

# Improving Employee Performance Through Strengthening Organizational Culture, Visionary Leadership, Self-Efficacy, And Job Satisfaction: Empirical Studies on Training Participants at Center for Development of Vocational Education Quality Assurance in Business and Tourism Ministry of Education and Culture Indonesia

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**Abstract:** *The purpose of this research is to produce ways and strategies in improving employee performance through identifying the strength of the influence of organizational culture, visionary leadership, self-efficacy and job satisfaction on employee performance of The Business and Tourism Vocational Education Quality Assurance Development Center (BBPPMPV) Depok and BBPPMPV Cianjur. This research uses path analysis and SITOREM analysis methods. The quantitative research stage was carried out using a survey method with a path analysis approach and data collection was carried out through a questionnaire. Then explained by statistical analysis and SITOREM analysis. The population of this study were employees of BBPPMPV Depok and BBPPMPV Cianjur, totaling 310 people. The research sample of 223 respondents was determined using the Slovin formula using the Cluster Random Sampling method (sampling technique based on regional groups of research population members). The results showed that organizational culture, visionary leadership, self-efficacy and job satisfaction significantly affect employee performance. In addition, job satisfaction also indirectly mediates the influence of organizational culture, visionary leadership, self-efficacy and job satisfaction on employee performance. Thus, a new model regarding the influence of organizational culture, visionary leadership, self-efficacy and job satisfaction on employee performance mediated by job satisfaction has been confirmed. This study shows that employee performance can be improved through organizational culture, visionary leadership, self-efficacy and job satisfaction. Therefore, researchers and practitioners can adopt a new empirical model to improve employee performance through organizational culture, visionary leadership, self-efficacy and job satisfaction in the future.*

**Keywords:** *organizational culture, visionary leadership, job satisfaction, employee performance.*

## INTRODUCTION

The Business and Tourism Vocational Education Quality Assurance Development Center (BBPPMPV) and BBPPMPV Agriculture as government agencies will work in accordance with government rules and regulations, such as Government Regulation Number 30 of 2019 article 2 paragraph 10 concerning Civil Servant Performance is the result of work achieved by each civil servant in the organization / unit in accordance with employee work objectives and Work Behavior. Articles 2 and 3 state that the Performance Assessment of Civil Servants aims to ensure the objectivity of civil servant development based on a merit system and career system. The assessment is carried out based on performance planning at the individual level and unit or organization level, taking into account the targets, achievements, results, and benefits achieved, as well as the behavior of civil servants and article 6 paragraph 1 states that the performance assessment of civil servants as referred to in Government Regulation (PP) Number 30 of 2019 concerning Performance Appraisal of Civil Servants (PNS), is carried out in a PNS Performance Management System consisting of: (1) performance planning; (2) implementation, performance monitoring, and performance coaching; (3) performance assessment; (4) follow-up; and (5) Performance Information System for Civil Servants

Employees are assets of the organization / agency that need to be maintained and developed, because employees with good human resources with indications of having abilities in the field of management, and skills in the field of Information Technology (IT) that support their work so that it

will benefit the organization, otherwise employees with low human resources will be troublesome and detrimental to the company. The HR in question is a performance component which is a real behavior that can be observed by the leader or employee supervisor in realizing organizational goals. High employee performance will make it easy to carry out daily activities as an employee. Employee performance is a reflection of the work that has been achieved which is supported by the level of education and skills in Information Technology (IT), which employees have to realize the programs that have been made, this is reflected in how to plan and perform tasks properly.

Low employee performance can have an impact on hampering the achievement of predetermined organizational goals and the characteristics of low employee performance include: not being on time in completing assigned tasks, arriving late and leaving early, achieving work targets that are not optimal or below 100%; in the case of a perfect percentage of 100% as set by the organization, communication with colleagues and superiors that are less harmonious, minimal appreciation from the organization or superiors, environmental conditions that are less conducive, and employee career planning that is not systematic and scheduled.

Based on the results of a preliminary survey conducted on 30 people BBPPMPV Business and Tourism employees with the following results:

1. There are 49%; problematic employees or differences in work quantity, this can be seen from the volume of work that has not been achieved and the target work, this can be seen from the volume of work that has not been achieved and the work target has not been maximized. work targets have not been maximized.
2. There are 47%; employees have problems in work quality, this can be seen from from work results that have not met the standards and the accuracy of work results that have not been maximized. maximized.
3. There are 46%; employees have problems or differences in work effectiveness, this can be seen from the lack of optimization of organizational human resources in achieving organizational goals. This can be seen from the fact that the organization's human resources have not been optimal in achieving goals and the use of office facilities. and the utilization of office facilities that have not been maximized.

