

Research.

**THE EFFECT OF ORGANIZATIONAL CULTURE
AND LEADERSHIP UPON JOB SATISFACTION
AND JOB PERFORMANCE OF THE EMPLOYEES
(The study at PT Promed Farma, Sukabumi, West Java)**

RATNO

Lecturer at STIE Binaniaga

Abstract. *This study aims to examine the effect of the organizational culture and the leadership upon job satisfaction and job performance of the employees.*

The samples of this study are 125 employees of PT Promed Farma at the manufacturing division applying the proportional random sampling technique. And the hypothesis test has applied the Structural Equation Modelling (SEM) method.

The Result of the Analysis has indicated that the organizational culture and the leadership have positively affecting job satisfaction. Organizational culture and job satisfaction have significantly and positively affected job performance of the employees, nevertheless, directly leadership has not significantly affected job performance of the employees. This research has proven that the organizational culture and the leadership have indirectly provided bigger effect upon job performance of the employees when it has been built up thru the highest level of job satisfaction. The variables of the organizational culture, leadership and job satisfaction have determined job performance of the employees which is 75% and the rest of 25% has been determined by other variables that have not been studied yet.

Keywords: Organizational Culture, leadership style, job satisfaction and employee performance.

INTRODUCTION

Background

The organizational performance (company) has been affected by the behavior and performance of the member of the organization (employees). Facing the competitive and global business atmosphere, a company has required the highest qualified employees. They are expected to increase the company's performance. At the same time, the management of the company is obliged to prepare the strategy and policy to improve job performance of the employees. The employees need to get a feed back of their job as the guideline to execute the job furthermore.

PT Promed Farma is one of the pharmaceutical companies that should have to respect some regulations related to the medication products industries which is the Good Manufacturing Process (GMP) and the Good Distribution Products (GDP). Several activities in the Human Resources Management have been done refers to education and training, etc which is the efforts obtaining good performance of the employees. Lots of Job procedures have been prepared and implemented to produce an effective and efficient job.

PT Promed Farma has categorized its products into two categories, ethical and trading products. The ethical products have been marketed by the marketing team which is the medical representatives who have introduced branded medical products that

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should have to be administered by the doctor's prescription, and the trading medical products in general they are being dominated by the generic medical product that has a specific logo (OGB) and some branded medical products have been marketed thru local distributor or national one, however most of them are having been thru the tender of the governmental institutions and district institutions.

Those two kinds of products categories are having different characterization of the demands, the ethical products have had relatively less demands and are easier predictable than the trading products. However, trading products have had bigger fluctuation of the demands and usually they are requested to supply the products in a very short certain time limit. This diversification products have made the combination of the products in the production team to supply the products required which is the products partially manufactured as the stock and as order supply or the combination of both requirements. This kind of combination manufacturing has become the problem to supply the products to be on time to the distributor, nevertheless, coordination, communication and performance should have to be improved continuously.

An evaluation and controlling are one of the most important things to improve the performance of the employees. Since without having any evaluation and controlling, a problem could not be detected before and when the problem has arisen, it could be difficult to manage, but as a matter of fact a feed-back would be received, so that the company could be able to anticipate the same problem that would happen.

In connection with the evaluation of the employees, PT Promed Farma has been focusing to three subjects refers to technical matters, personality and disciplinary matters. Technical matters are related to job quality, initiative, job completion and technical knowledge. Personality matters are related to the responsibility, interpersonal relationship and communication. Disciplinary matters are related to the absenteeism, warning letter and respect to the superior.

PT Promed Farma has been managing the production unit and distributing the products according to the following objectives decided;

1. Remanufacturing of the product is not more than 5% of the total batch manufactured.
2. 0% defect of the production.
3. Quantity delivery of the finished goods to the distributor is not less than 97% of the total required.
4. Customer's complaint is not more than 0.5% of the total batch manufactured.
5. Products development and/or new products are not less than 10 products / year.

Based on the data evaluation at the end of 2012, a decreasing of the job performance of the employees have been occurred which is indicated on the Table 1 indicators.

The aforementioned data have indicated that a decreasing has happened at some aspects of the performance and at the end it has been indicating a decreasing of job performance of the employees.

