

## ABSTRACT

Competition in gas stations business cause the owner are competing to display image of the best retail outlet. Gas station performance is inseparable from the performance of its employees. Several factors that affect employee performance are the organizational culture, leadership style and employee job satisfaction. So, the research was conducted to see how the influence of organizational culture and leadership style on job satisfaction of employees to improve employee performance.

The research was conducted at eight gas stations in Semarang city, with the number of respondents who took part in was 136 employees. The collection of data on organizational culture, leadership style, employee job satisfaction and employee performance is obtained through a questionnaire. The data analysis technique in this research is SEM or Structural Equation Modelling.

From the result of this analysis, the Structural Equation Model has fulfilled the Goodness of Fit Index criteria: chi square = 221.572, probability = 0.152, RMSEA = 0.028, GFI = 0.880, AGFI = 0.850, TLI = 0.990 dan CFI = 0.991. All measurement fulfils the criteria, except GFI and AGFI. Moreover the obtained results that all hypotheses proposed was acceptable. Organizational culture and leadership style have a positive influence on job satisfaction of employees. Organizational culture and leadership style have a positive influence on the performance of employees either directly or indirectly through job satisfaction of employees. In this research it was found that organizational culture most influence on employee job satisfaction and employee performance. Based on the above results, the model proposed in this research could be accepted.

**Keywords :** *Organizational Culture, Leadership Style, Employee Job Satisfaction and Employee Performance*