

**ORGANIZATIONAL CULTURE AND LEADERSHIP EFFECT ON JOB
SATISFACTION AND ITS IMPLICATION ON LECTURERS' PERFORMANCE AT
PRIVATE UNIVERSITIES IN BANDAR LAMPUNG**

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ABSTRACT

The research aimed to examine the influence of organizational culture on Lecturers' job satisfaction, influence of leadership on Lecturers' job satisfaction, influence of organizational culture and leadership on Lecturers' job satisfaction, influence of organizational culture on Lecturers' performance, influence of leadership on Lecturers' performance, influence of organizational culture, leadership and job satisfaction on Lecturers' performance.

Sample of this research was 279 permanent Lecturers' who are working in 19 private universities in Bandar Lampung. The data used in this research is primary data. It is collected through questionnaires and hypothesis testing use structural equation model (SEM).

Result of this research concludes that organizational culture gives effect 0.5123 on Lecturers' job satisfaction, leadership gives effect 0.3847 on Lecturers' job satisfaction, organizational culture and leadership gives effects 0.5635 or 56.35 on Lecturers' job satisfaction, organizational culture gives effect 0.2953 on Lecturers' performance, leadership gives effect 0.2706 on Lecturers' performance, job satisfaction gives effect 0.4091 on Lecturers' performance, and organizational culture, leadership, job satisfaction gives effect 0.6788 on Lecturers' performance simultaneously.

The empirical findings indicate that the factors which lead to a low of Lecturers' performance is organizational culture, leadership and job satisfaction. So that universities Lecturers' should improve these factors.

Key Word : Organizational Culture, Leadership, Job Satisfaction, Lecturers' Performance,

A. Introduction

Universities environment which growing and evolving dynamically needs effective and efficient management system. It can change easily then adapt a changing and accommodate any happening changing or has happened changing fastly, precise, focus, and low cost. Thus, the organization is no longer seen as a closed system but it is an open system which able to respond and accommodate external changes quickly and efficiently.

Management of human resources in universities must be able to unify the perception or perspective on Lecturers' and leaders in universities. It aims to establishment working mental with dedication and loyalty to their work and gives motivation, guidance, direction, good coordination from a leader to their subordinates. If the interaction process will be successfully, it will give satisfaction and increasing of its performance. Many experts say that organizational culture can be a basis of

adaptation and successful keys of organization. So that many research is implemented to identify the values or norms of behavior which gives contribute to the success of the organization. However, it was slighty which trying to connect organizational culture with human resources variable

especially for faculty performance (Pool 2001).

Luthans (2001) stated that job satisfaction is effected by income, coworkers, growth opportunities, the work itself and supervision. From the results of studies on job satisfaction can be delivered as variables that influence as like as organizational culture (Lok, 2004). If we are talking about quality of education in Indonesia now, how about the quality of universities in Indonesia? Universities in Indonesia have not been in top hundred universities in the world, it rilised by ARWU 2009. Ki Supriyoko (2000:5) and Khoe You Tung in Umi Narimawati (2005) said the education policy in Indonesia has failed so that the performance of our national educational is worst in the world. In the other hand, J. M Papasi in Umi Narimawati (2005) said that the indicators are shown to prove the deterioration quality of universities in Indonesia such as their internal conditions , poor infrastructure and the goal is quantity of students as like as there was a competition that connotes "business education".

Based on data which obtained from Kopertis Region II Palembang said that Lecturers' who teach in the private universities do not have academic position and not certified. This situation indicate that the performance of Lecturers' is still low due to get an academic position because they must fulfill tridharma universities such as

teaching, research and community service. The number of Lecturers' who have been civil servant (PNS Dpk) are fewer than non-civil servant (non-PNS) in Region II Palembang.

Recapitulation of PNS Dpk and non-PNS Lecturers' based on Akademik Position in 2009/2010

No	Position	PNS Dpk	%	Non PNS	%	Jumlah	%
1.	Professor	2	0.31	3	0.02	5	0.04
2.	Lector Chief	196	29.74	198	1.80	394	3.39
3.	Lector	259	39.30	602	5.49	861	7.41
4.	Assistant	167	25.34	527	4.83	694	5.97
5.	No position	35	5.31	9.629	87.86	9.664	83.18
Total		659	100	10.959	100	11.618	100

Source : Direktori Kopertis Wilayah II Palembang. 2010

There is any phenomena which indicate conditions at private universities in Region II Palembang. Lecturers' who has a new academic levels is 1954 people or 16.82%. Many Lecturers' who have not done a Tridharma activities such as teach and guide the students as much as possible without heeding a other duty. Many Lecturers' who doing research and community service just to take care of any academic level, it is not to be used as the target of the Lecturers' performance themselves.