The organization has failed to meet the quantity delivery requested to the distributor as well as the product development and / or new product, it has indicated that there is not any sufficient coordination happened among the departments within the company, nevertheless, the leader of the company has not performed yet the best leadership role completely which is starting from the design arrangement, formulation development, production planning, up to the distribution and marketing the products. However, the absenteeism rate of the employees has increased and it seems that it is related to the decreasing of the employees' motivation as well as job satisfaction.

Job performance of the employees is a real achievement of the employees either related to the quality or quantity of the job based on the Job Standard required. Job performance of the employees is going to be good when the individual and external factors are good. The individual characters are related to the people capability and skills,

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personality and cultural value, but the external factors are related to the organizational culture, leadership, job satisfaction, motivation, decision making and others.

Table 1
Job Performance of The Employees PT. Promed Farma

No	Uraian	Pembanding		Keterangan
1	Rata-rata produksi per tahun	Target 2880 bets	Pencapaian 2640 bets	Produksi tidak tercapai sebanyak 240 bets
2	Pengolahan ulang meningkat	Tahun 2011 0.16% (4 kasus)	Tahun 2012 0.71% (18 kasus)	Terjadi peningkatan pengolahan ulang sebanyak 14 kasus
3	Ketepatan pengiriman barang jadi ke distributor	Tahun 2011 94,6%	Tahun 2012 93,0%	Pengiriman barang jadi tidak mencapai rencana target yang diinginkan sebesar 97%.
4	Aspek pengetahuan teknis	Tahun 2011 tidak terjadi kasus kecelakaan kerja	Tahun 2012 Kasus kecelakaan kerja sebanyak 2 kasus	Terjadi penurunan di segi aspek pengetahuan teknis
5	Aspek kedisiplinan karyawan	Tahun 2011 ketidak hadiran sebanyak 515, terlambat hadir 210 dan mangkir sebanyak 6 kasus	Tahun 2012 ketidak hadiran sebanyak 661, terlambat hadir 221 dan mangkir sebanyak 14 kasus	Terjadi peningkatan ketidak hadiran karyawan sebanyak, 146, terlambat hadir 11, dan mangkir sebanyak 8 kasus
6	Pengembangan produk dan/atau produk baru	Tahun 2011 mencapai 12 produk	Tahun 2012 hanya mencapai 4	Pengembangan produk mengalami penurunan sebanyak 8 produk

A culture is a pattern of the value and assumption that is believed how a job has been performed within an organization. This kind of pattern has been studied by all the members of an organization dealing with the internal and external problems and it has been introduced as well to the new comers to make them understand, think and feel. The organizational culture is acceptable and comfortable for the employees when job performance of the employees has increased, however when its culture is not acceptable and comfortable, job performance of the employees has decreased.

Leadership has figured out the relationship between the leader and the follower and how the leader has been directing the follower to reach the objectives or to meet the expectation of the leader. The leader has developed and directed the potentiality of the subordinates to reach the company's goals. An effective leadership should have been enabling to consider the condition and situation of the subordinates overall, unless it could jeopardize the employees' performance at work.

As a matter of fact, people are going to be comfortable and loyal at work when they meet their expectation at work. Satisfaction at work is very important either for the employees or the company. Job satisfaction is indicated by what they have received and what they have been expecting actually. The bigger satisfaction the employees have

obtained, the better performance at work they would give. However, good performance of the employees should have to be respected and rewarded by the company accordingly.

Job motivation of the employees is the attitude of the employees at work. The employees having positive attitude would have high motivation at work, on the other hand, the ones having negative attitude would have lack of their motivation at work. Work situation is related to the work relationship, work facilities, work atmosphere, management policy and the pattern of the leadership at work.

A decision making in an organization is considered to meet a fair judgement with regard to the employees need and condition which can increase the motivation of the employees and their performance at work.

Designing a company's strategy, a company should have determined a culture which is in compliance with its environment. A proper connection between a culture value, company's strategy and business environment can strengthen the achievement of a company.

Organizing the strategy of an organization, describing the organization strategy and job programme which is understandable and applicable can ease the employees to do their best. A weakness leadership and lack of commitment in a good organization is the reason why the employees' job satisfaction has decreased which is at the end it will decrease job performance of the member of an organization.