There are 47% problems or differences in work efficiency, this can be seen from the use of time that is not maximized so that violations of office facilities occur. 4. the use of time that is not maximized so that there is a violation of agency regulations and the use of budgets that have not been maximized

### **Employee Performance**

Achievement of organizational goals can be realized if the organization has employees whose human resources are good, one of the components is performance, with high performance, expected and relied on by the organization to realize the organizational goals that have been set, performance can also increase productivity so that profitability can be achieved. According to Gibson et al., (2012) performance is the result of work related to organizational goals such as quality, efficiency, and other effectiveness criteria, with indicators (1) Quantity and quality of output, (2) absenteeism, (3) tardiness, and (4) turnover are objective results that can be measured quantitatively. For each job, implicit or explicit standards. Mathis and Jackson (2011) state performance is results-based information considering employee achievement, with performance criteria varying from job to job, but the most common employee performance measures associated with many jobs include (1) amount of output, (2) quality of output, (3) timeliness of output, (4) attendance/attendance at work, (5) efficiency of work completed, and (6) effectiveness of work completed. Sonnentag (2017) states that performance is behavior that aims primarily at the smooth functioning of the organization as it is today, and proactive behavior that aims to change and improve work procedures and organizational processes.

### **Organizational Culture**

One of the successes of the organization in realizing organizational goals is that the values or norms or regulations that exist in the organization apply to all members of the organization, so that organizational members become excited and motivated to realize them. The values and norms formed from the efforts of organizational members are called organizational culture. Lehman (2016) states that organizational culture is a pattern of shared basic assumptions learned by a group when they solve their problems through external adaptation and internal integration, with indicators: (1) artifacts, (2) espoused beliefs and values, (3) basic underlying assumptions. According to Scandura (2019) organizational culture is a pattern of basic assumptions, that certain groups have discovered, or developed in learning to overcome the problems of external adaptation and internal integration.

Kreitner and Kinicki (2008) state that organizational culture is a set of shared assumptions that are accepted as such, which are held by a group, and which determine how the organization perceives, thinks / responds, and reacts to the various contexts it faces, with indicators (1) Observable artifacts. Artifacts consist of physical manifestations of organizational culture. Examples of organizations include acronyms, ways of dressing, awards, myths and stories about the organization, (2) Values: Beliefs in the form of behaviors (in a mode of conduct) or in the form of images strived for (in a mode of end-product), and (3) Basic assumptions. Assumptions include values that have been ingrained (taken-for-granted) over time.

### **Visionary Leadership**

Leadership in the organization plays a very strategic role, because the leader as a person who makes policies and decides in an organization. without the presence of leaders in the organization, it is possible that it will not run. According to Komariah and Triatna (2008) visionary leadership is the ability of leaders to create formulate communicate transform and implement ideal thoughts that come from themselves or as a result of social interaction among organizational members and stakeholders who are believed to be the ideals of the organization in the future that must be achieved or realized through the commitment of all personnel. Nanus (2011) states that the four indicators of visionary leadership are as follows: (1) Determinant of direction: leaders who have a vision act as determinants of organizational direction when the organization is confused by various changes, (2) Change agent: leaders are responsible for stimulating change in the internal environment through new breakthroughs that trigger performance and accept challenges. (3) Spokesperson: a leader not only has the ability to convince people in internal groups but furthermore is how the leader can access the outside world, (4) Coach: as a coach. required patience and role model based on ability or expertise and noble morals.

### **Self-efficacy**

The success of organizational goals will be achieved, one of which is determined by the individual employee's belief in his ability to complete his duties. In this case there is self-belief, confidence and encouragement that he is able to achieve the tasks assigned to him, the belief in realizing the success of the task is termed self-efficacy. Appelbaum and Alan (2014) state that the construct of self-efficacy refers to "people's beliefs about their ability to exercise control over their own level of functioning and over events that affect their lives". The three dimensions of self-efficacy are identified as follows: (1) magnitude refers to the level of task difficulty one believes one can achieve; (2) strength refers to the degree of belief that a certain level of task performance can be achieved; and (3) generality refers to the extent to which a given self-efficacy assessment applies to different situations.

