

The Influence of Organizational Culture, Job Satisfaction and Leadership Style on Employee Performance (Case Study in Online Travel Company Pojok Celebes Mandiri)

Tri Agung D. Saputra.¹, Dr. Jafar Sembiring, M.Ed.M.²

¹Magister Management of Business Faculty of Economy and Business, Telkom University Bandung, Indonesia

²Magister Management of Business Faculty of Economy and Business, Telkom University Bandung, Indonesia

Abstract: *This study aims to determine the influence of organizational culture, job satisfaction, and leadership style on employee performance in Pojok Celebes Mandiri. This study used primary data obtained from the distribution of questionnaires to 67 respondents who are all employees in all divisions. The statements in the questionnaire describe each of the 4 variables using the Likert scale. The indicators used in this study are 7 indicators for organizational culture variables, 5 indicators for job satisfaction, 4 indicators for leadership style, and 6 indicators for employee performance. Technique Data analysis used is descriptive research and multiple linear regression. R square produced by this research is 0,549 which means that organizational culture, job satisfaction, and leadership style have an effect on to employee performance equal to 54.9%. The results of this study illustrates that organizational culture has a positive and significant effect on employee performance, while job satisfaction and leadership style have positive but not significant effect on performance. Another conclusion is that to improve employee performance in Pojok Celebes Mandiri, the company should pay attention to the main things that are felt less like aggressiveness, teamwork, support from leaders, and payment issues such as salary and incentives.*

Keywords: organizational culture; job satisfaction; leadership; employee performance

1. Introduction

Entering the digital era where the growth of internet penetration is very high, the industry players are competing to transform their business towards digital and competition in the tourism business, especially the travel agency business becomes increasingly fierce. Pojok Celebes Mandiri is a company engaged in ecosystem e-tourism & travel, by providing online reservation engine for booking services and travel agents, both corporate and individual. As part of Telkom Indonesia Group, Pojok Celebes Mandiri is expected to be a mainstay in the business of e-tourism in Indonesia. Therefore the company is required to have optimal performance to realize the best products and services for consumers.

Company performance is a decisive factor in winning the competition. The performance of the company can be influenced one of them by the performance of employees in the company. This is reinforced by the statement Mangkunegaran (2011: 16) stating that Job Performance or Actual Performance and understanding of the performance itself is the work of quality and quantity achieved by an employee in carrying out tasks assigned to him with responsibility which is charged to the employee. Employee performance can be influenced by several things including organizational culture, job satisfaction, and leadership style.

According to research conducted by Chatman Jennifer and Bersade (Tanuwibowo and Setiawan 2015: 67), sampled 102 service companies in America. Findings relating to a strong organizational culture include strong organizational culture that helps the performance of a business organization because it creates an extraordinary level in employees and a

strong organizational culture helps organizational performance as it provides the necessary structures and controls without having to rely on a formal bureaucracy rigid and which can emphasize the growth of motivation and innovation. Organizational culture plays an important role in improving employee performance, also shown in the study of Chi, et al (2008) that organizational culture positively and significantly affect employee performance.

Pattern of relationships that occur in the company can cause employees to feel happy or not happy to work in that company, and become one of the factors that affect job satisfaction. Job satisfaction is a positive emotional state of a person who emerges from appreciation for a job he or she has done (Luthans, 2011: 141). Job satisfaction should be improved as well as possible in order to improve employee performance. As in the study of Chi, et al (2008), which shows that job satisfaction has a positive and significant impact on employee performance. Then job satisfaction becomes one of the factors that affect employee performance. If an employee has a high job satisfaction to his company then according to Fu and Despanthe (2014) will get positive results on the company such as employee performance, productivity, attendance and retention to profitability. Job satisfaction will cause employees will give the best effort so that the results of his work can achieve the expected goals.

In addition to organizational culture and job satisfaction above, organizational performance is also influenced by leadership style. A leader has the power to make policies and be a role model for his subordinates. Leaders become one of the critical indicators of success in order to achieve

the goals of an organization. In reality, the leadership has a variety of types that evolve from time to time.

However, the results of preliminary research by the authors show that there are still 17.1% of employees who do not understand the organizational culture contained in Pojok Celebes Mandiri, and there are 45.7% of employees who do not understand the working code SIGMA as sub corporate culture. The author also conducted a preliminary study which distributed questionnaires related to employee satisfaction in Pojok Celebes Mandiri to 39 respondents or 58.2% of the total number of employees. And the result is only 64.1% employees of Pojok Celebes Mandiri are satisfied working in the company today. In addition, in the last four years, Pojok Celebes Mandiri has made several organizational restructuring to adjust to the company's changing strategy and to achieve the company's goals. Structural changes result in a change of divisional leaders each year. Leadership change means showing different leadership styles and outcomes. In terms of performance, the sales and income of Pojok Celebes Mandiri did not reach the target set by the company. Even throughout 2017, the realization continues to decline compared to the achievement of the same period in the previous year.