Problems design

The problems designs of this research are as follows:

1. Is an organization culture affecting the employee's job satisfaction?
2. Is the leadership style affecting the employee's job satisfaction?
3. Is an organization culture affecting the employee's job performance?
4. Is the leadership style affecting the employee's job performance?
5. Is an employee's job satisfaction affecting the employee's job performance?

THEORETICAL STUDY

Referring to Melayu S.P. Hasibuan in Hadari Nawasi, "Job performance is the result achieved by someone who has performed the job entitled to him or her which is depending on his/her competency, experience, seriousness and time required. Furthermore, it is said that the result of job entitled or the achievement of it, is consisting of the following factors, a) passion at work, b) acceptance of job delegated, c) contribution and motivation level of an employee. The higher those three factors implemented, the better job performance of an employee would be.

Referring to Moh. Pabundu Tika, job performance is the result of the functions of jobs/activities of an employee or a team within an organization influenced by many factors to reach the organization achievement in a certain periode of time. Some factors affecting the result of the jobs or job performance of an employee or a team are internal factors and external ones. The internal factors affecting job performance of an employee or a team are consisting of an intelligence, skills, emotional stability, motivation, perception, family life, physical condition, and team characteristics. And the external factors are manpower regulations, customers' requirements, competitors, social values, workers union, economical condition, job location changes, market condition.

Referring to Veithzal Rivai, defining that job performance is the result or the achievement of a person in overall within a certain periode of time performing the jobs entitled comparing to several possibilities that would happen which is the standard of job achievement, target or goals or the criteria determined and agreed by both parties. Veithzal also concluded that the essential of job performance is the achievement of

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someone doing the job entitled which is in compliance with the standard and the criteria determined.

The indicators which have been applied are as follows: (1) initiative, (2) quantity of works accomplished, (3) quality of works accomplished, (4) lead time, (5) absenteeism and activities at work, (6) team-work.

Referring to Edgar Schein in Gibson and Ivancevich, defining that organizational culture is a basic assumption pattern which is created, discovered, or developed by a certain team who has learnt how to overcome the internal and external problems which should have to be considered good and applicable to be taught to new comers as the best way to solve the problems happened.

The organization culture, according to Stephen P. Robbins is a common perception respected by the member of the organization regarding the value of the team. The organization culture is making the employees recognize the characteristics of an organization instead of what they think.

Stephen P. Robins in Wibowo defining that there are seven characteristics of an organization culture, (1) innovation and risk taking which is the employees are obliged to be innovative and take responsibility, (2) focus to the detail, it explains that the employees should have to work precisely, analytically, and in detail, (3) benefit oriented, the management has focused to the result or benefit instead of the technical and the process only, (4) People oriented, the management decision should have to consider the impact of the decision upon the people in the organization, (5) team oriented, job activities in the organization are based on the team instead of individual, (6) aggressive, people have to be more aggressive and competitive instead of easygoing, (7) stability, the organizational activities should have to get rid of the status quo which is against the development.

Indicators of the organization culture are as follows; (1) innovation, (2) detail oriented, (3) result oriented, (4) people oriented, (5) team oriented, (6) communication pattern, (7) controlling, and (8) stability.

Referring to Yukl (2005), leadership is the process of influencing people to make them understand and agree with the job offered and work on it effectively, and the process to facilitate either individual effort or collective effort reaching the target.

Siagian (2002:62) within Brahmasari and Suprayetno (2008) determining that leadership is someone's ability to influence other(subordinates) to follow the superior' order, though personally it might be not convenient for him or her. Furthermore, Siagian determined leader's role or leadership in an organization has three kind of roles which is interpersonal, informational and decision making. Interpersonal role within an organization is when a leader is just a symbol of the organization which is responsible to motivate and direct the subordinates and is a mediator. Informational role means that a leader of an organization has the function of giving, receiving and analyzing the information. But the role of decision making means that a leader is a decision making person who defines any kind of policies refers to business strategies which is developing an innovation, opportunities and negotiation and running the business consistently.