Performance of Private Universities Lecturers' in Kopertis Palembang Region II

No.	Dimension	Actual Score	Ideal Score	% Score	Criteria
1.	Education and Teaching	15367	21000	73,17 %	High
2.	Research	5195	9000	57,72 %	Standard
3.	Community Service	5056	7500	67,41 %	Standard
Accumulation		25618	37500	68,31 %	

Source : Research of Nuraini, 2011.

On the other hand, Lecturers' performance in a universities is influenced by job satisfaction and organizational commitment because mobility problem and level out of Lecturers' which influence the quality of education directly. Lecturers' who are committed to the institution and loyal will try to develop themselves in order to improve their teaching quality and support the development of universities. Quality of human resources will determine the success of an organization. Qualified human resources, prime physical and good psychological will give working prestation. Working prestation will be gotten if Lecturers' as educaors work with full of motivation, job satisfaction and high committed.

Job satisfaction of someone is different each others. It is depend on which side the person looking at. There are any people who would be satisfied if they get a high salary, on the other hand there are any people who feel satisfied if their position is raised. Job satisfaction is a feeling that endorse or not endorse the employee which associated with their work and condition. Feelings which associated with working involve any aspects such as salary, job placement, job type, organizational structure, and quality of education.

From the description above, quality of services to private universities still less than the quality of public universities. In an effort to improve organizational culture and leadership, job satisfaction Lecturers' will be achieved and improved Lecturers' performance such as training and seminars, giving attention, motivating from Lecturers' to students for research and grants competition, so that the quality of education will be better. Based on this background,

researchers encourage to doing research. The title of reaserch is "Organizational Culture And Leadership Effect On Job Satisfaction And Implication Of Lecturer Performance At Private Universities In Bandar Lampung".

Formulation Of Research

1. Is there any influence of organizational culture on job satisfaction of Lecturers' at private universities in Bandar Lampung?
2. Is there any influence of leadership on job satisfaction of Lecturers' at private universities in Bandar Lampung?
3. Is there any influence of organizational culture and leadership on job satisfaction of Lecturers' at private universities in Bandar Lampung?
4. Is there any influence of organizational culture on Lecturers' performance at private universities in Bandar Lampung?
5. Is there any influence of leadership on Lecturers' performance at private universities in Bandar Lampung?
6. Is there any influence of job satisfaction on Lecturers' performance at private universities in Bandar Lampung?
7. Is there any influence of organizational culture, leadership and job satisfaction jointly on Lecturers' performance at private universities in Bandar Lampung?

Research Objectives

The research aims to analize and test :

1. Influence of organizational culture on job satisfaction of Lecturers' at private universities in Bandar Lampung partially.
2. Influence of leadership on job satisfaction of Lecturers' at private universities in Bandar Lampung partially.
3. Influence of organizational culture and leadership on job satisfaction of Lecturers' at private

- universities in Bandar Lampung simultaneously
4. Influence of organizational culture on Lecturers' performance at private universities in Bandar Lampung partially.
 5. Influence of leadership on Lecturers' performance at private universities in Bandar Lampung partially.
 6. Influence of job satisfaction on Lecturers' performance at private universities in Bandar Lampung partially.
 7. Influence of organizational culture, leadership and job satisfaction on Lecturers' performance at private universities in Bandar Lampung simultaneously.

Organizational Culture

Organizational culture is a system of meanings, values and beliefs held together in an organization which referenced to action and differentiate organization ach others (Fuad Mas'ud, 2004). Organizational culture will be the identity or main character of the organization which maintained and preserved (Fuad Mas'ud, 2004). A strong culture is a very useful device to steer behavior because it helps employees to do a better job so that each employees need to be understand and implemented the culture at beginning of their career.

