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### Antecedent and Consequences of Job Performance

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**Abstract:** The problem of this research is how employee health centers in the city of Cilegon, Serang and Tangerang city can improve their performance. While the purpose of this study is focused to identify and analyze the effect of leadership and organizational culture on employee performance through job satisfaction. The research was conducted against an employee in the city of Cilegon, Serang and Banten provinces of South Tangerang city. The methods used in this research were descriptive and explanatory survey method with a sample size of 326. The data analysis method used was SEM (Structural Equation Modeling).

The results showed that the leadership of positive and significant impact on job satisfaction, organizational culture positive and significant impact on job satisfaction, leadership and organizational culture together positive and significant impact on job satisfaction, partially organizational culture of the most dominant influence on job satisfaction. As for the performance of employees, leadership not significant effect on employee performance, organizational culture positive and significant impact on employee performance, job satisfaction positive and significant impact on employee performance, and leadership, organizational culture and job satisfaction simultaneously positive and significant impact on the employee performance, partially dominant organizational culture influence on employee performance.

The implication of this research is the performance of an employee health center in the city of Serang, Cilegon City and South Tangerang notably in the kerta employee is able to be improved if the health center in the city of Serang, Cilegon City and South Tangerang able to improve organizational culture, especially on moral happiness of employee.

**Keywords:** leadership, organizational culture, job satisfaction, employee performance.

### INTRODUCTION

Health is one very important element of the quality of life in national development to realize the complete Indonesian man. Health development aims to provide the widest opportunity for the community to

improve health. Various agencies of public health services already exist in Indonesia, among others, hospitals, clinics, and community health centers (puskesmas). Of the three institutions, health centers are the institutions most appropriate for providing health services faster and friendly to the public. This is due in addition to running a curative function, health centers also have a role in preventive and promotive activities. This was affirmed in the Decree of the Minister of Health No. 128 / Menkes / SK / II / 2004 on Basic Policy Health Center (Puskesmas), namely (1) the central driving force of development and vision of health; (2) the center of family and community empowerment; (3) The first health care center strata.

Health services provided by the health center aims to improve public health in the coverage area of the health center services. In order to give maximum services will require adequate resources. In Act No. 23 of 1992 on Health stated that health resources are all hardware and software required to support the implementation of health measures, including: (1) health workers; (2) health facilities; (3) health supplies; (4) health financing; (5) health management; (6) research and development of health. In carrying out its functions, the various health centers in Indonesia to experience constraints such as limited facilities and infrastructure, as well as limited health personnel, especially in border areas, remote and island (DPTK). The same thing happened in the province of Banten. According to the Indonesia Health Profile (Kemenkes, 2013), the ratio of doctors common in Banten (0.75) only reached 41% of the average ratio of Indonesia (1.84). While the ratio of dentists (0.55) only 75% of the average ratio in Indonesia (0.71). Nevertheless, the ratio of nurses and midwives in excess of the average ratio in Indonesia. While the availability of health facilities in Banten province (225 Puskesmas) is relatively satisfactory compared with the national average even more than the province of Yogyakarta.

In carrying out the program of activities of public health services (puskesmas), there are six basic minimum health program to be implemented by health centers, namely: health promotion, environmental health, maternal and child health (KIA), nutrition, infectious disease control and treatment. Output indicators (output) which can reflect the level of achievement of the program's sixth is a healthy home coverage, coverage live-born infants, toddlers coverage weighed with weight gain, and complete basic infant immunization coverage, whose value is expressed as a percentage (%). Puskesmas was on target when given the actual service equals or exceeds the indicators of output that has been set.

The output of the six basic health programs minimum whole did not reach perfect or 100%, even three Municipalities of the eight districts / municipalities located in the province of Banten average of four indicators outputs are under the average, the city of Cilegon only achieve average 82.33%, 83.83% Serang and Tangerang City only able to reach 82.73%.