Robbins determined leadership is a process to influence people to achieve the goals of the organization. Leadership is an interpersonal influencing at a certain situation to direct people using a communication process to reach the goals of an organization. Leadership is related to the social intervention process which has been conducted on purpose upon other people to restructure an activity and to influence a group of people within an organization.

Indicators of situational leadership which has been applied in this research are as follows; (1) telling-directing, (2) selling-coaching, (3) participating-supporting, (4) delegating.

Refers to Robbins, job satisfaction is a general attitude of an individual upon the job. A job has required an interaction with peers and superiors according to the

applicable regulations and policies of an organization, job standard, a job condition which sometimes is not convenient and such. So that, an evaluation about job satisfaction and job dissatisfaction is a kind of complicated calculation to do since it is an unsure job and discreet one that cannot be separated from one to another.

Davis within Brahmasari dan Suprayetno (2008) identified that job satisfaction is related to the employees' variable which is turnover, abseenteism, age, job, and size of an organization where an employee is working for.

Mangkunegara identified job satisfaction is related to some variables which is turnover, abseenteism rank, age, job ranks and size of the organization at work. A high level of job satisfaction refers to a lower turnover of the employees, but when the job satisfaction of the employees is quite small, turnover of the employees is quite huge. Job satisfaction refers to the abseenteism which is the employees who are not satisfied reflecting to big abseenteism rate. Job satisfaction refers to age, older employees are more satisfied than the younger ones, because it assumed that older employees are having more experiences to get along with the work place but the younger ones are usually having an ideal job expectation, hence, when the expectation did not meet with the reality of the job, it made them dissatisfactory. The higher the position of the employees, the better competency of the employees will be since they are more active to present a creative idea at work.

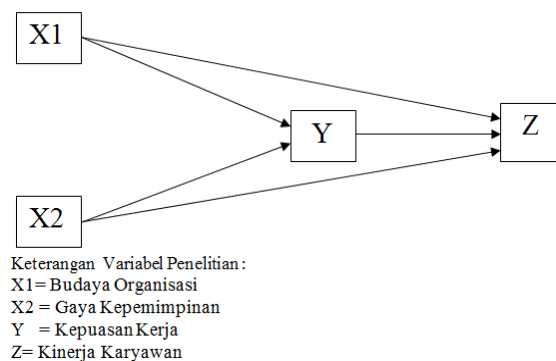
The indicators of job satisfaction at work has applied the following ones; (1) satisfied with the salary, (2) satisfied with the promotion, (3) Satisfied with the peers, (4) satisfied with the superior, (5) satisfied with the job.

Hypothesis of the Research

Based on the aforementioned description, the hypothesis of this research are as follows;

1. Organization culture has positively affected the employees' job satisfaction.
2. Leadership style has positively affected the employees' job satisfaction.
3. Organization culture has positively affected the employees' job performance.
4. Leadership style has positively affected the employees' job performance.
5. Job satisfaction has positively affected the employees' job performance.

Constellation of the Research



Gambar Konstelasi Penelitian

Research Constellation Drawing

Note of the research variables:

- X₁ = Organization Culture
 X₂ = Leadership style
 Y = Job Satisfaction
 Z = Job performance of the employees

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RESEARCH METHOD

Research Method; Quantitative method applying causality approach. Causal research is a kind of conclusive research where its aim is to find out a cause effect relationship between one variable and other variables which have been stated before. The population of this research is all the employees of PT Promed at the manufacturing department who have been working for more than one year and the total of the employees is 177 persons. The samples of this research is a part of the population of the employees.

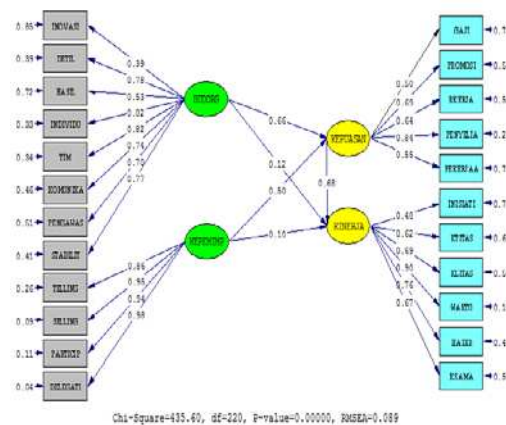
Data collection technique has applied the questionnaire. The content of the questionnaire is a declaration related to the employees' job performance, organization culture, situational leadership and job satisfaction

