

THE INFLUENCE OF LEADERSHIP STYLE AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL CULTURE AS AN INTERVENING VARIABLE AT PT INDRA ANGKOLA GROUP MEDAN

Teguh Purwanto Sibarani¹, Sofiyani^{2*}, Hendry³, Cut Fitri Rostina⁴

¹⁻⁴Faculty of Management Masters at Prima Indonesia University

Email : sofiyanmatondang@unprimdn.ac.id

ABSTRACT

Job satisfaction obtained by employees with recognition and appreciation from the company so that it can improve employee performance results. this is inseparable from the important role of leadership style in shaping and running a work culture in the organization, therefore these factors can affect employee performance results both directly and indirectly. This study aims to analyze the effect of leadership style, job satisfaction, organizational culture on employee performance. The population as well as the sample in this study were all employees of PT Indra Angkola Group Medan, totaling 90 employees. The sampling technique is total sampling. The research variables used in this study are leadership style (X1), job satisfaction (X2), employee performance (Y) and organizational culture (Z) as an intervening variable. The data collection technique used a questionnaire with a Likert Scale. The analysis technique used is path analysis using the Smart PLS 3.0 program. The analysis results show that leadership style has a positive and significant effect on employee performance (P-Value 0.000, <0.05 and tcount 4,047> table 1,988), job satisfaction has a positive and significant effect on employee performance (P-Value 0.000, <0.05 and tcount 3,469> table 1,988), leadership style has a positive and significant effect on organizational culture (P-Value 0.001, <0.05 and tcount 3,221> table 1,988), job satisfaction has a positive and significant effect on organizational culture (P-Value 0.000, <0.05 and tcount 3,609 > table 1,988), organizational culture has a positive and significant effect on employee performance (P-Value 0.000, <0.05 and tcount 3,690 > table 1,988), leadership style has a positive and significant effect on employee performance intervening by organizational culture (P-Value 0.006, <0.05 and tcount 2,738 > table 1,988), job satisfaction has a positive and significant effect on employee performance which is intervened by organizational culture (P-Value 0.028, <0.05 and tcount 2,207 > table 1,988).

Keyword: *Organizational culture, performance, leadership style and job satisfaction*

1. INTRODUCTION

Human resources play an important role in the achievement of an organization. Human resource management is the science and art of managing the relationship and role of labor so that it effectively and efficiently helps realize the goals of the company, employees, and society (Hasibuan, 2016: 10). Every organization certainly wants its goals to be achieved in order to continue the wheels of the organization. In order for the organization to achieve its goals, the performance of its employees is needed, employee performance is always a determining factor in the success of an organizational achievement. Employees play an important role in all activities within the company, the better the

quality of employees, the better the performance produced by employees in the organization to achieve its goals.

According to (Mangkunegara, 2016: 67) the term performance comes from the word Job performance or actual performance (work performance or actual achievement achieved by a person). Performance is the result of work in quality and quantity achieved by a pegawai in carrying out his duties in accordance with the responsibilities given to him. Employee performance in the organization is influenced by several factors including leadership style, job satisfaction, and organizational culture, this is in line with the opinion of (Kasmir, 2016: 189-193) which argues that performance is influenced by several factors, including leadership style factors, job satisfaction, and organizational culture, which can affect employee performance both results and work behavior. Research conducted by (Himawan et al., 2019) shows the results that leadership style, organizational culture, and job satisfaction have a positive effect on employee performance.

Leadership style is one of the determining factors for the success of organizational achievement. Leaders are required to be able to move and influence their employees in improving performance to achieve organizational goals. The success or failure of the goals of an organization to achieve its goals depends on the leaders who move and influence the human resources who work in the organization. A good leader must have a good leadership style so that he can improve performance effectively. According to (Hasibuan, 2016: 170) states that leadership style is a way for a leader to influence the behavior of subordinates which aims to encourage work passion, job satisfaction and high employee productivity, in order to achieve maximum organizational goals. Leaders can bring their employees towards achieving organizational targets that have been standardized if the leader can understand the strengths and weaknesses of his subordinates. According to Luthans (2009), factors that influence leadership style are charisma, inspiration, simulation, and paying attention to individual staff. Budiarto & Prasetyo's research (2019) states that leadership style has a positive and significant effect on employee performance.