### **Job Satisfaction**

The achievement of organizational goals is not only from good human resources, visionary leadership but when observed from the employee side, namely the existence of job satisfaction that he has expected, meaning that employees will feel satisfied if what they expect is fulfilled, employees will provide an assessment of what they experience. According to Mathis and Jackson (2011) job satisfaction is a positive emotional state resulting from evaluating one's work experience. Job dissatisfaction occurs when a person's expectations are not met. The dimensions of job satisfaction that are often mentioned include: (1) labor relations, (2) pay and benefits, (3) performance recognition, and (4) communication with managers and executives.

Luthans (2011) states that job satisfaction is the result of employee perceptions of how well their jobs provide things that are considered important, with indicators: (1) The work itself. The extent to which the job provides individuals with interesting tasks, opportunities to learn, and opportunities to accept responsibility, (2) Pay. The amount of financial remuneration received and the extent to which this is seen as equivalent to others in the organization, (3) Promotion opportunities. Opportunities for advancement within the organization, (4) Supervision. The ability of supervisors to provide technical assistance and behavioral support, and (5) Coworkers. The extent to which coworkers are technically proficient and socially supportive

## MATERIALS AND METHODS

This research was conducted on employees of the Vocational Education Quality Assurance Development Center (BBPPMPV) which is under and responsible to the Director General of Vocational Business and Tourism with the address Jalan Raya Parung KM 22-23, Bojongsari, Depok 16516 Contact 0878-8989-2223 and Cianjur Agriculture Field with the address Jl. Raya Jangari KM. 14 Sukajadi Village, Karangtengah Sub-district, Cianjur District 43281 Po. Box 138 Tel. 0263 - 285003, Fax. 0263 - 285026.

The population in this study were employees of BBPPMPV Business and Tourism Depok and employees of BBPPMPV Agriculture Cianjur on employees with General Functional Position totaling 310 employees. Determination of the number of samples was carried out using proportional random sampling technique. The research sample was 223 people at a probability of 5%. This research used a combination research method between Quantitative Research and SITOREM Analysis. The flow of this combined research methodology uses a quantitative research flow which is analyzed using SITOREM analysis. As revealed by Hardhienata (2017), for operations research in education management, we need to add the scientific identification theory mentioned above with a statistical model and steps to obtain an optimal solution. Identification theory mentioned above with statistical models and steps to get the optimal solution

## RESULTS AND DISCUSSION

The following are the findings of this research which are displayed in the table below:

Table 1. Calculation of Direct and Indirect Effects

Path Analisis	Beta		Direct	Indirect	Probability
	$\beta_1 / \beta_2 / \beta_3 / \beta_4$	$\beta_5$			
X1 → Y	0,196	-	0,196	-	0,000
X2 → Y	0,339	-	0,339	-	0,000
X3 → Y	0,176	-	0,176	-	0,000
X4 → Y	0,265	-	0,265	-	0,001
X1 → X4	0,298	-	0,298	-	0,000
X2 → X4	0,401	-	0,401	-	0,000
X3 → X4	0,222	-	0,222	-	0,000
X1 → X4 → Y	0,298	0,265	-	$0,298 \times 0,265 = 0,079$	0,000
X2 → X4 → Y	0,401	0,265	-	$0,401 \times 0,265 = 0,106$	0,000
X3 → X4 → Y	0,222	0,265	-	$0,222 \times 0,265 = 0,0059$	0,000

Based on Table 1, regarding the direct effect and indirect effect of organizational culture variables (X1), visionary leadership (X2), self-efficacy (X3) on employee performance (Y) through job satisfaction (X4), the data obtained that:

### 1. Direct Positive Effect of Organizational Culture on Employee Performance

The direct effect of the organizational culture variable (X1) on the employee performance variable (Y) has a value of  $\beta_1 = 0.196$  with a significance level of  $0.000 < 0.05$  so it can be concluded that there is a direct effect of the organizational culture variable (X1) on the employee performance variable (Y). This means that improving employee performance can be done through strengthening organizational culture.

## 2. Direct Positive Effect of Visionary Leadership on Employee Performance

The direct effect of the visionary leadership variable (X2) on the employee performance variable (Y) has a  $\beta_{y2} = 0.339$  with a significance level of  $0.000 < 0.05$  so it can be concluded that there is a direct effect of the visionary leadership variable (X2) on the employee performance variable (Y). This means that improving employee performance can be done through strengthening visionary leadership.

