



**THE PRIMARY EFFECT OF LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE TOWARD JOB SATISFACTION OF LECTURE IN PRIVATE UNIVERSITIES IN PALEMBANG**

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**ABSTRACT**

The essential problem of this research is how Lecturer who works at Private University in Palembang can improve performance. Purpose of this research focused to know and to analyze the influence of leadership, organization culture toward job satisfaction. The research method used is descriptive and verification. Data collected through the research instrument. To examine the validity of the instrument by using correlation product moment techniques, while for reliability was tested with Cronbach Alpha formula, to analyze data using SEM (Structural Equation Modeling) with Lisrel. The population of this study is Private University in Palembang, for sampling conducted using samples taken by Slovin which totaled 330 respondents. The results of the research showed that leadership positive and significant influence on job satisfaction, organizational culture positive and significant influence on job satisfaction, leadership and organizational culture simultaneously positive and significant influence on job satisfaction, partially organizational culture dominant influence on job satisfaction. As for the performance of lecturer, leadership no significant influence on employee performance, organizational culture positive and significant influence on employee performance, job satisfaction and a significant positive influence on employee performance, and leadership, organizational culture and job satisfaction simultaneously positive and significant influence on employee performance, partially dominant organizational culture influence on employee performance. The implication of this study is the performance of Lecturer who works at Private University in Palembang can improve

performance and able to increase the organization's culture, especially on moral happiness of lecturer (the independence of lecturer in developing tasks).

**KEYWORDS: Leadership, Organization Culture, Job Satisfaction**

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## **BACKGORUND OF THE RESEARCH**

Based on the some of reserach result, According to House (2002), leadership was defined as ability of an individual to motivate, influence and enable other to contribute success and effectiveness of the organization which that they are joined. The terms of leadership reflect of powerful, dynamic individual who build wealthy and influence empire (Yulk, 2002). It is important resources of all organization and is exhibited by individual trough broad a scope and need to try define it. Another theory from Ross and Gray (2006) was discovered that the lecturer leadership style are often perceived as accountable for student achievement. The indirectly contributed to student academic achievement through lecturer leadership style is by lecturer commitment and beliefs about their collective capacity. Lecturers also demonstrate the teaching style and the dominant leadership during the lecturer that may have an impact on the students to receive knowledge directly or indirectly (Harun & Salleh, 2014). Based on the description above, the problem can be formulated as follows:

1. Is there effect a leadership influence on job satisfaction of lecturer?
2. Is there any influence of organizational culture on job satisfaction of lecturer?
3. Is there any influence of leadership and organizational culture jointly towards job satisfaction of lecturer?

## **RESEARCH PURPOSES**

Referring to the formulation of research problems that have been described, then the purpose of this study was to analyze and find out:

1. The effect of a leadership influence on job satisfaction of lecturer.
2. The influence of organizational culture on job satisfaction of lecturer.
3. The influence of leadership and organizational culture jointly towards job satisfaction of lecturer

## **REVIEW OF THEORY**

According Luthans (2008) 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), 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) states Leadership is the behavior of an individual who leads the activities of a group to a goal to be achieved together. Leadership by the Decree of the State Personnel Administration Agency (BAKN) No.27 / KEP / 1972 are activities to convince others that were brought to participate in a job. Menuut BAKN circular letter No.82 / 3E / 1980, leadership is the ability of a civil servant to convince others that can be deployed optimally. Robbins (2003), says that leadership is the ability to influence a group toward the achievement (goal). Luthans (2008) defines culture as the knowledge gained to interpret experience and generate social behavior. Meanwhile, according to Robbins (2003) organizational culture is a system of shared meaning held by members that distinguishes the organization from | other organizations. According to Zhang and Jia (2010) is the organizational culture | a set of behavioral and psychological framework that terinternalisasi very deep and owned oJeh 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 (initiative of individual), risk tolerance (tolerance; to high-risk behavior), Direction, Integration, Management support, Control, Identity, Reward System, Conflic tolerance, Communication Patterns. Branham (2005) argues that "job satisfaction is the favorableness or unfavorableness with employees view Reviews their work". Job satisfaction means a feeling of support or experienced [lecturer] work. Yukl (2007) defines job satisfaction as "the way an employee feels about his or her job". This means that job satisfaction is the way lecturer 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) stated 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 lecturer of the work in accordance with the requirements dirasakan. Biasanya 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). Muhonen (2010), defines job satisfaction is a feeling of support or not support of lecturer associated with the condition itself. the feeling associated with work involving aspects of the wage or salary

