



The Effect of Organizational Culture, Leadership Style and Job Satisfaction on Employee Performance at PT Pegadaian (Persero) In Kendari City

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ABSTRACT

The purpose of this study was to test and analyzed: 1) Effect of culture the organization is partial to the performance of employees. 2) The influence of style of leadership is partial to the performance of employees. 3) Effect of satisfaction work is partially against the performance of employees. The research design used is quantitative research. The population in this study is all employees of PT. There are 75 pawnshops in Kendari City, using saturated sampling. Data collection in the form of interviews and questionnaires. As for technique analysis data using the model SmartPLS version 2.0. Results of the study show that: 1) Cultural organizations impact significantly on the performance of employees. 2) The leadership style impact significantly on the performance of employees, and 3) satisfaction of work affect significantly on the performance of employees.

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

I. INTRODUCTION

Organizational development in the increasingly rapid globalization era makes competition within an organization even tighter (Wardani et al, 2016). An organization or institution is required to make adjustments in all aspects of the organization. With the limited existing human resources, the organization is expected to be able to optimize it so that the organizational goals that have been set can be achieved. Human resources (HR) is part of the progress of science, development and technology. Therefore, in this current era where technology and civilization are very advanced, it demands competent human resources who have high enthusiasm and discipline in carrying out their roles and functions for both individual and organizational goals. Therefore, the progress of a country depends on the ability of its human resources. (Prihantoro, 2012).

Each individual always has different characteristics from one another. These traits can be a characteristic for a person so that we can find out what his nature is. Like humans, organizations also have certain characteristics. Through these traits we can also find out how the character of the organization. This trait is known as organizational culture. (Novziransyah, 2017). An organization is deemed necessary to take into account a strong organizational culture and in line with some applicable boundaries. As long as it has a strong organizational culture, has a good impact and can be implemented well by members of the organization, it can facilitate organizational activities. Companies with a strong culture will affect the behavior and effectiveness of employee performance. Employee performance will run according to the culture adopted in the company. In addition, the application of culture in a company will also shape the character of its employees by itself in carrying out their duties and achieving the goals of the company. (Wardani et al, 2016).

Cameron & Quinn (2011) organizational culture as a perspective to understand the behavior of individuals and groups in an organization that has limitations. *First*, culture is not the only way to view organizations. *Second*, like many other concepts, organizational culture is not necessarily defined equally by two theorists or researchers. In this study, the dimensions of organizational culture used refer to the **INTAN** culture at PT. Pawnshops are Consist: 1) innovative, 2) use values moral, 3) Skilled, 4) Service and 5) Shades image. Corporate culture is a characteristic of a company that includes a set of belief values that help employees to know what actions to take or not to take related to formal and informal structures in the company environment. In addition, corporate culture is also an invisible force that influences the thoughts, perceptions and actions of people who work within the company, which determine and expect how they work every day and make them happier in carrying out their duties.

The existence of a corporate culture will make it easier for employees to adjust to the company's environment, and help employees to know what actions should be taken in accordance with the values that exist within the company and uphold these values as employee guidelines for behavior that can be carried out within the

company, do their job and duties. (Riani in Budiono 2016). Furthermore, Lako in Novziransyah (2017) states that the strategic role of organizational culture is less recognized and understood by most organizational actors in Indonesia. The number of problems related to employment lately shows that management awareness of the strategic role and implementation of organizational culture in government agencies is still weak and worrying so that it can affect organizational performance.

II. LITERATURE REVIEW

Employee performance

According to Dessler, (2006) employee performance is work performance, namely "a *comparison between the work that is seen in real terms with the work standards that have been set by the organization*". Performance is the output produced by the functions or indicators of a job or a profession within a certain time (Wirawan, 2009). Performance is a measure that can be used to determine the comparison of the results of the implementation of tasks, responsibilities given by the organization in a certain period and relatively can be used to measure work performance or organizational performance (Gibson *et. al.* 2006).

Organizational culture

Organizational culture according to West & Turner (2008) includes many things such as company logos, uniforms used, long working hours and various company activities. Organizational culture is lived by all members of the organization with the aim of improving the performance of organizational members or company employees for the better. In addition to being an important concept, organizational culture according to Ivancevich *et. al.*, (2007) is a perspective to understand the behavior of individuals and groups in an organization that has limitations. *First*, culture is not the only way to view organizations. *Second*, like many other concepts, organizational culture is not necessarily defined equally by two theorists or researchers.

Leadership Style

Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others as he sees it. (Thoha, 2010). Leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader (Rivai, 2014).

