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Leadership Style and Organizational Culture as Determinants of Employee Satisfaction and Performance at PT. Karya Setiawan Ekatama

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ABSTRACT

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Transportation is an effort to move people or goods to another place using a motorized vehicle. There has been a decrease in the number of land transportation passengers in the last 2 years. PO (Bus Company) Setiawan is a bus transportation service company that provides services for moving people/goods to another place using a motorized vehicle (KBBI, 2019). The purpose of this study is to investigate the impact of leadership style and organizational culture on employee satisfaction and performance at PT. Karya Setiawan Ekatama. The study included 92 respondents who were employees at PT. Karya Setiawan Ekatama. The survey method, which involved distributing questionnaires online via Google Forms, was used in this study to conduct sampling. The sampling method used was non-probability sampling. The results of this study indicate that leadership style and culture in the company have a significant influence on employee satisfaction and performance.

INTRODUCTION

Transportation is the movement of people or goods from one place to another using a motorized vehicle (KBBI, 2019). People typically use land transportation to support their daily activities, such as work, school, or simply for vacation. The Central Statistics Agency (BPS) has recorded a decline in the number of land transportation passengers over the past two years. In 2020, the number was 186,125, and in 2021, it dropped to 149,763 (Statistics, 2022). The decline in land transportation passengers since the COVID-19 pandemic has had a direct impact on bus companies in Indonesia (BPS, 2022; Ministry of Transportation, 2020).

In East Java, specifically in Kediri City, several bus companies operate intercity and interprovincial (AKAP) routes and offer tour bus rentals. AKAP buses are a passenger transportation division that serves routes or destinations determined by the company and the transportation agency, as mutually agreed upon. Several bus companies located in Kediri City, East Java, operate regular and tour buses. Several bus companies operating tourist buses in Kediri City include PO Zain Putra, PO Mahkota, and PO Setiawan. PO (Bus Company) Setiawan is a bus transportation company that provides transportation services for people or goods to other locations using motorized vehicles (KBBI, 2019). Its services include regular buses serving round trips from Kediri to Denpasar, Trenggalek to Denpasar, Ponorogo to Denpasar, Bojonegoro to Denpasar, Madiun to Denpasar, Madura to Denpasar, and Malang to Denpasar. It also offers bus rentals for tourism. PO (Bus Company) Setiawan was officially established in 2011. The company has now expanded into a Limited Liability Company (PT) and is now PT Karya Setiawan Ekatama. Frequent customers of Setiawan's services are primarily from East Java, traveling to Bali and vice versa. This sector experienced a significant decline in revenue, including PO Setiawan, which operates in East Java and Bali. The decline in operations impacted work effectiveness, loyalty, and organizational culture (WHO, 2020; KBBI, 2019).

Sudden changes require companies to adapt, including in terms of leadership and organizational management. In the literature, leadership and organizational culture are two strategic factors that influence employee satisfaction and performance (Bass & Avolio, 1994; Robbins & Judge, 2017; Yukl, 2013). However, their influence in the context of post-pandemic transportation companies has not been widely studied locally.

The main problems at PT. Karya Setiawan Ekatama include a lack of leadership objectivity, a weak organizational culture system, and minimal two-way communication. The mismatch between leadership style and organizational culture and employee expectations negatively impacts work motivation (Santoso et al., 2019; Mariam, 2019; Oktiani, 2020). To achieve good company performance, a good leadership style is needed that pays more attention to employee performance. A good leader must be a good example for his employees, as well as implementing a good

organizational culture so that the company can achieve its shared vision and mission and the company is able to achieve its goals. Based on the information that has been explained, researchers need further information related to the role of leadership style and organizational culture on employee satisfaction and employee performance..

LITERATURE REVIEW

Leadership Style

According to Hakim et al. (2020), leadership is a process by which a person motivates others by leading, guiding, and influencing them to take action to achieve desired results. Within a management framework, leadership is a subsystem of management. Indicators of leadership style include Dealized Influence (charisma), Inspirational Motivation (inspirational motivation), Individual Consideration (individual consideration), and Intellectual Simulation (intellectual stimulation).

