

Influence Of Leadership Style And Organizational Culture On Organizational Performance Through Job Satisfaction In PT Telekomunikasi Indonesia Tbk

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ABSTRACT

This study examined the effect of leadership style and organizational culture on job satisfaction in order to improve organizational culture conducted at PT. Telekomunikasi Indonesia, Tbk. Respondents who used as many as 70 employees and quantitative data were processed using the method with path analysis.

The results showed that the leadership style and organizational culture positive and significant impact on organizational culture through job satisfaction.

Keywords: leadership styles, organizational culture, job satisfaction, and organizational performance

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I. INTRODUCTION

Human resources play a vital role in making the company at first, and make a success in the end. All of it was due to the dedication given by the employee. Human resources are intended to have a better working relationship in the workforce. Also, in order to produce the best work ethic of the employees, and then switch to a better working environment. (Radhakrishna and Raju, 2015).

Historically, part of the organization that manages recruitment, pemberentian, and interaction with employees from the standpoint of the company called "The Staffing Department ". Since then, mankind has started referring to them as "Human Resource Department", because man, from the point of view of the corporation, only the resource to be managed as livestock, gather as much knowledge, skills and labor as much as possible, while still adhere to local laws that hinder the efficiency of that goal. The separation of the management of personnel in this way has changed the relationship of morals and ethics. Between employees and people who actually run the corporation, so that the company can benefit more capitalistic, without feeling much guilt, or make the relationship between man and the human resources that indirectly they asked, for the good of the enactment of corporate policies (Kaufman, 2001). From the standpoint of the company, employees are traditionally seen as an asset to the corporation, whose value will increase in line with further training and learning, referring to the development of human resources. It is expected that a potential asset will donate a good performance for the company. whose value will increase in line with further training and learning, referring to the development of human resources. It is expected that a potential asset will donate a good performance for the company. whose value will increase in line with further training and learning, referring to the development of human resources / human resource development. It is expected that a potential asset will donate a good performance for the company.

According Keban (2004) performance is the translation of performance that is often interpreted as "appearance", "protest" or "achievement". It also agreed with the said Mangkunegara (2008: 67) that the term is derived from the performance of job performance or the actual performance of the job performance or achievements to be achieved. Organizational performance majority of which are the result of a thought and effort of an employee in their work, can be tangible, visible, calculated the amount, but in many ways the result of a thought and energy can not be calculated and viewed, such as ideas of solving a problem, new innovation of a product or service, it may be the discovery of more efficient work procedures.

Rivai research, and Suharto (2017), argued that the results showed that leadership, and organizational culture partial and simultaneous positive and significant impact on organizational culture that became the object of research is urban - urban villages in 12 regions Bekasi. Findings from other empirical studies on the organizational performance is influenced by leadership style among others by Melchar (2010) and Khan (2010). The significance of the performance of employees in the organization is influenced by leadership style has also been studied previously by Humphreys (2002), Bass (2003), and Yammarino (1993). Findings from empirical

studies of the organizational performance is influenced by organizational culture including by Brahmasari (2004).

Findings from empirical studies of the organizational performance is influenced by job satisfaction among the Brahmasari, Ayu and Suprayetno (2008). While the results of a study on the performance of employees in an organization is influenced by job satisfaction had previously been researched by Lawler and Porter (1969), Lok (1970).

PT. Telekomunikasi Indonesia, Tbk, or Telkom company information and communication technologies (ICT), the largest in Indonesia, which has expanded to an international level. To move forward into digital telecommunications company, Telkom changing the organization of four segments TIMES (Telecommunication, Information, Media, Edutainment, and Services) based on a portfolio of adjacent digital business models and customer penghadang Unit Functional Unit, or CFU and FU. This transformation will make Telkom organization more lean and agile in adapting to changes in the telecommunications industry that is rapidly changing.

II. LITERATURE REVIEW

Organizational Performance

For any organization, the assessment of the performance is a very important thing because such assessments can be used as a measure of success of an organization within a certain time. The assessment can be used as input for the improvement or performance improvement of the organization concerned. Performance is something menggambarkan organization has been to what extent a group has been performing all principal activities so that it can achieve the vision and mission of the institution. (Keban, 2004)

Performance of the organization questioned whether the purpose or mission of the organization in accordance with the reality conditions or economic factors, political, and cultural; whether the structures and policies to support the desired performance; whether leadership; capital and infrastructure in achieving its mission; What are the policies, culture and incentive system supporting the achievement of the desired performance; and whether the organization is to create and maintain policies of selection, training, and resources (Swanson, 2004).

Factors that can affect performance by Siagian (2005), namely: compensation, organizational commitment, motivation, leadership, organizational culture, work discipline, job satisfaction, and communication. In an organization, assessment of performance against the organization is important. This is due to the performance and performance assessment is something that can not be separated, as disclosed Mustopadjadja (2002) states that there are several types of indicators that can be used in the implementation of organizational performance measurement is as follows:

- a. Input indicators is everything that is needed for implementation of activities can berjaan to produce output, can be fund human resources (employees). Information policies or regulations and so forth.
- b. The process indicators are all showing the amount of effort or activity performed in ranka process inputs into outputs.
- c. Output indicator is everything expected direct use of an activity that can be either physical or non-physical.
- d. Indicator results are everything that reflects output functioning of medium-term activities (direct effect), the real result of the output of an activity.
- e. Indicators benefit is everything teerkait with the ultimate goal of the implementation of activities, describe the benefits derived from the indicator results, showing things that are expected to be achieved if the output can be completed and functioning optimally (exact location and time).
- f. Indicators of impact is the effect caused by both positive and negative of the benefits derived from the results of the activities, will be known in mid-tau watu long term. This shows the rationale for doing activities that illustrate aspects of the implementation of macro, sectoral activity of interest, regional and national levels.

Leadership Style

Leadership problems have coincided with the beginning of human history, that since man realized the importance of living in groups to achieve common goals. They need someone or some people who have advantages than others, regardless of any human group was formed. It can not be denied because humans always have limitations and certain advantages.

