



Does Organizational Culture, Leadership Style and Job Satisfaction Affect Employee Performance

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Abstract. In recent years many managers have researched that the importance of culture and social aspects such as organizational culture will be a solution to problems due to employee turnover and to be able to increase employee productivity. Companies that have used these three concepts, namely Job satisfaction, organizational culture, and leadership style have transformed for the better. This research seeks to examine organizational culture, leadership style and job satisfaction on employee performance. This is a quantitative research. In this study, samples included up to 200 respondents. The information used is primary information, which was collected from respondents' responses to a particular questionnaire. The findings of this study show that all independent variables significantly and favorably affect employee performance. Some suggestions were given. The implication in this study is that companies must improve several indicators, namely quality assignments for employees, leader responsibilities, monitoring of employee performance and quality of employee work. Companies must be able to improve employee performance from several indicators that have been discussed in order to ensure the sustainability of the company in a better direction.

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

1 Introduction

The culture that exists in an organization will be different from other organizations. A company's values or beliefs make up its organizational culture and presents itself from its members that distinguishes it from other organizations. Moreover, it can be able to interact outside the environment or the outside world with expectations in the future. According to Pratama and Suwandana (2020), organizational culture is a form of attitudes, experiences, beliefs, values in an organization. The ability of corporate culture to steer and govern how people behave and think when participating in organizational activities (Hakim & Sugiyanto, 2020). Another factor besides organizational culture is job satisfaction. Job satisfaction is the result of measuring employees who are satisfied and have reached the point of success for their work.

Employee The outcome of an employee's quality and quantity of work produced while performing his duties in accordance with the obligations assigned to him is referred

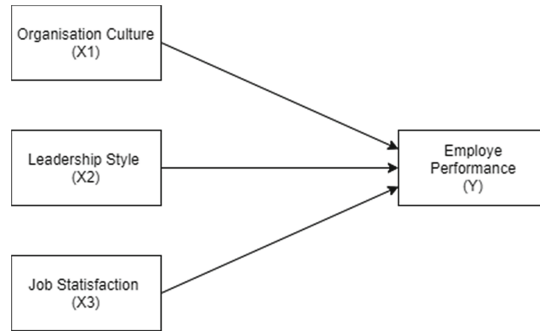


Fig. 1. Research Framework

to as performance (Yuanita & Padmantlyo, 2022). In addition, One of the organization's success criteria is the role of the leader. A leader's behavioural pattern when attempting to change the behavior of others is known as their leadership style. Because subordinates' actions essentially reflect how they feel about their leadership, style that is carried out on them. Leadership is a way or effort to create a clear vision, encourage the confidence of the people being led (subordinates), which is built through coordination and communication (Dewi et al., 2020)

The reason researchers conduct research with this variable is because there is a gap that occurs in previous research that has been done. Like the research conducted by Pratama & Suwandana, (2020) where According to the study's findings, organizational culture has an impact on employee performance. However, different results were obtained in research Girsang's, (2019) where the results of his research were that organizational culture had no influence on employee performance. The difference in the results of this study makes researchers interested in being able to solve this gap (Fig. 1).

2 Theoretical Basis

The connection between workplace culture and worker performance.

According to Ali & Agustina (2018), organizational culture has a relationship with the context of the development of an organization, implying that culture is ingrained in the shared history of the company and difficult to actively influence. A company that has implemented organizational culture in the form of values, attitudes, behavior of each member of the organization will create a productive, conducive and enthusiastic work atmosphere to achieve common corporate goals between employees and their leaders in the company.

H1: Employee performance is significantly influenced by organizational culture.

Relationship between leadership style and employee performance.

Kumala & Agustina (2018) defines that leadership style has a significant effect on employee performance. Leadership is an authority or organizational benchmark that is said to be successful in managing and providing feedback for members of the organization. It is characterized by objective factors, such as managerial abilities and more subjective characteristics such as the qualities of a leader. A good leader has the type of which can provide a role model for his subordinates so that it is mutually beneficial for both parties. The role of a leader who can support and be responsive to his employees thus creates a conducive office atmosphere and in accordance with company goals. This kind of leader is appreciated throughout the organization in the workplace environment so as to create the work performance desired by the leader and the company.

