasifik Agro Sentosa Jakarta, totaling 144 people.

In this survey research, sampling technique is very important, so that as far as possible the sample is representative of the population being studied and good sampling will affect the validity of the research results (Notoatmodjo, 2002). The sample in this study were all employees of PT Pasifik Agro Sentosa Jakarta, totaling 144 people. The sampling technique is saturated sample.

4. Data Analysis Techniques

To analyze the influence of leadership style and organizational culture on employee performance through job satisfaction at PT. Pacific Agro Sentosa used descriptive analysis methods and structural equation modeling analysis. What is meant by descriptive analysis and structural equation model analysis are as follows:

a. Descriptive Analysis

Ferdinand (2006), descriptive analysis is used to provide an overview or empirical description of the data collected in the study. The data that has been collected is then edited, then coded, and tabulated to explain the characteristics of the variables studied in descriptive analysis in the form of a frequency table.

b. Structural Equation Model Analysis

In this study, a model is used that explains the causal relationship between variables, including the existence of variables that have multiple roles. That is, in one case as an independent variable, but in another case as a dependent variable. The model that can explain the causal relationship like this is the Structural Equation Modeling (SEM).

IV. Research Results And Discussion

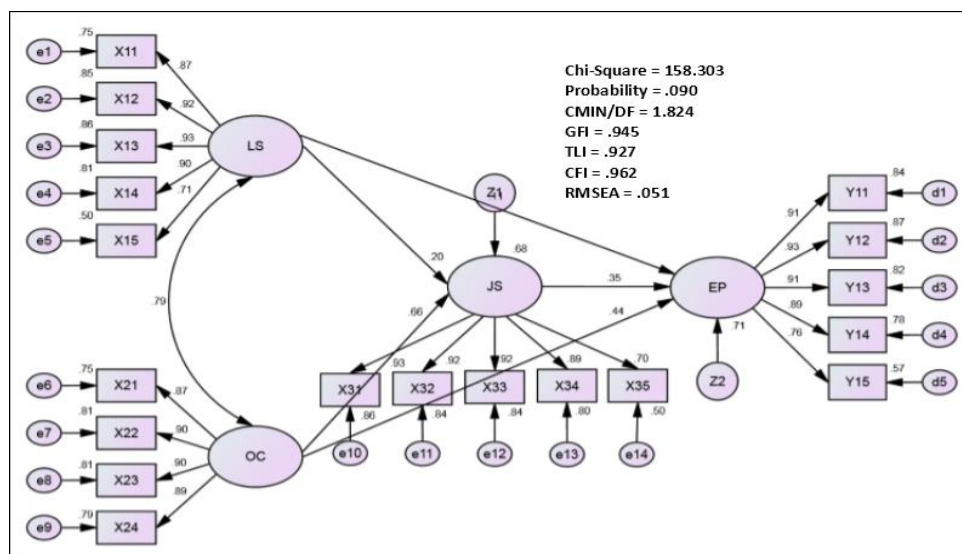


Figure 1. Structural Equation Model

Table 1. The Results of the Feasibility Test of the Research Model

Goodness of Fit Indeks	Cut off Value	Result	Remarks
Chi-Square (df = 144)	< 193,761	153,303	Good
Probability	≥ 0,05	0,090	Good
CMIN/DF	≤ 2,00	1,824	Good
GFI	≥ 0,90	0,945	Good
AGFI	≥ 0,90	0,927	Good
TLI	≥ 0,95	0,958	Good
CFI	≥ 0,95	0,962	Good
RMSEA	≤ 0,08	0,051	Good

Based on the results of the feasibility test of the model presented in Table 1, it shows that overall the test criteria are in the good category or meet the required assessment criteria. In the Chi-Square test, a model will be considered good if the results show a calculated Chi-Square value that is smaller than the table Chi-Square value. The more Chi-Square count which is smaller than the Chi-Square table value indicates that the better the model means there is no difference between the estimated population and the sample being tested. This research model shows that the calculated Chi-Square value is 153.303, while the critical value/Chi-Square table with df = 146 is 193.761. Because the calculated Chi-Square value in this study is smaller than the critical value, it means that the research model is not different from the estimated population/model is considered good (accepted).

Hypothesis Test Results

After assessing the assumptions in SEM, then hypothesis testing will be carried out as proposed in the previous chapter. The testing of the seven hypotheses proposed in this study was carried out by analyzing the value of the Critical Ratio (CR) and the probability of a causal relationship.