Dealized Influence (charisma) leads to transformational leadership behavior in which followers strive to exceed expectations. Indicators include employee respect, trust, and role models. Inspirational Motivation: Leaders use various symbols to focus efforts or actions and express goals in simple ways. Leaders also foster a spirit of teamwork, enthusiasm, and optimism among coworkers and subordinates. Indicators include motivators and goal setting. Individual Consideration Transformational leaders pay special attention to each individual's need to achieve and grow, acting as coaches, advisors, teachers, facilitators, confidants, and counselors. Indicators include career development, creating a positive work environment, and relationships with subordinates. Intellectual Simulation Efforts to support followers to be more innovative and creative, where leaders encourage subordinates to question assumptions, provide subordinates with new, challenging ideas, and raise awareness of problems, awareness of their own thinking, and recognition of their vision in subordinates, as well as presenting old approaches with new perspectives. Indicators include creative ideas and problem solvers.

Organizational Culture

(Edison et al., 2016: 119) states that organizational culture is the result of a process of melting and merging the cultural styles and/or behaviors of each individual into

new norms and philosophies, which contain group energy and pride in facing a particular issue and goal. Organizational culture has many traits, characteristics, and traits as outlined by experts, including Robbins & Judge (2015: 355). The following indicators collectively capture the essence of organizational culture:

1. Innovation and risk-taking: The extent to which employees are encouraged to be innovative and take risks.
2. Attention to detail: The extent to which employees are expected to exercise precision, analysis, and attention to detail.
3. Results orientation: The extent to which management focuses more on results than on the techniques and processes used to achieve those results.
4. People orientation: The extent to which management decisions consider the impact of those results on the people within the organization rather than on individuals.
5. Team orientation: The extent to which work activities are organized around teams rather than individuals.
6. Aggressiveness: The extent to which people are aggressive and competitive rather than relaxed and passive.
7. Stability: The extent to which organizational activities emphasize maintaining the status quo in order to continue to develop and grow.

Employee Satisfaction

Job satisfaction is an employee's attitude or behavior regarding their work, related to the work environment, work culture, teamwork, salary or rewards received, and psychological factors (Sutrisno, 2019). Job satisfaction can also be explained as an individual's affective response regarding their job perspective (Wibowo, 2016). Job satisfaction reflects an employee's emotional feelings about their current job.

Job satisfaction relates to individual efforts to improve company effectiveness by engaging in effective efforts or attitudes at work. Employee behavior supports the company's organizational goals. The level of employee satisfaction can have a direct impact on the company (Afandi, 2018). Indicators for measuring job satisfaction include:

- a. Job: the suitability of the work provided by the company to the reality of the situation.
- b. Wages: the rewards received after employees perform appropriate and fair work.
- c. Promotion/career ladder: job advancement related to employee opportunities to advance their career within the company.
- d. Supervisor: A leader authorized by the company to give orders, supervise, and provide instructions for carrying out work.
- e. Workforce: A team that works or interacts in carrying out work.

Employee Performance

Employee performance is the quantitative and qualitative results of an individual's work within the company, achieved by someone in completing their duties and responsibilities (Mangkunegara, 2017). Employee performance can also be used as a guideline for individual work results over a specific period (Winata, 2019).

Employee performance can be viewed from a quantitative and qualitative perspective, as determined by company standards (Marwansah, 2018). According to Lie (2018), employee performance can be measured using the following indicators:

- a. Quantity: The proportion of work performed by employees.
- b. Quality: The quality of the work produced by employees. The degree to which the work is completed effectively and achieves the company's desired results.
- c. Timeliness: The accuracy with which employees complete tasks to achieve output, and how employees maximize the time allocated by the company and allow time for other activities.
- d. Effectiveness: the optimal use of resources and time to increase profits and minimize losses.
- e. Presence: the level of employee attendance or absence from work at the company.