In addition to leadership style, organizational culture is also an influential factor in whether or not the goals of the organization are achieved. (Edison et al., 2016: 119), state that organizational culture is the result of a process of melting and melting the cultural style and / or behavior of each individual brought before into a new norm and philosophy, which has energy and group pride in facing something and a certain goal. Organizational culture is a differentiator between one organization and another. A culture that grows to be strong is able to make the organization better, a culture that is shared is expected to make employees feel comfortable working, have commitment and loyalty and make employees feel comfortable working, have commitment and loyalty and make employees try harder, and provide satisfaction to employee work so that the resulting performance can be achieved in accordance with the standards set by the organization. Robbins & Judge (2015: 335) the dimensions of organizational culture are innovation and risk-taking, attention and risk-taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, stability. Budiarto and Prasetyo's research (2019) states that organizational culture has a positive and significant effect on employee performance.

Another factor that companies must pay attention to in paying attention to and improving employee performance is by providing job satisfaction for each employee. Job satisfaction can be achieved by employees if the expectations of these employees are met. Employees who have high job satisfaction can have an impact on improving the performance of employees, and vice versa if employees feel dissatisfied at work, it can affect their performance. According to (Hasibuan, 2016: 202) job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected in work morale, discipline and work performance. Meanwhile, according to (Mangkunegara, 2016: 117) job satisfaction is a feeling that supports or does not support employees who are related to their work or their condition. According to (Mangkunegara, 2016: 120) there are 2 factors that influence job satisfaction, namely employee factors and work factors. Budiarto & Prasetyo's research (2019) states that job satisfaction has a positive and significant effect on employee performance.

PT Indra Angkola Group Medan, is one of the subsidiaries of Indra Angkola Group which is engaged in Oil and Gas distributors and is an official partner of PT Pertamina which was founded in 1971. In achieving the goals of PT Indra Angkola Medan, employee performance plays a very important role. Based on the results of interviews with 5 employees of PT Indra Angkola Group Medan that employees feel trust and admire their leaders. In addition, employees also feel that their leaders motivate employees more so that their enthusiasm for work increases. On the other hand, leaders are innovative and also creative to encourage employees to work harder without pressure and come up with new ideas. Leaders also listen to the complaints of employees so that communication between subordinates and superiors is well established. In solving problems, leaders are open to discussions with subordinates so that participation from subordinates is also taken into account and decision making is also not arbitrary. In this case employees feel close to the leadership so that in working employees feel no pressure.

The style and method possessed by a leader is very influential on what actions they will take to organize and run a company, the leadership style adopted by the leadership at PT Indra Angkola Group Medan is a transformational

leadership style. Robbins & Judge (2015) transformational leadership style is a leader who inspires his followers to put aside their personal interests for the good of the organization and they are able to have an extraordinary influence on their followers.

One of the organizational cultures at PT Indra Angkola Group Medan is the exemplary attitude of a leader who is eventually followed by his subordinates and becomes a culture in the organization, such as the leader's habit of creating a culture of kinship and familiarity which in turn employees follow the culture of kinship and familiarity. In addition, the culture of mutual assistance and mutual cooperation between fellow employees to achieve company goals characterizes the employees of PT Indra Angkola Group Medan in working so that old and new employees embrace this culture, such as there are no restrictions between divisions to help other divisions that are experiencing difficulties. The results of interviews with 5 employees revealed that the culture of mutual assistance and mutual cooperation among employees at work also had an impact on the family relationship between employees of PT Indra Angkola Group Medan. The culture in this company is also to uphold the vision and mission of PT Indra Angkola Group Medan embraced by all employees and leaders. The results of the researcher's observation found differences in events at the location with interviews with several employees where the researcher found that not all employees embraced the culture of mutual cooperation by finding employees who did not help other divisions when the employee had completed his duties. In addition, the results of interviews with 5 employees of PT Indra Angkola Group Medan also said that some of them were satisfied with salaries and incentives, and some were less satisfied with salaries and incentives. There are some employees who feel that the provision of salaries is not in accordance with the respective abilities of each employee and the distribution of unfair incentives.

