



## **Leadership style, organizational culture and job satisfaction at employee performance**

Erniwati S<sup>†</sup>, Mansyur Ramly<sup>2</sup>, Roslina Alam<sup>3</sup>

Universitas Muslim Indonesia, Urip Sumohardjo KM. 05, Panaikang, Makassar, 90231, South Sulawesi, Indonesia.

### **Submission Info :**

Received 12 Juny 2020  
Accepted 25 Juny 2020  
Available online 05 Juny 2020

### **Keyword :**

Leadership Style  
Organizational Culture  
Job Satisfaction  
Employee Performance

### **Email Adress :**

[erniwati86@gmail.com](mailto:erniwati86@gmail.com)  
[mansyur.ramly@umi.ac.id](mailto:mansyur.ramly@umi.ac.id)  
[roslina.alam@umi.ac.id](mailto:roslina.alam@umi.ac.id)

### **Abstract**

This study aims to analyse and assess the influence of leadership style, organizational culture and job satisfaction on the performance of officers in the office of the Governor of South Sulawesi Province in the regional secretariat of South Sulawesi province. Multiple linear Regression analyses are used to determine whether the simultaneous and partial independent variables affect the dependent variables. The results showed that the leadership style, organizational culture and job satisfaction were positive and significant to the employee's performance in the regional secretariat of South Sulawesi Province. This is because all the variables reinforce each other, so that the synergy comes through that results in increased performance of employees. Overall job satisfaction is a variable that has a dominant effect on employee performance because it has the greatest contribution to employee performance improvement. Based on the conclusion in this study, all the variables in the test were positive and significant, meaning leadership style, organizational culture and job satisfaction and performance should be maintained.



This is an open access article under the [CC BY 4.0 International License](https://creativecommons.org/licenses/by/4.0/)  
© Point of View Research Management (2020)

## **1 Introduction**

Legally the unitary State of the Republic of Indonesia adheres to a decentralized azas in governance, by providing opportunities to the widest area to organize regional autonomy. In the implementation, regional autonomy is carried out with the principles of democracy, Community participation, governance and fairness and attention to the potential and diversity of the region. Qualified human resources and have skills and high competitiveness is one of the key factors in global competition, namely how to create human resources in global competition. Therefore that, organisations must have a competent workforce so as to respond quickly to any changes, analyze their impact on the organization, and prepare a good step towards facing various conditions.

Performance is the result of the thought and energy of an officer to the work he does, can be tangible, seen, calculated in number, but in many ways the results of thought and energy can not be counted and seen, such as the ideas of solving an issue, a new innovation of goods or services, bias is also an invention of a more efficient

<sup>†</sup> Corresponding author. Erniwati S  
Email address: [erniwati86@gmail.com](mailto:erniwati86@gmail.com)

work procedure (Roziqin, 2010; Edison, 2016). Employees' performance is influenced by a variety of individual traits. In a competitive and global development, every organization needs a high-performance employee. At the same time officers need feedback on their performance as a guideline for their actions in the future, therefore, the assessment should illustrate the performance of employees.

Contributions from the regional secretariat of South Sulawesi Province will determine the progress or pullback of the government in South Sulawesi. Employee contributions to the organization will be important, if done with effective action and behave correctly. The properties of the employee, the effort or willingness to work, and the various things that are the support of the organization is very large meaning for the freedom of the employee's performance. Every employee needs to know for sure which is the main responsibility, performance as must be achieved as an indicator of success.

Leadership is one of the defining factors of organizational success. Leadership is shifting over time and is contextual being underpinned by the prevailing social, political and cultural developments of the day. In a situational approach it is realized that none of the best leadership styles and universal apply to any situation and environment. Although a call to leadership to overcome challenges and profit is not something new, what institutional leaders or leadership practices mean is a change. The leadership style of a leader is expected to create a good working atmosphere, and create a system of meaning, values and beliefs that are shared together in an organization that is a referral to act so as to create a culture of work and culture of the Organization.