received, career development opportunities, relationships with other lecturer, job placement type of work, organizational structure, quality supervision, while feeling associated with him include age, health condition, abilities, education and so on. Lecturer feel satisfied in the works when aspects of work and aspects of her support and vice versa if these aspects are not in favor of, the lecturer will feel satisfied. 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). 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 keseluruhan activities undertaken to improve the performance of the company or organization, including the performance of individuals and workgroups in the enterprise individual performance, group performance and the company's performance is affected by many faktor internal and ektem organization (Sinambela, 2012). Luthans (2008) says leadership is a trait or character, or f the way someone in the effort to build and move a person or a group / person that they are willing to commit and faithfully to carry out activities in accordance with the duties and responsibilities to achieve company goals that have been set previously, while job satisfaction according to Muhonen (2010) is a feeling of support or not support of lecturer' related to her condition. Hersey (2008), the results of research stating that the leadership has positive effect on job satisfaction realized through effective leadership, which if executed with effective leadership in the work, it will increase job satisfaction. Larsson and Vinberg (2010), the results of research stating that leadership terhadp positive influence job satisfaction, which is realized by influencing others to cooperate, where a leader trying to mempegaruhi subordinates to be able to work together will enhance job satisfaction. Based on the framework above, it can put forward the research hypothesis as follows:

### **H1: There is a leadership influence on job satisfaction**

Influence of Organizational Culture on Job Satisfaction, According to Zhang and Jia (2010: 745) organizational culture is a set of behavioral and psychological framework that terinternalisasi very deep 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 Yukl (2007: 120) defines job satisfaction as "the way an employee feels about his or her job".Braunscheidel et al (2010), the results of research stating that organizational culture positive effect in improving job satisfaction, which is manifested by how an organization is able to create an organizational culture that can provide interest of lecturer to allow / improve karya"s satisfaction in the work. Luthans (2008), the results of research / states that organizational culture positive effect in improving job satisfaction, which is manifested in the presence of behavioral rules, norms, values dominant organization, philosophy, rules and organizational climate, which is when the rules of behavior, norms, values dominant in a company or organization to make an employee feel comfortable, will increase satisfaction in the work. Based on the framework above, it can put forward the research hypothesis as follows:

### **H2: There is the influence of organizational culture on job satisfaction**

Together Influence Leadership and Organizational Culture on Job Satisfaction. Leadership is understood as the capacity of a person, so that the person can function adequately leadership. This understanding can also be directed to the understanding of the importance of the process being undertaken in one's leadership. Thus the notion of leadership / is more directed to the process in the lead rather than just personal for providing leadership itself (Larsson and Vinberg, 2010: 35), while according to Zhang and Jia (2010: 745) organizational culture is a set of behavioral and psychological framework which terinternalisasi very deep and is owned by anggota organization. Hersey (2008), the results of research stating that the leadership has positive effect on job satisfaction realized through effective leadership, which if executed with effective leadership in the work, it will increase job satisfaction. Braunscheidel et al (2010), the results of research stating that organizational culture positive effect in improving job satisfaction, which is manifested by how an organization is able to create an organizational culture that can provide interest of lecturer in order to improve employee satisfaction at work. Based on the framework above, it can put forward the hypothesis penelitiari as follows:

**H3: There is jointly influence the leadership and organizational culture on job satisfaction****RESEARCH METHOD**

This research is classified in this type of survey research, the research done in populations large and small, but the data studied are data from a sample taken from the population, so the found events relative, distribution and relationships between variables sociological, and psychological, (Kerlinger in Riduwan, 2009: 30). In the context of this study, a survey was conducted to see the condition and relationship variables studied, namely variables, leadership, culture and organization with kerja satisfaction as independent variables and performance as the dependent variable. Under such conditions, this research uses descriptive and verification method (hypothesis testing). 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 verification method used to determine the level of influence of different variables are independent variables on the dependent variable either individually or simultaneously (together). 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 of 326 respondents above that, based on the determination of the number of samples, then each study site in grab samples as in Table 5 below:

**Table 1. Sample Lecturer in Palembang**

No	Universities	Population	Sample
1.	A	588	108
2.	B	740	137
3.	C	440	85
		1768	330