Technique of data analysis has applied the program of Linear Structural Relationship (LISREL) 8.8 and SPSS as the following steps;

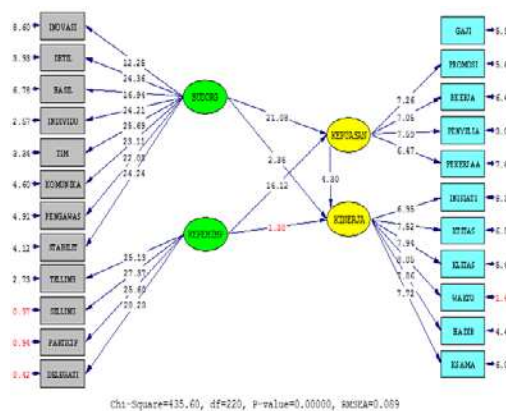
1. Data Screening and Normal Scores
2. Analisis Structural Equation Modelling (SEM)
3. Analysis of confirmation factors.
4. Dimensional Analysis

RESULT AND DESCRIPTION

Analysis of the overall models



Picture 1 CFA : Basic Standardized Solution Hybrid Model



Picture 2. CFA :Basic Model T-Values

Hypothesis test has been done to discover the problems designed in this research. An interpretation of an estimated result refers to SEM that can be applied after having been completed the assumption of this model. Hypothesis test refers to the total of critical value of statistics t-test. The limitation figure to reject and to accept the hypothesis offered which is 1.96, it explains that when t-value is between -1.96 and 1.96, hypothesis one (H_1) is rejected and hypothesis nul (H_0) is accepted. But when it is more than 1.96, so H_1 is accepted and H_0 is rejected.

1. An analysis of Hypothesis H_1

H_1 hypothesis test is accepted when the value of t-calculated is 2.36 indicating a significant relationship between the organization culture and the employees' job performance has happened and the coefficient flow is 0.12. Based on the aforementioned description, it explains that the relationship between the exogen variable of organization culture and endogen variable of employees' performance is positive eventhough it is not too significant. The result has indicated that the organization culture partially has affected 0.12 of the employees' performance, and the remaining ones have been affected by other factors.

So that, the writer can determine that organization culture has had a significant connection with the employees' job performance. It is in line with Greenberg and Baron who defined that organizational culture as a cognitive working design which consists of attitude, value, behavior norms and expectation that are acceptable for all the members of an organization.

This research is supported by the research done by Rani Mariam (2009) determining that an organizational culture has significantly and positively affected the employees performance, But Nurjanah (2008) determined that organization culture has positively and significantly affected the the employees' job performance. Nugroho (2006) has done the research about the analysis of the factors affecting the employees' job performance and he has determined that organization culture has positively and significantly affected the employees performance.

2. Analysis of H_2 hypothesis

Based on the aforementioned table, the value of $t_{\text{calculated}}$ is 1.38 and flow coefficient value is 0.10. It means H_2 is rejected since the value of $t_{\text{calculated}}$ is <1.96 , it explains that the connection between exogen variable of situational leadership and the employees performance is not significant. On the other side, flow coefficient value is 0.10 indicating that exogen variable has not significantly affected the endogen variable.

Based on the aforementioned descriptions, the writer has determined that situational leadership has affected job performance of the employees slightly positive but not too significant. Incompatible leadership style will ineffectively influence job performance of the employees obviously.

3. Analysis of H_3 hypothesis

H_3 hypothesis test is accepted since the value of $t_{\text{calculated}}$ is 21.06 indicating that there is a significant connection between organization culture and job satisfaction since the flow coefficient is 0.66, hence, based on the related data, it explains that the relationship between exogen / organization culture variable and endogen / job satisfaction variable is positive and significant. The result of this research has indicated that organization culture partially has affected job satisfaction which is 0.66, and the rest has been affected by other factors.