In accordance with the demands of the change in the Reformation and as a form of regional autonomy, the regional secretariat of South Sulawesi Province has conducted a general election of regional heads (elections) directly, the direct election is expected to give birth to a qualified leader who can bring changes in running wheels in the Government secretariat of South Sulawesi province better. The leadership style applied by the regional secretariat of South Sulawesi Province is a transformational force of leadership, where the leader issued a policy that, every employee who will be prepared to occupy a particular office, will be given an understanding of the main tasks and functions, therefore every employee is obliged to follow further studies in both domestic and foreign universities, in addition to the required officers to participate in various activities, functional training, structural training, etc.

As suggested by Bass (1990) that popular leadership styles are the Transformational leadership style and transactional leadership style. This style was measured in conjunction with the influence of the leader with his officers. In addition to leadership styles, factors that can affect employee performance are organizational culture. Good relations with employers, fellow co-workers and subordinates in the work environment, will give the employee a passion for work. In addition, the existence of facilities and infrastructure that support the implementation of work is also absolutely necessary for smooth execution of tasks. If it is created in a working environment, it will improve job satisfaction and employee performance. Cultural values in organizations are expected to meet the expectations of employees, so that employees and members of the organization get job satisfaction in their work. This satisfaction can be a high-esteem innovation in the organizational culture, appreciation of the similarity of degrees among all employees held firmly by all members of the organization or also the relationship values between the leadership and subordinate who are not discriminatory.

In realizing a good organizational culture, the regional secretariat of South Sulawesi Province has made improvements to the institutional system and governance to achieve better organizational performance. One of the most important things in organizing the organization and institutional is by issuing a role that governs the description of the task and function of each district device organization (OPD) and other technical institutions in the Government secretariat of South Sulawesi Province.

Discussions about employee satisfaction can not be released from the fact that employee satisfaction can be achieved if all the expectations can be fulfilled in carrying out his job duties, which is the interaction between concerned with the work environment, therefore work satisfaction is a reflection of the individual's feelings and attitudes towards his work. Individuals with high work satisfaction are expected to bring out all the capabilities and energy they have to get the job done, thus delivering optimal performance for the organization in which individuals are instrumental. In line with the demands of change in order for civil servants to perform well, the government of South Sulawesi Provincial Secretariat estimates performance allowances for civil servants (PNS) each year whose number is increasing to reach billions of rupiah. Based on the Governor of South Sulawesi Regulation number 36 year 2019 about the guidelines for providing additional income for civil servants and

CPNS in the scope of the provincial government of South Sulawesi. So the provincial government disbursed additional funds in the form of performance benefits to all civil servants (PNS) and CPNS scope of the regional secretariat of South Sulawesi Province. Meanwhile, the performance of Civil servants (PNS) in the regional secretariat of South Sulawesi Province has always been a public spotlight. One of the performance indicators that has always been a public highlight is the quality of public services that can be seen from the professionalism of local governments, government institutional governance that is effective and efficient, and the quality of public facilities and infrastructure.

Seen from the condition so far, the professionalism of the apparatus in carrying out its duties and functions has always been the public spotlight correlation of the professionalism of apparatus that is less resulting in the use of the the Administration and agenda of the Government in the regional secretariat of South Sulawesi Province. The case that is the public highlight of the year is the delay of the discussion of RAPBD in the DPRD because the executives do not order the schedule of regional budgeting. In other words that every planning and budgeting agenda of the area, the Executive party is not timely. Whereas performance indicators are 100% SKPD in delivering financial statements must be timely, but the fact is not the case. Each year budgets RAPBD always problematic. If the fact above, then the improvement of the quality of public advice and infrastructure that is the target of achieving the purpose of improving public service quality is also almost certainly not adequate. This assumption awakened because the quality of public service will correlated with the professionalism of local government apparatus in providing service to the public.