Table 2. Hypothesis Testing

Variable			Estimate	S.E.	C.R.	P
JS	<---	OC	.681	.116	5.858	***
JS	<---	LS	.189	.101	1.870	.041
EP	<---	JS	.343	.108	3.192	.001
EP	<---	LS	.105	.091	1.155	.008
EP	<---	OC	.449	.130	3.444	***

a) Hypothesis Testing 1

H1: leadership style has a positive and significant effect on employee performance

The estimated parameter for testing the influence of leadership style on employee performance shows a CR value of 1.155 with a probability of 0.008. Because the probability value <0.05, it can be concluded that the leadership style variable has a positive and significant effect on employee performance. Thus the first hypothesis is tested.

b) Hypothesis Testing 2

H2: organizational culture has a positive and significant effect on employee performance

The parameter estimation for testing the influence of organizational culture on employee performance shows a CR value of 3.444 with a probability of 0.000. Because the probability value <0.05, it can be concluded that the organizational culture variable has a positive and significant effect on employee performance. Thus the second hypothesis is tested.

c) Hypothesis Testing 3

H3: leadership style has a positive and significant effect on job satisfaction

The parameter estimation for testing the influence of leadership style on job satisfaction shows a CR value of 1.870 with a probability of 0.041. Because the probability value is <0.05, it can be concluded that the leadership style variable has a positive and significant effect on job satisfaction. Thus the third hypothesis is tested.

d) Hypothesis Testing 4

H4: organizational culture has a positive and significant effect on job satisfaction.

The parameter estimation for testing the influence of organizational culture on job satisfaction shows a CR value of 5.858 with a probability of 0.000. Because the probability value <0.05, it can be concluded that the organizational culture variable has a positive and significant effect on job satisfaction. Thus the fourth hypothesis is tested.

e) Hypothesis Testing 5

H5: job satisfaction has a positive and significant effect on employee performance.

The estimated parameter for testing the effect of job satisfaction on employee performance shows a CR value of 3.192 with a probability of 0.001. Because the probability value <0.05, it can be concluded that the job satisfaction variable has a positive and significant effect on employee performance. Thus the fifth hypothesis is tested.

f) Hypothesis Testing 6

H6: leadership style has a positive and significant effect on employee performance through job satisfaction

The parameter estimation for testing the influence of leadership style on job satisfaction shows a CR value of 1.155 with a probability of 0.008.

The influence of leadership style on employee performance through job satisfaction is $1.870 \times 3.192 = 5.969$. Based on these results, the indirect effect of 5.969 is greater than the direct effect of 1.155. Therefore, it can be concluded that it is proven that the job satisfaction variable mediates the leadership style variable on employee performance. Thus the sixth hypothesis is tested.

f) Hypothesis Testing 7

H7: organizational culture has a positive and significant effect on employee performance through job satisfaction

The parameter estimation for testing the influence of organizational culture on employee performance shows a CR value of 3.444 with a probability of 0.000. The influence of organizational culture on employee performance through job satisfaction is $3,444 \times 3,192 = 10,993$. Based on these results, the indirect effect of 10.993 is greater than the direct effect of 3.444. Therefore, it can be concluded that it is proven that the job satisfaction variable mediates between organizational culture variables on employee performance. Thus the seventh hypothesis is tested. The results of the study prove that theoretical and empirical studies state that there is a causal relationship between leadership style, organizational culture, and job satisfaction on employee performance, thus meaning that all hypotheses are tested.

V. Discussion

1. Leadership Style Affects Employee Performance at PT Pasifik Agro Sentosa

Based on the results of the descriptive analysis, it shows that the leadership style is formed by the vision and mission, problem solving, attention, appreciation and responsibility. The responsibility indicator provides the greatest support in shaping the leadership style, namely that the company leader avoids making unilateral decisions and the company leader is fully responsible for the company's activities.

The employee performance variable shows that the indicators, namely ability, initiative, discipline, result quality and communication form the employee performance variable. The initiative indicator gives the greatest contribution to the formation of employee performance variables, namely employees have a high initiative attitude at work and are able to take the initiative in making good decisions.

Based on the results of the SEM analysis, it shows that the attention indicator as a measure of the leadership style variable gives the largest contribution to the formation of the leadership style variable. In this case, the attention indicator dominates as a measure of the leadership style variable compared to other indicators. The results showed that the attention indicator was the best reflection of the leadership style variable.