Based on the phenomenon occurring in the Pojok Celebes Mandiri above and from various supportive opinions and preliminary research, the allegations raised about the influence of organizational culture, job satisfaction, and leadership style, on employee performance in the Pojok Celebes Mandiri may be true and may not be true, as yet there are facts and evidence empirically for that. Therefore, in order to prove these allegations it is necessary to conduct a research approach.

2. Literature Review

A. Employee Performance

Employee performance is something as the result and achievement of an activity that has been accounted to a person who can be measured in quantity and quality. Moehertian (2012: 69) suggests the meaning of the job performance and also called the actual performance or work performance or actual achievements that have been achieved by an employee. Sutrisno (2010: 172) concluded the

performance as a result of employee work in terms of quality, quantity, working time, and cooperation to achieve goals set by the organization.

B. Organizational Culture

According to Stephen P. Robbins argued that organizational culture refer to a system of shared meaning is held by members that distinguishes the organization from other organization. This system of shared meaning is a set of characteristics that the organizations values. Meanwhile, according to Kreitner and Kinicki argued that organizational culture is the style and way of life of an organization tangible with the assumptions possessed, implicitly accepted by the group (organization) and determine how the group (organization) to feel, think and react to the environment diverse (Ernawan, 2011: 81). From some opinions taken, it can be drawn a conclusion that the organizational culture is a belief and is a system within an organization that supports the implementation of activities in the organization that has certain characteristics to achieve goals that have been agreed together.

C. Job Satisfaction

Robert Kreitner and Angel Kinicki stated that job satisfaction is an effectiveness or an emotional response to various aspects of work (Badriyah, 2015: 227-229). Werther and Davis pointed out that the likes or dislikes of employees to their work. Robbins states that job satisfaction as an individual's general attitude towards his work. Likewise Gibson, Ivancevich, and Donnely stated that job satisfaction is a person's attitude toward their ministry, that attitude stems from their perception of his work. George and Jones state that job satisfaction is a collection of feelings, beliefs, and thoughts about how a person responds to his work (Priansa, 2014: 291).

D. Leadership Style

Understanding the style of leadership according to Thoha (2007) is the norm of behavior that a leader uses when the person is trying to influence his subordinates. According to Rivai and Mulyadi (2009), leadership style is a set of characteristics that leaders use to influence subordinates to achieve organizational goals or can also be said that the style of leadership is a pattern of behavior and strategy that dikuasi and often applied by a leader.