According Yulk (2005), leadership is a process to influence others, to understand and agree with what needs to be done and how the task was done effectively, as well as the process to facilitate individual and collective efforts to achieve common goals.

According to Robbins (2008), leadership is the ability to influence a group toward the achievement of a goal. Definition of leadership broadly covers the process of influence in determining the organizational objectives, motivate followers to achieve the objective behavior, influence to improve the group and its culture.

In addition, the leadership also affect the interpretation of the events of his followers, organizing and activities to achieve the goals, nurture working relationships and teamwork, gain support and cooperation from people outside the group or organization (Riva, 2008) ,

The leadership style in this study is defined as transformational leadership. Transformational leadership is the kind of leadership style that leads to positive changes in those who follow (followers). Transformational leaders are generally energetic, enthusiastic and passionate. Not only the leaders concerned and involved in the process, they also focused on helping every member of the group to be successful as well. The transformational leader is a leader who mastered the situation by conveying a clear vision of the purpose of the group, passionate about the work and the ability to make group members feel recharged and energized (Kendra, 2013).

In the past two decades, the concept of transactional and transformational evolved and got the attention of many academics and practitioners (Locander et al, 2002; Yammarino et.al., 1993). This is according to Humphreys (2002) and Liu et.al. (2003) caused a concept popularized by Bass in 1985 is able to accommodate the concept of leadership that has a broad spectrum, including include behavioral approach, situational approach, as well as contingency approach. Therefore, this study focuses on the concept of transformational and transactional leadership.

If the transactional leadership basing itself on the principle of the exchange of transformational leadership is based on the principle of developing subordinates. Transformational leaders evaluate the capability and potential of each subordinate to carry out a task / job, as well as looking at the possibility to expand the responsibilities and authority of subordinates in the future. Instead, transactional leaders focus on the achievement of goals or objectives, but does not seek to develop responsibility and authority subordinate to the progress of subordinates. That difference led to the concept of transactional and transformational leadership positioned on a continuum where both are at different ends (Dvir, 2002).

Transactional leadership basing itself on the principle of the transaction or exchange between leaders and subordinates. Leaders provide specific rewards or awards (for example, bonuses) to subordinates if a subordinate is able to meet the expectations of leaders (ie, high employee performance). On the other hand, seeks to meet the expectations of leaders subordinates in addition to obtaining payment or award, as well as to avoid sanctions or penalties.

Research Christine (1999) says that the style of leadership has positive influence on performance improvement. Contribute to strengthening the influence of leadership style on employee performance. Yammarino research results (1993) prove transformational leadership has an influence on employee performance is stronger than transactional leadership.

Research conducted by Kim (2002), the results of multiple regression analysis showed that the use of participative management style by managers is positively associated with high levels of job satisfaction. Many managers, union leaders and academic divides the belief that participatory management practices have substantial positive effect on the performance and satisfaction in the work. Based on the research results, Yammarino (1993) concluded that there is a positive relationship between transformational leadership with the performance of employees and the association is stronger than transactional leadership relationship with employee performance.

Studies Bass (2003) showed a stronger effect of transformational leadership on employee performance than transactional leadership. Bass (2003) describes the transformational leadership to focus on self-development of subordinates, encourages innovative thinking and acting subordinate to solve problems and achieve goals and objectives of the organization, spurring optimism, and enthusiasm for the job, so often shown subordinate employee performance exceeded expectations. The condition opposed to transactional leadership style that is more concerned with targets based on the principle of exchange that could potentially have a negative impact in the long term.

Research Humphreys (2002) within the scope of the service industry further demonstrate the critical role of transformational leadership in improving employee performance. Bono and Judge (2003) empirically also found transformational leadership influence employee performance. Performance in research Bono and Judge (2003) measured by many aspects, both objectively and subjectively, so they conclude that transformational leadership will affect the performance of employees in any situation. From the description of the basic theory of leadership styles can be concluded that basically leadership style is an interaction of a leader with subordinates. In this interaction, there are two orientations of leader behavior in interacting with subordinates, the first orientation of the relationship, both on duty,

Organizational Culture

Organizational culture is a system of meanings, values and beliefs that are shared within an organization to be a reference to action and differentiate one organization to another organization (Mas'ud, 2004). The next organizational culture into the main character's identity or organization that preserved and maintained (Mas'ud, 2004). A strong culture is a powerful tool to drive behavior, because it helps employees to

do a better job so that each employee at the beginning of his career need to understand the culture and how that culture implemented. Further, he said that in the company's growth and knowledge-based products that satisfy, control and understanding of the corporate culture of an organization is a key responsibility of leadership,

Organizational conditions strongly influenced by the work culture of the organization. According to Hofstede (1990), culture is a clear behavior or objects that can be seen and observed someone. Culture is not a philosophy or system of values that is spoken or written in the budget of the organization but culture is the assumption that lies behind the value and determine the behavioral patterns of individuals against the values of the organization, the atmosphere of the organization, and leadership. Organizations with certain cultures provide traction for individuals with certain characteristics to join. Organizational culture is informal or unwritten but has an important role as a way of thinking, accepting the situation, and felt something in that company.

Organizational culture is a system of shared meaning in an organization that determines how high the level of employee performance (Robbins, 1999). According Djokosantoso (2003) organizational culture is a value system that is believed by all members of the organization and learned, implemented and continually developed that serves as the overall system and can be used as a reference for creating behavior in organizations. The organization's goals have been set. While Triguno (2000) suggests that organizational culture is something philosophy is based on a view of life as a value into the nature, habits and driving force, rooted in the life of a community or organization, then reflected in the attitude towards the behavior.