H2: Leadership style has a significant effect on employee performance.

Job satisfaction and employee performance are related.

Job satisfaction has an influence on employee performance which has an impact on increasing their performance in a company. This can be seen from the employees feel happy with their work. Setiawan & Pratama (2019) defines that employee performance is a level of efficiency and effectiveness as well as innovation to be able to achieve goals by management and divisions in an organization. Performance is said to be successful if the desired goals can be achieved according to the plan, performance is also a form of function of the interaction between ability, motivation, and opportunity, so that the performance of a person affects job satisfaction.

H3: Employee performance is significantly influenced by job satisfaction.

3 Research Methodology

We will now discuss a field study performed in Humus, presented in their website This research uses survey. The samples taken are employees as many as 200 respondents. This study's data was gathered through the distribution of questionnaires through google form. The data in this study is primary data. The A Likert scale format was used to create the questionnaire with a scale that is often used in the preparation of the questionnaire is the interval scale (Hayati, 2021). The data analysis tool used SPSS 25. The tests used were Tests for validity, reliability, normality, multicollinearity, heteroscedasticity, multiple linear regression analysis, t test, Tests for validity, reliability, normality, multicollinearity, heteroscedasticity, t test, multiple linear regression analysis, coefficient of determination and F test.

4 Discussion

The study's findings explain the overall findings that have been found by going through the stages based on research methodology. The purpose of this research is to explain the impact of organizational culture, leadership style, and job satisfaction on employee performance. To conduct In this study, researchers interviewed up to 200 people. Age-based characteristics of respondents revealed individuals between the ages of 30 and 45. Are dominating. While male respondents dominate. Majority of them has 7-9 year working period. Respondents who are not married are 68.5% dominating.

The Influence of Organizational Culture on Employee Performance. The estimated t-value is based on the outcomes of the t-test mentioned above 7.296, which means $7.296 > 1.971$ and a significance value of $0.000 < 0.05$. So partially Employee performance is positively and significantly impacted by organizational culture. The findings of this study are consistent with studies done by Wahyuniardi & Nababan (2018) who said that the impact of organizational culture on employee performance was both favorable and significant. Revealed that a strong organizational culture will reduce the level of employee turnover so as to create harmony in the company and achieve company goals. Establishing, maintaining, and bolstering organizational culture is necessary for effective organizational performance through socialization

The Influence of Leadership Style on Employee Performance. The estimated t-value is based on the outcomes of the t-test mentioned above 2.947, which means $2.947 > 1.971$ and a significance value of $0.004 < 0.05$. So partially a leadership approach favorable and important impact on worker performance. The findings of this investigation are consistent with previous research by Setiawan & Pratama (2019) who said that Leadership style had a significant beneficial effect on the productivity of employees. Leadership is an authority or organizational benchmark that is said to be successful in managing and providing feedback for members of the organization. A good leader has the type of which can provide a role model for his subordinates so that it is mutually beneficial for both parties.

The Effect of Job Satisfaction on Employee Performance. Considering the outcomes of the t-test above, the calculated t-value is 5.817, which means $5.817 > 1.971$ and a significance value of $0.000 < 0.05$. So partially job satisfaction has a favorable and important impact on worker performance. The study's findings are consistent with previous research conducted by Steven & Prasetyo (2020) which says that employee performance is positively and significantly impacted by job happiness. Job fulfillment is a feeling felt by workers who are content with their work because they can achieve the goals of the company (Sugiyono & Rahajeng, 2020). Employee performance is influenced by their level of job happiness, which in turn affects their ability to work better in a company.

5 Conclusion

The first hypothesis is accepted because organizational culture has a favorable and considerable impact on employee performance style has a positive and significant influence on employee performance so that the second hypothesis is accepted, The third hypothesis is true because job happiness has a favorable and considerable impact on employee performance. Based on the gap from previous research, the results in this study support the research results Pratama and Suwandana (2020) namely Employee performance is affected by organizational culture.

Companies need to improve indicators that have a strong value from each independent variable to be able to boost employee performance so that business objectives can be met easily.

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