Based on the explanation described, there is a gap between the fact and the expectation that with the regional head selection directly to choose the leader who can raise, restructuring and improve the Government's institutional governance system in general and the effort to create job satisfaction to the employees to improve performance with efforts to provide performance benefits to the employees need to take A deeper study of the leadership style factors, organizational culture and work .

Leadership issues have emerged in conjunction with the start of human history, since humanity realized the importance of group life to achieve common goals. They need someone or some people who have excess of others, regardless of what form the human group is formed. It can not be denied because humans always have certain limitations and advantages. Leadership is one of the most important factors for the success of organizational management. Effective leadership will be able to foster the motivation of organizational members so that productivity, loyalty, and satisfaction of subordinates or members of the organization increase. At first many argue that the leader was born, however with the development of knowledge is known that the establishment of effective leadership can be learned (Hasibuan, 2016)

The satisfaction-performance controversy "has emerged since long ago. Although many people are in a positive relationship, it is not the case with current research/about 20 years ago, studies assessed as meta-analysis are identifying weak relationships (the correlation of the closest estimate 0.17) between satisfaction and performance. However, conceptual analysts, empirical methodologies, and practically question and debate the weak outcome. Two factors that can cause a sense of contentment or dissatisfaction according to Herzberg, i.e. maintenance factors and the motivational factors. The maintenance factor is also called dissatisfiers, hygiene factors, job context, extrinsic factors which include administration and company policy, quality of preservation, relationship with Peasngaw, relationship with sub ordinat, wages, occupational safety, working conditions and status. While the recognition factor is also called Satisfiet, motivators, job content, intrinsic factors which include the encouragement of prestige, Introduction, Progress (advancement), opportunities for development and responsibility.

Understanding of job satisfaction has a broad aspect, job satisfaction can not only be understood from the physical aspects of the work itself, but the non-physical side. The satisfaction related to the physical in carrying out the tasks of his work, the environmental condition of his work, he also relates to the interaction of Sesame co-workers, and the system of relations between them. In addition, job satisfaction is also related to prospects with the job of whether to provide hope for growth or not. The more aspects of expectations are fulfilled, the higher the job satisfaction rate. High low work satisfaction can be seen from some aspects such as productivity level, attendance level, as well as the resignation rate of the work. In addition, the dissatisfaction of work in many ways is often manifested in active and passive destructive actions, such as complaining, being not tauh towards regulation, not attempting to keep the company's assets, letting bad things continue to happen, and

avoiding responsibility.

Human resources as a major supporter of achieving the objectives of the organization that has been established. Qualified human resources will also promote the organization as a container of improvement of work productivity. The strategic position to increase the productivity of the organization is employees, who are individuals working in an organization. The crisis factor that relates to the long-term success of the organization is the ability to measure how much employees work and use that information to ensure that the implementation of work meets current standards of work and continues to increase over time. To know the performance of employees performed performance assessments. Performance appraisal is a useful tool not only to evaluate the work of the employees, but also to develop and motivate employees. In essence the performance assessment is regarded as a tool to verify that individuals meet established performance standards.

In the midst of today's social life conditions that often experience change and uncertainty, due to the era of information globalization, the human need for leadership is increasingly covering all areas of life. Likewise, in an agency, leadership roles are one of the most influential factors on employee performance. Even now this can be said that the progress achieved and the decline experienced by the agency, is determined by the role of the leader that can be seen from his leadership style. With the leadership style, organizational culture and good job satisfaction, the employee's performance is expected to be realized with good because performance is the goal that you want to reach from each organization.

### Hypothesis

H1: Factors of leadership style, work satisfaction is partially positive and significant to the employee performance of the regional secretariat of South Sulawesi province.

H2: Cultural factors of organization, and work satisfaction simultaneously have a positive and significant impact on the employee performance of the regional secretariat of South Sulawesi province.