Mahmood, Iqbal and Samsaa (2014: 86) argues that *"Employee Performance is most important factor in an organization success therefore, there is need to adopt effective human resources strategies that aim to improve employee performance and creates the culture of high performance in any organization based on human resource practices"*. The opinions above shows the low output indicators (output) of the Six Basic Health Program Implemented Minimal health center in the city of Serang, Cilegon and Tangerang City until 2014 because of a lack of employee performance. The low performance of employee health center in the city of Serang, Cilegon and Tangerang as indicated by the level of quality of employee health center providing services. PHC service quality is determined oleh proses medical and non medical services as measured by adherence to service standards. In 2010 Tim Quality Assurance Health Center District Health Office / City, has been

measuring the levels of compliance of medical and non medical employees of the health center service standards consisting of Treatment, Prevention and Treatment in infants.

Based on data from the City Health Office Serang, Cilegon and Tangerang Selatan (2013) that the average adherence of employees in carrying out the treatment, prevention and management of Toddler for three years showed an increase of service, (in a row from 2011 to 2013 show the numbers 72, 4; 74.32 and 75.88). But the numbers are still not able to reach the target service standards already ditetapkan by Tim Quality Assurance Health Center District Health Office / City (80).

The low performance of employee health center in the city of Serang, Cilegon and Tangerang tends to be caused by the relative lack of good leadership still Puskesmas. It is indicated based on the profile data on the health of the health department of Serang, Cilegon and Tangerang South menunjukkan PHC leadership. Level leadership clinics in three cities in the provinces of Banten based on individual attention, leaders who know the desires of employees, responsive leaders and leaders who care about the duty is less, the leadership of the head of Puskesmas is less based on data compiled from various sources in the province of Banten. (Source: Adapted Researcher From Various Documents Health Profile, 2013).

Based on the above researchers wanted to observe the performance of employees associated with the health center leadership, organizational culture, and job satisfaction in the city of Serang, Cilegon and Tangerang city of the southern province of Banten.

## **RESEARCH OBJECTIVES**

Based on the results of a formula problem, then research objectives that can be achieved in the form of:

1. To know and analyze the effect of leadership on job satisfaction.
2. To know and analyze the effect of organizational culture on job satisfaction.
3. To know and analyze the effect of leadership, organizational culture on job satisfaction
4. To know and analyze the effect of leadership on job performance.
5. To know and analyze the effect of organizational culture on employee performance.
6. To know and analyze the effect of job satisfaction on employee performance.
7. To know and analyze the effect of leadership, culture of organization and job satisfaction on employee performance

## **LITERATURE REVIEWS**

### **Leadership**

According Luthans (2008:30) says leadership is a trait or character, or the way someone in the effort to build and move a person or group of people so that they are willing to commit and faithfully to carry out activities in accordance with the duties and responsibilities to achieve the company's objectives predetermined, Madlock (2008: 18), said that in addition to the arts, leadership is often seen as the focus of the group, meaning that the leader is a subject that drives the group. The leader of the center of attention, and all resources that determine everything from the group. Therefore, it is often the center of attention will be drawn to the group leader. While Yukl (2007: 40) states Leadership is the behavior of an

individual who leads the activities of a group to a goal to be achieved together. Furthermore, Robbins (2003: 354) argues that leadership is the ability to influence a group toward the achievement (goal).

Based on the four above opinion can be concluded that leadership is a process of influencing subordinates to be able to inspire and encourage them to achieve predetermined objectives. The dimensions of leadership in this study were (1) the transformational leadership indicators: charisma, intellectual stimulation, inspiration, individualized attention, and (2) the dimensions of transactional leadership indicators: leaders who know the desires of employees, leaders are responsive, capable leaders manage conflict, leaders act decisively, leaders who care about the task.

### Organizational culture

Luthans (2008: 35) defines culture as the knowledge gained to interpret experience and generate social behavior. Meanwhile, according to Robbins (2003: 60) organizational culture is a system of shared meaning held by members that distinguishes the organization from other organizations. According to Zhang and Jia (2010: 745) organizational culture is a set of behavioral and psychological framework deeply internalized and owned by members of the organization and also the organizational culture is a common perception held by members of the organization, a system of shared meaning.