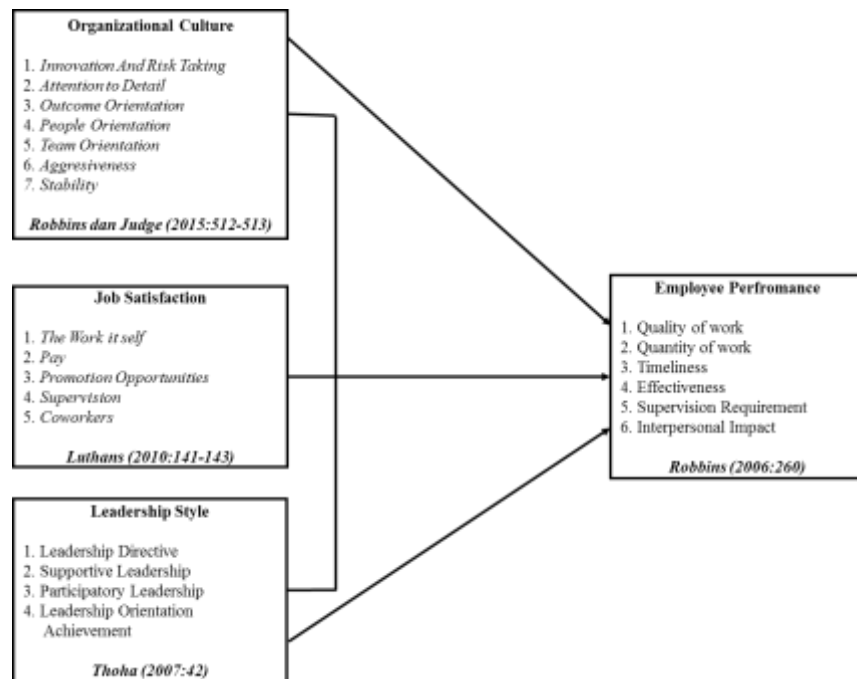


Figure 1: The Framework of Thinking

3. Research Methodology

A. Characteristic of Study

This research is causality research by using quantitative method. The study aims to examine the influence of organizational culture, job satisfaction and leadership style on employee performance. This research uses 26 sub variable which represent dimension of each operational variable. Primary data were obtained from questionnaires containing 53 statements to all employees at online travel companies. The statements are measured using a Likert scale with a range of values of 1-4 (1, "strongly disagree"; 2, "disagree"; 3, "agree"; 4, "strongly agree") In this study we have determined the test hypothesis first based on previous research as follows:

H1: Organizational culture has a significant effect on employee performance.

H2: Job satisfaction significantly affects employee performance.

H3: Leadership style has a significant effect on employee performance.

H4: Organizational culture, job satisfaction and leadership style simultaneously have a significant effect on employee performance

B. Operational Variable

The explanation of operational variables used in this research is in Fig. 2 below.

Variable	Sub Variable
Organizational Culture	Innovation And Risk Taking, Attention to Detail, Outcome Orientation, People Orientation, Team Orientation, Aggresiveness, Stability. Robbins and Judge (2015:512-513)
Job Satisfaction	The Work it self, Pay, Promotion Opportunities, Supervision, Coworkers. Luthans (2010:141-143)

Leadership Style	Leadership Directive, Supportive Leadership, Participatory Leadership, Leadership Orientation Achievement Thoha (2007:42)
Employee Performance	Quality of work, Quantity of work, Timeliness, Cost Effectiveness, Supervision Requirement, Interpersonal Impact Robbins (2006:260)

Figure 2: Operational Variable

C. Research Stages

The research stages are described in Fig 3 below.

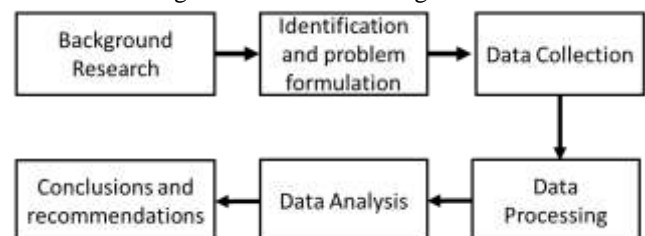


Figure 3: Research Stages

D. Population and Sample

Population in this research is all employees of Pojok Celebes Mandiri, amounting to 67 people. Sampling technique in research is non probability sampling with method is total sampling because sampling from all member of population.

E. Data Analysis Technique

This study uses descriptive analysis which aims to find out how high the perception of the application of organizational culture, job satisfaction, leadership style and employee performance in Pojok Celebes Mandiri. In addition, multiple linear regression analysis is used to determine the effect of change variabel dependent if there is a change in the independent variable. Data processing in this research using the help of Microsoft Excel and IBM SPSS software version 24.

4. Result and Discussion

A. Validity and Reliability

In the measurement of validity, it is found that from 63 statements obtained that everything is valid. As for the calculation of reliability it is found that all variables X1, X2, X3 and Y Reliable due to Alpha Cronbach > 0.6, as illustrated in Fig. 4 below.

Variable	Alpha Cronbach	Kesimpulan
Organizational Culture	0.951	Reliable
Job Satisfaction	0.842	Reliable
Leadership Style	0.958	Reliable
Employee Performance	0.893	Reliable

Figure 4: Table Results Test of Reliability Operational Variables

B. Multiple Regression Analysis

In the calculation of multiple analysis using SPSS then obtained the results of multiple regression calculations as follows.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.785	3.295		3.273	.002
	Organizational Culture	.268	.046	.663	5.770	.000
	Job Satisfaction	.110	.141	.106	.778	.439
	Leadership Style	.003	.077	.006	.044	.965

a. Dependent Variable: Employee Performance

Figure 5: Results of Multiple Linear Regression calculations

Based on Fig. 5 obtained a value of 10.78, the value of regression coefficient for organizational culture (b1) of 0.268, job satisfaction (b2) of 0.110 and Leadership style (b3) of 0.003, thus can be formed multiple linear regression equation as follows:

$$Y = 10.78 + 0.268X_1 + 0.110X_2 + 0.003X_3$$

The values of a, b1, b2 in the equation can be interpreted in Fig. 6 as follows:

Coefficient	Interpretation of Coefficients
a = 10,785	1. If the coefficient of Organizational Culture (X1), Job Satisfaction (X2) and Leadership Style (X3) is 0, the Employee Performance will be worth 10.785. 2. The value of a constant is positive if the value of independent variable rises in one unit then the dependent variable
b1 = 0,268	1. If the coefficient of Organizational Culture (X1) increases by one unit and Job Satisfaction (X2) and Leadership Style (X3) are constant, Employee Performance (Y) will increase by 0.268 2. The value of a constant positive value indicates the directional influence between Employee Performance and Organizational Culture
b2 = 0,110	1. If Job Satisfaction (X2) increases by one unit and work culture (X1) and Leadership Style is constant, Employee Performance (Y) will increase by 0.110 2. The value of a constant positive value indicates the direct influence between Employee Performance and Job Satisfaction
b3 = 0,003	1. If Leadership Style (X3) increases by one unit and work culture (X1) and Job Satisfaction (X2) is constant, Employee Performance (Y) will increase by 0,003 2. The value of a constant positive value indicates the direct influence between Employee Performance and Leadership Style

Figure 6: Table of Interpretation of Coefficients

C. Coefficient of Determination

Results of data processing for the coefficient of determination with SPSS ver.24 obtained results as in Fig. 7 below.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.741 ^a	.549	.527	3.533

a. Predictors: (Constant), Leadership Style, Organizational Culture, Job Satisfaction

Figure 7: Table of Determination Coefficients

Coefficient of determination explain the influence of independent variable to dependennya variable, to see the influence of organizational culture variable (X1), job satisfaction (X2) and leadership style (X3) on employee performance (Y) based on Fig.7 obtained coefficient of determination equal to 0.549. This means employee performance will be influenced by organizational culture, job satisfaction and leadership style of 54.9% while the remaining 45.1% employee performance is influenced by other independent variables that are not examined the author.

D. Hypothesis testing

1) T Test (Partial)

Partial test or t test is done to test the significance of influence of each variable X namely organizational culture variable (X1), job satisfaction variable (X2) and leadership style variable (X3) to variable Y is employee performance as described in Fig. 8 below.

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.785	3.295		3.273	.002
	Organizational Culture	.268	.046	.663	5.770	.000
	Job Satisfaction	.110	.141	.106	.778	.439
	Leadership Style	.003	.077	.006	.044	.965

a. Dependent Variable: Employee Performance

Figure 8: Table Calculation T-Test

With $\alpha = 0.05$ and $df = n - k = 67 - 3 = 64$ from the distribution table t obtained $t_{table} = 1.997$.

Organizational Culture

From the above calculation, it is found that the organizational culture variable has t_{count} of 0.5770 which means that $t_{count} > t_{table}$ is $0.5770 > 1.997$, so that the H_a hypothesis is accepted and H_o is rejected which means that organizational culture has a significant effect on employee performance in Pojok Celebes Mandiri.

Previous research conducted by Chi et al (2008) which states that Organizational Culture has a significant effect on employee performance. Organizational culture is positively related to employee performance and has a significant effect on employee performance due to $sig(0.00) < 0.05$.

Job Satisfaction

From the above calculation is known that job satisfaction variable has t_{count} of 0.778 which means that $t_{count} < t_{table}$ is $0.778 < 1.997$, so the hypothesis H_a rejected and H_o accepted which means that job satisfaction has no significant effect on employee performance in Pojok Celebes Mandiri. This is contrary to research by Chi et al (2008) which states that job satisfaction has a significant effect on employee performance. However, in line with research conducted by Abidin (2015) that job satisfaction has no direct significant effect on employee performance. In the research shows the

result that job satisfaction is positively correlated with employee performance but has weak effect with performance due to its significance $(0.439) > 0.05$.

Leadership Style

From the above calculation is also known that leadership style variables have t count of 0.044 which means that $t_{count} < t_{table}$ is $0.044 < 1.997$, so the hypothesis H_a rejected and H_o accepted which means that leadership style has no significant effect on employee performance in Pojok Celebes Mandiri. This is contrary to research by Chi et al (2008) which states that job satisfaction has a significant effect on employee performance. However, in line with research conducted by Rosmiyati (2014) that leadership style has no direct significant effect on employee performance. In the research shows the result that leadership style is positively related to employee performance but has weak effect with performance because of its significance > 0.05 . In addition, in research conducted by which shows the results that the leadership style has no significant effect on employee performance.