Organizational culture can be described as values, norms and artifacts which received by members of the organization as organizational climate and influenced organizational strategy, structure and organization systems (Armstrong, 2001). Schein (2004) said that organizational culture is a pattern of basic assumptions that learned by the group when solve an external adapt problems and internal integration that has functioned well enough to be considered truely and to be

taught to new members as the correct way to receive something, thinking and feel these issues.

Cheki (2002) said that organizational culture is a set of norms, perceptions, behavior patterns that are created or developed in an organization to take the assumptions or believed basic view because it has been running well in the organization, so it is considered a positive value and content taught to new employees as a right to think and action when running their job. Based on the above definition, it can be placed in the direction of values and the behavioral norms. Organizational culture refers to the value of everything in the organization is considered as very valuable, while behavioral norm of organizational culture refers how to behave of member organization very well. Culture is the norms and values that guide the behavior of members of the organization (Luthans, 2001). Every person will behave according to the prevailing culture in order to be accepted in their environment.

Leadership

Leadership problem has coincided with the beginning of human history, that since humans realized the importance of living in groups to achieve common goals. They need someone or some people who have the advantages than the others, regardless of any human group was formed. It can not be denied because people always have their limitations and advantages specified.

Yuki (2005) said that leadership is a process of influencing others to understand and agree with what needs to be done and how the job is done effectively and facilitate individual or collective efforts to achieve common goals.

Robbins (2006) said that leadership is the ability to influence a group toward the achievement of a goal. The definition of leadership includes influence process in determining the organizations goals, motivate followers to achieve a goals, influencing to improve organizational and culture.

In addition, leadership also influence interpretation the events of their followers, and organizing, activities to achieve targets, maintain working relationships and teamwork, gain support and cooperation from people who outside of the organization (Rivai, 2004). Similarly with Lok et al. (2004) who explain that leadership implies influencing leader-led but the relationship between the leader and the led is mutually beneficial to both parties. Lok (2004) saw leadership as a process of influencing the activities of an organization's efforts to set and achieve goals.

Job Satisfaction

Luthans (2001) said that job satisfaction is a person's emotional state in a positive and fun resulting from the assessment of a job or work experience. Five models of job satisfaction which expressed by Kreitner & Kinichi (2005) are meeting needs, mismatch, grade achievement, equation and character/genetic. Meeting needs model express satisfaction is determined by the characteristics of a job that allows a person to meet their needs. Mismatch model explains that satisfaction is a result of unfulfilled expectations. Grade achievement model explains that the satisfaction is derived from the perception. Its perception is jobs which allows for the fulfillment of the values important work of the individual. Equations model explains that satisfaction is a function of how an individual is treated in the workplace.

Character/genetic models explains that attempt to explain some people who content with the situation and certain working conditions, but the others are not satisfied with the condition.

Lecturers' Performance

Every human have the potential to act in various forms of activity. The ability for action can be obtained by naturally or studied. Although humans have the potential to behave but it just flashed behavior at certain times. The potential to behave is called ability, while the expression of this potential is known as performance.

Based on certification handbook Lecturer (Regulation of government No. 19th 2005 about National Education Standards in Mangkunegara (2005:15), Lecturers' performance is a college Tridharma duties. It is consist of education and teaching, research, and community service fields.

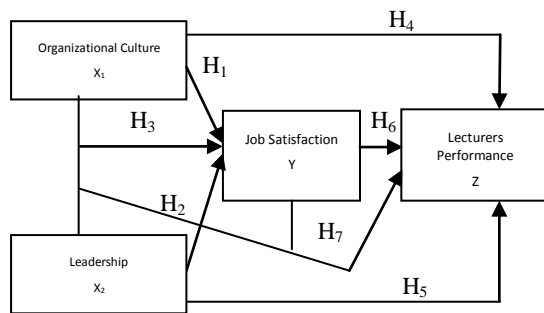
Irham fahmi (2010:2) said that performance is the result obtained by an profit oriented and non profit oriented organization every a period of time. Sedarmayanti (2004) said that Performance is result of work which can be achieved by a person or group within an organization in accordance with the powers and responsibilities each others. It aims to achieve the goals of the organization illegally and it is not accordance with the moral & ethics.

Prawirosentono (2001:1) said that performance is the result of work that can be achieved by a person or group of people in an organization according to the authority and responsibilities each others. In an effort to achieve the goals of the organization concerned legally, do not violate the law and in accordance with morals and ethics.