While Alcazar *et al.* (2012) revealed some dimensions that distinguish levels of organizational culture, namely: Individual initiative, risk tolerance (tolerance; to high-risk behavior), Direction, Integration, Management support, Control, Identity, Reward System, Conflic Tolerance, Communication Patterns.

Based on the four above opinion can be concluded that organizational culture is a shared system is understood and embraced by members of the organization that distinguishes their organization with other organizations. The dimensions of organizational culture are (1) the dimensions of individual initiative indicators: the level of creativity, the independence of the individual in developing his duties. (2) dimension dimensional tolerance of risk behavior indicators: aggressive, innovative, risk-taking, and then (3) the dimensions of integration indicators: the level of cooperation and coordination, and (4) the dimensions of the control indicators: regulation and supervision provided directly by the leadership and control of the leadership.

### Job satisfaction

Branham (2005: 80) argues that “*job satisfaction is the favorableness or unfavorableness with employes view their work*”. Job satisfaction means a feeling of support or experienced [employees] work. Yukl (2007: 120) defines job satisfaction as “the way an employee feels about his or her job”. This means that job satisfaction is the way employees feel his or her job. it can be concluded that job satisfaction is a feeling of support or no support within employee work-related or her condition. Garver (2009: 490) states that job satisfaction is the general attitude is the result of some of the special nature of the factors of work, adjustment and social relationships of individuals out of work.

Job satisfaction is closely related to what is expected of employees of the work in accordance with the felt needs. Usually people will feel satisfied with the work that has been or is he running, if what she did was meet the expectations of one of its objectives to work. If someone coveting, meaning it has an expectation so he will be motivated to take action towards the achievement of these expectations (Broeck

et al (2008: 280). Muhonen (2010: 260), defines job satisfaction is a feeling of support or no support from employees associated with the condition itself. The feeling associated with work involving aspects of the wage or salary received, career development opportunities, relationships with other employees, job placement type of work, organizational structure, quality supervision, while feeling that they relate to the age, health condition, abilities, education and so on. employees feel satisfied at work when aspects of work and aspects of her support and vice versa if these aspects are not in favor of, the employees will feel satisfied.

Based on the various opinions on the above it can be concluded that job satisfaction is the feeling of a person that determines his attitude relates to what will be done in his work. The dimensions of job satisfaction, among others: (1) satisfaction with the information indicators: satisfied with the information the boss, the boss satisfied with the feedback. (2) the dimensions of satisfaction with diversity indicators: satisfied with the diversity of tasks, are satisfied with the freedom of the task, satisfied with the opportunities in the task, and then (3) the dimensions of satisfaction with pay (salary) indicators: satisfied with salary, satisfied with security.

### **Employee performance**

Performance is a term derived from the word job performance or the actual performance (performance or achievements actually reached someone), the performance is a comparison of the results achieved with the participation of labor per unit time / normally hourly and performance is an expression such as output efficiency and effectiveness often linked to productivity. Furthermore, the performance (performance) is the result of the quality and quantity of work achieved by someone employee in performing their duties in accordance with the responsibilities given to him (Sedarmayanti, 2009: 50).

Performance problems will always be associated with human resources, restrictions or about the understanding of the performance (performance), performance is the result of work that is concrete, observable and measurable. Performance is the level of achievement of the implementation of certain tasks. The company's performance is the level of achievement in order to realize the company's goals. Performance management is the overall activities undertaken to improve the performance of the company or organization, including the performance of each individual and group work at the company. individual performance, group performance and the company's performance is affected by many factors internal and organizational ektern (Sinambela, 2016).

Performance is defined as "the extent of the actual work performed by the individual" or the extent to which actual work shown by an individual (Morisano et al, 2010: 260). Performance is an outcome achieved by workers in their work according to certain criteria to apply for a particular job. Performance is actually a very complex concept, both the definition and measurement is often a challenge for researchers theory of management and organizational behavior, because it is multidimensional. So that performance measurements should be diverse encounters dimensional measurement (Morisano et al, 2010: 265).

