Exploration of Leadership, Organizational Culture, Job Satisfaction, and Employee Performance

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Abstract. The purpose of the organization is to obtain maximum results and also pay attention to performance in the process of these objectives. The description of the research aims to explore the relationship between leadership and organizational culture on job satisfaction and employee performance. The independent variables of this research are leadership and organizational culture. Meanwhile, job satisfaction and performance are included in the dependent variable. This research was conducted at the Department of Transportation (Samarinda City) consisting of 83 respondents. Research is descriptive and quantitative. Data collection by questionnaire by testing the leadership and organizational culture on performance and moderated by the variable job satisfaction. Data analysis uses the Partial Least Square (PLS) technique. Empirical findings indicate that leadership and organizational culture have a positive and significant effect on job satisfaction. Leadership and organizational culture have a positive and significant impact on performance. On one hand, the results of the study also showed that job satisfaction had a negative and not significant effect on performance. Researchers who have a focus on the variables in this study, in order to be able to use the criteria for selecting more respondents and more detailed in the future.

Keywords. Leadership, Organizational culture, Job satisfaction, Employee performance.

Comment [i-[1]: What data analysis technique are applied?

Comment [i-[2]: The research contribution has not been demonstrated.

1. Introduction

Human resource management is a field of management that studies the relationships between people in organizations. In essence, studying the relationship with human resources. The purpose of the organization is to obtain maximum results and also pay attention to performance in the process of these objectives.

The quality of human resources determines the success of an organization. Quality human resources have excellent physical and mental psychological elements so as to improve the performance of employees in improving their performance. Performance is a result or overall level of success of a person during a certain period in carrying out the task compared with various possibilities, such as work standards, targets or targets criteria that have been determined in advance and agreed upon together (Rivai, 2005). The theory of job characteristics is an attempt to identify the job characteristics of the job, how these characteristics are combined to form different jobs and their relationship with employee motivation and performance (DeCenzo, & Robbins, 1996; Purwanto & Soliha, 2017).

Performance is the achievement of one's work achieved in the organization, in accordance with the responsibilities given in an effort to achieve goals. With this definition, it can be said that employees play an important role in carrying out organizational activities in order to develop properly (Sedarmayanti, 2007).

Efforts in improving employee performance, leadership need to be considered as well. A good leader must be able to improve the performance of his employees, the leader must also be able to influence and direct the activities of his group members, in order to achieve common goals. Good leadership is leadership that can provide encouragement to subordinates. Leadership is someone who can determine strategy, able to make plans, and can be a motivator for subordinates so that they can produce effective and efficient performance (Uha, 2013).

In addition to leadership, the success of an organization in achieving its goals can also be influenced by the culture of the organization. Organizational culture is a pattern or system, values, behaviors, and culture that is embedded in a group of people like the personality of the group of people in the organization and becomes a differentiator with other organizations. Organizational culture is the perception adopted by members of an organization as a system of organizational values which then influences the way it works and behaves from members of the organization, the value system is able to distinguish one organization from another (Busro, 2018).

In addition to organizational culture, job satisfaction also affects employee performance where job satisfaction is an employee's pleasure in carrying out the tasks assigned to him. Job satisfaction is a feeling of pleasure at work that is produced by evaluating its characteristics. With attention to leadership and organizational culture, job satisfaction will arise in the organization which will improve the performance of each individual employee. So, with increasing job satisfaction of employees, employee performance will be better. Performance is the result of employee work that has been achieved in accordance with the responsibilities given (Robbins & Judge, 2017).