Referring to the main problem explained above, the following is the hypothesis in this study:

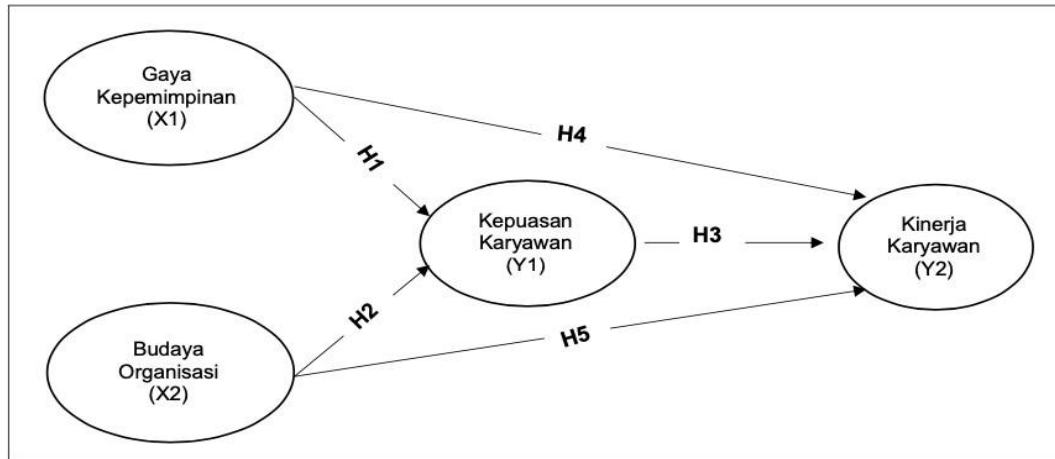


Figure 1: Research Model

Relationship between Leadership Style and Employee Performance

Leadership style plays a crucial role in employee performance for companies, ensuring that employees produce the highest quality work. Furthermore, the correlation between leadership style and employee performance is supported by previous research conducted by (Candra, 2020), which indicates that leadership style influences employee performance. In this case, the leadership style applied is expected to result in good employee performance. Based on the literature review above, the hypothesis proposed in this study is:

H1: Leadership Style Influences Employee Performance

Relationship between Organizational Culture and Employee Performance

Organizational culture plays a significant role in employee performance within a company, ensuring shared values, shared thinking, shared decision-making methods, and shared thought patterns (Denison et al., 2018). Furthermore, the positive correlation between organizational culture and performance is supported by previous research conducted by (Prasada, 2020) and this study. In this case, the norms or values that have become company guidelines are expected to be accepted by all employees. Based on the literature review above, the hypothesis proposed in this study is:

H2: Organizational Culture Influences Employee Performance

Relationship Between Employee Satisfaction and Employee Performance

Employee satisfaction with employee performance plays a crucial role in realizing the company's vision, mission, and goals. Good employee satisfaction will result in employee performance, which in turn will impact the company's performance, achieving good results and meeting the company's objectives. Research conducted by (Yassin, Musadieq, & Afrianty, 2020) indicates that employee satisfaction influences employee performance. Based on the literature review above, the hypothesis proposed in this study is:

H3: Employee Performance Influences Employee Performance

Relationship Between Leadership Style and Employee Performance

Leadership style is closely related to the achievement of an organization's goals. Leadership style is defined as a comprehensive pattern of attitudes, traits, and skills used to guide an organization toward the desired direction. Research (Sartika & Putra, 2019) indicates a positive relationship between leadership style and employee performance. In other words, a good leadership style leads to high employee performance. Based on the literature review above, the hypothesis proposed in this study is:

H4: Leadership Style Influences Employee Performance

The Relationship between Organizational Culture and Employee Performance

Research conducted by Edison (2016) states that organizational culture is a pattern of basic assumptions developed by a group. Organizational culture is often referred to as work culture because it cannot be separated from the human resources within the organization itself. To achieve optimal employee performance, organizational culture must be instilled. In his research, organizational culture influences company performance. Based on the literature review above, the proposed hypothesis in this study is:

H5: Organizational Culture Influences Employee Performance

METHODS

This study uses a quantitative research type. The definition of a quantitative approach according to (Aries Veronica, 2020) requires researchers to explain in detail the relationship between variables that influence each other. The purpose of