H3: work Satisfaction factor in the dominant influence on the employee performance of the regional secretariat of South Sulawesi province

## 2 Research Method

This study was conducted in the office of the Governor of South Sulawesi Province in South Sulawesi Provincial Secretariat. Data collection is done by doing the questionnaire to the Research respondent, namely 1) has been working on local government offices of South Sulawesi at least 2 years, 2) has been appointed as a civil servant at least 1 year. Through these terms, the respondent is fully aware of the state of the regional government office of South Sulawesi Sugiyono (2011). Multiple linear Regression analyses are used to determine if the independent variables are simultaneously and partial affect on dependent variables. Multiple regression analyses can be calculated using the formula:

$$Y = A + b_1 X_1 + b_2 X_2 + b_3 X_3 + E$$

Description:

X1	: Leadership Style
X2	: Cultural Organization
X3	: Job Satisfaction
Y	: Employee
A	: Constants
B1 – B3	: Regression coefficient
e	: Error

### 3 Result and Discussion

#### Result

The results of the study are said to be valid if there are similarities between collected data and real data. The validity of external instruments is tested by comparing the criteria present in the instrument with empirical facts occurring in the field (Situmorang & Lutfi, 2014). Table 1 shows the results of the instrument test each variable obtained. The calculate of the overall research variable is between 0.278 to 0.518, so the value of R count > The value of R table, for N = 123 at  $\alpha$  level 0.05 in the get r table = 0.176. In this case it can be concluded that the entire instrument variable is valid and can be used in this study. The reliability test is used to determine the accuracy of the measured results. From table 2 shows that the results of the reliability test on the variables of this research can be said to be reliable, since the Alpha Cronbach value is  $0.897 > 0.6$ .

**Table 1.** Validity of Instruments

	Item-Total Statistics			
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Leadership style	12.83	2,044	.371	.501
Organizational culture	13.16	2,072	.278	.578
Job satisfaction	12.77	2,144	.297	.557
Employee performance	12.80	1,786	.518	.378

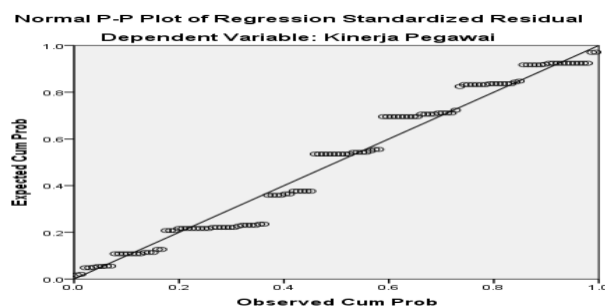
Source : Data processed, (2020)

**Table 2.** Research Instrument Reliability test Results

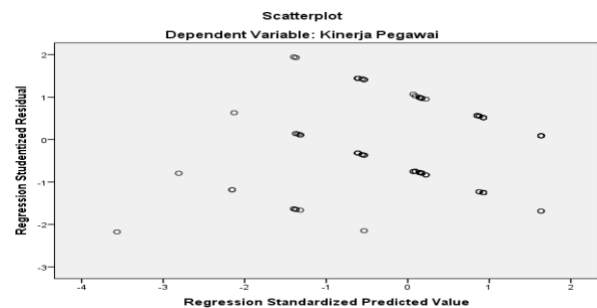
Reliability Statistics	
Cronbach's Alpha	N of Items
.897	48

Source : Data processed, (2020)

Test normality aims to test whether in a regression model, variable binding and free variables have normal distribution or not by looking at the normal probability plot comparing the cumulative distribution of the actual data to the cumulative distribution of the normal distribution. Basic decision making from this normality test is if the dots spread around the line and follow the diagonal line, then the residual value is normal. From the figure 1 of the above graph can be known that the dots spread around the line and follow the diagonal line, then the residual value has been normal. Heteroskedastisity test is a test aimed at testing whether in a regression model there is a variance inequality of the residual one to another observation. In this study obtained significance values in all the variables are below 0.05 so there is no heteroskedastisity. A good regression model if there is no heterokedastisity but rather homokedastisity. Based on image 2 It is known that the dots do not form a clear pattern, and the dots spread above and below the 0 number on the Y axis. So it can be concluded that no heterokedastisity problems occur on the regression model