Table 1.1 Employee Performance Appraisal 2021 - 2022

Employee Performance Evaluation Year	Number of Employees	ASSESSMENT CATEGORY				
		Very good (>90)	Good (>80 - 90)	Medium (>70 - 80)	Below Standard (>55 - 70)	Very Less (< 55)
2021	63	10	20	27	3	3
2022	68	16	22	21	5	4

The results of interviews with the leadership of PT Indra Angkola Group Medan that employee performance is good.

Table 1.1 explains that employee performance also has good performance appraisal results for the company as seen from the increasing number of employees in the excellent and good assessment categories, but there is also an increase in the number of expected assessment categories.

Researchers also conducted a pre-survey to 10 employees of PT Indra Angkola Group Medan as initial data, the results of the pre-survey researchers found the fact that there were still employees who had not reached the targets set by the company. The observation results also found the fact that there were employees who could not complete their tasks according to the deadline that had been determined. There is a research gap in the inconsistent research results from Himawan's research, et al. (2019) with the title *The Effect of Leadership Style and Organizational Culture on Employee Performance Through Job Satisfaction as an Intervening Variable at Telkom Indonesia Regional Division VII* which states that employee satisfaction does not support as mediation between leadership style and organizational culture on employee performance because the value of the indirect effect is smaller than the direct effect, so job satisfaction only functions as partial mediation. And from the research of Budiarto and Prasetyo (2019) with the title *The Effect of Leadership Style and Organizational Culture on Employee Performance Through Employee Job Satisfaction as an Intervening Variable* which states that job satisfaction is an intervening variable between leadership style and organizational culture on employee performance because the value of the indirect effect is greater than the direct effect. So from this research gap, the researcher makes Culture as an intervening variable in this study to determine its mediating effect.

The reason this research only takes 1 branch out of 3, because researchers try to avoid different data that can cause this research to be biased, such as differences in the characteristics of the existing organizational culture and differences in the types of leadership styles adopted by leaders in each branch so that bias can be minimized as little as possible. Based on the above phenomenon, the researcher is interested in conducting research with the title *"The Effect of Leadership Style and Job Satisfaction on Employee Performance Through Organizational Culture as an Intervening Variable at PT Indra Angkola Group Medan"*.

2. MATERIALS & METHODS:

Coefficient of Determination

The final result of testing the structural model and the significance of the model is carried out using the bootstrap method (non-parametric method) because PLS does not use the assumption of normally distributed data so that parametric significance testing cannot be carried out (Hair et al., 2014). The results of this significance test will later be used as the basis for testing the research hypothesis. To see the magnitude of the influence and the relationship between latent variables in the study, it can be seen through the coefficient of determination (R2).

$$Z1 = \alpha + \beta_1.X1 + \beta_2.X2 + e$$

$$Y = \alpha + \beta_1.X1 + \beta_2.X2 + \beta.Z + e$$

Description:

Y = Employee Performance

α = Constant

$\beta_1 - \beta_2$ = Regression Coefficient

X1 = Leadership Style

X2 = Job Satisfaction

Z = Organizational Culture

e = Error

3. RESULT:

Coefficient Of Determination (R2)

Table 1.2 Goodness-Fit Model Results (R2)

Variables	R Square	R Square Adjusted	Description
Organizational culture (Z)	0.560	0.549	Moderate
Employee performance (Y)	0.876	0.872	Strength

Source: Data processed with SmartPLS, 2023

1. Organizational culture. The R-Squared (R2) value of the intervening variable organizational culture is 0.560, this indicates that the leadership style (X1), and job satisfaction (X2), can simultaneously explain employee performance (Y) through organizational culture (Z) by 56.0%, the remaining 44% is explained by other variables not included in this study.
2. Employee performance. The R-Squared (R2) value of the employee performance variable is 0.876, this shows that the ability of the independent variables in this study, namely leadership style (X1), work satisfaction (X2), simultaneously affects the dependent variable, namely employee performance (Y) through organizational culture (Z) by 87.6%, the remaining 12.4% is explained by other variables other than the independent variables not included in this study.