Employee job satisfaction is a major concern and the organization must know exactly how to increase employee job satisfaction and anything that can affect job satisfaction. Therefore, employees in the Department of Transportation (Samarinda City) become planners and controllers who play an active role in achieving organizational goals. Employees become actors who help achieve goals, have thoughts, and desires that can influence these attitudes to work. The emotional involvement of an employee with his work will lead to happy and active behavior in carrying out the duties and obligations assigned to the employee, it will stimulate and lead to positive performance improvement and a good impact on the organization and the achievement of work results. However, the current conditions in the office of the Department of Transportation (Samarinda City), there are still employee dissatisfaction about the development policies both on promotion, transfer, and opportunities for promotion given by the organization, and the lack of communication opportunities between superiors and subordinates, lacking the creation of communication space in technical meetings, as well as the

lack of intensive coordination and communication meetings between superiors and subordinates. Some employees tend to be lazy at work. They are more likely to complete a job if the situation is urgent.

In connection with the phenomenon of the problem, the purpose of this study is to exploit the relationship of leadership and organizational culture to job satisfaction, and the relationship of leadership, organizational culture, and job satisfaction to employee performance in the Department of Transportation (Samarinda City).

The benefits that can be generated from this research are as follows: (1) As a means of practicing the theories that have been obtained during lectures so that the writer can add knowledge about the problem at hand; (2) The results of this study are able to contribute ideas that can be used as consideration for the Department of Transportation (Samarinda City) in an effort to improve employee performance; and (3) It is expected to be able to assist the learning process and the application of management science knowledge, particularly in the field of human resources and be used as a reference for further research on similar topics.

2. Concept and Hypothesis Development

2.1. Relationship of Leadership, Organizational Culture, Job Satisfaction, and Employee Performance

Leadership is one of the factors that influence job satisfaction. The nature of the leader can affect the satisfaction and performance of subordinates (Yukl, 2013). The study of Made Suprapta et al. (2015) says there is an influence between leadership on employee job satisfaction.

Organizational culture has been considered as one of the important core competencies of an organization. Employee satisfaction reflects the psychological state of individuals who work in an organization. Organizational culture can support the achievement of job satisfaction and organizational goals (Zhang & Bing, 2013). Research by Amilia et al. (2014), there is an influence between organizational culture on job satisfaction. There is an influence between leadership and employee performance (Suardi et al., 2016). Then, Asmarazisa (2016) states that there is an influence between leadership and performance.

Organizational culture can shape employee personality. These personalities will shape employee behavior in doing work. Research conducted by Sulistiawan et al. (2017) states that there is an influence between organizational culture and employee performance. Job satisfaction affects employee performance (Cahyana & Jati, 2017). In the research of Suwardi & Utomo (2011), there is an influence between job satisfaction and performance.

2.2. Conceptual Framework

A framework of thought is a part or step that is made to make it easier and clearer in seeing and identifying the problem under study. Framework for thinking from this research. can be seen in Figure 1.
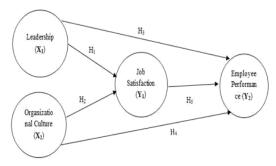

Figure 1. Research design

Under the theoretical basis and current research as a basis for thinking in taking and analyzing data that will be tested for truth, then to obtain a temporary answer to a problem that can be taken as a hypothesis as follows:

H_1: Leadership influences job satisfaction in the Department of Transportation (Samarinda City).

H_2: Organizational culture influences job satisfaction at the Department of Transportation (Samarinda City).

H_3: Leadership influences employee performance at the Department of Transportation (Samarinda City).

H_4: Organizational culture influences employee performance at the Department of Transportation (Samarinda City).

H_5: Job satisfaction affects the performance of employees at the Department of Transportation (Samarinda City).

3. Methods

3.1. Measurement

For this study, the variables used are Leadership (X_1) and Organizational Culture (X_2) are independent variables, while Job Satisfaction (Y_1) and Employee Performance (Y_2) are dependent variables. To explain what the indicators are used in research, the authors try to explain the concepts that have been explained operationally and are defined as follows:

Table 1. Detailed explanation of research variables

Variable Type	Name (Symbol) and Explanation	Indicators
Independent	Leadership (X_1), is the ability of the Head of the Department of Transportation (Samarinda City) to influence and motivate his employees to achieve a common goal in a planned manner.	1. Characteristics and personality, Head of Office have behavior. 2. Optimism, the ability of the Head of Office to be himself and always struggle with what he wants. 3. Skills, the Head of Office has expertise that can later be used in making a decision. 4. Integrity, quality of the Head of Office who is honest, authoritative, and trustworthy. 5. Influence, the Head of Office can give good influence to the employees.
	Organizational Culture (X_2), is the value and behavior of the employees of the Department of Transportation (Samarinda City) related to the experience of each employee in the agency.	1. Taking risks, Office employees are ready to take risks at work. 2. Results orientation, Office employees are required to pay more attention to results. 3. Orientation of people, the Office's decision in calculating the results of the employees at the Office. 4. Aggressiveness, the extent to which Office employees look more aggressive in competing than being relaxed. 5. Stability, balance between activities and the growth of Office employees.
Dependent	Job Satisfaction (Y_1), is a feeling of pleasure felt by employees of the Department of Transportation (Samarinda City) for the achievement of the work that has been done.	1. Payments (salaries), remuneration received by Office employees. 2. Work, which is challenging for Office employees who provide learning opportunities. 3. Promotion, a process of change for Office employees to promote new positions. 4. Supervisor, Head of Office directs employees to work well. 5. Co-workers, colleagues in the Office.

Performance (Y_2), is the result of the achievement of employees of the Department of Transportation (Samarinda City) in carrying out activities based on the responsibilities that have been given, to achieve an organizational goal.	1. Quality, Office employees produce quality work that has been determined by the standards. 2. Quantity, targets achieved by Office employees succeed or not. 3. Punctuality, Office employees complete the assigned tasks on time.		

3.2. Population and Sample

Population is a generalization zone that stands on: objects, subjects that have values, special characters determined by researchers to be studied, and then drawn conclusions (Sugiyono, 2015).

Table 2. Research population (Department of Transportation, Samarinda City)

No.	Division / Section	Permanent Employee	Temporary Employees	Population
1.	Head of Transportation Department	1	-	1
2.	Secretary of the Department of Transportation	1	-	1
3.	Sub Division of General and Staffing	14	15	29
4.	Program and Finance Sub Division	3	5	8
5.	Sub Division of Finance	5	2	7
6.	Head of Road Traffic Sector	26	270	296
7.	Head of Infrastructure	18	25	43
8.	Head of Safety	30	30	60
9.	Head of Transportation	27	30	57
	Total	125	377	502

Source: Department of Transportation, Samarinda City (2019)

The sample is part of the number and characteristics possessed by the population. In conclusion what is obtained from the sample will be used as a population (Sugiyono, 2015). The sample in this study was part of employees at the Department of Transportation (Samarinda City). The data that has been obtained from the results of the study were 502 people. The technique of determining the sample is done by purposive sampling. Purposive sampling is a sampling technique with certain considerations (Sugiyono, 2016). Consideration of the sample is accompanied by characteristics possessed by the population. Purposive sample characteristics contained in the sample on the research object, as follows:

1. Select permanent employees as competent primary sources.
2. Do not interview the Head of Office, or Head of Division as the object of the population questionnaire research sample.

Based on the results of the calculation of sampling of informants, the sample that will be used by researchers is 83 respondent from a total of 125 permanent employees in the Department of Transportation (Samarinda City).

3.3. Data Types and Sources

To obtain data in this study, it can be distinguished based on the type and source of data obtained. In this study the type and source of data used are premiere data which are data sources that directly submit data to the data collector (Sugiyono, 2015). In this study, primary data were obtained using a structured survey method (questionnaire structure) with open-ended questions given to

employees. Primary data specifically collected by research to answer questions from this research are the results of the responses and responses of respondents while secondary data sources of data do not directly submit data to data collectors, for example through other people to go through documents (Sugiyono, 2015).

3.4. Data Collection Technique

To obtain information or data needed in this study, several data collection techniques are used as follows:

1. A questionnaire, which is a way to collect data in writing in the form of several closed or open questions filled out by respondents. Based on these contents, the researcher obtained information from the respondents.
2. An interview is a method of collecting data through questions that are asked verbally and directly that is done face to face.