Based on the various opinions on the above it can be concluded that the performance of employees is the work of someone in quality and quantity achieved in carrying out their duties properly in accordance with the responsibilities given to him. The dimensions of employee performance are: (1) the performance

of qualitative indicators: work attitudes, knowledge, skills, cooperation, concern for the job. Then (2) dimensional quantitative performance indicators: labor process, conditions of employment, dipegunakan time, number of errors, the number and type

## RESEARCH METHODS

This study uses descriptive survey and survey eksplanatortory. According to Travers and Gay (in Umar, 2007: 23), a descriptive method aims to portray the nature of things going on at the time the research was done and examine the causes of a symptom of anything other than that this method aims to answer questions regarding anything at the time being the process of research. While the explanatory method used to determine the level of influence between variables either individually or simultaneously.

1. Leadership ( $\xi_1$ ) as independent variables,
2. Organizational Culture ( $\xi_2$ ) as independent variables,
3. Kepuasan kerja ( $\eta_1$ ) as an intermediate variable, and
4. Employee performance ( $\eta_2$ ) as the dependent variable.

The study population was all employees of health centers in the city of Cilegon, Serang and South Tangerang in Banten Province. Based on data from Banten provincial workforce is numbered 1768 the health center staff. The sample size is determined referring to the theory Slovin (in Lijan, 2014), with the following formula:

$$n = \frac{N}{1 + Ne^2}$$

Information:

n: number of samples

N: Number of population

e: Percentage leeway for error sampling accuracy.

Based on the above formula, the minimum sample size is 1768 and the percentage of the total population kelongaran for sampling accuracy of 5%.

$$n = \frac{1768}{1 + 1768(5\%)^2} = 326$$

The determination of the amount of sample is determined by Hair *et al.* (2006: 120), citing studies that multivariate data analysis using Structural Equation Model (SEM), in general use Maximum Likelihood estimation (MLE). In the MLE method, the minimum number of samples in the survey ranged from 100 to 200 respondents. In addition, the number of samples can also be determined with 5 to 10 samples per parameter. Based on the foregoing, the number of samples to be taken from a minimum sample above ie 326 respondents who are employees of health centers in the city of Cilegon, Serang and South Tangerang in Banten Province.



**DISCUSSION**

In testing the overall size of the model SEM obtained the results as shown in the following table.

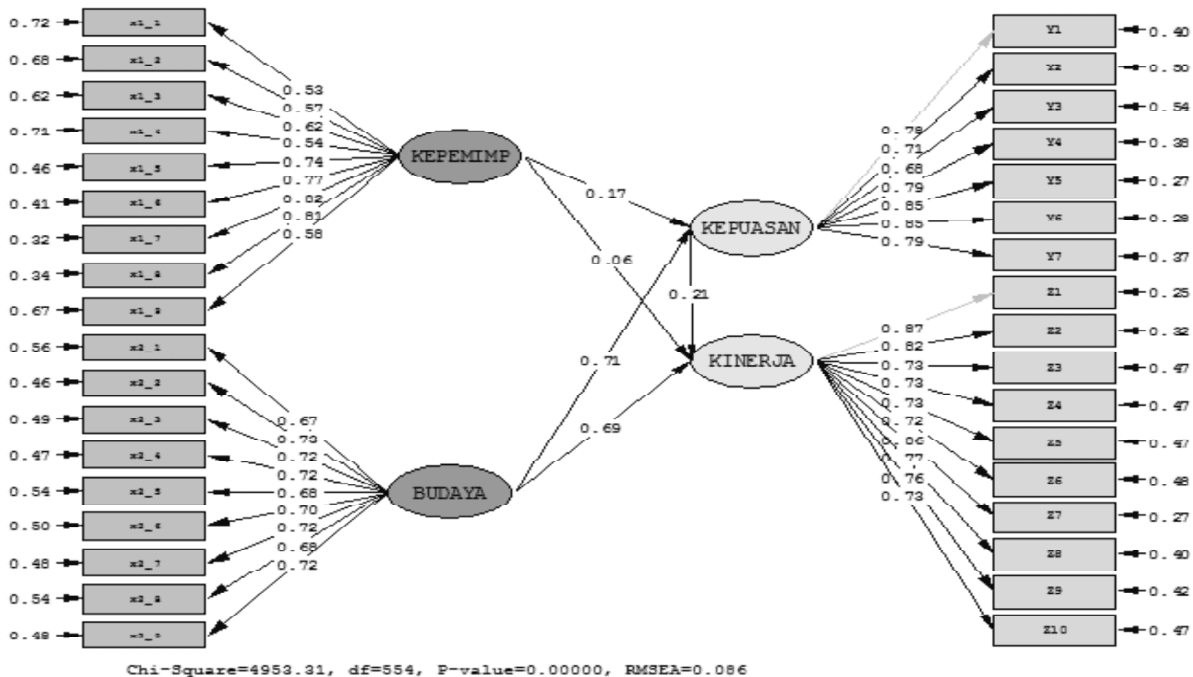
**Table 1**  
Suitability Model Overall (Hybrid Model) SEM