quantitative research is to test established hypotheses, revise existing theories, and implement information obtained through scientific methods (Aries Veronica, 2020). The study was conducted at PT Karya Setiawan Ekatama, located in Kediri City, East Java. The company operates in the bus transportation sector. This study was conducted for 7 months, starting from January 2022 to July 2022. The population in this study were all employees working at PT Karya Setiawan Ekatama. A total of 120 employees currently working at PT Karya Setiawan Ekatama. The sample in this study was determined using a purposive sampling technique. From the calculation results, it can be seen that the number of samples in this study was 92 respondents taken from the total number of PT Karya Setiawan Ekatama employees. The data collection method used by the author has two sources, namely primary data and secondary data. According to Syahril (2019), primary data is data collected by researchers through interviews, questionnaires, and observations. The primary data in this study were questionnaires distributed offline to all employees of PT. Karya Setiawan Ekatama. Secondary data, on the other hand, is data already available and collected by other parties (Syahril, 2019). The questionnaire used was offline. The Likert scale in this study used five-point scaled responses to statements ranging from very negative to very positive. The variables used were the independent variables (leadership style, organizational culture) and the dependent variables (employee satisfaction, employee performance). This study used the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method, which can predict the relationship between the dependent and independent variables.

RESULT

The measurement model evaluation was tested using several indicators, including Convergent Validity, Discriminant Validity, and Reliability. The measurement model was calculated using the PLS algorithm.

Convergent Validity

An indicator is considered valid if its loading factor is positive and greater than 0.7. The loading factor value indicates the weight of each indicator/item as a measure of each variable. An indicator with a large loading factor indicates that it is the

strongest (dominant) measure of the variable. The loading factor values are shown in Table 4 below:

Table 1 Convergent Validity Test.

Variable	Item	Loading Factor	Result
Organizational Culture	B01	0.905	Valid
	BO10	0.902	Valid
	BO11	0.940	Valid
	BO2	0.917	Valid
	BO3	0.931	Valid
	BO4	0.920	Valid
	BO5	0.895	Valid
	BO6	0.942	Valid
	B07	0.906	Valid
	BO8	0.944	Valid
	BO9	0.932	Valid
Leadership Style	GK1	0.850	Valid
	GK2	0.931	Valid
	GK3	0.929	Valid
	GK4	0.865	Valid
	GK5	0.917	Valid
	GK6	0.927	Valid
	GK7	0.865	Valid
	GK8	0.895	Valid
	GK9	0.907	Valid
Employee Satisfaction	KEP1	0.816	Valid
	KEP2	0.863	Valid
	KEP3	0.908	Valid
	KEP4	0.909	Valid
	KEP5	0.863	Valid
	KEP6	0.909	Valid
	KEP7	0.904	Valid
Employee Performance	KIN1	0.914	Valid
	KIN10	0.892	Valid
	KIN11	0.936	Valid
	KIN12	0.901	Valid
	KIN13	0.904	Valid
	KIN14	0.931	Valid
	KIN15	0.903	Valid
	KIN16	0.890	Valid
	KIN17	0.926	Valid
	KIN18	0.900	Valid
	KIN19	0.939	Valid
	KIN2	0.925	Valid
	KIN3	0.910	Valid
	KIN4	0.892	Valid
	KIN5	0.934	Valid
	KIN6	0.906	Valid
	KIN7	0.912	Valid
	KIN8	0.925	Valid
	KIN9	0.916	Valid

Source: Data processed by researchers (2022)

Based on Table 1 above, it is known that the resulting loading factor value for each indicator is greater than 0.7. Therefore, these indicators are declared valid as measures of the latent variable.

Discriminant Validity

Discriminant validity is used to test the validity of a model. Discriminant validity is assessed through the cross-loading value, which indicates the magnitude of the correlation between a construct and its indicators and indicators of other constructs. The standard value used for cross-loading is greater than 7, or by comparing the square root of average variance extracted (AVE) for each construct with the correlation between the construct and other constructs in the model. If the square root of the AVE for each construct is greater than the correlation between the construct and other constructs in the model, it is said to have good discriminant validity.

In this study, the cross-loading value for each item was >0.70 , and each item also had the highest value when linked to its latent variable compared to other latent variables. This indicates that each manifest variable in this study accurately explains its latent variable and proves the discriminant validity of all items.