3.5. Research Scale

On a Likert scale, what is used as a measure is "strongly disagree" to "strongly agree". Respondents' assessment of the response attributes in this study were rated as follows:

Table 3. Scale component statement

No.	Answer	Value
1.	Strongly disagree	Given a score of 1
2.	Disagree	Given a score of 2
3.	Quite agree	Given a score of 3
4.	Agree	Given a score of 4
5.	Strongly agree	Given a score of 5

The scale in this study uses the Likert scale. Likert scale is a multiple-item scale that is a scale that functions to measure, attitudes, opinions, and understanding of a person or group about social phenomena (Sugiyono, 2015).

3.6. Analysis Model

The analytical tool in this study uses the Partial Least Square (PLS) method. PLS can be used on any type of data scale (nominal, ordinal, interval, and ratio) as well as more flexible assumption requirements. PLS is also used to measure the relationship of each indicator with its construct. Also in PLS bootstrapping tests can be performed on structural models that are outer models and inner models. Because in this study using indicators to measure each construct, and also the measurement model is structural, it was decided to use PLS.

Table 4. Rule of thumbs partial hypothesis test

No.	Hypothesis type	Rule of Thumbs	Hypothesis Test Results
1.	Two-tailed	$\alpha = 0.05$	
		$T_{table} = 1.96$	Ho : accepted
		$T_{statistic} > T_{table}$	Ho : refused
		$T_{statistic} < T_{table}$	
2.	One tailed	$\alpha = 0.05$	
		$T_{table} = 1.64$	Ho : accepted
		$T_{statistic} > T_{table}$	Ho : refused
		$T_{statistic} < T_{table}$	

Source: Abdillah & Hartono (2015)

PLS is one of the Structural Equation Modeling (SEM) techniques that can analyze latent variables, indicator variables and measurement errors directly. PLS was developed as an alternative if the theory used was weak or the available indicators did not meet the reflective measurement model (Wiyono, 2011). Herman World as the PLS developer said that PLS as "soft modeling" PLS is a powerful analysis method because it can be applied at all data scales, does not require a lot of assumptions, and the sample size does not have to be large. Besides being able to be used to confirm theories, PLS can also be used to build relationships that do not yet have a theoretical basis or for testing propositions.

Hypothesis testing is a way of making decisions by evaluating the results of research achieved previously. In essence, hypothesis testing is an evaluation technique whether accepted or rejected. Following is the rule of thumbs from partial hypothesis testing in Table 4.

Simultaneous hypothesis testing in Smart PLS can be seen in the results of indirect effects, where not on the coefficient effect because the moderating effect is not only testing the direct effect of the independent variable to the dependent variable, but also the interaction relationship between the variables free and moderating variables to the dependent variable (indirect effect). Therefore the indirect effect is used to see the effect of intervening variables connecting independent and dependent variables where the bootstrapping literacy results must obtain a T-statistic value of the moderating variable more than 1.96 to be said to be fully mediated (Abdillah & Hartono, 2015).

4. Result
4.1. Outer Model Evaluation

Convergent validity is met if the scores obtained by two different instruments that measure the same concept show a high correlation. Indicators that have convergent validity are having an outer loading factor above 0.70. However the loading factor value 0.50 - 0.60 can still be tolerated with a t-statistic value above 1.96 or p-value <0.05. Subsequent test results are shown in Table 5.