According to the aforementioned description, the writer has determined that organization culture has significantly connected to the employees' job satisfaction.

Along with Tika who has determined that a strong organization culture is an organization culture having formal and informal value which has been positively affecting the attitude and job performance of the employees. On the other hand, job satisfaction is an evaluation of the employees recognizing how good the job has been satisfied them. Job satisfaction is not only related to the physical condition of an employee who is doing the job, working environmental condition, but also with the interaction with his/her peers and the relationship system among them.

The result of this research is in line with the research of Koesmono (2005) who defined that organization culture has affected job satisfaction. The other research of Brahmasari and Suprayetno (2008) has determined that organization culture has positively and significantly affected the employees' job satisfaction, so did the research of Mariam (2009) who defined that organization culture has positively and significantly affected job satisfaction.

4. Analysis of H₄ Hypothesis

Based on the data on the table 4.18, the value of $t_{\text{calculated}}$ is 21.08 and flow coefficient value is 0.50. It can be concluded that Hypothesis H₄ is accepted as $t_{\text{calculated}}$ value is > 1.96 , it explains that the connection between the exogen variable (situational leadership) and job satisfaction is significant. On the other hand, flow coefficient value of 0.50 has indicated that Situational Leadership has significantly affected the employees' job satisfaction. The related data has indicated that the Situational Leadership has partially affected 0.50 of employees' job satisfaction, and the rest has been affected by the other factors.

Referring to the aforementioned description, the writer is able to determine that the situational leadership has significantly affected employees' job satisfaction. If a leadership style had been developed in line with the people condition, it would satisfy the employees.

It is in compliance with the theory of Hersey-Blanchard who defined that leaders should have evaluated their subordinates correctly and intuitively recognizing the competency of their subordinates, however, they should have to apply a leadership style which is in compliance with the related level.

This research is in line with the research of Darwito (2008) who defined that leadership style has affected employees' job satisfaction. The more powerful leadership characterization, the better job satisfaction would be. This research is also getting along with the result of Mariam (2009) who defined that Leadership Style has positively and significantly affected job satisfaction.

5. Analysis of H₅ Hypothesis

Based on the aforementioned data, the value of $t_{\text{calculated}}$ is 4.30 and flow coefficient value is 0.68. It explains that H₅ Hypothesis is accepted due to $t_{\text{calculated}}$ value is > 1.96 , it has indicated that a significant connection between the exogen variable of job satisfaction and employees performance has been occurred. On the other hand, flow coefficient value is 0.68 indicating that job satisfaction has significantly affected employees' job performance. This data has indicated that job satisfaction partially has affected 0.68 of employees' job performance, but the rest has been affected by other factors.

Based on the aforementioned description, the writer determined that job satisfaction has significantly affected employees' job performance. The more satisfaction of employees, the better employee's job performance would be. Jason determined that an employee who has satisfied with the job will have positive behavior performing or participating the job required.

This research is in line with the research of Mariam (2009) defined that job satisfaction has positively and significantly affected employees' job performance.

6. Direct effect and Indirect effect.

Analysis of effects is to recognize how strong the effect of one variable to other variables either directly or indirectly. The interpretation of this result is important to get a clear strategy determined.

Based on the value of flow coefficient which is indicated on the tablet 4.18, a direct effect of exogen variable upon endogen variable has happened. Job satisfaction variable has significantly affected the employees' job performance with the flow coefficient of 0.68., then followed by organization culture variable with the flow coefficient of 0.12 and the last one is situational leadership variable with flow coefficient of 0.10. But, organization culture variable has affected job satisfaction variable which is stronger than the variable of situational leadership with the flow coefficient of 0.66, however, the effect of leadership style upon the job satisfaction is only 0.50 of job coefficient.