The employee performance variable shows that the initiative indicator as a measure of the employee performance variable gives the largest contribution, and then other indicators are followed. This means that the initiative indicator dominates as a measure of employee performance compared to other indicators. The results show that the initiative indicator is the best reflection of the employee performance variable. The results showed that the leadership style had an impact on improving employee performance at PT Pasifik Agro Sentosa.

The results of this study are in line with the results of research conducted by Himawan, Taba, Reni (2019), Ilham (2018), Suharyanto (2011), Endrias (2014), Mariam (2009). Research shows that leadership style has an effect on increasing employee performance.

2. Organizational Culture Affects Employee Performance at PT Pasifik Agro Sentosa

Based on the results of the decryption analysis, it shows that organizational culture is formed by being innovative, paying attention, results orientation, and employee orientation. Innovative indicators provide the greatest support in shaping organizational culture, namely that the company strives to innovate in its business activities and all new ideas from employees are appreciated by the company.

The employee performance variable shows that the indicators, namely ability, initiative, discipline, result quality and communication form the employee performance variable. The initiative indicator gives the greatest contribution to the formation of employee performance variables, namely employees have a high initiative attitude at work and are able to take the initiative in making good decisions.

Based on the results of the SEM analysis, it is shown that the result orientation indicator as a measure of the organizational culture variable makes the largest contribution, followed by other indicators. It means that the result orientation indicator dominates as a measure of the organizational culture variable compared to other indicators. The results showed that the result orientation indicator was the best reflection of the organizational culture variable.

The employee performance variable shows that the initiative indicator as a measure of the employee performance variable gives the largest contribution, and then other indicators are followed. This means that the initiative indicator dominates as a measure of employee performance compared to other indicators. The results show that the initiative indicator is the best reflection of the employee performance variable. The results showed that the leadership style had an impact on improving employee performance at PT Pasifik Agro Sentosa.

The results of this study are in line with the results of research conducted by Prayatna, Subudi (2016), Prahasti, Wahyono (2018), Yanoto (2018), Yunarsih (2017), and Ilham (2018), organizational culture has an impact on improving employee performance.

3. Leadership Style Affects Job Satisfaction at PT Pasifik Agro Sentosa

Based on the description analysis on the job satisfaction variable, the formation of the job satisfaction variable is formed by challenging work, appropriate rewards, supportive working conditions, supportive coworkers, and personality suitability with work. Indicators of suitability of personality with work provide the greatest support in shaping the leadership style, namely the suitability of personality with work provides the greatest support for the formation of job satisfaction, that is, work is adjusted to the personality and competence of its employees.

The leadership style variable is formed by vision and mission, problem solving, attention, appreciation and responsibility. The responsibility indicator provides the greatest support in shaping the leadership style, namely that the company leader avoids making unilateral decisions and the company leader is fully responsible for the company's activities.

Based on the results of the SEM analysis on the job satisfaction variable, the indicator that gives the greatest contribution to the formation of job satisfaction is the indicator of a challenging job. Thus, the challenging job indicator dominates as a measure of job satisfaction compared to other indicators. The results showed that the challenging job indicator was the best reflection of the job satisfaction variable.

The attention indicator as a measure of the leadership style variable gives the greatest contribution to the formation of the leadership style variable. In this case, the attention indicator dominates as a measure of the leadership style variable compared to other indicators. The results showed that the attention indicator was the best reflection of the leadership style variable.

The results showed that leadership style had an impact on increasing job satisfaction at PT Pasifik Agro Sentosa. The results of this study are in line with the results of research conducted by Saputra (2017), Ilham (2018), Ratnasari, Sutjahjor, Adam (2019), the results show that leadership style provides an increase in job satisfaction.

4. Organizational Culture Affects Job Satisfaction at PT Pasifik Agro Sentosa

Based on the results of the decryption analysis, it shows that organizational culture is formed by being innovative, paying attention, results orientation, and employee orientation. Innovative indicators provide the greatest support in shaping organizational culture, namely that the company strives to innovate in its business activities and all new ideas from employees are appreciated by the company.