Indicator GOF	Expected Size	Results Estimates	Conclusion
<i>Absolute Fit</i>			
GFI	GFI > 0,90	0,93	Good Fit
RMSEA	RMSEA < 0,08	0,086	Good Fit
<i>Incremental Fit</i>			
NNFI	NNFI > 0,90	0,92	Good Fit
NFI	NFI > 0,90	0,92	Good Fit
AGFI	AGFI > 0,90	0,97	Good Fit
RFI	RFI > 0,90	0,91	Good Fit
IFI	IFI > 0,90	0,93	Good Fit
CFI	CFI > 0,90	0,93	Good Fit

*Note:* Marginal Fit is a fitness model measurement conditions under absolute fit size criteria, and incremental fit, but can still be passed on further analysis, because it is near the size criteria Good Fit (Hair *et al.*, 2006: 623).

*Source:* Results of Treatment with LISREL 8.70

Based on Table 1 above, all sizes suitability obtained has a suitability index measurement model is a good fit. Thus it can be continued on the next hybrid model measurements analysis. Based on SEM visible print out full research models such as the following table.



**Figure 1: Hybrid (Full SEM) Standardized Models**

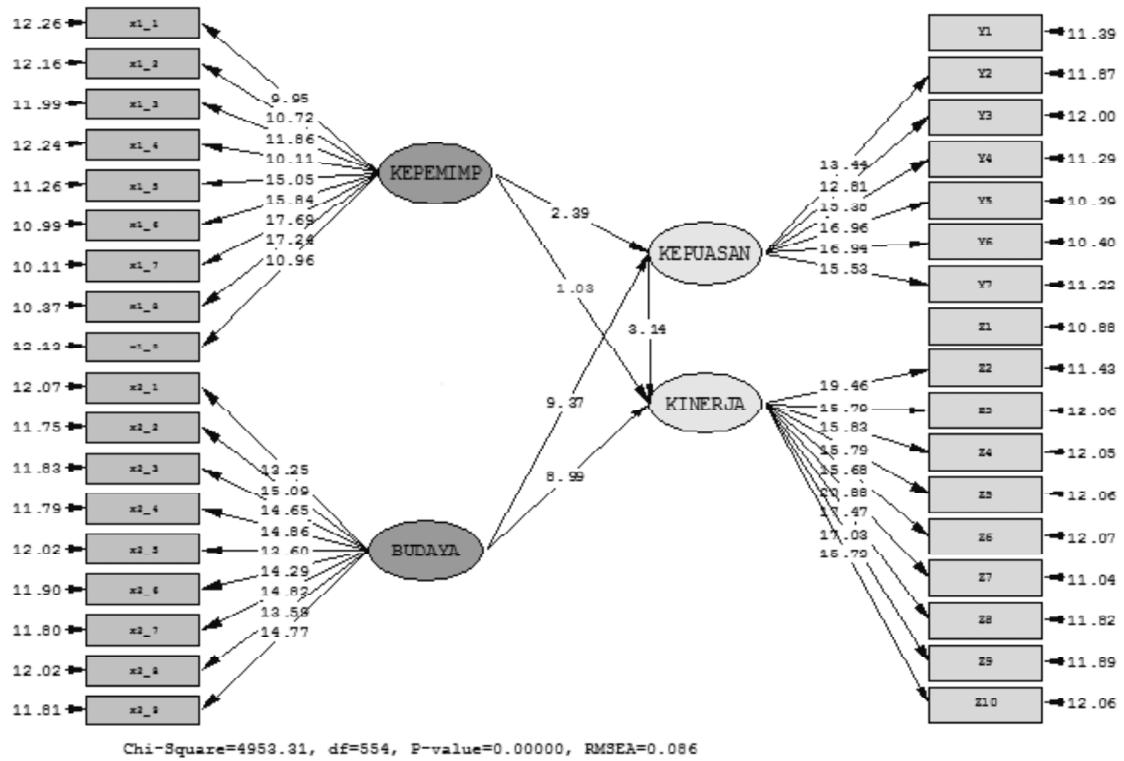


Figure 2: Hybrid (Full SEM) t-value Models

Based on Figure 1 and 2 above, then performed the analysis of the measurement model hybrid (full model) of each variable, which for all indicators in the formation of latent variable exogenous Leadership, Organizational Culture and latent variable endogenous Job Satisfaction and Employee Performance has good validity, it this is indicated by all the dimensions have Standardized Loading Factor (SLF)  $\geq 0.5$  and  $t_{hitung} \geq 1,96$  value (at  $\alpha = 0.05$ ) (Hair, at. all., 2006). Likewise, both exogenous and endogenous latent variable models have good reliability, it is shown with all the variables have the construct reliability values greater than 0.70 (CR > 0.70) and variance extract value greater than 0.50 (VE > 0.50).

Based on the results of SEM analysis of the above it can be concluded that there are significant positive and significant correlation between job satisfaction terhadap leadership. This Dalamhal if want to increase job satisfaction can improve the leadership of his leadership. The effect of transformational leadership as leaders or superiors to subordinates. Subordinates feel the confidence, pride, loyalty and respect to