Table 1.3 Results of Path Coefficient Calculation Bootstrapping technique

Influence test	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t - Statistics (O/STDEV)	P VALUES
Organizational culture (Z) ->	0.430	0.426	0.117	3.690	0.000
Employee performance (X ₁) ->	0.380	0.380	0.118	3.221	0.001
Employee performance (X ₁) ->	0.327	0.327	0.081	4.047	0.000
Job Satisfaction (X ₂) ->	0.408	0.402	0.113	3.609	0.000
Job Satisfaction (X ₂) ->	0.273	0.277	0.079	3.469	0.001

Source: Data processed with SmartPLS, 2023

table = TINV (0.05, number of samples -3), namely t table = TINV (0.05; 87), so that the t table is 1.988 so that the exogenous latent variables on the endogenous latent can be described as follows:

1. Organizational culture variable (Z) on employee performance (Y), has a positive value of 0.430 or 43.0% with a T-Statistic value of 3.690, which shows that the T-Statistic (3.690) > t-table (1.96), it can be concluded that organizational culture has a positive and significant effect on employee performance with an influence of 43.0%.
2. The variable leadership style (X1) on organizational culture (Z), has a positive value of 0.380 or 38.0% with a T-Statistic value of 3.221, which indicates that the T-Statistic (3.221) > t-table (1.96), it can be concluded that leadership style has a positive and significant effect on organizational culture by 38.0%.
3. The variable leadership style (X1) on employee performance (Y), has a positive value of 0.327 or 32.7% with a T-Statistic value of 4.047, which shows that the T-Statistic (4.047) > t-table (1.96), it can be concluded that leadership style has a positive and significant effect on employee performance by 32.7%.
4. Variable Job satisfaction (X2) on organizational culture (Z), has a positive value of 0.408 or 40.8% with a T-Statistic value of 3.609, which shows that the T-Statistic (3.609) > t-table (1.96), it can be concluded that the job satisfaction variable has a positive and significant effect on organizational culture by 40.8%.
5. Variable Job satisfaction (X2) on employee performance (Y), has a positive value of 0.273 or 27.3% with a T-Statistic value of 3.469, which indicates that the T-Statistic (3.469) > t-table (1.96), it can be concluded that the job satisfaction variable has a positive and significant effect on employee performance by 27.3%. Likewise, the T Statistic value of all paths is above 1.96 and all path coefficients are positive. Thus, it can be concluded that the assumption that the main effect of the independent variable on the dependent variable must be significant has been met, so that the mediation effect test can be carried out (Baron and Kenny, 1986) in (Masduki asbari, 2019).

Testing for Indirect Influence

Table 1.4 Results of Mediation Analysis Indirect Effect

Influence test	Original Sample (O)	Sample Mean (M)	Standard Deviation	t Statistics (O/STDEV)	P Values
Leadership style (X1) -> Organizational culture (z) -> Employee performance (Y)	0.164	0.158	0.060	2.738	0.006
Job satisfaction (X2) -> Organizational culture (z) -> Employee performance (Y)	0.176	0.176	0.080	2.207	0.028

Source: Data processed with SmartPLS, 2023

From the Indirect Effect Value Table above, it is concluded that:

1. The leadership style variable (X1) has a positive value of 0.164 or 16.4% on employee performance (Y) through organizational culture (Z) with a T-Statistic of 2.738, which shows that the T-Statistic (2.738) > t table (1.988), then the leadership style has a positive and significant effect on employee performance mediated by organizational culture with an influence of 16.4%.
2. The variable Job satisfaction (X2) has a positive value of 0.176 or 17.6% on employee performance (Y) through organizational culture (Z) with a T-Statistic of 2.207 which shows that the T-Statistic (2.207) > t table (1.988), then job satisfaction has a positive and significant effect on employee performance mediated by organizational culture with an effect of 17.6%. Furthermore, to find out whether this mediation is fully mediating or quasi-mediating, it can be seen from table 1.4 above, the results of the data processing show that the effect of leadership style (X1) and job satisfaction (X2) on employee performance (Y) is still significant with a P-Value <0.05, namely 0.006 and 0.028 respectively.