**Figure 1.** Test result normality



**Figure 2.** Heterokedastisity Test Results

The multicholinerity test aims to determine if there is a high link between independent variables. Jika value

Tolerance above 0.1 and vif under 10 then the results of the study showed not a multicholinerity, meaning there is no high link between independent variables. Table 3 indicates that the variable leadership style, organizational culture and job satisfaction has a vif nila that is smaller than 10 and its toleration value is greater than 0.1.

**Table 3.** Multicollinearity Test Results

Model	Standardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	Q	Sig.	Tolerance	Vif
1 (Constant)	1,104	.501		2,203	.030		
Leadership style	.259	.084	.252	3,074	.003	.915	1,093
Organizational culture	.242	.075	.258	3,227	.002	.959	1,042
Job satisfaction	.268	.082	.264	3,279	.001	.945	1,058

Source : Data processed, (2020)

Based on the classic assumption test results including normality testing, multidisciplinary test and heterokedastisity test showed that multiple regressions were estimated to be qualified, so it is expected that the results would be good in analyzing the influence of leadership style variables, organizational culture and job satisfaction on the employees ' performance in the regional secretariat of South Sulawesi Province. Simultaneous testing aims to determine whether there is a co-influence of the variable independent of the dependent variable. This test is seen in table 4 output. An influence is shared between independent variables if the value of F counts is greater than the F table and significance is smaller than 0.05. To see the feasibility of a regression model whether it is correctly viewable in two ways that is to view the F table on ANOVA and see a significant value. If the F table < F count, then a decent regression model, in table 5.10 Anova looks at the value of F count (24.045) > of the F table (2.68) with a significant value of 0.00 < 0.005, so that the regression model is declared viable.

**Table 4.** Simultaneous test (F test)

ANOVA <sup>a</sup>					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	14,285	3	4,762	14,535	.000 <sup>b</sup>
Residual	38,984	119	.328		
Total	53,268	122			

Source : Data processed, (2020)

The F-count value is 14.535 and the significance is 0.000 so that the F-count value is greater than F-table and the significance is smaller than 0.05, it can be concluded that there are simultaneous influences from X1, X2, and X3 against Y. So it can be said that the variable style of leadership, organizational culture and job satisfaction positively affect the employee's performance in the provincial secretariat. The coefficient of determination aims to know the magnitude of the influence of variables independent of dependent variables. The coefficient test of determination is by the percentage of the multiplier of the found coefficient value, R-square or the value of determinant (R2) approaching one means the effect of free variables against bonded variables is strong. Table 5 shows the result coefficient of determination in research of 0.518 which can be said the variables X1, X2, and X3 are able to affect the Y 48.2% while the rest is influenced by other variables that do not become focused in this research.

**Table 5.** Coefficient of Determination

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.518 <sup>a</sup>	.268	.250	.572	

Source : Data processed, (2020)

A partial test is performed to determine the significance level of the influence of free variables simultaneously on a bound variable. In this case the partial test is to calculate the T-count value present in the research variables, while to see the magnitude of the influence used the number or standardized coefficient. The results of partial testing (T-count) can be seen on