Job satisfaction

Job satisfaction according to Hoppock, (1935) is defined; "as a combination of psychological, physiological and environmental conditions that cause a person to honestly say that he is satisfied with his job." Furthermore, according to Vroom, (1964) that *job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying*. Where job satisfaction is considered as an affective orientation in individuals towards the work role they currently face.

Relationship Between Variables

Relationship between Organizational Culture and Employee Performance

Chatmon Jennifer and Bersade, in 2010 entitled: *Employee Satisfaction, Factor Associated with Company Performance* (in Sudirjo and Kristanto, 2015). The findings related to organizational culture are: A strong organizational culture helps the performance of business organizations because it creates an extraordinary level in employees; and A strong organizational culture helps organizational performance because it provides the structure and control needed without having to rely on a rigid formal bureaucracy that can suppress the growth of motivation and innovation.

H1: Organizational culture has a positive and significant effect on the performance of PT Pegadaian (Persero) employees in Kendari City

Relationship between Leadership Style and Employee Performance

Bass in Sudirjo and Kristanto (2015), said to manage and control various subsystem functions within the organization in order to remain consistent with organizational goals, a leader is needed because leaders are an important part in improving the performance of workers. Rapid environmental and technological changes increase the complexity of challenges faced by organizations., this raises the organizational need for leaders who can direct and develop the efforts of subordinates with the power they have to achieve organizational goals in building the organization towards *high performance* (Harvey & Brown in Sudirjo and Kristanto, 2015).

H2: Leadership style has a positive and significant effect on the performance of PT Pegadaian (Persero) employees in Kendari City

The Relationship between Job Satisfaction and Employee Performance

According to the concept of *Value Theory* in Yanidrawati *et al* (2012), job satisfaction occurs at the level where the work results are accepted by the individual as expected. The more people receive the results, the more satisfied they will be. With the creation of job satisfaction which is a positive attitude carried out by individuals towards their work, the individual's performance will be achieved (Wibowo in Yanidrawati *et al.*, 2012).

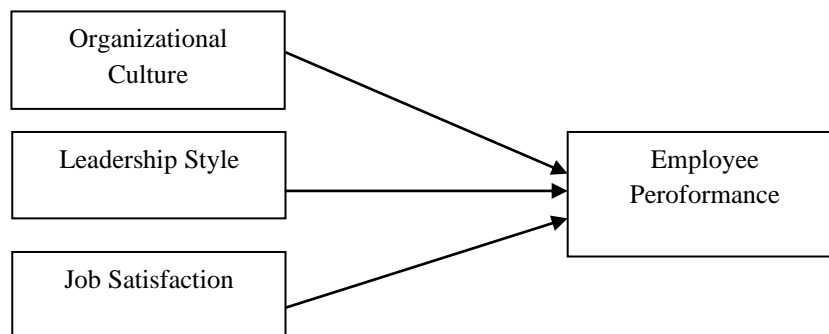
H3: job satisfaction has a positive and significant effect on the performance of PT Pegadaian (Persero) employees in Kendari City

Conceptual Framework

Hasibuan (2011) defines performance as a function of motivation and ability to complete a task or a person's job should have a certain degree of willingness and level of ability, it is also a real behavior that is displayed by everyone as work performance produced by employees according to their role in the company. Then the dimensions

of performance in this study consist of 1) work performance, 2) discipline, 3) cooperation and 4) responsibility. Performance according to Mangkunegara (2009) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The conceptual framework is illustrated in the following diagram:

Figure 1. Conceptual Framework



III. RESEARCH METHODS

Research design

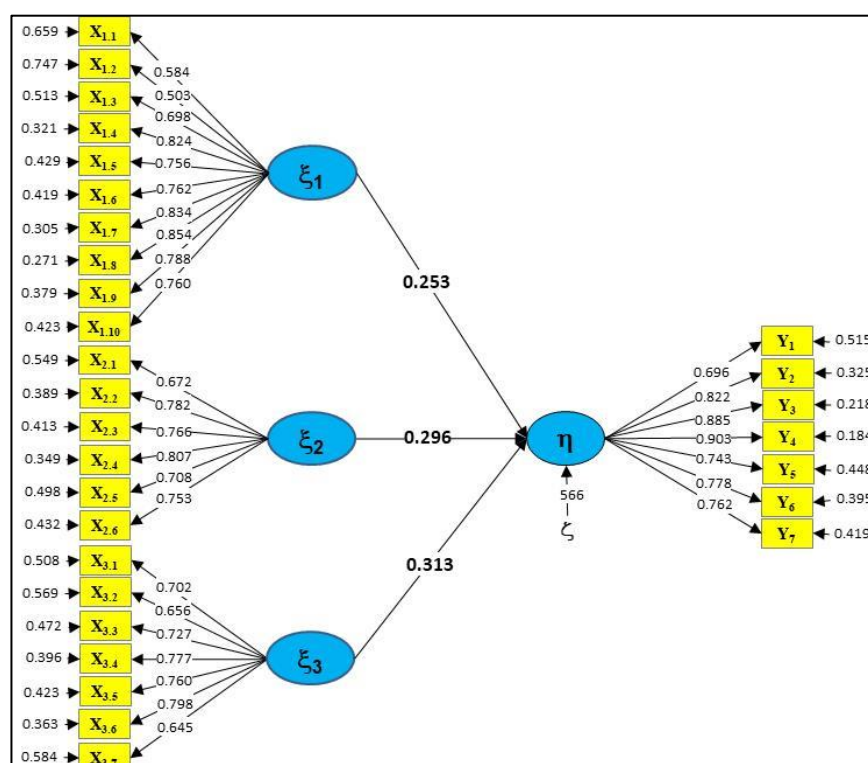
The design of this research is descriptive qualitative by conducting direct observations or observations, interviews and documentation. This research uses an associative explanatory approach to determine the relationship between variables. This study is located in all outlets of PT. Pegadaian (Persero) in Kendari City. The population in this study were all employees of PT. Pegadaian (Persero) in Kendari totaling 75 people. The sampling method used in this study was the saturated sample method. Data collection in the form of interviews and questionnaires. As for technique analysis s data using the model SmartPLS version 2.0

IV. RESULT AND DISCUSSION

Measurement Model

The measurement model is a model that connects the latent variable with the manifest variable. In this study there are 3 latent variables with a total of 30 manifest variables. The latent variable of organizational culture consists of 10 manifest variables, leadership style consists of 6 manifest variables, job satisfaction consists of 7 manifest variables and employee performance consists of 7 manifest variables. Using the *Partial Least Square* estimation method, a *full path diagram model of the influence of organizational culture, leadership style and job satisfaction on employee performance* s obtained as shown in Figure 2 below:

Figure 2. Structural Modeling Standardization Coefficient



Structural Model

The following summarizes the values used in the structural model.

Table 3. Summary of Statistical Test Results

Track	Coefficient	t _{count} *	p-value	R-Square
Organizational culture → Performance	0.253	2,473	0.013	0,434
The leadership style → Performance	0.296	3,195	0.001	
Satisfaction → Performance	0.313	2,579	0.010	

Source: Data Processed SmartPLS 2.0 Year 2018

Description: - *t_{critical} = 1.96

Based on Table 5.14 above shows that through the R-square can be seen that organization culture, leadership style and job satisfaction with partial effect by 43,4 % of the employee's performance, while the rest of 56,6 % is the influence of other factors which were not researched. Then the influence of organizational culture, leadership style and job satisfaction have a significant effect on employee performance, this is evidenced by each having a t_{count} of 2.473, 3.195 and 2.579 or greater than the critical value > 1.96 and has a P-Value value of 0.013, 0.001 respectively. and 0.010 or less than the value of = 0.05 percent. Then among the three independent variables, job satisfaction has the highest coefficient, meaning that job satisfaction influenced the most greatly to the performance of employees at PT. Pegadaian (Persero) in Kendari City. On the other hand, organizational culture has the weakest influence on employee performance at PT. Pegadaian (Persero) in Kendari City. Furthermore, to prove whether organizational culture, leadership style and job satisfaction have a partially significant effect on employee performance, hypothesis testing is carried out.

DISCUSSION

Influence of Organizational Culture on Employee Performance

The results of this study indicate that it supports the proposed hypothesis (H1), this means that organizational culture has an influence on employee performance. Later on, organizational culture variables have weight each indicator more factor greater than 0,4 so that it can be concluded that indicator yang used to measuring organizational culture is valid and reliable, which is contained in the manifest variables (tenth indicator) can be reflected through the latent variable of organizational culture.

This shows that the success of organizational culture is much influenced by various factors in the form of innovative, skilled, excellent service and nuances of the image which serves as a force, driving force in achieving goals, and differentiating between one organization and another. If an organization has members or employees who is still active, it can be indicated as evidence that the organization has been able and successful in functioning organizational culture as an adhesive in the daily activities of the organization and as a binder of cohesiveness between individuals in the organization. The results of the study indicate that there is a relationship between organizational culture and employee performance can be explained in the Tiernay organizational culture diagnosis model that the better the quality of the factors contained in the organizational culture, the better the organizational performance (Moelyono Djokosantoso, 2003: 42).