So it can be concluded that organizational culture (Z) mediates the effect of leadership style and job satisfaction on employee performance. The effect of mediation in this study is only quasi-mediating. Full mediation (fully mediating) occurs if the total effect is found that the effect of leadership style and job satisfaction on performance through organizational culture is not significant. (Abdillah & Hartono, 2014).

Discussion of Research Results

The effect of leadership style on employee performance (H1 accepted)

Based on the results of the analysis regarding the results of the Path Coefficient test between leadership style and

employee performance, it has a coefficient of 0.327 or 32.7% with a T-Statistic of 4.047 which shows that the t-Statistic (4.047) > t table (1.988) and a P-Value of 0.000 < 0.05. This indicates that leadership style has a positive and significant effect on employee performance. This shows that leadership style has a positive and significant effect on employee performance. The results of this study are reinforced by the results of research conducted by Syaharuddin Y (2019) where the study states that leadership style variables have a significant effect on employee performance. These findings are in line with previous research, namely Wasis Budiarto and Indra Prasetyo (2019), Ilham Himawan, et al (2019), Riko Junaidi and Febsri susanti (2019), Suharno Pawirosumarto, et al (2017). Based on the explanation above, it can be concluded that leadership style will have an impact on employee performance. the more positive the supervisor's leadership practices, the more it will greatly affect the results of employee performance.

The effect of job satisfaction on employee performance (H2 accepted)

Based on the results of the analysis regarding the results of the Path Coefficient test between job satisfaction and employee performance, it has a coefficient of 0.273 or 27.3% with a T-Statistic of 3.469 which shows that the t-Statistic (3.469) > t table (1.988) and a P-Value of 0.001 < 0.05. This shows that job satisfaction has a positive and significant effect on employee performance. The results of this study are in line with previous research, namely Syaharuddin Y (2019), Wasis Budiarto and Indra Prasetyo (2019), Ilham Himawan, M. Idrus Taba, and Andi Reni (2019), Riko Junaidi and Febsri Susanti (2018), but contrary to the results of research conducted by Suharno Pawirosumarto, Purwanto Katijan Sarjana, and Rachmad Gunawan (2017), where the results state that job satisfaction has no significant effect on performance. Based on the explanation above, it can be concluded that the job satisfaction of PT Indra Angkola Group employees is proven to affect employee performance, this is motivated by several factors such as career path opportunities such as promotions, the provision of benefits that are gradually given to employees and rewards for work performance from employees in the form of incentives that are given periodically and are tentative depending on the results of the employee's own performance.

The effect of leadership style on organizational culture (H3 accepted)

Based on the analysis of the results of the Path Coefficient test between leadership style and organizational culture, it has a coefficient of 0.380 or 38.0% with a T-Statistic of 3.221 which shows that the t-Statistic (3.221) > t table (1.988) and a P-Value of 0.001 < 0.05. This shows that leadership style has a positive and significant effect on organizational culture. The results of this study are in line with the results of research from Dewi Sandy Trang (2013) which states that leadership style has an effect on organizational culture. Based on the explanation above, it can be concluded that the leadership style at PT Indra Angkola Group Medan plays an important role in implementing a culture in the organization, so that a conducive work environment is formed and this will have an impact on employee work or performance.

The effect of job satisfaction on organizational culture (H4 accepted)

Based on the results of the analysis regarding the results of the Path Coefficient test between job satisfaction and organizational culture has a coefficient of 0.408 or 40.8% with a T-Statistic of 3.609 which shows that the t-Statistic (3.609) > t table (1.988) and P-Value 0.001 < 0.05. This shows that job satisfaction has a positive and significant effect on organizational culture. The results of this study are supported by the results of research conducted by Ilham Himawan, M. Idrus Taba, and Andi Reni (2019), Bambang Widagdo and Kenny Roz (2021). Based on the explanation above, it can be concluded that the job satisfaction of Indra Angkola Group employees is supported by an organizational culture that is gradually being improved.