According to Robbins (1999) states there are seven dimensions of organizational culture as follows: 1) Innovation and risk is the rate at which employees are encouraged to be innovative and risky; 2) The attention to detail is the rate at which employees are expected to show the accuracy, analysis and attention to detail; 3) the orientation of the results is the extent to which managers to focus on results rather than on the techniques and processes used to achieve those results; 4) orientation to humans is the extent to which management decisions take into account the impact of humans within the organization; 5) team orientation is the extent to which work activities organized around teams rather than individuals; 6) Aggressive is the rate at which the aggressive and competitive rather than friendly and work together;

Based on the research results Hofstede, Geert, Bond and Luk (In Mas'ud, 2004) characteristics of organizational culture variables are independent variables which is formed of six (6) indicators, namely:

1. Professionalism
2. Distance from management
3. Believe co-workers
4. Regularity
5. Hostility
6. Integration

Job Satisfaction

The definition of job satisfaction expressed by Luthans (1998) is a person's emotional state which is positive and fun that results from valuing a job or work experience. Five models of job satisfaction, expressed by Kreitner & Kinichi (2005) is; 1) fulfillment, this model explains bahwakepuasan determined by the characteristics of a job that allows one to meet their needs. 2) mismatch, this model explains that satisfaction is a result of expectations that terpenuhi. 3) achievement of value, this model explains that satisfaction comes from the perception that the job allows for the fulfillment of the values of the important work of the individual. 4) equation, this model's satisfaction is a function of how an individual is treated in the workplace. 5) character / genetic,

Herzberg with his theory of job satisfaction states that job satisfaction is related to factors Motivator-Hygiene (Kreitner and Kinichi, 2005). Motivational factors related to the job offer achievement, recognition, challenging work, responsibility and advancement prospects. While hygiene factors related company policies, supervision, salary, labor relations and working conditions. Concluded hygiene factors can only eliminate dissatisfaction, not able to increase job satisfaction, while motivating factors will be able to increase job satisfaction, if these factors exist.

Celluci and De Vries (1978) formulate indicators of job satisfaction within 5 following indicators:

1. Satisfaction with salary
2. Satisfaction with the promotion
3. Satisfaction with work colleagues
4. Satisfaction with supervisor
5. Satisfaction with the work itself

Job satisfaction has been extensively studied over the last four decades in the research organization (Currivan, 1999). A number of studies have examined the relationship between job satisfaction and various organizational variables, such as the relationship between job satisfaction and performance (Lawler and Porter, 1969; Locke, 1970; Trovik and Mc.Givern, 1997).

Job satisfaction and work attitudes related to employee performance, has been demonstrated by Iaffaldano and Muchinsky (1985), a weak positive correlation. While the other is based on a meta-analysis of Petty, Gee Cavender (1984) and show a strong positive relationship between job satisfaction and employee performance (Kim, 2002). While there is disagreement researchers on the relationship between job satisfaction and employee performance, these studies revealed that employees who are satisfied more have lower absenteeism and turnover (Tett and Meyer, 1993). Results of research conducted Ostroff (1992), show a positive relationship between job satisfaction and employee performance.

Job satisfaction is a reflection of the feelings and attitudes of individuals towards work, which is concerned with the interaction between the work environment. Individuals with job satisfaction is expected to pull out all the capacity and energy that has to complete the work, so that it can produce optimal performance for the company. This shows that job satisfaction than as independent variables can also be as dependent variable (affected). Luthans (1998) stated that there are five factors that influence job satisfaction, namely: income, work colleagues, growth opportunities, the work itself and supervision.

III. RESEARCH METHODOLOGY

Research Design

In this study researchers used eksplanatari research with quantitative approach or often called Testing hypothesis to explain the relationship between variables and influences klausalistik variables studied. Explanatory research is research aimed to test a theory or hypothesis in order to strengthen or even reject the theory or hypothesis of the research that already exists.

According to Umar (1999) explanatory research is research that aims to analyze the relationships between one variable with another variable or how a variable affects other variables. Relationships between variables path analysis described in the following diagram:

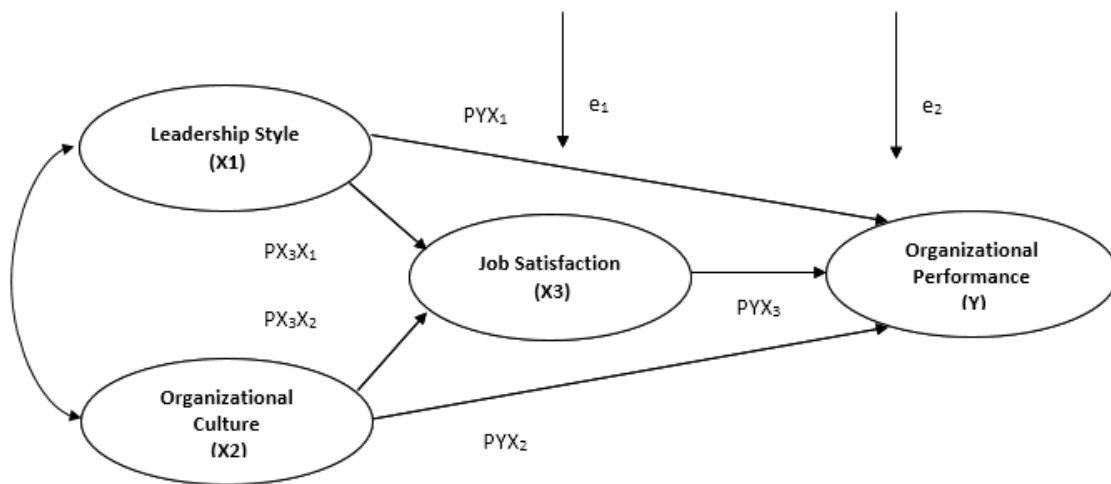


Figure 1 .: Diagram full model analysis of this research path

That phenomenon can be designed through the following mathematical functions:

Model 1 (one)

H1: Leadership style (x1) positive effect on job satisfaction (x3).

Partial effect of independent variables x1 to x3 can be formulated with a structural equation (path analysis) as follows:

$$x_3 = P_{x_3x_1} + e_1$$

To prove the influence between variables in the model this study, researchers assumed a significance value (probability) of $(P \# 0.000) / <0.05$, and $t \text{ count} > t\text{-table}$.