Reliability Test

Reliability in PLS uses Cronbach's alpha and composite reliability values. Reliable data is considered if the composite reliability value is above 0.7, and the recommended Cronbach's alpha value is above 0.6. The Cronbach's alpha and composite reliability values are shown in Table 4 below:

Table 2: Reliability Test

Variable	Cronbach's Alpha	Composite reliability	(AVE)
Organizational Culture	0.982	0.984	0.849
Leadership Style	0.970	0.974	0.808
Employee Satisfaction	0.952	0.961	0.778
Employee Performance	0.989	0.990	0.835

Source: Data processed by researchers (2022)

Based on Table 2 above, it can be seen that the composite reliability value for all research variables is >0.7 and Cronbach's Alpha >0.6 . These results indicate that each variable has met the composite reliability and Cronbach's Alpha requirements, thus concluding that all variables have a high level of reliability. Therefore, Further analysis

can be conducted by examining the goodness of fit of the model by evaluating the inner model.

Structural Model Analysis (Inner Model)

After testing the outer model, the next step is to test the inner model. Testing the inner model, or structural model, is conducted to examine the relationships between constructs, the significance values, and the R-square of the research model.

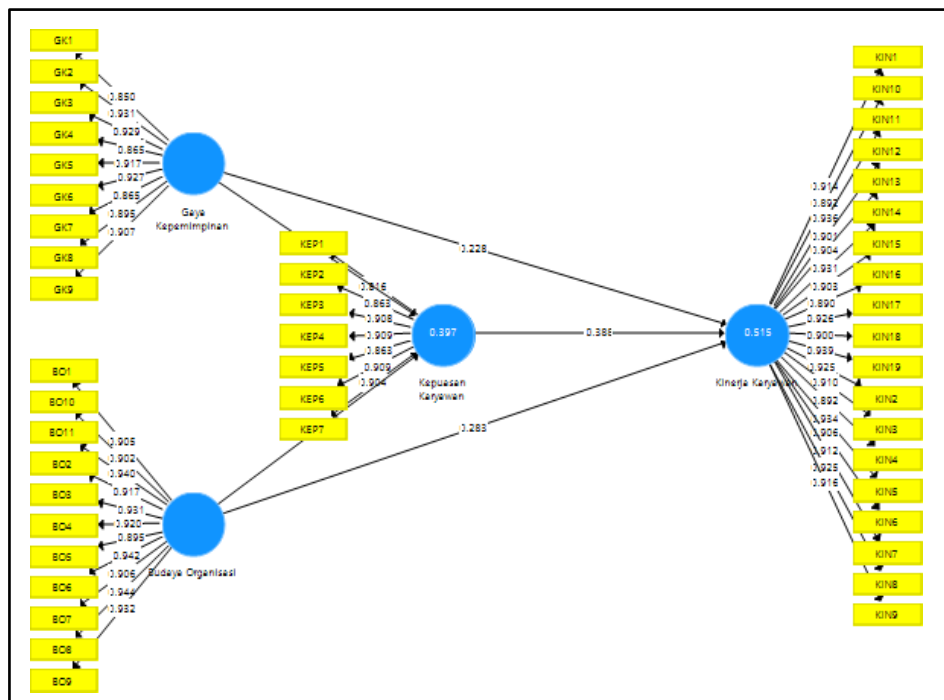


Figure 2 Structural Model

Source: Data processed by researchers (2022)

R-Square Value

The evaluation of the PLS structural model begins by examining the R-square of each dependent latent variable. Table 5 shows the estimated R-squared using PLS.

Table 5: Goodness of Fit Test Results

Variabel	R-Square	R-Square Adjusted
Employee Satisfaction	0.397	0.383
Employee Performance	0.515	0.499

Source: Data processed by researchers (2022)

Table 5 above shows an adjusted R-Square value of 0.383 for the Satisfaction variable. This value indicates that 38.3% of the Satisfaction variable can be explained by Leadership Style and Organizational Culture, and the remaining 61.7% can be explained by other variables not included in this study. The Employee Performance

variable showed an adjusted R-Square value of 0.499. These results indicate that Employee Performance can explain 49.9% of the Leadership Style and Organizational Culture variables, with the remainder explained by other variables not included in this study.

Q-Square Value

Predictive relevance is a test used to determine the reliability of the observed values generated using the blindfolding procedure. If the Q-Square value is greater than 0, the observed value is considered good; if the Q-Square value is less than 0, the observed value is considered poor. Q-Square predictive relevance for structural models measures how well the conservation values generated by the model and its parameter estimates are matched.

