

## ABSTRACT

### **The Influence of Corporate Culture and Leadership Style on Work Motivation, Work Satisfaction and Employee Performance of PT Pupuk Kalimantan Timur Tbk**

The purposes of this research were to examine and analyze the influence of the following variables: 1. Corporate Culture on Work Motivation; 2. Corporate Culture on Job satisfaction; 3. Corporate Culture on Employee Performance 4. Leadership Style on Work Motivation; 5. Leadership Style on Job Satisfaction; 6. Leadership Style on Employee Performance; 7. Work Motivation on Employee Performance; 8. Job Satisfaction on Work Motivation; and 9. Job Satisfaction on Employee Performance of PT Pupuk Kaltim Tbk.

The study was conducted in PT Pupuk Kaltim Tbk in Bontang, East Kalimantan Province. The total number of samples was 168 pairs of questionnaires from 198 pairs of respondents, employees and their supervisor, and the population consisted of 1,465 employees, obtained by using proportional stratified random sampling. Data analysis used Structural Equation Modelling (SEM), assisted by software program AMOS.

Based on research data, analysis and discussion, concluded that : Corporate Culture factors influence Work Motivation significantly, Corporate Culture factors influence Work Satisfaction significantly, Corporate Culture factors didn't influence Employee Performance significantly, Leadership Style factors influence Work Motivation significantly, Leadership Style factors influence Work Satisfaction significantly, Leadership Style factors didn't influence Employee Performance significantly, Work Motivation factors influence Employee Performance significantly, Work Satisfaction factors influence Work Motivation significantly, and Work Satisfaction factors influence Employee Performance significantly, of PT Pupuk Kaltim Tbk. The great contribution in Corporate Culture variable is Competitive (*arithmetic mean*) and Entrepreneurial (*factor confirmatory analysis*). In Leadership Style variable, the great contribution is Achieved Orientation, in Work Motivation variable is Affiliation, in Work Satisfaction variable is Corporate and Management, and in specialty of Employee Performance is Time Using, that is chosen by the leaders for their subordinates. The Corporate Culture and Leadership Style are variables that can increase Employee Performance via Work Motivation or Work Satisfaction increasing, or via both Work Motivation and Work Satisfaction increasing. The Corporate Culture and Leadership Style are the least influenced on Employee Performance. It is suggested that the management of PT Pupuk Kaltim Tbk give attention by conducting comprehensive research and scientific steps to make changes in Human Resources Management, especially in revitalizing corporate culture and leadership so that the company's objective, vision and mission can be achieved well.

**Key words:** corporate culture, leadership style, motivation, job satisfaction, employee performance.