## 3. Direct Positive Effect of Self-Efficacy on Employee Performance

The direct effect of the self-efficacy variable (X3) on the employee performance variable (Y) has a  $\beta_{y3} = 0.176$  with a significance level of  $0.001 < 0.05$  so it can be concluded that there is a direct effect of the self-efficacy variable (X3) on the employee performance variable (Y). This means that improving employee performance can be done through strengthening self-efficacy.

## 4. Direct Positive Effect of Job Satisfaction on Employee Performance

The direct effect of the job satisfaction variable (X4) on the employee performance variable (Y) has a  $\beta_{y4} = 0.265$  with a significance level of  $0.000 < 0.05$  so it can be concluded that there is a direct effect of the job satisfaction variable (X4) on the employee performance variable (Y). This means that improving employee performance can be done through strengthening job satisfaction.

## 5. Direct Positive Effect of Organizational Culture on Job Satisfaction

The direct effect of the organizational culture variable (X1) on the job satisfaction variable (X4) has a  $\beta_{41} = 0.298$  with a significance level of  $0.031 < 0.05$  so it can be concluded that there is a direct effect of the organizational culture variable (X1) on the job satisfaction variable (X4). This means that increasing job satisfaction can be done through strengthening organizational culture.

## 6. Direct Positive Effect of Visionary Leadership on Job Satisfaction

The direct effect of the visionary leadership variable (X2) on the job satisfaction variable (X4) has a  $\beta_{42} = 0.401$  with a significance level of  $0.000 < 0.05$  so it can be concluded that there is a direct effect of the visionary leadership variable (X2) on the job satisfaction variable (X3). This means that increasing job satisfaction can be done through strengthening visionary leadership.

## 7. Direct Positive Effect of Self-Efficacy on Job Satisfaction

The direct effect of the self-efficacy variable (X3) on the job satisfaction variable (X4) has a  $\beta_{43} = 0.222$  with a significance level of  $0.000 < 0.05$  so it can be concluded that there is a direct effect of the self-efficacy variable (X3) on the job satisfaction variable (X4). This means that increasing job satisfaction can be done through strengthening self-efficacy.

## 8. Indirect Positive Effect of Organizational Culture on Employee Performance through Job Satisfaction

Based on the calculation results, the indirect effect value is  $\beta_{y14} (0.079) < 0.196$ , so it can be concluded that the job satisfaction variable as an intervening variable functions ineffectively on employee performance. This means that improving employee performance cannot be done jointly between organizational culture and job satisfaction but can be done directly between organizational culture to employee performance or job satisfaction to employee performance.

## 9. Indirect Positive Effect of Visionary Leadership on Employee Performance through Job Satisfaction

Based on the calculation results, the indirect effect value is  $\beta_{y24} (0.106) < 0.339$ , so it can be concluded that the job satisfaction variable as an intervening variable functions ineffectively on employee performance. This means that improving employee performance cannot be done jointly between visionary leadership and job satisfaction but can be done directly between visionary leadership on employee performance or job satisfaction on employee performance.

## 10. Indirect Positive Effect of Self-Efficacy on Employee Performance through Job Satisfaction

Based on the calculation results, the indirect effect value is  $\beta_{y34} (0.006) < 0.176$ , so it can be concluded that the job satisfaction variable as an intervening variable functions ineffectively on employee performance. This means that improving employee performance cannot be done jointly between self-efficacy and job satisfaction but can be done directly between self-efficacy on employee performance or job satisfaction on employee performance.

## SITOREM Analysis

SITOREM (Scientific Identification Theory to Conduct Operation Research Education Management) analysis is a scientific identification theory for conducting operations research in the field of education management (Hardhienata, 2017) with statistical models and indicator analysis of each variable to obtain optimal solutions to variable indicators that need to be improved, maintained or improved. The purpose of SITOREM analysis is used to derive recommendations and priority order for handling improvements.