Table 3: Predictive Relevance Table

Variable	Q ² (=1-SSE/SSO)	Result
Employee Satisfaction	0.299	Has predictive relevance value
Employee Performance	0.420	Has predictive relevance value

Source: Data processed by researchers (2022)

Based on the data presented in the table above, it can be seen that the Q-Square value for the dependent variable is >0 . Based on the data processing, the employee satisfaction variable was found to have a value of 0.299, and employee performance was found to have a value of 0.420. Based on these values, it can be concluded that this study has a good observation value because the Q-Square value is >0 (zero).

Hypothesis Testing

The structural relationship model was tested to explain the relationship between the variables in the study. The structural model was tested using PLS software. The basis for directly testing the hypothesis was the output image and the values contained in the path coefficients. The basis used for directly testing the hypothesis is that if the p-value is <0.05 (significance level = 5%), then a significant influence of the exogenous variable on the endogenous variable is declared. Based on the hypothesis testing image above, the following table explains:

Table 4: Hypothesis Testing Table

Variable	Original Sample (O)	Mean Sample (M)	Standard Deviation (STDEV)	T Statistic	P-Value
Budaya Organisasi -> Kepuasan Karyawan	0.286	0.291	0.108	2.454	0.008
Budaya Organisasi -> Kinerja Karyawan	0.283	0.279	0.115	2.471	0.001
Gaya Kepemimpinan -> Kepuasan Karyawan	0.483	0.483	0.093	5.191	0.000
Gaya Kepemimpinan -> Kinerja Karyawan	0.228	0.214	0.083	2.740	0.006
Kepuasan Karyawan -> Kinerja Karyawan	0.388	0.402	0.107	3.607	0.000

Source: Data processed by researchers (2022)

In PLS, statistical testing of each hypothesized relationship is performed using simulation. In this case, the bootstrapping method is used on the sample. Based on the results of hypothesis testing using PLS, it can be explained that: The Influence of Organizational Culture on Satisfaction.

The results of testing the first hypothesis, namely the Influence of Organizational Culture on Satisfaction, showed a coefficient of 0.286, a p-value of 0.008, and a t-statistic of 2.654. The p-value of 0.008 is less than 0.05, and the t-statistic of 2.654 is greater than the t-table of 1.960. These results indicate that Organizational Culture influences Satisfaction. Therefore, the hypothesis stating that Organizational Culture has a significant influence on Satisfaction is accepted.

The Influence of Organizational Culture on Performance.

The results of the second hypothesis test, namely the Influence of Organizational Culture on Performance, showed a coefficient of 0.283, a p-value of 0.014, and a t-statistic of 2.471. The p-value of 0.014 is less than 0.05, and the t-statistic of 2.471 is greater than the t-table value of 1.960. These results indicate that Organizational Culture influences Performance. Therefore, the hypothesis stating that Organizational Culture has a Significant Influence on Performance is accepted.

The Influence of Leadership Style on Satisfaction.

The results of the first hypothesis test, namely the Influence of Leadership Style on Satisfaction, showed a coefficient of 0.483, a p-value of 0.000, and a t-statistic of

5.191. The p-value of 0.000 is less than 0.05, and the t-statistic of 5.191 is greater than the t-table value of 1.960. These results indicate that Leadership Style influences Satisfaction. Therefore, the hypothesis stating that Leadership Style Has a Significant Influence on Satisfaction is accepted.

The Influence of Leadership Style on Performance.

The results of testing the first hypothesis, namely the Influence of Leadership Style on Performance, show a coefficient of 0.228, a p-value of 0.006, and a t-statistic of 2,740. The p-value of 0.006 is less than 0.05, and the t-statistic of 2,740 is greater than the t-table of 1,960. These results indicate that Leadership Style has an influence on Performance. Therefore, the hypothesis stating that Leadership Style has a Significant Influence on Performance is accepted.

The Influence of Satisfaction on Performance.

The results of testing the first hypothesis, namely the Influence of Satisfaction on Performance, show a coefficient of 0.388, a p-value of 0.000, and a t-statistic of 3,607. The p-value of 0.000 is less than 0.05, and the t-statistic value of 3.607 is greater than the t-table of 1.960. These results indicate that satisfaction influences performance. Therefore, the hypothesis stating that satisfaction significantly influences performance is accepted.