Table 5. Outer loading variables

No.	Indicators	Preliminary Model	After Repair
1.	L1	0.767	0.768
2.	L2	0.836	0.837
3.	L3	0.867	0.866
4.	L4	0.745	0.744
5.	L5	0.800	0.800
6.	OC1	0.395	-
7.	OC2	0.698	0.670
8.	OC3	0.613	0.600
9.	OC4	0.801	0.837
10.	OC5	0.777	0.803
11.	JS1	0.599	0.592
12.	JS2	0.603	0.604
13.	JS3	0.519	0.539
14.	JS4	0.623	0.602
15.	JS5	0.721	0.736
16.	P1	0.731	0.739
17.	P2	0.611	0.595
18.	P3	0.769	0.773
19.	P4	0.749	0.750
20.	P5	0.761	0.752

Source: Data processing results (2020)

Based on these results it can be seen that convergent validity testing can be seen from the amount of outer loading of each indicator against its latent variable. According to Hair et al. (2011),

outer loading values above 0.70 are recommended, but loading factor values of 0.50-0.60 can still be tolerated with t-statistical values above 1.96 or p-values <0.05 (Ghozali, 2014).

Through the analysis of processing using SmartPLS from Table 5, the outer loading value or correlation between constructs and variables does not initially meet convergent validity because there are still indicators that have loading factor values below 0.50. Through the analysis results above it can be seen that the measurement of each research variable has an outer loading ranging from 0.539 to 0.866 so that all indicators as measuring constructs have been proven to have convergent validity.
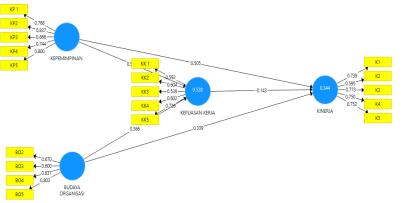

Figure 2. Outer model

Modification of the model is done by issuing indicators that have a loading factor value below 0.50. The modification model summarized in Table 6 and Figure 2 shows that all loading factors have values above 0.50 so that the constructs for all variables have been eliminated from the model.

Table 6. Cross loadings test results

No.	Indicators	Leadership (X_1)	Organizational Culture (X_2)	Job Satisfaction (Y_1)	Performance (Y_2)
1.	L1	0.768	0.366	0.528	0.392
2.	L2	0.837	0.327	0.531	0.465
3.	L3	0.866	0.074	0.472	0.443
4.	L4	0.744	0.141	0.313	0.405
5.	L5	0.800	0.195	0.653	0.349
6.	OC1	0.192	0.755	0.389	0.269
7.	OC2	0.240	0.670	0.233	0.367
8.	OC3	0.115	0.600	0.258	0.229
9.	OC4	0.147	0.837	0.481	0.249
10.	OC5	0.297	0.803	0.475	0.359
11.	JS1	0.334	0.238	0.592	0.268
12.	JS2	0.328	0.420	0.604	0.245
13.	JS3	0.200	0.362	0.539	0.055
14.	JS4	0.565	0.098	0.602	0.267
15.	JS5	0.415	0.487	0.736	0.207
16.	P1	0.563	0.344	0.390	0.739
17.	P2	0.127	0.208	0.101	0.595
18.	P3	0.386	0.389	0.343	0.773
19.	P4	0.216	0.323	0.202	0.750
20.	P5	0.334	0.133	0.072	0.752

Source: Data processing results (2020)

The discriminant validity is intended to test that a construct accurately only measures the construct to be measured, not the other construct. The discriminant validity test method can use a cross-loading approach between indicators and their extracts and use the roots of the average variance extracted (AVE). The discriminant validity of the measurement model is assessed based on measurements of cross-loading with constructs. If the correlation of constructs with the measurement principle of each indicator is greater than the other constructs, then the latent construct can predict indicators better than the other constructs. This means that the indicators used for the latent construct are said to be valid.

Through these findings, it is seen that the correlation of each latent variable with its indicator is greater than the other latent variables. It can be seen as an indicator having a higher correlation with other latent. Thus, it can be concluded that the model has fulfilled discriminant validity.

Table 7. Average Variance Extracted (AVE)

No.	Variables	AVE	Explanation
1.	Leadership (X_1)	0.647	Valid
2.	Organizational Culture (X_2)	0.538	Valid
3.	Job Satisfaction (Y_1)	0.382	Valid
4.	Performance (Y_2)	0.525	Valid

Source: Data processing results (2020)

The second assessment is through Average Variance Extracted (AVE). Values of AVE is 0.50 and higher indicate an adequate level of convergent validity, which means that latent variables explain more than half of the indicator variance. The test results show that the AVE value in all constructs is greater than 0.50 and the job satisfaction variable AVE value approaches 0.50 is said to be valid so that all constructs are adequate in terms of convergent validity (see Table 7).