Table 2. Summary of SITOREM Analysis Results for Classification Determination Overall Variable Indicator

SITOREM ANALYSIS RESULT			
Priority order of indicator to be Strengthened		Indicators remain to be maintained	
<b>Visionary Leadership (<math>\beta_y X_2 = 0,339</math>) Ranking 1</b>			
1 <sup>st</sup>	Coach (25,00%) (3,65)	1	Direction Setter (26,79%) (4,23)
2 <sup>nd</sup>	Spokesperson (23,21%) (3,65)	2	Change Agent (25,00%) (4,13)
<b>Job Satisfaction (<math>\beta_y X_4 = 0,265</math>) Ranking 2</b>			
3 <sup>rd</sup>	Job (20,00%) (3,73)	3	Salary (22,86%) (4,16)
4 <sup>th</sup>	Supervision (18,57%) (3,67)	4	Promotion (21,43%) (4,13)
		5	Coworkers (17,14%) (4,26)
<b>Organizational Culture (<math>\beta_y X_1 = 0,196</math>) Ranking 3</b>			
5 <sup>th</sup>	Values (29,09%) (3,53)	6	Basic Assumptions (23,64%) (4,17)
6 <sup>th</sup>	Observable artifact (25,45%) (3,73)	7	Espoused Beliefs (21,82%) (4,30)
<b>Self-efficacy (<math>\beta_y X_3 = 0,176</math>) Ranking 4</b>			
7 <sup>th</sup>	Generally (29,27%) (3,75)	8	Magnitude (36,59%) (4,23)
		9	Strength (34,15%) (4,25)
<b>Employee Performance</b>			
8 <sup>th</sup>	Work Efficiency (21,82%) (3,76)	10	Quality of Work (29,09%) (4,07)
		11	Work Quantity (25,45%) (4,16)
		12	Work Effectiveness (23,64%) (4,23)

Based on the table of SITOREM analysis results on each variable, there are indicators that each need to be improved, this means that these variables are proven to have an influence on the low performance of employees.

**Discussion**

**Direct Positive Effect of Organizational Culture on Employee Performance**

The first hypothesis of this study is that there is a direct positive effect of organizational culture on employee performance. Based on the results of research with hypothesis testing, it is known that the coefficient value of the influence of organizational culture on performance is  $\beta y_1 = 0.196$  with a probability value ( $\text{sig } 0.000 < 0.05$ ), so  $H_0$  is rejected and  $H_1$  is accepted, it can be concluded that organizational culture has a direct positive effect on employee performance. The results of this study obtained a regression equation  $\hat{Y} = 40.38 + 0.778X_1$ ; which means that the equation can predict that every increase of 1 score of organizational culture will increase employee performance by 0.778 times. This study also shows the coefficient of determination of 0.5731 or 57.31% of employee performance can be explained by the variables in the study while the remaining 42.69% is influenced by other factors outside the research variables. The results of research by Paschal, A. O., & Nizam, I. (2016) with the title "Effects of organizational culture on employee's performance: case of Singapore telecommunication", the results of this study found that organizational culture such as rituals, values

and heroes have a large and significant influence on employee performance and through this study which shows that symbols have little or no impact on employee performance.

#### **Direct Positive Effect of Visionary Leadership on Employee Performance**

Based on the results of research with hypothesis testing, it is known that the coefficient value of the effect of visionary leadership on performance is  $\beta_2 = 0.339$  with a probability value (sig 0.000 < 0.05), so  $H_0$  is rejected and  $H_1$  is accepted, it can be concluded that visionary leadership has a direct positive effect on employee performance. The results of this study obtained a regression equation  $\hat{Y} = 23.22 + 0.876X_2$ ; which means that the equation can predict that every increase of 1 score of visionary leadership will increase employee performance by 0.876 times. This study also shows the coefficient of determination of 0.648 or 64.80% of employee performance can be explained by the variables in the study while the remaining 36.20% is influenced by other factors outside the research variables. The results of research by Elmi et al (2017) state that visionary leadership has a direct positive effect on employee performance with a tcount value = 4.024; with a contribution of 62.4%. The same thing is the result of research by Anshar, M (2017) that visionary leadership has a direct and positive impact on employee performance.

#### **Direct Positive Effect of Self-Efficacy on Employee Performance**

The third hypothesis of this study is that there is a direct positive effect of self-efficacy on employee performance. Based on the results of research with hypothesis testing, it is known that the coefficient value of the effect of self-efficacy on employee performance is  $\beta_3 = 0.176$  with a probability value (sig 0.000 < 0.05), so  $H_0$  is rejected and  $H_1$  is accepted, it can be concluded that self-efficacy has a direct positive effect on employee performance. The results of this study obtained a regression equation  $\hat{Y} = 42.83 + 0.696X_3$ ; which means that the equation can predict that every increase of 1 score of self-efficacy will increase employee performance by 0.696 times. This study also shows the coefficient of determination of 0.5441 or 54.41% of employee performance can be explained by the variables in the study while the remaining 45.59% is influenced by other factors outside the research variables. According to Luthan (2011) self-efficacy is the ability for self-reflection-people reflect back on their actions/experiences with certain events/tasks to then cognitively process how strongly they believe they can successfully complete these events/tasks in the future-which serves as a basic theory for self-efficacy