superiors, and they are motivated to perform beyond what is expected, as well as transformational leadership must be able to define clearly what a vision for the organization, so as followers will receive the credibility of these leaders (Su -Yung Fu, 2000). According to Case (2003), that “the primary function of a transformational leader is providing services as a catalyst of change (catalyst of change), but the same time as a supervisor of change (a controller of change, although there are some differences in defining transformational leadership, but in general they interpret it as a change agent (an agent of change)”.

This study found that leadership affects positively to increased job satisfaction, leadership based on frequency distribution analysis that the perspective of the respondents in this case the health center staff



to leadership is high and the perspective of health center staff on job satisfaction is high, it can be interpreted that by increasing the leadership will improve job satisfaction. In line with the research Yüing and Ahmad (2009), which explains that the behavior of leaders is one of the influential factors in improving job satisfaction, when the behavior of a good leader and a friendly will affect employees in improving work satisfaction, on the contrary, if the behavior of the leadership of the poor and not friendly the employee will lower job satisfaction of employees working.

The same thing with it, Howl and Diboye (in, Yousef *et al.* 2000: 25) considers the overall job satisfaction as a result of a degree of like or dislike of the various aspects of his job. Based on the results obtained that the respondent in this case the employee health clinic in the city of Cilegon, Serang and the city of Tangerang South their perspective of good leadership is a leader who is able to manage the conflict, because the leader is able to improve its ability to manage conflict will increase employee satisfaction in terms of opportunities in charge, because the leader is able to manage conflict will give a feeling of security and comfort of employees in the work, so the chance of the employees in completing the task of serving the public in the clinic can be completed.