On the job satisfaction variable, the formation of the job satisfaction variable is formed by challenging work, appropriate rewards, supportive working conditions, supportive coworkers, and personality suitability with work. The indicator of the suitability of personality with work provides the greatest support in shaping the leadership style, namely the suitability of personality with work provides the greatest support for the formation of job satisfaction, namely the work is adjusted to the personality and competence of its employees.

Based on the results of the SEM analysis, it is shown that the result orientation indicator as a measure of the organizational culture variable makes the largest contribution, followed by other indicators. It means that the result orientation indicator dominates as a measure of the organizational culture variable compared to other indicators. The results showed that the result orientation indicator was the best reflection of the organizational culture variable.

On the job satisfaction variable, the indicator that gives the biggest contribution to the formation of job satisfaction is the challenging job indicator. Thus, the challenging job indicator dominates as a measure of job satisfaction compared to other indicators. The results showed that the challenging job indicator was the best reflection of the job satisfaction variable.

The results of this study are in line with the results of research conducted by Endrias (2014), Irawati (2017), Mariam (2009), Prayatna, Subudi (2016), Prahasti, Wahyono (2018), Yanoto (2018), Yunarsih (2017), and Ilham (2018), the results of the study show that organizational culture provides an increase in job satisfaction.

5. Job Satisfaction Affects Employee Performance at PT Pasifik Agro Sentosa

Based on the analysis of the description of the responsibility indicators, the greatest support in shaping the leadership style is that the company leader avoids making unilateral decisions and the company leader is fully responsible for the company's activities.

On the job satisfaction variable, the formation of the job satisfaction variable is formed by challenging work, appropriate rewards, supportive working conditions, supportive coworkers, and personality suitability with work.

The employee performance variable shows that the indicators, namely ability, initiative, discipline, result quality and communication form the employee performance variable. The initiative indicator gives the greatest contribution to the formation of employee performance variables, namely employees have a high initiative attitude at work and are able to take the initiative in making good decisions.

Based on the results of the SEM analysis on the job satisfaction variable, the indicator that gives the greatest contribution to the formation of job satisfaction is the indicator of a challenging job. Thus, the challenging job indicator dominates as a measure of job satisfaction compared to other indicators. The results showed that the challenging job indicator was the best reflection of the job satisfaction variable. On the job satisfaction variable, the indicator that gives the biggest contribution to the formation of job satisfaction is the challenging job indicator. Thus, the challenging job indicator dominates as a measure of job satisfaction compared to other indicators. The results showed that the challenging job indicator was the best reflection of the job satisfaction variable.

The employee performance variable shows that the initiative indicator as a measure of the employee performance variable gives the largest contribution, and then other indicators are followed. This means that the initiative indicator dominates as a measure of employee performance compared to other indicators. The results show that the initiative indicator is the best reflection of the employee performance variable. The results showed that the leadership style had an impact on improving employee performance at PT Pasifik Agro Sentosa.

The results of this study are in line with the results of research conducted by Himawan, Taba, Andi Reni (2019), Ilham (2018), Suharyanto (2011), Endrias (2014), Irawati (2017), Mariam (2009), Prayatna, Subudi (2016), Prahasti, Wahyono (2018), Yanoto (2018), Yunarsih (2017), and Ilham (2018), the results of the study show that job satisfaction provides an increase in performance employee.

6. Leadership Style Affects Employee Performance through Job Satisfaction at PT Pasifik Agro Sentosa

Based on the results of the descriptive analysis, it shows that the leadership style is formed by the vision and mission, problem solving, attention, appreciation and responsibility. The responsibility indicator provides the greatest support in shaping the leadership style, namely that the company leader avoids making unilateral decisions and the company leader is fully responsible for the company's activities.

On the job satisfaction variable, the formation of the job satisfaction variable is formed by challenging work, appropriate rewards, supportive working conditions, supportive coworkers, and personality suitability with work. The indicator of the suitability of personality with work provides the greatest support in shaping job satisfaction, namely the suitability of personality with work provides the greatest support for the formation of job satisfaction, that is, work is adjusted to the personality and competence of its employees.

The employee performance variable shows that the indicators, namely ability, initiative, discipline, result quality and communication form the employee performance variable. The initiative indicator gives the greatest contribution to the formation of employee performance variables, namely employees have a high initiative attitude at work and are able to take the initiative in making good decisions.