Model 2 (two)

H2: Organizational culture (x2) positive effect on job satisfaction (x3).

Partial effect independent variable x2 to x3 can be formulated with a structural equation (path analysis) as follows:

$$x_3 = P_{x_3x_2} + e_1$$

To prove the influence between variables in the model this study, researchers assumed a significance value (probability) of $(P \# 0.000) / <0.05$, and $t \text{ count} > t\text{-table}$.

Model 3 (three)

H3: Job satisfaction effect (x3) positively to organizational performance (y).

Partial effect on y independent variables x3 can be formulated with a structural equation (path analysis) as follows:

$$y = P_{yx3} + e_2$$

To prove the influence between variables in the model this study, researchers assumed a significance value (probability) of (P # 0.000) / <0.05, and t count> t-table.

Model 4 (four)

H4: Leadership style (x1) positive effect on organizational performance (y).

Partial effect of independent variables x1 to y can be formulated with a structural equation (path analysis) as follows:

$$y = P_{yx1} + e_2$$

To prove the influence between variables in the model this study, researchers assumed a significance value (probability) of (P # 0.000) / <0.05, and t count> t-table.

Model 5 (five)

H5: Organizational culture (x2) has a positive effect on organizational culture (y).

Partial effect independent variable x2 to y can be formulated with a structural equation (path analysis) as follows:

$$y = P_{yx2} + e_2$$

To prove the influence between variables in the model this study, researchers assumed a significance value (probability) of (P # 0.000) / <0.05, and t count> t-table.

Model 6 (six)

H6: Leadership style through job satisfaction has a positive effect on organizational performance.

Partial effect on y independent variables x1 through x3 can be formulated with a structural equation (path analysis) as follows:

$$x_3 = P_{x_3x_1} + e_1$$

$$y = P_{yx3} + e_2$$

To prove the influence between variables in the model this study, researchers assumed a significance value (probability) of (P # 0.000) / <0.05, and t count> t-table.

Model 7 (seven)

H7: Organization culture through job satisfaction has a positive effect on organizational performance.

Partial effect of the independent variable y through x3 x2 can be formulated with a structural equation (path analysis) as follows:

$$x_3 = P_{x_3x_2} + e_1$$

$$y = P_{yx3} + e_2$$

To prove the influence between variables in the model this study, researchers assumed a significance value (probability) of (P # 0.000) / <0.05, and t count> t-table.

Population and Sample

Saturated or census sampling is a sampling technique when all members of the population used as a sample. Another term saturated sampling was census. Sugiyono (2008). In this study, researchers used census method directly to the 70 employees in the division operation technical / ASO (Access & Service Operation) PT. Telekomunikasi Indonesia, Tbk. which handles the physical cable which is the case in this study. West Jakarta branch offices have been selected for West Jakarta is one of the prospected area both in Indonesia and the highest turnover every year.

Data Collection Technique

The collection of data used in this study was a questionnaire personally. This method provides a response to the questionnaire statement. In this study, a questionnaire distributed directly to the respondents and researchers can shed light on the purpose of the survey and the questions are poorly understood by the respondents as well as the responses to the questionnaire can be directly collected by investigators after being charged by the respondent. Personal questionnaire used to obtain data on the dimensions of the constructs that are being developed in this study.

IV. RESULTS AND DISCUSSION

Validity and Reliability

Validity test is a test that is used to indicate the extent of measuring instruments used in a measure what is being measured. Ghozali (2009) states that the validity of the test used to measure invalid or valid whether or not a questionnaire. A questionnaire considered valid if the questions in the questionnaire were able to reveal something that will be measured by the questionnaire. If the count $r \geq r\text{-table}$ (test 2 sides with sig. 0.05), the instruments or items significantly correlated questions to the total score is declared invalid. Based on the validation test tables around the value of $r\text{-count} > r\text{-table}$ (0.235) in all variables Organizational Performance (KO), Leadership Style (GK), Organizational cultures (BO), and Job Satisfaction (KK) is valid.

The reliability of a test refers to the degree of stability, consistency, predictability, and accuracy. Measurements have high reliability is a measure that can produce reliable data. If $\alpha > 0.90$ then perfect reliability. If α between 0.70 - 0.90 the high reliability. If α 0.50 - 0.70 then moderate reliability. If $\alpha < 0.50$ then lower reliability. If α is low, the possibility of one or more items are not reliable. According to the table reliability test all variables Organizational Performance (KO), Leadership Style (GK), Organizational cultures (BO), and Job Satisfaction (KK) reliable.

Hypothesis Testing

1. Testing H1: Effect of leadership style (x1) to job satisfaction (x3).

Based on the data if the leadership style had a strong influence on job satisfaction, this is indicated by the estimates of R^2 (R Square) of 0.77, which means that the style of leadership is able to partially affect the creation of job satisfaction by 77%, while the remaining 23% can be explained by other factors outside the model.

Table 1: Table Model Summary, Explaining the partial effect of leadership style on job satisfaction.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,878 ^a	,770	,767	4,027

a. Predictors: (Constant), Total GK

The partial effect of leadership style on job satisfaction can be seen from the following equation:

$$Y = a + bX$$

$$Y = 13\,025 + 0,967X$$

Known constant value (a) amounted to 13 025, while the regression coefficient (b) The leadership style of 0.967. From this equation implies that if there is an increase of 1 times the style of leadership, job satisfaction will increase the number of 0.967. The regression coefficient is positive, it can be said that the influence of leadership style on job satisfaction is positive.

Table 2: Table Coefficient, Explaining the partial effect of leadership style on job satisfaction.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,025	3,113		4,184	,000
	Total GK	,967	,064	,878	15,104	,000

a. Dependent Variable: Total KK

Known the results of the t-count amounted to 15.104, and the t-table ($= \alpha / 2; nk-1; = 0.05 / 2; 70-1-1$) is 1.99547. Where the terms t count $>$ t-table met ($15.10 > 1.99$), and concluded that leadership style influence on job satisfaction.