Table 8. Variable reliability testing

No.	Variables	Cronbach's Alpha	Composite Reliability	Explanation
1.	Leadership (X_1)	0.863	0.901	Reliable
2.	Organizational Culture (X_2)	0.714	0.821	Reliable
3.	Job Satisfaction (Y_1)	0.595	0.753	Reliable
4.	Performance (Y_2)	0.785	0.846	Reliable

Source: Data processing results (2020)

Composite reliability and Cronbach alpha are used to test the value of reliability or reliability among the indicators of the construct that constitutes it. The value of composite reliability and Cronbach alpha is said to be good if the value is above 0.70 (recommended), but the factor value of 0.50 - 0.60 can still be tolerated. Therefore, good composite reliability and Cronbach alpha values indicate that discriminant validity has been achieved. Based on Table 8, shows that the Composite Reliability and Cronbach Alpha outputs all have values above 0.50, indicating that discriminant validity has been achieved. Thus, it can be stated.

4.2. Inner Model Evaluation

In assessing a model with PLS it starts by looking at the R-square for each latent dependent variable. Table 9 is the result of R-Square estimation using SmartPLS. In this study, the structural model is evaluated by taking into account the R-square (R^2) and stone-Geisser's Q^2 (predictive relevance model). Q^2 (predictive relevance model) that measures how well the observational values generated by the model. Q^2 is based on the coefficient of determination (R^2) for all endogenous

variables. The quantity Q^2 has a range of values $0 < Q^2 < 1$, the closer it is to 1, the better the model is. The formula for testing Q^2 Predictive relevance is as follows:

Table 9. R-Square results

No.	Variables	R Square
1.	Job Satisfaction (Y_1)	0.528
2.	Performance (Y_2)	0.344

Source: Data processing results (2020)

In principle, this study uses 2 variables that are influenced by other variables, namely Leadership (X_1) and Organizational Culture (X_2) which are influenced by Job Satisfaction (Y_1), Leadership (X_1) and Organizational Culture (X_2) variables influenced by Performance (Y_2).

Empirical findings state the R-Square value of Job Satisfaction variable (Y_1) of 0.528 from the data can be concluded that the variable Job satisfaction (Y_1) can be explained by the Leadership variable (X_1) and Organizational Culture (X_2) of 52.8% and the remaining 47.2% influenced by variables other than research. R-Square Value of Performance variable (Y_2) of 0.344. From these data, it can be concluded that the Performance variable (Y_2) can be explained by the Leadership variable (X_1) and Organizational Culture (X_2) by 34.4% and the remaining 65.6% is influenced by other variables outside the research. Thus, Q^2 predictive relevance for structural models can be calculated as follows:

$$Q^2 = 1 - (1 - R^2_1)(1 - R^2_2) \tag{1}$$
$$Q^2 = 1 - (1 - 0.528)(1 - 0.344) \tag{2}$$
$$Q^2 = 1 - (0.472)(0.656) \tag{3}$$
$$Q^2 = 0.69 \tag{4}$$

The calculation results show a Predictive Relevance value of 0.69 or a relevant predictive value of 69%. Also, structural model estimation with all PLS Aligoritm estimation methods shows the path coefficient values between construct variables that can be seen in Figure 3.
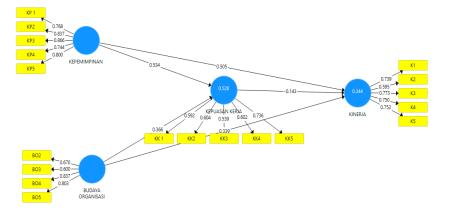