Indirect effect of exogen latent variable of organization culture and situational leadership style have been thru job satisfaction and furthermore affecting job performance of the employees. The test result of direct and indirect effect can be summarized as follows;

Tabel 2 Table of direct and indirect effects

Variabel Eksogen	Pengaruh Langsung (a)	Pengaruh Tidak Langsung (b)	Total (a) + (b)
Budaya Organisasi	0.12	$0.66 \times 0.68 = 0.45$	0.57
Gaya Kepemimpinan Situasional	0.10	$0.50 \times 0.68 = 0.34$	0.44

Based on the calculation result either direct effect or indirect effect of organization culture and situational leadership style upon job performance of the employees, it has been indicating that indirect effect of organization culture and leadership style upon job performance of the employees is higher than direct effect one which is 0.45 of indirect effect is higher than 0.12 of direct effect. It is explaining that organization culture will be indirectly improving the employees' job performance better due to a high level of the satisfaction. So as to the leadership style indicating that indirect effect of leadership style is higher than direct one refers to 0.34 of indirect effect of leadership style is higher than 0.10 of direct effect one. It explains that leadership style has affected better job performance of the employees refers to a high level of job satisfaction

7. Dimension analysis

Level of the correlation between exogen variable and endogen variable, as follows;

- Interdimension correlation between organization culture variable and employees' job performance.

It has indicated two dimensions of organization culture variable having strong correlation with the dimension of employees' job performance variable, as follows;

- The dimension of individual oriented (X_{14}) has had a strong connection with the dimension of time consumed (Z_4) refers to the correlation coefficient of 0.606.
- The dimension of team oriented (X_{16}) has had a strong connection with the dimension of time consumed (Z_4) which is the correlation coefficient is 0.603.

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Referring to the aforementioned data, organization culture having individual and team oriented has determined job performance of the employees especially related to the time consumed to complete the job required. So that, it can be concluded that the dimension of individual oriented and team oriented are two dimensions which are determining mostly the correlation between employees' job performance and organization culture.

- b. Interdimensional correlation between situational leadership style variable and employees' job performance variable

Three dimensions of situational leadership style variable having strong connection with the dimension of job performance of the employees, as follows;

- 1) 'Delegating' dimension (X_{24}) having strong connection with the dimension of 'time consumption required' (Z_4) refers to the correlation coefficient of 0.785.
- 2) 'Participating-supporting' dimension (X_{23}) having strong connection with the dimension of 'time consumption required' (Z_4) refers to the correlation coefficient of 0.718.
- 3) 'Selling-coaching' dimension (X_{22}) having a strong connection with the dimension of 'time consumption required' (Z_4) refers to the correlation coefficient of 0.703.

Referred to the aforementioned data, it has determined that the situational leadership style which is almost all of leadership style refers to Hersy-Blanchard has significantly affected the employees' job performance, especially the dimension of time consumption required. Employees would have better job performance when they had been delegated or in charge of finishing the job required, then when they had been involved to work together to finish the job, had received an explanation given and had been persuaded to reach the goals instead of having been managed by the leaders who are used to give an information, instruction and to make decision. Therefore, it can be concluded that the dimension of delegating, dimension of participating-supporting and dimension of selling-coaching have been determining the employees' job performance which is related to the situational leadership style.

- c. Interdimensional correlation between organization culture variable and job satisfaction variable.

There are two dimensions of organization culture variable having a strong connection with the dimension of job satisfaction variable, as follows;

- 1) Dimension of 'team oriented' (X_{15}) has had a strong connection with the dimension of 'satisfaction with supervisors' (Y_4) refers to the correlation coefficient of 0.623.
- 2) Dimension of 'communication pattern' (X_{16}) has had a strong connection with the dimension of 'satisfaction with supervisors' (Y_4) refers to the correlation coefficient of 0.601.

Based on the aforementioned data, it explains that organization culture which is focus to team oriented and good communication pattern has been determining the employees' job satisfaction particularly satisfaction with supervisors. Therefore, it can be concluded that the dimension of team oriented and dimension of communication pattern are two dimensions defining the employees' job satisfaction which is related to the organization culture.

- d. Interdimensional correlation between situational leadership style and job satisfaction variable.

There are three dimensions of situational leadership style having strong connection with the dimension of job satisfaction variable, as follows;

- 1) 'Delegating' dimension (X_{24}) has had strong connection with 'satisfaction with supervisors' dimension (Y_4) refers to the correlation coefficient of 0.776.
- 2) 'Selling-Coaching' dimension (X_{22}) has had strong connection with the dimension of satisfaction with supervisors (Y_4) refers to the correlation coefficient of 0.716.