Based on the significance of the above table also found that the significant value of 0.000. Where $0.000 < 0.05$, it can be concluded that the style of leadership, significant effect on job satisfaction. From the translation of a series of linear regression above it can be concluded that the PT. Telekomunikasi Indonesia, Tbk leadership

style is positive and significant impact on job satisfaction, then the hypothesis 1 can be demonstrated and accepted.

2. Testing H2: Effect of organizational culture (x2) to job satisfaction (x3).

Based on the data if the organizational culture has a strong influence on job satisfaction, this is indicated by the estimates of R² (R square) of 0.654, which means that organizational culture is able to partially affect the creation of job satisfaction by 66%, while the remaining 34% can be explained by the other factors outside the model.

Table 3: Table Model Summary, partially Describing the effects of organizational culture on job satisfaction.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,809 ^a	,654	,649	4,946

a. Predictors: (Constant), Total BO

Partial effect on job satisfaction on organizational culture can be seen from the following equation:

$$Y = a + bX$$

$$Y = 11.222 + 0,688X$$

Known constant value (a) of 11.222, while the regression coefficient (b) The organizational culture at 0.688. From this equation implies that if there is an increase in organizational culture by 1 times the job satisfaction will increase number of 0.688. The regression coefficient is positive, it can be said that the influence of organizational culture on job satisfaction is positive.

Table 4: Table Coefficient, partially Describing the effects of organizational culture on job satisfaction.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11,222	4,300		2,609	,011
	Total BO	,688	,061	,809	11,331	,000

a. Dependent Variable: Total KK

Known the results of the t-count amounted to 11.331, and the t-table ($= \alpha / 2; nk-1; = 0.05 / 2; 70-1-1$) is 1.99547. Where the terms t count > t-table met (11.33 > 1.99), and concluded that the organizational culture influence on job satisfaction.

Based on the significance of the above table also found that the significant value of 0.000. Where 0.000 < 0.05, it can be concluded that the organizational culture a significant effect on job satisfaction. From the translation of a series of linear regression above it can be concluded that the PT. Telekomunikasi Indonesia, Tbk organizational culture positive and significant impact on job satisfaction, then the second hypothesis can be proven, and accepted.

3. Testing H3: Effect of job satisfaction (x3) on the organizational performance (y).

Based on the data processing job satisfaction has a strong influence on organizational performance, this is indicated by the estimates of R² (R square) of 0.632, which means that job satisfaction is able to partially influenced organizational performance by 63%, while the remaining 37% can be explained by other factors than the model.

Table 5: Summary Table Model, Explaining partial effect of the job satisfaction on organizational performance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,795 ^a	,632	,627	3,290

a. Predictors: (Constant), Total KK

Job satisfaction partial effect on organizational performance can be seen from the following equation:

$$Y = a + bX$$

$$Y = 19.035 + 0,513X$$

Known constant value (a) of 19.035, while the regression coefficient (b) The organizational culture at 0.513. From this equation implies that if there is an increase in job satisfaction equal to 1 times organizational performance will be increased by 0.513. The regression coefficient is positive, it can be said that the influence of job satisfaction on organizational performance is positive.

Table 6: Table Coefficient, Explaining partial effect on the job satisfaction to organizational performance.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19,035	2,851		6,677	,000
	Total KK	,513	,047	,795	10,805	,000

a. Dependent Variable: Total KO

Known the results of t-test was 10.8, and the t-table ($= \alpha / 2; nk-1; = 0.05 / 2; 70-1-1$) is 1.99547. Where the terms $t_{count} > t_{table}$ met ($10.8 > 1.99$), and concluded that the effect on job satisfaction to organizational performance.

Based on the significance of the above table also found that the significant value of 0.000. Where $0.000 < 0.05$, it can be concluded that job satisfaction significantly influence on organizational performance. From the translation of a series of linear regression above it can be concluded that the PT. Telekomunikasi Indonesia, Tbk Job satisfaction positive and significant impact on organizational performance hypothesis 3 can be proven, and accepted.

4. Testing H4: Effect of leadership style (x1) on organizations performance (y).

Based on the data's leadership style had a strong influence on performance-organization, this is indicated by the estimates of R^2 (R square) of 0,523, which means that the style of leadership capable of partially influenced the organizational performance by 52%, while the remaining 48% can be explained by factors other than the model.

Table 7: Table Model Summary, Explaining partial effect on the leadership style to organizational performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,723 ^a	,523	,516	3,744

a. Predictors: (Constant), Total GK

Leadership style partial effect on organizational performance can be seen from the following equation:

$$Y = a + bX$$

$$Y = 24.842 + 0,514X$$

Known constant value (a) of 24.842, while the regression coefficient (b) The organizational culture at 0.514. From this equation implies that if there is an increase of 1 times the style of leadership, organizational performance will increase the number of 0.514. The regression coefficient is positive, it can be said that the influence of leadership style on organizational performance is positive.

Table 8: Table Coefficient, Explaining partial effect on the leadership style to organizational performance.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24,842	2,895		8,582	,000
	Total GK	,514	,060	,723	8,637	,000

a. Dependent Variable: Total KO

Known the results of the t-test is equal to 8.637, and t-table ($= \alpha / 2; nk-1; = 0.05 / 2; 70-1-1$) is 1.99547. Where the terms $t_{count} > t_{table}$ met ($8.64 > 1.99$), and concluded that leadership style affect the organizations performance.

Based on the significance of the above table also found that the significant value of 0.000. Where $0.000 < 0.05$, it can be concluded that leadership style significantly influence on organizational performance. From the translation of a series of linear regression above it can be concluded that the PT. Telekomunikasi Indonesia, Tbk leadership style is positive and significant impact on organizational performance hypothesis 4 can be proven, and accepted.