Framework a Research

Previous research is very important as a foundation in the preparation of this study. Its purpose is to find out the results that have been carried out by previous researchers as well as a comparison and overview to support subsequent research activities.

Starting from the above theoretical framework, researchers propose a conceptual framework taken based on the literature review and previous research. Proposed theoretical framework includes variables of organizational culture, leadership, job satisfaction, and Lecturers' performance which are presented.



Picture. Framework of Research and Hypothesis

Hypothesis

Hypothesis of research is answer the problems of research temporary until proven by the data collected (Suharsimi Arikunto, 1996). The hypothesis in this research are :

H₁: There is influence of organizational culture on job satisfaction of Lecturers' at private universities in Bandar Lampung.

H₂: There is influence of leadership on job satisfaction of Lecturers' at private universities in Bandar Lampung.

H₃: There is influence of organizational culture and leadership on job satisfaction of Lecturers' at private universities in Bandar Lampung.

H₄: There is influence of organizational culture on Lecturers' performance at private universities in Bandar Lampung.

H₅: There is influence of leadership on Lecturers' performance at private universities in Bandar Lampung.

H₆: There is influence of job satisfaction on Lecturers' performance at private universities in Bandar Lampung.

H₇: There is influence of organizational culture, leadership and job satisfaction on Lecturers' performance at private universities in Bandar Lampung.

B. Metodology

Population and Sample

The population in this research are all Lecturers' at private universities from 19 universities in Bandar Lampung. Sampling was done by using probability technique that provide opportunity for every member of the population to be selected. The sampling technique is random sampling.

Private Universities in Kopertis Palembang Regional II

No	Universities	Jumlah Dosen	Status
1.	Universitas Saburai	65	Permanen Lecturer
2.	Universitas Bandar Lampung	134	Permanen Lecturer
3.	Universitas Malahayati	215	Permanen Lecturer
4.	Universitas Tulang Bawang	68	Permanen Lecturer
5.	Universitas Muhammadiyah Lampung	53	Permanen Lecturer
6.	IBI Darmajaya	78	Permanen Lecturer
7.	STIE Lampung	17	Permanen Lecturer
8.	STMIKTeknokrat	100	Permanen Lecturer
9.	STKIP Bandar Lampung	189	Permanen Lecturer
10.	STT Nusantara	31	Permanen Lecturer

11.	STIM Mutiara		22	Permanen Lecturer
12.	STIE Gentiaras		32	Permanen Lecturer
13.	STBA Yunisla		14	Permanen Lecturer
14.	AMIK Master		17	Permanen Lecturer
15.	Sekolah pertanian darma	tinggi surya	15	Permanen Lecturer
16.	Sekolah perkebunan	tinggi	12	Permanen Lecturer
17.	Perguruan satu nusa	tinggi	54	Permanen Lecturer
18.	Perguruan Mitra Lampung	tinggi	23	Permanen Lecturer
19.	Perguruan diploma tridarma	tinggi tiga	7	Permanen Lecturer
	Jumlah		1146	

Source : ESPBED 2011

Based on Slovin formula, the minimum number of samples for Lecturers' at private universities in Bandar Lampung is calculated :

$$n = \frac{1146}{1 + (1146 (0.05)^2)} = 297$$

Operational Definition and Measurement of Variables

The operational variables in this research are :

1. Organizational Culture (X1) is a system which has meaning the values espoused primer together and appreciated by organization, which serves to create a distinction between an organization with other organizations (Robbins, 2005: p.85).
2. Leadership (X2) is an effort to affect a lot of people through communication to achieve goals with the instructions

or orders, actions that cause others to act or respond and it causes a change of purpose (Dubrin, 2005).

3. Job satisfaction (Y) is an individual's attitude toward their work, the difference between the amount of rewards received by a worker and the amount they believe they should receive (Robbins, 2005).
4. Lecturers' performance (Z) is the result of task execution Tridharma universities. It is consist of education and teaching, research, and community service fields (Mangkunegara, 2005).