Figure 3. Structure diagram of PLS algorithm model

The structural model estimation results with all PLS Aligoritm estimation methods show the value of the path coefficient through a t-statistic test (> 1.96) and p-value (<0.05) between construct variables, can be seen in Figure 4.
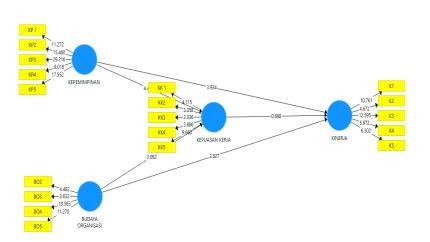
Figure 4. PLS bootstrapping structural model pathways

5. **Discussion**

5.1. *Relationship of Leadership and Job Satisfaction*

Based on the test results, leadership has a positive and significant effect on job satisfaction. This can be seen from the t-statistic value greater than 1.96 which is 4.440. Thus, the submission of the first hypothesis from this study was accepted. From the calculation results, the leadership indicator is 0.866 - 0.744 and the highest indicator is skilling, while the lowest is integrity. This implies that the better the level of leadership undertaken by the Head of Transportation Department (Samarinda City), the employee job satisfaction will also increase. The indicators used are, the leader is a figure who has a good personality, the leader is a figure who is always optimistic, the leader is always skilled when making a decision, has high integrity towards the agency, and is able to influence his employees.

Empirical findings are consistent with research by Suprapta et al. (2015) the results of the analysis show that leadership has a significant positive effect on job satisfaction, which means that the better the leadership, the employee satisfaction will increase.

5.2. *Relationship of Organizational Culture and Job Satisfaction*

Based on the test results, organizational culture has a positive and significant effect on job satisfaction. This can be seen from the t-statistic value greater than 1.96 which is 3.092. Thus, the submission of the second hypothesis from this study was accepted. From the calculation results, the indicator of organizational culture is 0.837 - 0.600, where the highest indicator is aggressiveness, and the lowest in the orientation of people. This shows that the stronger organizational culture increases employee job satisfaction of the Department of Transportation (Samarinda City) with the presence of aggressiveness, stability, results from orientation and people orientation. Thus, the agency needs to maintain, and pay more attention to the organizational culture that already exists in the agency so that it can further enhance the job satisfaction of its employees.

Empirical findings are consistent with research by Amilia et al. (2014). Based on the test results, the results obtained that organizational culture has a positive and significant effect on employee job satisfaction.

5.3. *Relationship of Leadership and Employee Performance*

Based on the test results, leadership has a positive and significant effect on employee performance. This can be seen from the t-statistic value greater than 1.96 which is 3,934. That is, the

better the level of leadership, the employee's performance will also increase. Thus, the submission of the third hypothesis from this study was accepted. From the results of the calculation of leadership indicators of 0.866 - 0.744, the highest breakdown of indicators is skills and the smallest is integrity. In this case, the leadership variable on the skills indicator shows that employees in the Department of Transportation (Samarinda City) feel the ability of a good leader to carry out his duties as a leader and the skills of the leader in making a decision, make ideas to advance the agency and interact well with employees. Another case with the indicator of integrity which has the lowest value in the leadership variable, the integrity of a leader in the Department of Transportation (Samarinda City) has not been able to fully gain the trust of employees in carrying out their duties in accordance with the agency's vision and mission, leaders should be able to make their employees believe in what tasks so that employees can follow the leader's attitude.

Empirical findings are consistent with research by Suardi et al. (2016) the results of the analysis show that leadership has a positive and significant effect on teacher performance. That is, the better the leadership, the better the teacher's performance, conversely, the less good the leadership, the less good the teacher's performance.