Based on the results of the SEM analysis, it shows that the attention indicator as a measure of the leadership style variable gives the largest contribution to the formation of the leadership style variable. In this case, the attention indicator dominates as a measure of the leadership style variable compared to other indicators. The results showed that the attention indicator was the best reflection of the leadership style variable.

On the job satisfaction variable, the indicator that gives the biggest contribution to the formation of job satisfaction is the challenging job indicator. Thus, the challenging job indicator dominates as a measure of job satisfaction compared to other indicators. The results showed that the challenging job indicator was the best reflection of the job satisfaction variable.

On the job satisfaction variable, the indicator that gives the biggest contribution to the formation of job satisfaction is the challenging job indicator. Thus, the challenging job indicator dominates as a measure of job satisfaction compared to other indicators. The results showed that the challenging job indicator was the best reflection of the job satisfaction variable.

The employee performance variable shows that the initiative indicator as a measure of the employee performance variable gives the largest contribution, and then other indicators are followed. This means that the initiative indicator dominates as a measure of employee performance compared to other indicators. The results show that the initiative indicator is the best reflection of the employee performance variable. The results showed that job satisfaction was able to provide an impact between leadership style and employee performance at PT Pasifik Agro Sentosa.

The results of this study are in line with the results of research conducted by Ratnasari, Sutjahjor, Adam (2019), Irawati (2017) that job satisfaction is able to mediate between leadership style and employee performance.

7. Organizational Culture Affects Employee Performance through Job Satisfaction At PT Pasifik Agro Sentosa

Based on the description analysis shows that organizational culture is formed by innovative, caring, result orientation, and employee orientation. Innovative indicators provide the greatest support in shaping

organizational culture, namely that the company strives to innovate in its business activities and all new ideas from employees are appreciated by the company.

On the job satisfaction variable, the formation of the job satisfaction variable is formed by challenging work, appropriate rewards, supportive working conditions, supportive coworkers, and personality suitability with work. Indicators of suitability of personality with work provide the greatest support in shaping the variable of job satisfaction, namely the suitability of personality with work which provides the greatest support for the formation of job satisfaction, that is, work is adjusted to the personality and competence of its employees.

The employee performance variable shows that the indicators, namely ability, initiative, discipline, result quality and communication form the employee performance variable. The initiative indicator gives the greatest contribution to the formation of employee performance variables, namely employees have a high initiative attitude at work and are able to take the initiative in making good decisions.

Based on the results of the SEM analysis, it is shown that the result orientation indicator as a measure of the organizational culture variable makes the largest contribution, followed by other indicators. It means that the result orientation indicator dominates as a measure of the organizational culture variable compared to other indicators. The results showed that the result orientation indicator was the best reflection of the organizational culture variable.

On the job satisfaction variable, the indicator that gives the biggest contribution to the formation of job satisfaction is the challenging job indicator. Thus, the challenging job indicator dominates as a measure of job satisfaction compared to other indicators. The results showed that the challenging job indicator was the best reflection of the job satisfaction variable.

On the job satisfaction variable, the indicator that gives the biggest contribution to the formation of job satisfaction is the challenging job indicator. Thus, the challenging job indicator dominates as a measure of job satisfaction compared to other indicators. The results showed that the challenging job indicator was the best reflection of the job satisfaction variable.

The employee performance variable shows that the initiative indicator as a measure of the employee performance variable gives the largest contribution, and then other indicators are followed. This means that the initiative indicator dominates as a measure of employee performance compared to other indicators. The results show that the initiative indicator is the best reflection of the employee performance variable. The results showed that job satisfaction was able to have an impact between organizational culture and employee performance at PT Pasifik Agro Sentosa.

The results of this study are in line with the results of research conducted by Ratnasari, Sutjahjor, Adam (2019), Irawati (2017) that job satisfaction is able to mediate between organizational culture and employee performance.