**Table 6.** Partial test

Model	Coefficients <sup>a</sup>					
	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.	
	B	Std. Error	Beta			
1	Constant	1,104	.501		2,203	.030
	Leadership style	.259	.084	.252	3,074	.003
	Organizational culture	.242	.075	.258	3,227	.002
	Job satisfaction	.268	.082	.264	3,279	.001

a. Dependent Variables: Performance

Based on a partial test it was obtained that the variable leadership style, organizational culture and job satisfaction were positive and significant to the employee's performance in the regional secretariat of South Sulawesi Province. It can be seen from the T-count slates > t-table, and can also be known through its significance level in which the column sig./probability on table 6 is obtained a value smaller than 0.05 in work satisfaction variables (X3) with a value of sig.  $0.001 < 0.05$  (significant effect), organizational culture with a value of sig.  $0.002 < 0.05$  (significant influence) and a style of concentration with the value of SIG.  $0.003 < 0.05$

Table 6, known result of multiple linear regression equations are:

$$Y = B_0 + b_1X_1 + b_2X_2 + b_3X_3 + E$$

$$Y = 1,104 + 0.259 + 0.242 + 0.268 + 0.084$$

Based on the double linear regression, it can be intertexted that konstanta ( $b_0$ ) = 1,104, which suggests that if there is no variable of leadership style, organizational culture and job satisfaction, then the employee's performance will be constant or fixed if the required is 1,104. The variable coefficient value of leadership style ( $B_1$ ) is 0.259, which indicates that the leadership style is positive and significant to the employee's performance in the regional secretariat of South Sulawesi Province. The influence of leadership style variables can be known through a beta or standardized coefficient of 0.252 or 25.2 percent. The organizational culture variable coefficient ( $b_2$ ) value is 0.242, which indicates that the organizational culture has a significant positive impact on the employee's performance in the regional secretariat of South Sulawesi Province. The influence of leadership style variables can be known through a beta or standardized coefficient of 0.258 or 25.8 percent. The working satisfaction variable coefficient value ( $b_3$ ) is 0.268, which indicates that the job satisfaction is positive and significant to the employee's performance in the regional secretariat of South Sulawesi Province. The influence of leadership style variables can be known through a beta or standardized coefficient of 0.264 or 26.4 percent.

Description the results obtained as table View 6 pointed out that from the three variables in this study the most significant influence is the job satisfaction variable to improve performance in the secretariat of the South Sulawesi provincial government. This is caused by a beta number or standardized coefficient larger than other variables. Thus the fourth hypothesis in this study was received stating that job satisfaction gave a dominant influence on employee performance

## Discussion

### Influence of leadership style to employee performance

Leadership style is a factor that comes from outside the individual (employee), so the affected Party is very likely to be controlled according to the wishes of the leader. Especially if the leader has a leadership style that is liked by subordinates. Therefore, leadership style will be able to improve the performance of employees according to the leadership wishes. The results of the average questionnaire response distribution score for a

leadership style variable of 4.36, this means that respondents assessed this leadership style variable very well. The significant influence of leadership styles on employee performance is determined by the magnitude of the role of each indicator that forms the variable. As for the indicators are increasing confidence (X1.1), implementation of vision (X1.2), creativity (X1.3), comfortable with superiors (X1.4), increasing self-potential (X1.5), motivating subordinate (X1.6) attention personally (X1.7) and more effective and efficient (X1.8). The eight indicators have been maximally empowered to support employees' performance in the regional secretariat of South Sulawesi Province. From the Delepan indicator on the variable of leadership style that is the most dominant is the indicator motivates subordinate (X 1.6) that is the leader who always gives motivation to his subordination to progress and always achievers, then followed by a mission implementation indicator (X1.2) is the leadership to implement the vision within a certain period and the indicators are more effective and efficient (X 1.8) is the leader always give direction to subordinates to work more effectively and efficiently.

The eight indicators of this leadership style variable both the validity and reliability test show the  $F$ -count  $>$   $R$ -table so that each indicator used in this study does not cause an error in its measurements. Thereby, resulting from this research is a significant relationship between leadership style and employee performance. This is in line with the research results of Reddy (2011) stating that leadership styles are influential towards employee performance. Similarly, research conducted by Sodikin (2013) that is concerned that the style of leadership, organizational culture jointly has a significant effect on employee performance.