The Influence of Leadership Style on Employee Performance

Leadership is the process of directing, guiding and influencing the thoughts, feelings, actions and behavior of others to be moved towards certain goals. Leadership plays a very important role; it can even be said to be very decisive in the effort to achieve the goals that have been set previously. The embodiment usually forms a certain pattern or shape. This understanding of leadership style is in accordance with the opinion expressed by Davis and Newstrom (1995) which states that the overall pattern of leader action is as perceived or referred to by subordinates.

The leadership style represents the philosophy, skills, and attitudes of leaders in politics. Leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve certain goals (Heidjrachman and Husnan, 1993), while according to Tjiptono (2001) leadership style is a way used by leaders in interacting with their subordinates. This is in accordance with research conducted by Heryanti Dewita (2007), Harijanto and Sutji (2010) which states that leadership style has a positive and significant effect on performance.

The Effect of Job Satisfaction on Employee Performance

The results of this study indicate that support the proposed hypothesis (H3), this means that job satisfaction has a significant effect on employee performance. Then on the job satisfaction variable, it can be seen that the factor weight value of each indicator is greater than 0.4 so it can be concluded that the used to measure job satisfaction is valid and reliable. Likewise, the t-count value of each indicator is greater than the critical value of 1.96, which means that the seven indicators used are significantly able to reflect the employee job satisfaction variable, which is contained in the manifest variable (the seven indicators) can be reflected through the latent variable of job satisfaction.

This shows that PT. Pegadaian (Persero) in Kendari City is able to apply compensation, working conditions, co-workers, the work itself, promotion and supervision opportunities so as to increase employee job satisfaction. This is in accordance with the theory expressed by Robbins (2007: 148) which states that job satisfaction is a general attitude of an individual towards his work. The job demands interaction with coworkers and superiors, following organizational rules and policies, meeting performance standards, living in work conditions that are often less than ideal, and similar things.

This means the assessment (assessment) an employee to be satisfied or dissatisfied him to work is a complex summation of a number of discrete elements of the work (differentiated and separated one each other). According to Gibson et al. (1997) job satisfaction is a pleasant feeling that employees develop over time regarding the aspect of their work. This attitude comes from employees' perceptions of their work. Job satisfaction stems from various aspects of work such as wages, promotion opportunities, and co-workers. Then Locke also defines that job satisfaction as a level of positive emotions and pleasing to the individual. In other words, job satisfaction is an individual's estimate of work or positive experiences that please him. Job satisfaction as an individual's general attitude towards his work, which requires interaction with co-workers and superiors, complying with organizational rules and policies, meeting performance standards, living with a work atmosphere that is often less than ideal (Robbins, 2006).

V. CONCLUSION AND SUGGESTION

conclusion

Based on the results of research on the influence of organizational culture, leadership style and job satisfaction on employee performance, at the end of this study the following conclusions can be drawn.

1. Organizational culture which consists of innovative, moral values, skillful, excellent service, and nuances of the image proved to have a significant effect on the performance of employees of PT. Pawnshop (Persero) in Kendari, where organizational culture conducive (support) will improve employee performance PT. Pegadaian (Persero) in Kendari City. Organizational culture at PT. Pegadaian (Persero) in Kendari City already has a very strong character in optimizing employee performance.
2. The leadership style consisting of leadership orientation and leader behavior has a significant effect on the performance of employees at PT. Pegadaian (Persero) in Kendari City, where the more appropriate the leadership style applied will improve the performance of employees at PT. Pegadaian (Persero) in Kendari City. The leadership style applied at PT Pegadaian (Persero) in Kendari City is in accordance with the nature and character of each subordinate.
3. Job satisfaction which consists of compensation, working conditions, co-workers, the work itself, promotion opportunities and supervision have a significant effect on the performance of employees at PT. Pegadaian (Persero) in Kendari City, where the higher job satisfaction will improve the performance of employees at PT. Pegadaian (Persero) in Kendari City. In general, employees feel very satisfied working at PT. Pegadaian (Persero) in Kendari City.

Suggestion

Based on the results and conclusions of this study, the following recommendations can be made for this research:

1. In future research to measure employee performance, you can try to add other variables such as employee commitment.
2. For future research, it can increase the diversity of research results and the consistency of research can be re-examined with a larger sample.
3. For future research, it can increase the diversity of research results and research consistency by adding variables such as employee discipline.

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