Some further elaboration of the operationalization of the variables are presented in the following:

Grating research instruments

Variable	Dimension	Indicator	Scala
Organizational Culture(X ₁) Robbins (2005)	1.Organizational culture oriented on its goal	1. Inovation and risk-taking. 2. Attention to detail	OrdinalOrdinal
	2.Organizational culture oriented on its people	1. Oriented on development personnel. 2. Oriented on team. 3. Agressiveness. 4. Stably	OrdinalOrdinalOrdinal
Leadeship (X ₂) Dubrin, (2005)	1.Leadership oriented on employees	1. Leader and subordinate relationship2. Giving attention to subordinate	OrdinalOrdinal
	2. Leadership oriented on task	1. Jobs detail. 2.Leader praise and appreciate hard worker. 3. Delegating task.	OrdinalOrdinalOrdinal
Job Satisfaction(Y) Robbins, (2005)	1.Attitude toward work	1. Working condition . 2. Promotion changing. 3. Co-workers. 4. Supervision	OrdinalOrdinalOrdinal
	2. Result	1. Salary2.	OrdinalO

	achieved	Compensation	rdinal
Lecturers' Performance (Z) Mangkuningraja (2006)	1. Education and Teaching	1. Member of class, response, assignments, exams, evaluations and assessments.2. Guiding and assist the implementation of the practicum.	Ordinal
	2. Research and scientific papers writing	1. Produce of research and scientific creation2. Textbooks writing	Ordinal
	3. Community activities	1. Fostering institutional and scientific cadres2. Helping people by providing counseling and implementation of research results.	Ordinal

Data Collection Techniques

There are two ways to collect data that would be required to perform the analysis in this research:

- **Questionnaire**
Data collection techniques which used in this research is questionnaire.

- **Data Analysis and Hypothesis Testing**

The relationship between the independent variables with the dependent variable aims to examine the influence of the variables which is done using Structural Equation Modeling (SEM) (Hair et. Al. 2006:711).

C. Result of The Research

Samples of the research were 297 permanent Lecturers' at private universities in Bandar Lampung. The method was used to process and analyze

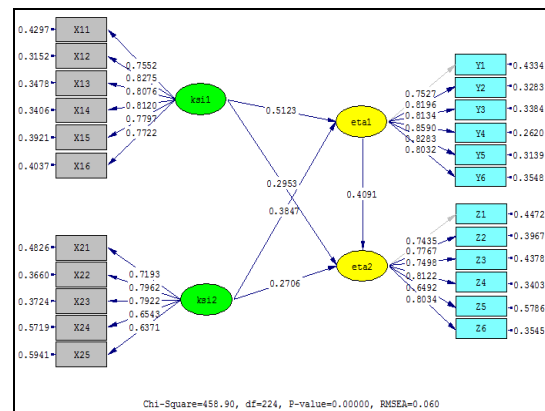
data in this research is analysis descriptive and structural equation modeling as a tool in making conclusions.

Influence of Organizational Culture and Leadership On Job Satisfaction And Performance Of Permanent Lecturers'.

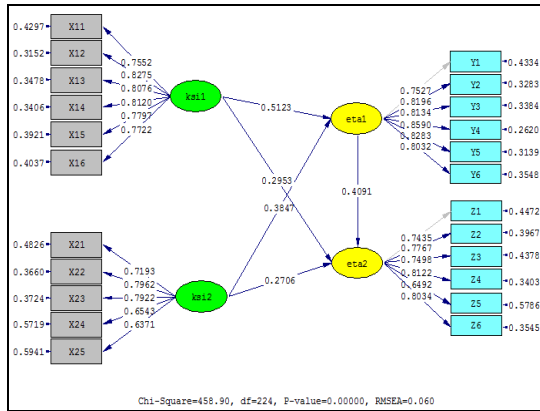
Furthermore, in accordance with the purposes of the research, which is to examine the influence of organizational culture (X₁) and leadership (X₂) on job satisfaction (Y) and its implications for the performance of permanent Lecturers' (Z). Author would do a series of quantitative analyzes that are relevant to the research objectives.

Measurement Model

Measurement model is a model that links between latent variables and manifest variables. In this research there were four latent variables with added 23 manifest variables. Latent variable of organizational culture consists of six manifest variables. leadership consists of five manifest variables, job satisfaction consists of six manifest variables and the performance of permanent Lecturers' consists of six manifest variables.