5. Testing H5: Effect of organizational culture (x2) on organizations performance (y).

Based on the data processing organizational culture has a strong influence on organizational performance, this is indicated by the estimates of R^2 (R square) of 0.547, which means that organizational culture capable of partially influenced organizational performance by 55%, while the remaining 45% can be explained by factors other than the model.

Table 9: Table Model Summary, Explaining the partial effect of the organizational culture-Organizational performances

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,740 ^a	,547	,541	3,648

a. Predictors: (Constant), Total BO

Organizational culture partial effect on organizational performance can be seen from the following equation:

$$Y = a + bX$$

$$Y = 21.047 + 0,406X$$

Known constant value (a) of 21.047, while the regression coefficient (b) The organizational culture at 0.406. From this equation implies that if there is an increase in organizational culture by 1 times organizational performance will be increased by 0.406. The regression coefficient is positive, it can be said that the influence of organizational culture on organizational performance is positive.

Table 10: Table Coefficient, Explaining the partial effect of the organizational culture on organizational performance.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21,047	3,172		6,636	,000
	Total BO	,406	,045	,740	9,070	,000

a. Dependent Variable: Total KO

Known the results of the t-test is equal to 9.070, and t-table ($= \alpha / 2; nk-1; = 0.05 / 2; 70-1-1$) is 1.99547. Where the terms $t \text{ count} > t\text{-table}$ met ($9.07 > 1.99$), and concluded that the effect on the organization's culture to organizational performance.

Based on the significance of the above table also found that the significant value of 0.000. Where $0.000 < 0.05$, it can be concluded that the organizational culture significantly influence-organizational performance. From the translation of a series of linear regression above it can be concluded that the PT. Telekomunikasi Indonesia, Tbk organizational culture positive and significant impact on organizational performance hypothesis 5 can be proven, and accepted.

6. Testing H6: Effect of leadership style (x1) on organizations performance (y) through job satisfaction (x3).

Based on the data if the leadership style had a strong influence on job satisfaction, this is indicated by the estimates of R^2 (R Square) of 0.77, which means that the style of leadership is able to partially affect the creation of job satisfaction by 77%, while the remaining 23% can be explained by other factors outside the model.

Table 10: Table Coefficient, Explaining the partial effect of the organizational culture-Organizational performance.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.878 ^a	.770	.767	4,027

a. Predictors: (Constant), Total GK

The partial effect of leadership style on job satisfaction can be seen from the following equation:

$$Y = a + bX$$

$$Y = 13\,025 + 0,967X$$

Known constant value (a) amounted to 13 025, while the regression coefficient (b) The leadership style of 0.967. From this equation implies that if there is an increase of 1 times the style of leadership, job satisfaction will increase the number of 0.967. The regression coefficient is positive, it can be said that the influence of leadership style on job satisfaction is positive.

Table 12: Table Coefficient, Describing the effects of leadership style on job satisfaction.

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,025	3,113		4,184	,000
	Total GK	,967	,064	,878	15,104	,000

a. Dependent Variable: Total KK

Known the results of the t-count amounted to 15.104, and the t-table ($= \alpha / 2; nk-1; = 0.05 / 2; 70-1-1$) is 1.99547. Where the terms $t \text{ count} > t\text{-table}$ met ($15.10 > 1.99$), and concluded that leadership style influence on job satisfaction.

Based on the significance of the above table also found that the significant value of 0.000. Where $0.000 < 0.05$, it can be concluded that the style of leadership, significant effect on job satisfaction. Based on the data if leadership style and job satisfaction simultaneously have a strong influence on performance-organization, this is indicated by the estimates of R^2 (R Square) of 0.635, which means that the style of leadership and job satisfaction is able to simultaneously influence the creation of organizational performance by 64 %, while the remaining 36% can be explained by other factors outside the model.

Table 13: Table Model Summary, simultaneously Describing the effects of leadership style and job satisfaction on organizational performance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,797 ^a	,635	,624	3,301

a. Predictors: (Constant), Total GK, Total KK

Partial influence leadership style and job satisfaction on organizational performance can be seen from the following equation:

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 18.983 + 0,079X_1 + 0,450X_2$$

Known constant value (a) of 18.983, while the regression coefficient (b) of 0.079 leadership style and job satisfaction at 0.450. From this equation implies that if there is an increase of 1 times the style of leadership, organizational performance will increase the amount of 0.079, and when there is an increase in job satisfaction equal to 1 times organizational performance will be increased by 0.450. The regression coefficient is positive, it can be said that the influence of leadership style on job satisfaction is positive.

Table 13: Table Model Summary, simultaneously Describing the effects of leadership style and job satisfaction on organizational performance.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18,983	2,862		6,633	,000
	Total KK	,450	,099	,697	4,525	,000
	Total GK	,079	,110	,111	,722	,473

a. Dependent Variable: Total KO

Known the results of t-test was 4.52, and the t-table ($= \alpha / 2; nk-1; = 0.05 / 2; 70-2-1$) is 1.99601. Where the terms t count > t-table met ($4.52 > 1.99$), and concluded that the effect on job satisfaction-organizational performance. Based on the significance of the above table also found that the significant value of 0.000. Where $0.000 < 0.05$, it can be concluded that job satisfaction significantly influence on organizational performance.

Known the results of the t-test is equal to 0.772, and t-table ($= \alpha / 2; nk-1; = 0.05 / 2; 70-2-1$) is 1.99601. Where the terms t count > t-table is not met ($0.772 < 1.99$), and concluded that leadership style does not affect the organizations performance. Based on the significance of the above table also found that the significance value of 0.473. Where $0.473 > 0.05$, it can be concluded that leadership style no significant effect on job satisfaction, and better eliminated from the model.