#### Influence of organizational culture to employee performance

Based on the results of the average questionnaire of the score for organizational culture variables 4.02 means respondents assessed this variable already running well. Organizational intercultural suitability to support participation will lead to job satisfaction that encourages individuals to be more creative in improving employee performance. For organizational culture variables there are twelve indicators that are questions/statements in the questionnaire that have been distributed to the respondent. The indicator Adapaun is: to be the best (X 2.1), the ability to work (X 2.2), centralization decision (X 2.3), Personal life (X 2.4), open to others (X 2.5), be optimistic (X 2.6), timely meeting (X 2.7), work seriously (X 2.8), keep secret (X 2.9), unhealthy competence (X 2.10), Loyalty (X 2.11) and secure with work (X 2.12). Where the indicator is open to another person (X 2.5) is the most dominant, in this case it supports the organizational culture to improve employee performance. However, other indicators also support each other to improve employee performance. Such research is done by Porwani (2010) at PT. Bukit Asam Coal Mine (Persero) Tanjung Enim. His research results show that the organizational culture has a positive and significant impact on employee performance. A successful organization not only has a strong culture but the culture is better suited to the environment in which it is applied. If there is a suitability between the organizational culture to the participation that supports it will lead to job satisfaction that will encourage individuals to be more creative in improving employee performance. If the behavior of members of the organization is good, then organizational culture is said to be good and will be able to affect employee performance.

#### Effect of job satisfaction on employee performance

As the two variables above job satisfaction are the most dominant variables in improving employee performance with an average value of 4.41. Job satisfaction is an individual attitude to the work, if the level of job satisfaction is high, it will show a positive attitude towards the job, otherwise if the individual is not satisfied with the work it will show negative attitude to the job. For job satisfaction variables, there are ten question indicators that are distributed to respondents, among others: better salary (X3.1), sufficient allowances (X3.2), Job promotion system (X3.3), promotion intensity (X3.4), co-worker support (X3.5), work together (X3.6), support superiors (X3.7), Employer motivation (X3.8), interesting work (X3.9) and job responsibility (X3.10). From the ten indicators there are two dominant indicators that work together (X 3.6) and job Responsibilities (X3.10). In this case, the work satisfaction of the employees of the South Sulawesi provincial Daerah secretariat is very high because it is able to cooperate and be responsible in the work to improve performance. Thus, it carries the implications that the leadership in each OPD scope of the regional secretary of South Sulawesi Province must be able to improve and maintain indicators related to employee satisfaction. The results of the research conducted by Saina Nur (2013) say the work satisfaction of a partial positive impact on employee

performance means that the higher the level of work satisfaction will have a positive effect on the increase of employee performance. A partial research of Sodikin (2013) also found that job satisfaction was positive and significant to the employee's performance. In line with this research, variable leadership styles partially influence positively and significantly on employee performance. Despite the fact that there is a high level of attendance that occurred in the office environment of the provincial secretariat of South Sulawesi.

However, employees performance can still be obtained well, followed by employee satisfaction. In other words, with the power of employees who are active and present at the office, able to provide good performance during this time. Although there are a number of late jobs from the targets set. Employee work satisfaction variables also partially influence positively and significantly on employee performance. The results of this research are also supported by Listianto & Setiaji (2012) stating that the satisfaction of work has a positive and significant impact on employee performance.