Sources : Primary Data Collecting

## Test Research Instruments

### Test Validity Research Instruments

Validity test used to determine the valid / invalid is not a questionnaire, a questionnaire is valid if the questions in the questionnaire were able to reveal something that will be measured by the questionnaire (Ghozali and Fuad 2008: 142). Validity level can be measured by comparing the value of  $r$  is calculated by the value of  $r$  table for Degree Of Freedom ( $df$ ) =  $n$ . With the pertanyaan be valid if  $r_{hitung} > r_{tabel}$  and vice versa if  $r_{hitung} < r_{tabel}$  then the question is said to be invalid. In addition to getting a valid instrument to do with the trial. From the test results obtained instrument correlation coefficient between the total score of each item ( $X$ ), with an overall score of items ( $Y$ ) using ramus (Ghozali and Fuad 2008: 143): Distribution (table  $r$ ) for  $p = 0.05$  and degrees of freedom ( $df = n-2$ ) decision rule: If  $r_{hitung} > r_{tabel}$  means valid sebaliknya  $r_{hitung} < r_{tabel}$  means valid. Atau the Sig.  $< P$ , where the value of Sig. smaller than the confidence level or significance that is 95%, so for 50 respondents trial samples with a confidence level of 95% or 5% significance ( $p = 0.05$ ), the degrees of freedom ( $df = 50-2$ ) so degrees of freedom is 48, so the table or tables  $r$  Pearson is 0.284 so the decision to rule it can be said that the value of Pearson Correlation  $> 0.284$  means as valid In the SEM analysis methods, statistical estimation tested individually by using the  $t$  test. Through output path diagram (PTH)  $t$ -valae statistics, confirming lisrel  $t$  test results are complete with test error rate is set at 0.05. if the test results show a non significant, lisrel will print the output with a line of red-stained path diagram. In addition to the individual, SEM also test the proposed model as a whole, ie through conformance test models. In the analysis of SEM, is a fitness model is the sample covariance conformity with an estimated population covariance matrix is generated. Test suitability of the model is done by using some measure of suitability model (Goodness of Fit Test, GOF)

### Analysis of Measurement Model Table 2 (Hybrid Model) SEM

Indikator GOF	Ukuran yang Diharapkan	HasU Estimasi	Kesimpulan
<i>Ukuran Absolute Fit</i>			
GFI	GFI $> 0,90$	0,93	Good Fit
RMSEA	RMSEA $< 0,08$	0,086	Good Fit
<i>Ukuran 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 the criteria of absolute size fit, as well as incremental fit, but can still be passed on further analysis, because it is close to the criteria of good size fit (Hair et al, 2006: 623).

Source: the yield Processing with LISREL 8.70

## CONCLUSIÓN

1. While job satisfaction indicator is the most dominant in the satisfaction indicator on / with the opportunity in the task (Y5) and the satisfaction of their salary (Y6). This shows that the increase in leadership will result in increased employee satisfaction.
2. While job satisfaction indicator is the most dominant in the satisfaction indicator on / with the opportunity in the task (Y5) and the satisfaction of their salary (Y6). 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 on employee with a contribution of 72%, while the remaining 28% is influenced by other variables outside variables leadership and organizational culture. The variable most dominant influence on job satisfaction is a variable of organizational culture. These results indicate that the positive improvement and enhancement of organizational culture and leadership will result in increased employee satisfaction.

## RESEARCH IMPLICATIONS

### Theoretical implications

Based on the above results, the implication theoretically is to improve employee performance, especially in the work attitude of lecturer will be able to be increased if the universities able improve organizational culture, especially in the ability of the independence of individuals in developing tasks and improve employee satisfaction, especially in terms of satisfaction for the opportunity in the task and the satisfaction of their salary, and supported by the ability to improve leadership in universities especially in the leadership ability to manage conflict at private universities in Palembang.

### Managerial implications

Based on the analysis of testing and discussion of the managerial implications of the study are as follows:

1. The satisfaction of lecturer working at the private universities in Palembang primarily on indicators of satisfaction for the opportunity in the task and the satisfaction of their salary to be able to be increased if the Universities able to improve the leadership, especially the indicators leaders capable of managing the conflict and were able to improve the culture



of the organization, especially in terms of the independence of the individual's ability to develop the task.

2. The performance of lecturer, especially in the attitude indicator of lecturer in Palembang able to improve organizational culture, especially indicators of the ability of individuals to develop independence tug Similarly, also employee performance especially the attitude indicator of lecturer who work at private universities in Palembang, especially in satisfaction indicators for the opportunity in the task and satisfaction payroll yangi accepted, where lecturer satisfaction will increase if the universities able to improve organizational culture, especially in the indicators of the ability of the independence of individuals in developing tasks and leadership in health centers, especially in terms of the ability of leadership in managing the conflict.

### **Suggestion for Researcher More**

1. There are many other variables that affect lecturer performance at the private universities in Palembang, such as soft skills, compensation, work discipline, motivation and other variables to be investigated further, as they may be variables other than those in this study had a dominant influence in improving employee performance.
2. This study using the variable job satisfaction as an intermediate variable (intervening), so as to further research will likely produce different findings, when variables Job Satisfaction positioned as moderating variables (moderating).
3. The results of this study can also be applied to other agencies and not limited to the health center regency / city area alone, but could on the province or Institutions of Government for the National Territory.

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