Path analysis elaborated following equation:

$$x_3 = Px_3x_1 + e_1$$

$$y = Pyx_1 + Pyx_3 + e_2$$

$$e = \sqrt{(1 - R^2)}$$

$$e_1 = \sqrt{(1 - 0,77)}$$

$$= 0,48$$

$$e_2 = \sqrt{(1 - 0,635)}$$

$$= 0,61$$

Table 14: Results of the calculations perngaruh direct and indirect style of leadership to organizational performance through job satisfaction.

variables	Direct Impact (Pyx1)	Indirect Influence (Px3x1 * Pyx3)	Total Pyx1 + (Px3x1 * Pyx3)
Leadership style (GK)	.111	= 0.878 * 0.697 = 0.612	0.723

It is known that the influence exerted directly by the organization's leadership style of the performance is equal to 0.111 (Pyx1). While the indirect effect of leadership style on organizational performance through Job satisfaction is equal to 0.612 (Px3x1 * Pyx3). This means that the value of the indirect effect of greater value than the value of direct influence. These results indicate that the style of leadership had a significant impact on organizational performance indirectly through job satisfaction as an intervening variable. That is leadership style better improve organizational performance in PT. Telekomunikasi Indonesia, Tbk indirectly supported by job satisfaction. From the translation of a series of linear regression is supported by path analysis above it can be concluded that the PT. Telekomunikasi Indonesia, Tbk leadership style is positive and significant impact on organizational performance through job satisfaction as an intervening variable, then the hypothesis 6 can be proven, and accepted.

7. Testing H7: Effect of organizational culture (x2) of the organizations performance (y) through job satisfaction (x3).

Based on the data if the organizational culture has a strong influence on job satisfaction, this is indicated by the estimates of R² (R square) of 0.654, which means that organizational culture is able to partially affect the creation of job satisfaction by 66%, while the remaining 34% can be explained by the factor- other factors outside the model.

Table 15: Table Model Summary, partially Describing the effects of organizational culture on job satisfaction.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.809 ^a	.654	.649	4,946

a. Predictors: (Constant), Total BO

Partial effect on job satisfaction on organizational culture can be seen from the following equation:

$$Y = a + bX$$

$$Y = 11.222 + 0,688X$$

Known constant value (a) of 11.222, while the regression coefficient (b) The organizational culture at 0.688. From this equation implies that if there is an increase in organizational culture by 1 times the job satisfaction will increase number of 0.688. The regression coefficient is positive, it can be said that the influence of organizational culture on job satisfaction is positive.

Table 17: Table Coefficient, partially Describing the effects of organizational culture on job satisfaction.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11,222	4,300		2,609	,011
	Total BO	,688	,061	,809	11,331	,000

a. Dependent Variable: Total KK

Known the results of the t-count amounted to 11.331, and the t-table ($= \alpha / 2; nk-1; = 0.05 / 2; 70-1-1$) is 1.99547. Where the terms t count > t-table met (11.33 > 1.99), and concluded that the organizational culture influence on job satisfaction.

Based on the significance of the above table also found that the significant value of 0.000. Where 0.000 < 0.05, it can be concluded that the organizational culture a significant effect on job satisfaction. Based on the

data organizational culture, and job satisfaction simultaneously have a strong influence on organizational performance, this is indicated by the estimates of R² (R Square) of 0.659, which means that the organizational culture, and job satisfaction is able to simultaneously influence the creation of organizational performance by 66%, while the remaining 34% can be explained by other factors outside the model.

Table 18: Table Model Summary, Describing the effects of simultaneously organizational culture and job satisfaction on organizational performance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,812 ^a	,659	,649	3,189

a. Predictors: (Constant), Total KK, Total BO

Influence of partial-organizational culture and job satisfaction on organizational performance can be seen from the following equation:

$$Y = a + b_1x_1 + b_2x_2$$

$$Y = 16.935 + 0,154X_1 + 0,366X_2$$

Known constant value (a) of 16.935, while the regression coefficient (b) The organizational culture of 0.154 and 0.366 Satisfaction-performance. From this equation implies that if there is an increase in organizational culture at one time it will increase organizational performance number 0,154, and if there is an increase in job satisfaction equal to 1 times the performance will be increased by 0366 organizations. The regression coefficient is positive, it can be said that the influence of leadership style on job satisfaction is positive.

Table 19: Table Coefficient, Describing the effects of simultaneously-Organizational Culture and Job satisfaction against-Organizational Performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16,935	2,908		5,823	,000
	Total BO	,154	,067	,281	2,316	,024
	Total KK	,366	,078	,568	4,687	,000

a. Dependent Variable: Total KO

Known the results of t-test job satisfaction is equal to 4.687, and t-table ($= \alpha / 2; nk-1; = 0.05 / 2; 70-2-1$) is 1.99601. Where the terms t count > t-table met (4.68 > 1.99), and concluded that the effect on job satisfaction on organizational performance. Based on the significance of the above table also found that the significant value of 0.000. Where $0.000 < 0.05$, it can be concluded that job satisfaction significantly influence-organizational performance.

Known the results of t-test organization's culture is at 2.316, and t-table ($= \alpha / 2; nk-1; = 0.05 / 2; 70-2-1$) is 1.99601. Where the terms t count > t-table met (2.316 > 1.99), and concluded that the effect on the organization's culture on organizational performance. Based on the significance of the above table also found that the significance value of 0.024. Where $0.024 > 0.05$, it can be concluded that the organizational culture a significant effect on job satisfaction.

Path analysis elaborated following equation:

$$x_3 = \text{Pyx}_2 + e_1$$

$$y = \text{Px}_3x_2 + \text{Pyx}_3 + e_2$$

$$e = \sqrt{(1 - R^2)}$$

$$e_1 = \sqrt{(1 - 0,654)}$$

$$= 0,59$$

$$e_2 = \sqrt{(1 - 0,659)}$$

$$= 0,58$$

Table 20: Results of the calculations perngaruh directly and indirectly on organizational culture to organizational performance through job satisfaction.

variables	Direct Impact (Pyx2)	Indirect Influence (Px3x2 * Pyx3)	Total Pyx2 + (Px3x2 * Pyx3)
Organizational cultures (BO)	.281	= 0.809 * 0.568 = 0.46	0.74

It is known that the influence exerted directly by the organizational culture to organizational performance is equal to 0.281 (Pyx2). While the indirect influence of organizational culture on organizational performance through job satisfaction was 0.46 (Px3x2 * Pyx3). This means that the value of the indirect effect of greater value than the value of direct influence. These results indicate that organizational culture has a significant impact on organizational performance indirectly through job satisfaction as an intervening variable. This means better organizational culture organizations improve performance at PT. Telekomunikasi Indonesia, Tbk indirectly supported by job satisfaction.