#### 4 Conclusions

The results of this research show that leadership style, organizational culture and job satisfaction have a positive and significant impact on the employee's performance at the regional secretariat of South Sulawesi Province. This is because all the variables reinforce each other, so that the synergy comes through that results in increased performance of employees. Overall job satisfaction is a variable that has a dominant effect on employee performance because it has the greatest contribution to employee performance improvement. Based on the conclusion in this study, all the variables in the test were positive and significant, meaning that the leadership style, organizational culture and job satisfaction and performance should be preserved

#### 5 References

- Anggara dan Suhendi, (2010) *Perilaku Organisasi*, Bandung, CV Pustaka Setia.
- Abdullah, (2011). *Pengaruh Gaya Kepemimpinan, Budaya Organisasi, Kepuasan Kerja Terhadap Kinerja Pegawai pada Pemerintahan Kabupaten Bulukumba*.
- Chaterina Melina Taurisa, Intan Ratnawati. (2012). Analisis Pengaruh Budaya Organisasi dan Kepuasan Kerja Terhadap Komitmen Organisasional Dalam Meningkatkan Kinerja Karyawan (Studi Pada PT. Sido Muncul Kaligawe Semarang) *Jurnal Bisnis dan Ekonomi (JBE)* September 2012, Hal 170 -178 Vo. 19, No. 2.
- Hasibuan, Malayu S.P. (2016). *Manajemen Sumber Daya Manusia*, Jakarta: PT Bumi Aksara.
- Ivone A.S. Sajangbati, (2013). *Motivasi, Disiplin dan Kepuasan Pengaruhnya Terhadap Kinerja Pegawai PT. Pos Indonesia (PERSERO) Cabang Bitung*.
- Kartono, Kartini. (2011). *Pemimpin dan Kepemimpinan*. Jakarta : PT. Rajawaligrafindo Persada.
- Listianto, Tony Dan Bambang Setiaji (2012), *Pengaruh Motivasi, Kepuasan Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan (Studi Kasus Di Lingkungan Pegawai Kantor PDAM Kota Surakarta)*, Program Pascasarjana Universitas Muhammadiyah Surakarta.
- Mahdiah, (2011). *Manajemen Sumber Daya Manusia Kepemimpinan (Leadership)* Penerbit Andi, Yogyakarta.
- Mochamad Sugeng, (2014). *Pengaruh Gaya Kepemimpinan, Budaya Organisasi dan Kepuasan Kerja Terhadap Kinerja Pegawai Pada Sekretariat Daerah Kota Sibolga*.
- Novianto, Indra Eko, (2011). *Pengaruh Gaya Kepemimpinan Terhadap Kinerja Pegawai Badan Kepegawaian Daerah Pemerintah Kabupaten Malang*. Universitas Brawijaya, Malang.
- Reddy, Anuradha (2011), *Impact Of Transformasional And Transactional Leadership On Employee Job Performance And Job Satisfaction In Use Banking Sector*, *Zenith International Journal Of Business Economics & Mangement Research* Vol. 1 Issue 2, Nov 2011.
- Sugiyono, (2010). *Metode Penelitian Bisnis: Pendekatan Kuantitatif, Kualitatif dan R&D*, Bandung Alfabeta. Tesis PPs Universitas Hasanuddin, Makassar. Tidak Dipublikasikan.
- Sirajuddin, (2010). *Faktor-Faktor yang mempengaruhi Kinerja Pegawai pada Dinas Sosial, Tenaga Kerja dan Transmigrasi Kabupaten Majene*.
- Sodikin Ahmad (2013). *Pengaruh Motivasi Kerja, Kepuasan, Kepemimpinan Dan Budaya Organisasi Terhadap Kinerja Karyawan Perum Damri Semarang*.

- Situmorang, Syafrizal Helmi dan Lutfi Muslich (2014). Analisis Data Penelitian untuk Riset Manajemen dan Bisnis, Edisi Ketiga, USU Pers, Medan
- Thoha, Miftah, (2013). Kepemimpinan Dalam Manajemen, Edisi 1, Jakarta, PT RajaGrafindo.
- Yohanis Salutondok dan Agus Supandi Soeganto, (2015). Pengaruh Kepemimpinan, Motivasi, Kondisi Kerja dan Disiplin Kinerja Pegawai di Kantor Sekretariat DPRD Kota Sorong