5.4. Relationship of Organizational Culture and Employee Performance

Based on the test results, organizational culture has a positive and significant effect on employee performance. This can be seen from the t-statistic value greater than 1.96 which is equal to 2.627. Thus, the submission of the fourth hypothesis from this study was accepted. That is, the better the level of existing organizational culture institutions, the employee's performance will also increase. From the results of the calculation of organizational culture indicators of 0.837 - 0.600, where the highest indicator is aggressiveness and the lowest is people's orientation. This shows that the indicator of aggressiveness with the highest value, where employees in the Department of Transportation (Samarinda City) have been more aggressive for themselves than being relaxed when getting assignments / jobs, employees are required to be more thorough in working so that work is completed properly and correctly . As for the lowest indicator, people orientation means that the Department of Transportation (Samarinda City) makes a decision to take into account the results of employees who make employees feel their personality or habits only take into account results. Basically, personality and habits will shape employee behavior in doing work which will ultimately determine the performance of the employee.

Empirical findings are in line with Sulistiawan's research (2017) which shows that organizational culture has a significant positive effect on employee performance in Sebulu II Health Center. This shows that the higher the organizational culture, the more it will improve employee performance.

5.5. Relationship of Job Satisfaction and Employee Performance

Based on the research results, job satisfaction has a negative and not significant effect on employee performance. This can be seen from the t-statistic value smaller than 1.96 which is equal to 0.688. Thus, the submission of the fifth hypothesis of this study was rejected.. This means that the better the level of job satisfaction does not have a significant effect on decreasing employee performance in the Department of Transportation (Samarinda City), and vice versa. There is a possibility that several other variables that have not been examined after the job satisfaction variable affect employee performance. From the results of the calculation of job satisfaction indicators at intervals of 0.736 - 0.539, the largest indicator is coworkers and the smallest is promotion. This shows that there are problems in various ways such as lack of support from coworkers, causing competition is working to get a promotion, the possibility of work being undertaken but it creates compulsion in doing it and it has absolutely nothing to do with improving employee performance in the Department of Transportation (Samarinda City). As this study found, which shows job satisfaction has a negative and not significant effect on performance.

These empirical findings are in line with research by Arifin et al. (2018), who showed that job satisfaction had a negative and not significant effect on the performance of elementary school teachers in Rimba Melintang District (Rokan Hilir Regency). Conversely, there are differences in what was studied by Cahyana et al. (2017) shows that job satisfaction has a positive effect on employee performance. This condition illustrates that job satisfaction received and felt by an employee will affect the results obtained from his work. Job satisfaction by employees both with the provision of appropriate salaries, jobs provided in accordance with their expertise, and relationships with superiors are well established. This will improve the performance of its employees, so job satisfaction significantly and positively influences employee performance.

6. Conclusion and Suggestion

The conclusion of this research problem is based on the findings of problems identified and arranged in the research objectives and theoretical basis. Referring to the results of the analysis and discussion in the previous section, the following conclusions can be drawn:

1. Leadership, the results of this study indicate that leadership has a positive and significant effect on job satisfaction of Transportation Department employees (Samarinda City). The better the leadership, the better job satisfaction felt by the employees.
2. Organizational culture, the results of this study indicate that organizational culture has a positive and significant effect on job satisfaction in the Department of Transportation (Samarinda City). The better the level of organizational culture, the more job satisfaction will increase employees.
3. Leadership, the results of this study indicate that leadership has a positive and significant effect on employee performance in the Department of Transportation (Samarinda City). The better the level of leadership, the better the level of employee performance.
4. Organizational culture, research results show that organizational culture has a positive and significant effect on employee performance in the Department of Transportation (Samarinda City). With the increasing organizational culture, employee performance will also increase.
5. Job satisfaction, research results show that job satisfaction has a negative and not significant effect on employee performance in the Department of Transportation (Samarinda City). Increasing job satisfaction does not significantly influence employee performance.

Suggestions that can be given to researchers who are interested in researching leadership, organizational culture, job satisfaction, and employee performance are advised to be able to consider other factors that might affect job satisfaction and employee performance. Besides, researchers in the future are expected to use different instruments or variable dimensions to obtain different and better results. Researchers who have a focus on leadership variables, organizational culture, job satisfaction, and employee performance to be able to use the criteria for selecting more respondents and details, so that respondents who enter the research sample on target and research needs to be done on the same aspects to determine consistency this research.

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