VI. Conclusions And Suggestion

Conclusion

Based on the results of research on the influence of leadership style and organizational culture on employee performance through job satisfaction at PT Pasifik Agro Sentosa, the following conclusions can be drawn:

1. Based on the results of the description analysis, it is obtained that:

a. Leadership style

Employees of PT Pasifik Agro Sentosa agree that leadership style is shaped by vision and mission, problem solving, attention, respect and responsibility. The responsibility indicator provides the greatest support in shaping the leadership style, namely that the company leader avoids making unilateral decisions and the company leader is fully responsible for the company's activities.

b. Organizational culture

Employees of PT Pasifik Agro Sentosa agree that organizational culture is shaped by innovation, caring, results orientation, and employee orientation. Innovative indicators provide the greatest support in shaping organizational culture, namely that the company strives to innovate in its business activities and all new ideas from employees are appreciated by the company.

c. Job satisfaction

Employees of PT Pasifik Agro Sentosa agree that the formation of job satisfaction variables is shaped by challenging work, appropriate rewards, supportive working conditions, supportive coworkers, and personality fit with work. The indicator of the suitability of personality with work provides the greatest support in shaping the leadership style, namely the suitability of personality with work provides the greatest support for the formation of job satisfaction, namely the work is adjusted to the personality and competence of its employees.

d. Employee performance

Employees of PT Pasifik Agro Sentosa agree that indicators of ability, initiative, discipline, quality of results and communication form employee performance variables. The initiative indicator gives the greatest contribution to the formation of employee performance variables, namely employees have a high initiative attitude at work and are able to take the initiative in making good decisions.

2. Based on the results of the SEM analysis obtained that:

a. Leadership style

Attention indicators as a measure of leadership style variables make the biggest contribution to the formation of leadership style variables. In this case, the attention indicator dominates as a measure of the leadership style variable compared to other indicators. The results showed that the attention indicator was the best reflection of the leadership style variable at PT Pasifik Agro Sentosa.

b. Organizational culture

Result orientation indicator as a measure of organizational culture variables that provide the greatest contribution to the formation of organizational culture. It means that the result orientation indicator dominates as a measure of the organizational culture variable compared to other indicators. The results showed that the result orientation indicator was the best reflection of the organizational culture variable for PT Pasifik Agro Sentosa.

c. Job satisfaction

On the job satisfaction variable, the indicator that gives the biggest contribution to the formation of job satisfaction is the challenging job indicator. Challenging job indicators dominate as a measure of job satisfaction compared to other indicators. The results showed that the challenging job indicator was the best reflection of the job satisfaction variable for PT Pasifik Agro Sentosa.

d. Employee performance

The employee performance variable shows that the initiative indicator as a measure of the employee performance variable gives the largest contribution, and then other indicators are followed. This means that the initiative indicator dominates as a measure of employee performance compared to other indicators. The results show that the initiative indicator is the best reflection of the employee performance variable for PT Pasifik Agro Sentosa. Job satisfaction variable can mediate the influence of leadership style and organizational culture in improving employee performance at PT Pasifik Agro Sentosa.

Suggestion

Based on the results of research on the influence of leadership style and organizational culture on employee performance through job satisfaction at PT Pasifik Agro Sentosa, some suggestions can be made as follows:

1. Theoretical Benefits

- a. Become the basic material for further research related to Human Resources, especially leadership style, organizational culture, job satisfaction and employee performance.
- b. Enriching the repertoire of knowledge, especially related to issues of Human Resources (HR) leadership style, organizational culture, job satisfaction and employee performance.
- c. For researchers, as a scientific study material, especially regarding organizational behavior, especially leadership style, organizational culture, job satisfaction and employee performance

2. For the Leaders of PT Pasifik Agro Sentosa,

Through this research, it is hoped that it can be a source of information to review HR management in relation to leadership style, organizational culture, job satisfaction and employee performance and the results can increase the work productivity of PT Pasifik Argo Sentosa to be more optimal by considering the following:

- a. In the leadership style variable, especially the award indicator, which has the lowest value on the formation of the leadership style variable, that is by way of the company's leaders giving awards to employees who excel and providing punishment for employees who are negligent in their work at PT Pasifik Agro Sentosa employees.
- b. On the organizational culture variable, especially the indicator of paying attention to the lowest value on the formation of organizational culture, by the leadership of PT Pasifik Agro Sentosa, paying attention to every problem in detail and thoroughly in doing work.
- c. On the job satisfaction variable, especially the indicators of supportive coworkers who have the lowest value on the formation of the job satisfaction variable, in this case, by means of employees of PT Pasifik Agro Sentosa, they must support each other in work and cooperate with each other in work that is difficult to do for employees of PT Pasifik Agro Sentosa. .
- d. The employee performance variable, especially the communication indicator, gives the lowest value for the formation of the employee performance variable, in this case, the employees of PT Pasifik Agro

Sentosa must be able to interact with colleagues to support the work activities undertaken and must have good communication with superiors and co-workers.

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