From the translation of a series of linear regression is supported by path analysis above it can be concluded that the PT. Telekomunikasi Indonesia, Tbk positive influence organizational culture, and significant impact on organizational performance through job satisfaction as intervening variable, then the hypothesis 7 can be proven, and accepted.

V. CONCLUSIONS AND RECOMMENDATIONS

In a study in PT. Telekomunikasi Indonesia, Tbk has been disclosed in detail, and the empirical relationship between variables influence leadership style and organizational culture on organizational performance through job satisfaction, both directly and indirectly. The majority of the research is a significant positive, and support previous studies that have been done. Following the conclusion of the research hypotheses were examined:

Based on the significant value gained that the significant value of 0.000. Where $0.000 < 0.05$, it can be concluded that the style of leadership, significant effect on job satisfaction. It can be concluded that the PT. Telekomunikasi Indonesia, Tbk leadership style influence positively and significantly to job satisfaction, then the hypothesis 1 can be proven, and accepted.

Based on the significant value gained that the significant value of 0.000. Where $0.000 < 0.05$, it can be concluded that the organizational culture a significant effect on job satisfaction. It can be concluded that the PT. Telekomunikasi Indonesia, Tbk positive influence organizational culture, and significant impact on job satisfaction, then the second hypothesis can be proven, and accepted.

Based on the significant value gained that the significant value of 0.000. Where $0.000 < 0.05$, it can be concluded that job satisfaction significantly influence on organizational performance. It can be concluded that the PT. Telekomunikasi Indonesia, Tbk positive effect on job satisfaction, and significant impact on organizational performance hypothesis 3 can be proven, and accepted.

Based on the significant value gained that the significant value of 0.000. Where $0.000 < 0.05$, it can be concluded that leadership style significantly influence on organizational performance. It can be concluded that the PT. Telekomunikasi Indonesia, Tbk leadership style has a positive effect, and significant impact on organizational performance hypothesis 4 can be proven, and accepted.

Based on the significant value gained that the significant value of 0.000. Where $0.000 < 0.05$, it can be concluded that the organizational culture significantly influence on organizational performance. It can be concluded that the PT. Telekomunikasi Indonesia, Tbk positive influence organizational culture, and significant impact on organizational performance hypothesis 5 can be proven, and accepted.

Know that the influence exerted directly by the organization's leadership style of the performance is equal to 0.111 (Pyx1). While the indirect effect of leadership style on organizational performance through job satisfaction is equal to 0.612 (Px3x1 * Pyx3). This means that the value of the indirect effect of greater value than the value of direct influence. These results indicate that the style of leadership had a significant impact on organizational performance indirectly through job satisfaction as an intervening variable. That is leadership style better improve organizational performance in PT. Telekomunikasi Indonesia, Tbk indirectly supported by job satisfaction. It can be concluded that the PT. Telekomunikasi Indonesia, Tbk leadership style has a positive effect,

It is known that the influence exerted directly by the organizational culture to organizational performance is equal to 0.281 (Pyx2). While the indirect influence of organizational culture on organizational performance through job satisfaction was 0.46 (Px3x2 * Pyx3). This means that the value of the indirect effect of greater value than the value of direct influence. These results indicate that organizational culture has a significant impact on organizational performance indirectly through job satisfaction as an intervening variable. This means better organizational culture organizations improve performance at PT. Telekomunikasi Indonesia,

Tbk indirectly supported by job satisfaction. It can be concluded that the PT. Telekomunikasi Indonesia, Tbk positive influence organizational culture,

Recommendations

Performance of the organization is right for the dependent variables studied by other researchers because these variables are supported by empirical theory applied refer to the management disciplines. For further management scholars, researchers suggest using this dependent variable, compared to using a variable-employee performance, or performance-man who refers to the disciplines of psychology. There is still the possibility variables can affect-organizational performance. In the future, the research suggested extension of this study is to add independent variables that are related to information and communications technology, and emotional intelligence, in order to obtain a more recent picture of the state of the case study.

An assessment of organizational performance variables in this study was too subjective, because the nature of respondents rate themselves. To minimize subjectivity-performance size of the organization, then the organizational performance can be measured variables with real performance from the notes on the organization / company on the performance of the employee concerned such as timeliness, quality and quantity produced of each employee. Many advantages of the telecoms industry which will be of capital towards the vision, but this section does not discuss the advantages - such excess but rather the opposite. These ideas are the result intisaridari conversation face to face and non-face (essay survey) between researchers and employees in various positions on a case study.to formulate theories / models, but also can be one of the empirical contribution to revisit the issue of management of PT. Telekomunikasi Indonesia, Tbk.

Outline in this study explains that there is a positive influence, and significant when the leadership style and organizational culture supported by job satisfaction on performance organisasi. That means that, supported by the literal Job satisfaction will give greater impact on organizational performance. One task of the leader at the end of its term is spawned many new leaders, not just HR CDC telecoms originated. In terms of regeneration, not all senior employees can deliver with good knowledge, perspective, and experience to new employees so often miss communication / miss workmanship operational. Researchers expect the future all employees have the leadership, not the origin of the lead as king arrogant dictator,

The leader may be a teacher who set an example for the juniors, because the way of effective learning is not necessarily with the training / training held formally, but with regard to how a senior work. With this knowledge can be channeled, and people are not afraid to close to his superiors, and not afraid to be blamed in generating new ideas. As a result leaders can synergize all its resources towards the company's ambitious vision agreed upon.

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