- 3) 'Participatin-suppporting' dimension (X_{23}) has had strong connection with the dimension of 'satisfaction with the supervisors' (Y_4) refers to the correlation coefficient of 0.711.

Referring to the aforementioned data, it explains that applied leadership style which is in compliance with the different maturity of the followers is having a tight connection and determining the employees' job satisfaction particularly satisfaction with the supervisors.

Therefore, it has concluded that the employees have been more satisfied when they are trusted, explained and persuaded as well as involved and asked to work together as a team.

- e. Interdimensional correlation between job satisfaction variable and employees' job performance variable.

There are three dimension of job satisfaction variables which are having strong connection with the dimension of employees' job performance variable.

- 1) 'Satisfied with peers' dimension (Y_3) has had strong connection with the dimension of 'the quality of job achievement' (Z_3) refers to the correlation coefficient of 0.955.
- 2) 'Satisfied with the supervisors' dimension (Y_4) has had strong connection with the dimension of 'time consuming required' (Z_4) refers to the correlation coefficient of 0.944.
- 3) 'Job satisfaction' dimension (Y_5) has had strong connection with two dimensions of employees' job performance variable.

Correlation between job satisfaction dimension with 'teamwork' dimension (Z_6) having the correlation coefficient of 0.834 and with the dimension of 'quantity of job achievement' (Z_2) having the correlation coefficient of 0.830 which is strong connection.

Referring to the aforementioned data, it has determined that satisfied with the peers, satisfied with the supervisors and satisfied with the job have been strongly connecting with the employees' job performance especially relating to the quality and quantity of job achievement, time consumed to finish the job and team work ability.

CONCLUSION AND SUGGESTIONS

Conclusion

1. The Organizational Culture has positively and significantly affected the employees' job performance, it means that the stronger the organization culture, the better employees' job performance had been. The dimensions having the most powerful correlation are the dimension of individual oriented and the dimension of time consuming required.
2. The situational leadership style has positively but not significantly affected employees' job performance, it explains that a proper leadership style applied has not guaranteed the improvement of employees' job performance. The dimensions having the most powerful correlation are the dimension of Delegating and the dimension of time consuming required.
3. Organizational Culture has positively and significantly affected the employees' job satisfaction, it means that better organization culture would improve the employees' job satisfaction. Dimensions having the most powerful correlation are the dimension of team oriented and the dimension of satisfied with the supervisors.
4. The Situational Leadership Style has positively and significantly affected the employees' job satisfaction, it explains that a proper leadership style applied would increase the level of the employees' job satisfaction. The dimensions having the most powerful correlation are the delegating dimension and the dimension of satisfied with supervisors.
5. Job satisfaction has positively and significantly affected the employees' job performance, the higher the employees' job satisfaction had been obtained, the better

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the employees' job performance would be. The dimensions having the most powerful correlation are the dimension of satisfied with the peers and the dimension of the quality of job achievement.

Suggestions

1. PT Promed Farma should have improved the communication patern.
2. PT Promed should have improved still the decision making and policies which is rewards for the individual rights of the employees. .
3. The company should have to be more concerned about the appreciation aspects which is employees oriented, such as improvement of work facility, employee's locker, uniforms, incentive system, transportation and annual leaves.
4. Should have to organize the activities involving superiors and subordinates which is team building, so that a better communication and friendshipness can be improved.
5. Providing a training related to the supervisory skill for the employees at a certain level.
6. Providing leadershipskill training for the employees at a certain level.
7. PT Promed should have improved the atmosphere at workplace so that interpersonal relationship among the employees will be improved and it can improve the satisfaction with their peers.
8. PT Promed should have improved supervisory skills at supervisor level.
9. PT Promed Farma should have improved the employees' job satisfaction. As Job satisfaction is a dimension that can improve job performance of the employees.
10. Providing supervisory and leadership skills training to improve the competency of supervisors and at the end it could improve their satisfaction with the supervisors.
11. Providing good working place atmosphere to develop trustworthy among the employees which will improve a satisfaction with their peers.
12. Staffing the employees should have been more effective.
13. Executing a better job analysis to recognize the employees needs either qualification or quantity.

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