2) F Test (Simultaneous)

The simultaneous test or F test is conducted to test the significance of all variables X variables are Organizational Culture (X_1), Variable Job Satisfaction (X_2) and Variable Leadership Style (X_3) to Variable Y ie Employee Performance as described in Fig. 9 below.

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	957.276	3	319.092	25.560	.000 ^b
	Residual	786.485	63	12.484		
	Total	1743.761	66			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Leadership Style, Organizational Culture, Job Satisfaction

Figure 9: Table of Calculation F-Test

Based on Fig. 9 obtained F_{count} of 25,560. While F_{table} obtained from table F distribution with $\alpha = 0.05$; $df_1 = k = 3$ and $df_2 = n - k - 1 = 67 - 3 - 1 = 63$ obtained by $F_{table} 2.76$. Then obtained the calculated result is: $F_{count} (25.56) > F_{table} (2.76)$. Referring to the hypothesis that has been prepared previously H_o criterion is rejected and H_a accepted, which means Organizational Culture, Variable Job Satisfaction and Variable Leadership Style simultaneously have a significant effect on Employee Performance in Pojok Celebes Mandiri.

5. Summary

Based on the analysis and discussion that has been done in the previous chapter it can be concluded that:

1) In the calculation of descriptive analysis, the perception of employees of Pojok Celebes Mandiri about

organizational culture is in strong category with percentage level of 79.01%.

- 2) In calculation of descriptive analysis hence got perception of employee of Pojok Celebes Mandiri about job satisfaction is in high category with percentage level equal to 73.40%.
- 3) In the calculation of descriptive analysis then got the perception of employees of Pojok Celebes Mandiri associated with leadership style is in high category with percentage level of 72.64%.
- 4) In the calculation of descriptive analysis hence obtained perception of employee of Pojok Celebes Mandiri about employee performance is in high category with level percentage equal to 81.13%.
- 5) Based on the results of partial hypothesis testing using IBM SPSS version 24, organizational culture variables

have a significant influence on performance in the Pojok Celebes Mandiri with the calculation of t_{count} (5.770) > t_{table} (1.997) so that H_0 is rejected and H_a accepted.

- 6) Based on the results of partial hypothesis testing using IBM SPSS version 24, job satisfaction variables do not give a significant effect on performance in Pojok Celebes Mandiri because of the calculation that the value of t_{count} (0.778) < t_{table} (1999) so H_0 accepted and H_0 rejected.
- 7) Based on the results of partial hypothesis testing using IBM SPSS version 24, leadership style variables do not give a significant effect on performance in Pojok Celebes Mandiri because of the calculation that the value of t_{count} (0.044) < t_{table} (1999) so H_0 accepted and H_0 rejected.
- 8) Based on the results of hypothesis testing simultaneously using IBM SPSS version 24, organizational culture variables, job satisfaction and leadership style have an influence on the performance of Pojok Celebes Mandiri because of the calculation obtained F_{count} (25.56) > F_{table} (2.76) so H_0 is rejected and H_a be accepted.

6. Suggestion

Based on the research that has been done then the advice that can be given are :

Suggestions for the Company

- a) The Company should step up efforts to improve their teamwork so that work activities are organized on the basis of teamwork rather than individuals. In addition it is important for the human capital division to continue to socialize the understanding and implementation of this organizational culture to be more powerful implementation.
- b) The Company should pay attention to the factors that affect job satisfaction, ie payments and give them by performance, position, achievement of competence, and length of work that gives effect to the performance of employees.
- c) Management should make efforts to improve the leadership skills of employees at the structural level so that as much as possible can have an impact on the performance of employees and the company as a whole. Justice and equality, and how to treat subordinates by superiors is something that still needs to be improved.

Suggestions for Further Research

- a) This study using 3 independent variables which found that job satisfaction and leadership style of each no significant effect on employee performance. It is recommended for further research using other independent variables such as work motivation, work attitude, company policy, and work environment.
- b) Furthermore, researchers can use other theories in calculating employee performance such as Schieman's theory, Sirota and Gallup. Furthermore, for Organizational Culture, Job Satisfaction, and Leadership Style, the researcher can then change the indicator or add other variables such as consistency, adaptability, loyalty, honesty, high morale, maturity,

charismatic leadership, and participative leadership in order to provide other image results.

- c) Furthermore, it is recommended to use other data analysis testing techniques such as path analysis or Structural Equation Modeling (SEM) in order to get a deeper analysis.
- d) In addition, it can be added the mediation variable between Organizational Culture and Leadership Style with employee performance such as work motivation, work discipline, or organizational commitment.

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