Standardized coefficients of Structural Equation Modeling



Value t Structural Equation Modeling

Structural Model

Structural model is a model that links the latent exogenous variable with latent endogenous variables or endogenous variables relationship with the other endogenous variables. Below is summary of the values used in the structural model.

$$\begin{aligned}
 \eta_1 &= 0.5123 * \xi_1 + 0.3847 * \xi_2, \text{ Errorvar.} = 0.4365, R^2 = 0.5635 \\
 &\quad (0.05068) \quad (0.05224) \quad (0.05008) \\
 &\quad 10.1095 \quad 7.3643 \quad 8.7153 \\
 \eta_2 &= 0.4091 * \eta_1 + 0.2953 * \xi_1 + 0.2706 * \xi_2, \\
 &\quad (0.06914) \quad (0.05976) \quad (0.05607) \\
 &\quad 5.9166 \quad 4.9406 \quad 4.8261 \\
 \text{Errorvar.} &= 0.3212, R^2 = 0.6788 \\
 &\quad (0.04238) \\
 &\quad 7.5791
 \end{aligned}$$

Influence of organizational culture significance test partially on job satisfaction

Result of organizational culture influence on job satisfaction

Path Coef	T _{count}	T _{critical}	Ho	Ha
0,5123	0,1095	1,96	Neglected	Approved

Based on the results, t_{count} of organizational culture variables (10.1095) is greater than $t_{critical}$ (1.96). it causes the error rate 5% so it was decided to reject H_0 and accept H_a . Based on the results of the test with a 95% confidence level is concluded that organizational culture is effect on job satisfaction at private universities in Bandar Lampung. Organizational culture contribute 33.90%

of permanent Lecturers' job satisfaction at private universities in Bandar Lampung.

Influence of leadership significance test partially on job satisfaction

Result of leadership influence on job satisfaction

Path Coef	T _{count}	T _{critical}	Ho	Ha
0,3847	7,3643	1,96	Neglected	approved

Based on the results, t_{count} of leadership variable (7.3643) is greater than $t_{critical}$ (1.96). it causes the error rate 5% so it was decided to reject H_0 and accept H_a . Based on the results of the test with a 95% confidence level is concluded that the effect on job satisfaction of Lecturers' at private universities in Bandar Lampung. Leadership contribute 22.45% of permanent job satisfaction of Lecturers' at private universities in Bandar Lampung.

Influence of organizational culture and leadership significance test partially on job satisfaction

$$\begin{aligned}
 &= \frac{(297-2-1) \times 0,5635}{2 \times (1-0,5635)} \\
 &= 189,770
 \end{aligned}$$

Based on table F for a 0.05 significance level and degrees of freedom (2; 294) obtained values 3.026 F. The results obtained that F_{count} value (189.77) is greater than the F_{table} (3.026) and the error rate 5%. It causes to reject H_0 and accept H_a . So based on the results of the test with a 95% confidence level is concluded that organizational culture and leadership jointly effect on job satisfaction of Lecturers' significantly at private universities in Bandar Lampung.

Influence of organizational culture significance test partially on permanent Lecturers' performance

Result of organizational culture influence on permanent Lecturers' performance

Path Coef	T _{count}	T _{critical}	Ho	Ha
0,2953	4,9406	1,96	Neglected	Approved

Based on the results, t_{count} of organizational culture variable (4.9406) is greater than $t_{critical}$ (1.96). it causes the error rate 5% so it was decided to reject H_0 and accept H_a . Based on the results of the test with a 95% confidence level is concluded that organizational culture affect permanent Lecturers' performance at private universities in Bandar Lampung.

Influence of leadership significance test partially on permanent Lecturers' performance

Result of leadership influence on permanent Lecturers' performance

Path Coef	T _{count}	T _{critical}	Ho	Ha
0,2706	4,8261	1,96	Neglected	Approved

Based on the results, t_{count} leadership variable (4.8261) is greater than $t_{critical}$ (1.96). It causes then the error rate 5% so it was decided to reject H_0 and accept H_a . Based on the results of the test with a 95% confidence level is concluded that leadership affect on the permanent Lecturers' performance at private universities in Bandar Lampung.

Influence of job satisfaction significance test partially on permanent Lecturers' performance

Result of job satisfaction influence on permanent Lecturers' performance

Path Coef	T _{count}	T _{critical}	Ho	Ha
0,4091	5,9166	1,96	Neglected	Approved

Based on the results, t_{count} job satisfaction variable (5.9166) is greater than $t_{critical}$ (1.96). It causes the error rate 5% so it was decided to reject H_0 and accept H_a .