#### **Direct Positive Effect of Job Satisfaction on Employee Performance**

The fourth hypothesis of this study is that there is a direct positive effect of job satisfaction on employee performance. Based on the results of research with hypothesis testing, it is known that the coefficient of influence between job satisfaction on employee performance is  $\beta_4 = 0.265$  with a probability value (sig 0.000 < 0.05), so  $H_0$  is rejected and  $H_1$  is accepted, it can be concluded that job satisfaction has a direct positive effect on employee performance. The results of this study obtained a regression equation  $\hat{Y} = 19.06 + 0.864X_4$ ; which means that the equation can predict that every increase of 1 score of job satisfaction will increase employee performance by 0.864 times. This study also shows the coefficient of determination of 0.6326 or 63.26% of employee performance can be explained by the variables in the study while the remaining 36.74% is influenced by other factors outside the research variables. Research conducted by Purba et al (2019) with the title "Analysis of the Effect of Job Satisfaction, Work Motivation and Work Discipline on Employee Performance at the General Printing Company of the Republic of Indonesia Manado Branch.", stated that the results of the study showed that simultaneously the effect of job satisfaction, work motivation, and work discipline had a significant positive effect on employee performance.

#### **Direct Positive Effect of Organizational Culture on Job Satisfaction**

The fifth hypothesis of this study is that there is a direct positive effect of organizational culture on job satisfaction. Based on the results of research with hypothesis testing, it is known that the coefficient value of the effect of organizational culture on job satisfaction is  $\beta_{41} = 0.298$  with a probability value ( $\text{sig } 0.000 < 0.05$ ), so  $H_0$  is rejected and  $H_1$  is accepted, it can be concluded that organizational culture has a direct positive effect on job satisfaction. The results of this study obtained a regression equation  $X_4 = 48.32 + 0.699X_1$ ; meaning that the equation can predict that every increase of 1 score of organizational culture will increase job satisfaction by 0.699 times. This study also shows the coefficient of determination of 0.5460 or 54.60% of job satisfaction can be explained by the variables in the study while the remaining 44.40% is influenced by other factors outside the research variables.

The results of research by Herawan et al (2015) state that the results of this study indicate a positive and significant influence on organizational culture factors (X) on employee job satisfaction (Y). The results of the simple linear regression test explain that organizational culture in this study has a significant effect on employee job satisfaction, this is indicated by a constant of 5.236, this indicates that the average employee job satisfaction if there is no organizational culture is 5.326. Based on the results of the coefficient of determination obtained  $R^2$  of 0.420, which means that organizational culture has an influence of 42.00% on employee job satisfaction.

#### **Direct Positive Effect of Visionary Leadership on Job Satisfaction**

The sixth hypothesis of this study is that there is a direct positive effect of visionary leadership on job satisfaction. Based on the results of research with hypothesis testing, it is known that the coefficient value of the effect of visionary leadership on job satisfaction is  $\beta_{42} = 0.401$  with a probability value ( $\text{sig } 0.000 < 0.05$ ), so  $H_0$  is rejected and  $H_1$  is accepted, it can be concluded that visionary leadership has a direct positive effect on job satisfaction. The results of this study obtained a regression equation  $X_4 = 35.16 + 0.769X_2$ ; which means that the equation can predict that every increase of 1 score of visionary leadership will increase job satisfaction by 0.769 times. This study also shows the coefficient of determination of 0.5892 or 58.92% of job satisfaction can be explained by the variables in the study while the remaining 41.08% is influenced by other factors outside the research variables. The results of Sukriadi's research (2018) with the title "The Effect of Visionary Leadership and Work Motivation on Job Satisfaction" state that the visionary leadership of leaders at PTS Hospitality Study Program in Bandung City has a significant effect on job satisfaction, the percentage of the influence of leadership visionary leadership on job satisfaction directly is 35.76%.