The effect of organizational culture on employee performance (H5 accepted)

Based on the results of the analysis regarding the results of the Path Coefficient test between organizational culture and employee performance, it has a coefficient of 0.430 or 43.0% with a T-Statistic of 3.690 which shows that the t-Statistic (3.690) > t table (1.988) and a P-Value of 0.000 < 0.05. This shows that organizational culture has a positive and significant effect on employee performance. The results of this study are supported by the results of research conducted by Syaharuddin Y (2019), Wasis Budiarto and Indra Prasetyo (2019), Ilham Himawan, M. Idrus Taba, and Andi Reni (2019), Dewi Sandy Trang, but contrary to the results of research conducted by Suharno Pawirosumarto, Purwanto Katijan Sarjana, and Rachmad Gunawan (2017), where the results of their research state that organizational culture has an insignificant effect on performance. And also contrary to the results of research by Riko Junaidi and Febsri Susanti (2018), where the results of their research state that there is no significant influence between organizational culture and performance. Based on the results of the explanation above, it can be concluded that the organizational culture at PT Indra Angkola Group has an effect on employee performance, this is inseparable from the role of leadership and is motivated by job satisfaction felt by employees.

The effect of leadership style on employee performance through organizational culture (H6 accepted)

Based on the results of the analysis regarding the results of the Path Coefficient test between leadership style and employee performance through organizational culture has a coefficient of 0.164 or 16.4% with a T-Statistic of 2.738 which shows that the t-Statistic (2.738) > t table (1.988) and a P-Value of 0.006 < 0.05. This shows that leadership style has a positive and significant effect on employee performance through organizational culture. Based on the explanation above, it can be concluded that organizational culture at PT Indra Angkola Group plays an important role as a mediator to bridge the influence between leadership style on employee performance.

The effect of job satisfaction on employee performance through organizational culture (H7 accepted)

Based on the results of the analysis regarding the results of the Path Coefficient test between job satisfaction and employee performance through organizational culture has a coefficient of 0.176 or 17.6% with a T-Statistic of 2.207 which shows that the t-Statistic (2.207) > t table (1.988) and P-Value 0.028 < 0.05. This shows that leadership style has a positive and significant effect on employee performance through organizational culture. Based on the explanation above, it can be concluded that organizational culture at PT Indra Angkola Group plays an important role in influencing job satisfaction on the performance of PT Indra Angkola Group employees.

4. CONCLUSION:

Based on the results of research hypothesis testing and the discussion described in the previous chapter, the following conclusions are obtained: Leadership style has a positive and significant effect on employee performance with a P-Value of 0.000, < 0.05 and tcount 4,047 > t table 1,988, meaning that the leadership style in the organization plays an important role in influencing employee performance results. Job satisfaction has a positive and significant effect on employee performance with a P-Value of 0.000, < 0.05 and tcount 3,469 > t table 1,988, meaning that to improve employee performance in the company requires high job satisfaction from employees. Leadership style has a positive and significant effect on organizational culture with a P-Value of 0.001, < 0.05 and tcount 3,221 > t table 1,988, meaning that the proper application of organizational culture is influenced by the leadership style in a company. Job satisfaction has a positive and significant effect on organizational culture with a P-Value of 0.000, < 0.05 and tcount 3,609 > t table 1,988, meaning that the better the organizational culture created, the more satisfied employees will feel, so that it will result in better employee performance. Organizational culture has a positive and significant effect on employee performance with a P-value of 0.000, < 0.05 and tcount 3,690 > t table 1,988, meaning that a conducive organizational culture will create a sense of satisfaction and affect the achievement of good performance by employees. Leadership style has a positive and significant effect on employee performance which is intervened by organizational culture with a P-Value of 0.006, < 0.05 and tcount 2.738 > t table 1.988, meaning that employee performance will increase if it is in a good organizational culture environment and the right leadership style in maintaining good relations between superiors and subordinates so that it has an impact on a comfortable situation. Job satisfaction has a positive and significant effect on employee performance which is intervened by organizational culture with a P-Value of 0.028, < 0.05 and tcount 2.207 > t table 1.988, meaning that a high level of job satisfaction due to proper application of organizational culture will affect employee performance.