Meanwhile, in this study proved that the culture of the organization positively and significantly related to job satisfaction. That means if you want to increase the job satisfaction of a positive organizational culture should be improved. According Desler, (2007: 60) organizational culture is defined as the set of acceptable values is always right, which helps a person in the organization to understand the actions which can be received and which actions are unacceptable and values communicated through stories and other symbolic ways

This study found that organizational culture affects positively to increased job satisfaction, based on the frequency distribution analysis that the perspective of the respondents in this case the employee health center for the culture of the organization is high and the perspective of health center staff on job satisfaction is high, it can be interpreted that by increasing the organizational culture will not improve job satisfaction. based research and Keith Davis (in Spector 2000) that job satisfaction can represent the position of the overall (general satisfaction) and refers to a part of someone's job. This means that it broadly reflects the very high satisfaction but can only someone would feel dissatisfied with one or more aspects of the course, based on this study no positive effect.

**Table 2**  
**Effect of Direct / Indirect and Determinant coefficient (R2) Job Satisfaction**

<i>Variable</i>	<i>Influence</i>			
	<i>Directly</i>	<i>Indirect</i>	<i>Indirect Through.</i>	<i>Total</i>
Leadership	0,0289		Organizational culture	0,1218
Organizational culture	0,5041	0,0929	Leadership	0,1218
Influence jointly Leadership and Organizational Culture on Job Satisfaction (R2)				<b>0,7189</b>
External Variables Influence Leadership and Organizational Culture on Job Satisfaction (?)				<b>0.2811</b>

*Source:* Results of Treatmentwith LISREL 8.70

The above table shows both exogenous variables between organizational culture affects job satisfaction is more dominant than the leadership. Therefore if increasing employee satisfaction, needs to be more focus on improving the culture of the organization.

In contrast to the relationships shown above, the direct leadership of the biological turns positively related to employee performance, but not significantly. It shows that in this study found if the direct leadership of no significant effect on the performance of employees. Therefore Tiu, mediated needed job satisfaction variables. It shows that in order to improve employee performance, it takes effort to increase job satisfaction first. Once employees are satisfied, then they too will increase performance.

Furthermore, research shows that there is significant influence between organizational culture on employee performance. This study found that organizational culture positive effect on employee performance, can be interpreted that by increasing the organizational culture will have an effect in improving employee performance. Based on the frequency distribution analysis that the perspective of the respondents in this case the employee health clinic in the city of Cilegon, Serang and Tangerang town South of organizational culture is high and health center staff perspective on the performance is high, so there is a positive influence of organizational culture on employee performance. The influence is in line with research from Luthan (2008), which states that organizational culture plays an important role in improving the performance of employees, for an individual who has the organizational culture of high likely to see themselves as members of a true organization to ignore sources of annoyance for minor organizations and to see himself become a long-term member of the organization

Based on the results of the study found that organizational culture from the perspective of the respondents in this case the employee health clinic in the city of Cilegon, Serang and South Tangerang city is culturally aggressive and cultural independency of individuals in developing their duties, while the perspectives of respondents on the performance of employees is the number of errors and skills this means that by increasing the organizational culture at the puskesmas city of Cilegon, Serang and South Tangerang city in terms of aggressive work and independency of individuals in developing their duties will increase skills and reduce the number of errors of employees in the clinic the town of Cilegon, Serang and Tangerang South.

Likewise, job satisfaction proved positive and significant effect on employee performance. Basically, the job satisfaction is a dream for every employee in the work. Employees who are satisfied at work will have a positive impact both for the employee and for the company itself. Looking for information about the attitudes of the factors relating to work is the very important task for the company. It is intended that the company can correct the situations that are less profitable, thereby increasing satisfaction for its employees keija (Bowen and Ostroff, 2004).