#### **Direct Positive Effect of Self-Efficacy on Job Satisfaction**

The seventh hypothesis of this study is that there is a direct positive effect of self-efficacy on job satisfaction. Based on the results of research with hypothesis testing, it is known that the coefficient value of the effect of self-efficacy on job satisfaction is  $\beta_{43} = 0.222$  with a probability value ( $\text{sig } 0.000 < 0.05$ ), so  $H_0$  is rejected and  $H_1$  is accepted, it can be concluded that self-efficacy has a direct positive effect on job satisfaction. The results of this study obtained a regression equation  $X_4 = 51.71 + 0.616X_3$ ; which means that the equation can predict that every increase of 1 score of self-efficacy will increase job satisfaction by 0.616 times. This study also shows the coefficient of determination of 0.5032 or 50.32% of job satisfaction can be explained by the variables in the study while the remaining 49.68% is influenced by other factors outside the research variables. Rohmawati's research (2018) states that the results of this study indicate that self-efficacy has a positive effect on job satisfaction, with a p-value ( $0.002 < 0.05$ ). This means that self-efficacy has a direct and positive effect on job satisfaction.

#### **Indirect Positive Effect of Organizational Culture on Employee Performance through Job Satisfaction**

The eighth hypothesis of this study is that there is an indirect positive effect of organizational culture on employee performance through job satisfaction. Based on the data obtained, the calculation of the comparison of the value of direct influence and indirect influence, the calculation of indirect

influence is  $\beta_{y14}$  (0.079) <  $\beta_{y1}$  (0.196), so it can be concluded that the job satisfaction variable functions ineffectively on employee performance as an intervening variable on the effect of organizational culture on employee performance. This means that improving employee performance cannot be done jointly between organizational culture and job satisfaction, but can be done separately between organizational culture on employee performance or job satisfaction on employee performance. The results of Murtiningsih's research (2017) entitled "Analysis of the Influence of Leadership Style, Organizational Culture and Self Efficacy Through Job Satisfaction on Employee Performance of the Surabaya City Cooperative and Micro Business Office", state that based on the results of model analysis, the empirical casual relationship between leadership style, organizational culture, self efficacy and job satisfaction has a significant effect on employee performance.

#### **Indirect Positive Effect of Visionary Leadership on Employee Performance through Job Satisfaction**

The ninth hypothesis of this study is that there is an indirect positive effect of visionary leadership on employee performance through job satisfaction. Based on the data obtained, the calculation of the comparison of the value of the direct effect and the indirect effect, the calculation of the indirect effect is  $\beta_{y24}$  (0.106) <  $\beta_{y2}$  (0.339), so it can be concluded that the job satisfaction variable functions ineffectively on employee performance as an intervening variable on the effect of visionary leadership on employee performance. This means that improving employee performance cannot be done jointly between visionary leadership and job satisfaction, but can be done separately between visionary leadership on employee performance or job satisfaction on employee performance. Research from Muttaqiin (2016) with the title "The Effect of Visionary Leadership, Organizational Communication and Competence on Job Satisfaction and Its Implications for Employee Performance". The results of verification analysis show that there is a significant influence both partially and simultaneously between visionary leadership, organizational communication, and employee competence on employee job satisfaction.

#### **Indirect Positive Effect of Self-Efficacy on Performance through Job Satisfaction**

The ninth hypothesis of this study is that there is an indirect positive effect of visionary leadership on employee performance through job satisfaction. Based on the data obtained, the calculation of the comparison of the value of the direct effect and the indirect effect, the calculation of the indirect effect is  $\beta_{y34}$  (0.006) <  $\beta_{y3}$  (0.176), so it can be concluded that the job satisfaction variable functions ineffectively on employee performance as an intervening variable on the effect of self-efficacy on employee performance. This means that improving employee performance cannot be done jointly between self-efficacy and job satisfaction, but can be done separately between self-efficacy on employee performance or job satisfaction on employee performance. Research conducted by Prastica, E. J., & Silitonga, P. (2022) with the title "The Effect of Self Efficacy and Compensation on Employee Performance Through Job Satisfaction of Manhattan Hotel Jakarta Employees", stated that the results showed that self-efficacy had a positive and significant effect on employee performance, but had no positive and insignificant effect on job satisfaction

## **CONCLUSION**

Based on the results of the analysis, discussion of research results and hypotheses that have been tested, it can be concluded as follows:

1. Strategies to improve employee performance can be done by strengthening organizational culture, visionary leadership, self-efficacy, and job satisfaction. This is in accordance with the results of the variable analysis as follows:

- a. There is a direct positive effect of organizational culture on employee performance, with a path coefficient of ( $\beta_{y1}=0.196$ ). Thus strengthening organizational culture will improve employee performance
  - b. There is a direct positive effect between visionary leadership on employee performance, with a path coefficient of ( $\beta_{y2}=0.339$ ). Thus strengthening visionary leadership will improve employee performance
  - c. There is a direct positive effect between self-efficacy on employee performance, with a path coefficient of ( $\beta_{y3}=0.176$ ). Thus strengthening self-efficacy will improve employee performance
  - d. There is a direct positive effect between job satisfaction and employee performance, with a path coefficient of ( $\beta_{y4}=0.265$ ). Thus strengthening job satisfaction will improve employee performance.
  - e. There is a direct positive effect between organizational culture and job satisfaction, with a path coefficient of ( $\beta_{41}=0.298$ ). Thus strengthening organizational culture will increase job satisfaction
  - f. There is a direct positive influence between visionary leadership on job satisfaction, with a path coefficient of ( $\beta_{42}=0.401$ ). Thus strengthening visionary leadership will increase job satisfaction
  - g. There is a direct positive influence between self-efficacy on job satisfaction, with a path coefficient of ( $\beta_{43}=0.222$ ). Thus strengthening self-efficacy will increase job satisfaction.
  - h. There is an indirect positive effect of organizational culture on employee performance through job satisfaction, with a path coefficient of ( $\beta_{y14} = 0.079$ ) so that strengthening organizational culture through job satisfaction can improve employee performance. Comparison of the value of direct effect and indirect effect obtained by calculating the indirect effect is smaller than the direct effect, so it can be concluded that the job satisfaction variable functions ineffectively on employee performance as an intervening variable on the effect of organizational culture on employee performance. This means that improving organizational culture cannot be done jointly between organizational culture and job satisfaction but can be done separately between organizational culture and employee performance or job satisfaction and employee performance.
  - i. There is an indirect positive effect of visionary leadership on employee performance through job satisfaction, with a path coefficient of ( $\beta_{y24} = 0.106$ ) so that strengthening visionary leadership through job satisfaction can improve employee performance. Comparison of the value of direct effect and indirect effect obtained by calculating the indirect effect is smaller than the direct effect, so it can be concluded that the job satisfaction variable functions ineffectively on employee performance as an intervening variable on the effect of visionary leadership on employee performance. This means that improving visionary leadership cannot be done jointly between visionary leadership and job satisfaction but can be done separately between visionary leadership and employee performance or job satisfaction and employee performance.
  - j. There is an indirect positive effect of self-efficacy on employee performance through job satisfaction, with a path coefficient of ( $\beta_{y34} = 0.006$ ) so that strengthening self-efficacy through job satisfaction can improve employee performance. Comparison of the value of direct effect and indirect effect obtained by calculating the indirect effect is smaller than the direct effect, so it can be concluded that the job satisfaction variable functions ineffectively on employee performance as an intervening variable on the effect of self-efficacy on employee performance. This means that increasing self-efficacy cannot be done jointly between self-efficacy and job satisfaction but can be done separately between self-efficacy and employee performance or job satisfaction and employee performance.
2. The way to improve employee performance, namely by strengthening the variables of organizational culture, visionary leadership, self-efficacy, and job satisfaction, is by improving weak indicators and maintaining good indicators, based on the results of the SITOREM analysis as follows:
    - a. Organizational culture is strengthened by improving indicators: (1) Values and (2) observed artifacts and maintaining indicators: (3) espoused beliefs, and (4) basic assumptions.
    - b. Visionary leadership is strengthened by improving the indicators: (1) coach and (2) spokesperson and maintaining indicators: (3) direction setter (4) agent of change
    - c. Self-efficacy is strengthened by improving the indicators: (1) Generally and maintaining indicators: (2) Strength and (3) Magnitude
    - d. Job satisfaction is strengthened by fixing the indicators: (1) work and (2) supervision and maintaining indicators: (3) salary, (4) promotion, and, (5) coworkers.

3. Based on SITOREM analysis, the optimal solution is obtained as follows:

a. Priority order of handling indicators for improvement:

1st Coach	5th Values
2nd Spokesperson	6th Observable
3rd Work	7th Generally
4th Supervision	8th Work Efficiency

b. Indicators that are maintained or developed:

[1] Direction Setter	[7] Espoused Bel
[2] Change Agent	[8] Magnitude
[3] Salary	[9] Strength
[4] Promotion	[10] Work Quality
[5] Coworkers	[11] Work Quantity
[6] Basic Assum	[12] Work Effectiveness

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