5. REFERENCES:

- [1] A.A. Anwar Prabu Mangkunegara. 2016. Manajemen Sumber Daya Manusia Perusahaan. Bandung : PT. Remaja Rosdakarya.
- [2] Budiarto, W., Prasetyo, I. 2019. "Pengaruh Gaya Kepemimpinan dan Budaya Organisasi Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Karyawan Sebagai Variabel Intervening". Journal Of Business University Wijaya Putra Surabaya. Vol 2 No 3.
- [3] Dewi, Sandy, Trang. 2013. Pengaruh kepemimpinan dan budaya organisasi terhadap kinerja karyawan Perwailan BPKP Provinsi Sulawesi Utara. Jurnal, EMBA, Vol.1, No.3, September, Hal. 208-216.
- [4] Edison, Emron. Anwar, Yohny dan Komariyah, Imas. 2016. Manajemen Sumber Daya Manusia. Bandung: Alfabeta.
- [5] Hair, et al, 2014, Multivariate Data Analysis, New International Edition., New Jersey : Pearson.
- [6] Hasibuan, Malayu. 2016. Manajemen Sumber Daya Manusia. Jakarta: Penerbit Bumi Aksara.
- [7] Himawan, dkk. 2019. Studi dan Analisa Faktor - faktor yang Mempengaruhi Kepuasan Pelanggan Pada Sistem Informasi Penjualan Online (E-commerce) Pada CV. Selaras Batik. Systemic : Information System and Informatics Journal, II (5) : 44 – 52.
- [8] Himawan, Ilham, M. Idrus Taba dan Andi Reni. 2019. Pengaruh Gaya Kepemimpinan, Dan Budaya Organisasi Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Intervening Pada

- Telkom Indonesia Divisi Regional VII. Hasanuddin Journal of Business Strategy (HJBS) Volume 1 No 3.
- [9] Junaidi, Riko & Febsri Susanti. "Pengaruh Gaya Kepemimpinan dan Budaya Organisasi terhadap Kinerja Pegawai pada UPTD Baltekkomdik Dinas Pendidikan Provinsi Sumatra Barat." Sekolah Tinggi Ilmu Ekonomi KBP. Vol. 1 No. 2 (2019), 1-3.
- [10] Kasmir. 2016. Manajemen Sumber Daya Manusia (Teori dan Praktik). Depok: PT Rajagrafindo Persada
- [11] Luthans, Fred. 2009. Perilaku Organisasi. Edisi Sepuluh. Yogyakarta: Andy Offset
- [12] Prasetya, I., Prasetyo, I., & Budiarto, W. (2021). Pengaruh Reputasi Perusahaan dan Kompensasi Jaminan Sosial terhadap Kinerja melalui Semangat Kerja Karyawan PT. Cipta Mapan Logistik Surabaya. *Jurnal Mitra Manajemen*, 5(3), 133-147.
- [13] Robbins & Judge. 2015. Perilaku Organisasi Edisi 16. Jakarta: Salemba Empat. Robbins, Stephen P. 2006.
- [14] Suharno Pawirosumarto, Purwanto Katijan Sarjana, Rachmad Gunawan, 2017. The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia, *International Journal of Law and Management*, Vol. 59 Issue: 6, pp.1337-1358.
- [15] Syaharuddin, Y. (2019). Gaya kepemimpinan dan budaya organisasi terhadap kinerja melalui kepuasan kerja karyawan sebagai variabel intervening.
- [16] Widagdo, Bambang., Roz, Kenny. (2021). Hedonic Shopping Motivation and Impulse buying: The Effect of Website Quality on Customer Satisfaction. *103 Journal of Asian Finance, Economics and Business*. Vol 8 No 1 (2021) 395-405.