Based on the results of the test with a 95% confidence level is concluded that job satisfaction affect on permanent Lecturers' performance at private universities in Bandar Lampung. Job satisfaction contribute 31.19% to the permanent Lecturers' performance at private universities in Bandar Lampung.

Influence of organizational culture, leadership and job satisfaction significance test on permanent Lecturers' performance

Hypothesis testing is done through the F test statistic with reject H_0 if F_{count} is greater than F_{table} or accept H_0 if F_{count} is less than or equal to F_{table} . Through determination coefficient (.6788), F values can be calculated by the following formula :

$$F_{count} = \frac{(n-k-1)R^2_{Z(X_1, X_2, Y)}}{k(1-R^2_{Z(X_1, X_2, Y)})}$$

$$F_{count} = \frac{(297-2-1) \times 0,6788}{3 \times (1-0,6788)}$$

$$= 206,401$$

D. Conclusion

1. Organizational culture influence on job satisfaction of permanent lecturer partially at private universities in Bandar Lampung. It is indicated by t_{count} (10.1095) which greater than $t_{critical}$ (1.96). It causes hypothesis research of H_a is accepted. Organizational culture contribute 0.5123 on job satisfaction of permanent Lecturers' at private universities in Bandar Lampung.

2. Leadership influence on job satisfaction of permanent Lecturers' at private universities in Bandar Lampung. It is indicated by t_{count} (7.3643) which greater than $t_{critical}$ (1.96). It causes hypothesis research of H_a is accepted. Leadership contribute 0.3847 on job satisfaction of permanent Lecturers' at private universities in Bandar Lampung.
3. Organizational culture and leadership influence on job satisfaction of permanent Lecturers' at private universities in Bandar Lampung. It is indicated by F_{count} (189.770) which greater than F_{table} (3.026). It causes hypothesis research of H_a is accepted. Organizational culture and leadership contribute 0.5635 or 56.35 on job satisfaction of permanent Lecturers' at private universities in Bandar Lampung.
4. Organizational culture influence on permanent Lecturers' performance at private universities in Bandar Lampung. It is indicated by t_{count} (4.9406) which greater than $t_{critical}$ (1.96). It causes hypothesis research of H_a is accepted. Organizational culture contribute 0.2953 on permanent Lecturers' performance at private universities in Bandar Lampung.
5. Leadership influence on permanent Lecturers' performance at private universities in Bandar Lampung. It is indicated by t_{count} (4.8261) which greater than $t_{critical}$ (1.96). It causes hypothesis research of H_a is accepted. Leadership contribute 0.2706 on permanent Lecturers' performance at private universities in Bandar Lampung.
6. Job satisfaction influence on permanent Lecturers' performance at private universities in Bandar Lampung. It is indicated by t_{count} (5.9166) which greater than $t_{critical}$ (1.96). It causes hypothesis research of H_a is accepted. Leadership contribute 0.4091 on permanent Lecturers' performance at private universities in Bandar Lampung.
7. Leadership influence on permanent Lecturers' performance at private universities in Bandar Lampung. It is indicated by t_{count} (4.8261) which greater than $t_{critical}$ (1.96). It causes hypothesis research of H_a is accepted. Leadership contribute 0.2706 on permanent Lecturers' performance at private universities in Bandar Lampung.
8. Organization culture, leadership and job satisfaction influence on permanent Lecturers' performance at private universities in Bandar Lampung. It is indicated by F_{count} (206.401) which greater than F_{tabel} (2.635). It causes hypothesis research of H_a is accepted. Organization culture, leadership and job satisfaction contribute 0.6788 on permanent Lecturers' performance at private universities in Bandar Lampung.

Suggestion of Research

Referring to the conclusions of this research, to improve Lecturers' performance and their job satisfaction. It is proposed some suggestions as follows :

- **Suggestion for Development of Science**

For the academic, The results of this research can be a valuable input in learning theories related to Lecturers' performance and their job satisfaction.

• Managerial Suggestion

Lecturers' can improve performance by considering the following :

- a. Leaders have an understanding of organization culture and give attention to their lecturer
- b. Giving job satisfaction to every lecturer in improving Lecturers' performance

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