Based on the hypotheses developed in this study, and the fact that all hypotheses are accepted, recommendations can be made to the management of PO Setiawan, particularly regarding optimizing employee performance. Employee performance, in this case, is influenced by three predictor variables: organizational culture, leadership style, and job satisfaction. Based on the test results, all three have a positive influence on employee performance. The levels of influence, from highest to lowest, are job satisfaction, leadership style, and organizational culture, respectively. Therefore, PO Setiawan's management should pay particular attention to:

1. Employee Job Satisfaction. Employee job satisfaction is a key focus for PO Setiawan's management. If job satisfaction is achieved, it is expected that increased job satisfaction will lead to better work contributions, ultimately leading to improved employee performance. In this regard, attention is primarily

directed to management's efforts to improve the dimensions of job satisfaction, prioritized based on their influence on job satisfaction.

- a. Satisfaction with Promotions: Employees can be promoted if they demonstrate better performance and are satisfied with the level of progress achieved.
 - b. Satisfaction with Superiors: Employees/supervisors will be happy if they consistently receive support from their superiors, and as superiors, they should always provide motivation to keep them enthusiastic about their work.
 - c. Satisfaction with the Job Itself: Employees feel satisfied with the level of responsibility they receive from their superiors and consistently receive recognition for their achievements.
 - d. Satisfaction with Coworkers: Employees will be happy with coworkers who consistently provide adequate support, feel comfortable asking for help with specific tasks, and enjoy working with responsible coworkers.
 - e. Satisfaction with Salary: Employees will be happy if their salary is increased to at least the same as, or higher than, competitors. This salary should at least reflect responsibility commensurate with the job, and be provided with other benefits.
2. Organizational Culture: Organizational culture is a predictor of employee job satisfaction and performance. Therefore, a well-developed organizational culture can provide greater latitude for employee behavior, leading to increased job satisfaction. Indicators influencing organizational culture include:
- a. Innovation and risk-taking: The extent to which employees are encouraged to be innovative and take risks.
 - b. Attention to detail: The extent to which employees are expected to exercise precision, analysis, and attention to detail.
 - c. Results orientation: The extent to which management focuses more on results than on the techniques and processes used to achieve those results.
 - d. People orientation: The extent to which management decisions consider the effects of those results on the people in the organization rather than on individuals.

- e. Team orientation: The extent to which work activities are organized around teams rather than individuals.
 - f. Aggressiveness: The extent to which people are aggressive and competitive rather than relaxed and passive.
 - g. Stability: The extent to which organizational activities emphasize maintaining the status quo in order to continue to develop and grow.
3. Leadership style. To create a leadership style that can support improved performance, efforts can be made through the dimensions of leadership style, with the priority of the influence of each indicator as follows:
- a. Dealized Influence (charisma) Leads to transformational leadership behavior in which followers strive to exceed expectations. Charismatic leaders provide a vision and mission, instill pride, respect, and trust, and foster optimism among subordinates.
 - b. Inspirational Motivation: Leaders use various symbols to focus efforts or actions and express goals in simple ways. Leaders also foster a spirit of teamwork, enthusiasm, and optimism among coworkers and subordinates.
 - c. Individual Consideration: Transformational leaders pay special attention to each individual's need for achievement and growth, acting as coaches, advisors, teachers, facilitators, confidants, and counselors. Leaders strive to motivate subordinates to reach their full potential through training, mentoring, and linking individual needs to the organization's mission. Indicators include: career development, creating a positive work environment, and relationships with subordinates.
 - d. Intellectual Simulation (intellectual stimulation) Efforts to provide support to followers to be more innovative and creative where leaders encourage subordinates to question assumptions, provide subordinates with new ideas that challenge and raise awareness of problems, awareness of their own thoughts, and recognition of their vision in subordinates as well as presenting old approaches in a new perspective.

CONCLUSION AND SUGGESTION

The researchers concluded that to improve employee job satisfaction and performance, it is necessary to improve the leadership style that is firm and pays

attention to the personal achievements of subordinates, as well as improving organizational culture through activities such as outbound training, joint recreation, sports competitions, and group dinners. As a suggestion, the researchers suggest that further research can add other independent variables that influence job satisfaction and performance, such as organizational commitment, organizational support, work environment, and self-efficacy, in order to develop the research findings further..

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