Based on the results of the study found that job satisfaction in the perspective of the respondents in this case the employee health clinic in the city of Cilegon, Serang and Tangerang City South is a satisfaction for the opportunity in the task and are satisfied with the salary, while the perspectives of respondents on the performance of employees is the number of errors and these skills can be means that by increasing job satisfaction in giving a chance to the task and give satisfaction to the salary to the employees at city health centers Cilegon, Serang and Tangerang city will improve the skills of employees and reduce the number of errors in the clinic the town of Cilegon, Serang and Tangerang Selatan. The results of this research hypothesis testing partial summarized in the table below.

**Table 3**  
**Significance Between Variables**

No	Structural runway	SLF	$t_{arithmetic}$ $F_{arithmetic}$	Test results
1	Leadership → Job satisfaction	0.17	2,39	significant
2	Organizational culture → Job satisfaction	0.71	9,37	significant
3	Leadership → Employee performance	0.06	<b>1,03</b>	Not significant
4	Organizational culture → Employee performance	0.69	8,99	significant
5	Job satisfaction → Employee performance	0.21	3,14	significant

Source: Results of processing LISREL 8.70

In the end, leadership, organizational culture and job satisfaction together proved positive and significant impact on employee performance with a contribution of 0.85% as shown in Table 4 below. Direct and indirect influence, as well as the determinant coefficient (R2) variable leadership, organizational culture and job satisfaction accounted for 85.84% of the employee's performance can be seen in Table 4 below.

**Table 4**  
**Determinant coefficient (R2) Employee Performance**

Variable	Influence			Total
	Directly	Indirect	Indirect Through.	
Leadership	0,0036	0,0319	Organizational culture Job satisfaction	0,0444
Organizational culture	0,4761	0,0319 0,1217	Leadership Job satisfaction	0,6297
Job satisfaction	0,0441	0,0089 0,1217	Organizational culture Leadership	0,1748
Influence jointly Leadership, Organizational Culture and Job Satisfaction on Employee Performance (R2)				<b>0,8489</b>
External Variables Influence Leadership, Organizational Culture and Job Satisfaction on Employee Performance (?)				<b>0.1511</b>

Source: Results of processing LISREL 8.70

## CONCLUSIONS

Noting the analysis, can be summed up as follows:

1. Leadership positive and significant impact on job satisfaction on employee health center, with indicators of leadership is the most dominant in the indicator leader who can manage conflict. While indicators of job satisfaction is the most dominant in the indicator of satisfaction for the opportunity in the task, and satisfaction with their salary. This shows that the increase in leadership will result in increased employee satisfaction.

2. Organizational culture positive and significant impact on job satisfaction on employee health center, the indicator most dominant organizational culture is the indicator of individual independence in developing its work. While job satisfaction indicator is the most dominant in satisfaction indicators for the opportunity in the task and satisfaction with their salary. This shows that the increase in the organization's culture will result in increased employee satisfaction.
3. Leadership and Organizational Culture jointly positive and significant impact on job satisfaction, with a contribution of 72%, while the remaining 28% is influenced by other variables outside the variable of leadership and organizational culture.
4. Leadership is not significant effect on the performance of an employee health center. This shows that the increase partially leadership will not result in increased employee performance.
5. Organizational culture positive and significant impact on employee performance, with indicators of organizational culture is the most dominant in the indicator independence of individuals in developing their duties. While employee performance indicator is the most dominant on the attitude indicator of the employment. This shows that the increase in the organization's culture will result in increased employee performance.
6. Job satisfaction and significant positive effect on employee performance, with indicators of job satisfaction is the most dominant in the indicator of satisfaction for the opportunity in the task and the satisfaction of their salary. While employee performance indicator is the most dominant on the attitude indicator of the employment. This shows that the increase in job satisfaction will result in increased employee performance.
7. Leadership, Organizational Culture and Job Satisfaction jointly positive and significant impact on employee performance, with a contribution of 85%, while the remaining 15% is influenced by other variables outside variables Leadership, Organizational Culture and Job Satisfaction. The variables most dominant influence on employee performance is the organizational culture variables. These results indicate that the positive improvement and enhancement of organizational culture, job satisfaction and leadership will result in increased employee performance.

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