Impact of Organizational Culture and Conflict on Employees Performance at Pt Pembangunan Jaya Ancol While Satisfaction Act As Intervening Variable

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ABSTRACT: *The purpose of this study is to analyze the Impact of Organizational Culture And Conflict on Employee Performance while Satisfaction as intervening variable. The studytake place at PT Pembangunan Jaya Ancol using research methods. The sample is using purposive random sampling with 100 respondents. Analysis tool using SPSS with path analysis besides that using classic assumption test, normality, heterodekistas, autocorrelation and multicolleration. The results of the research shows that organizational culture variable affect on satisfaction variable, conflict variable affect on satisfaction, organizational culture variable does not affect performance, conflict variable affect on satisfaction andsatisfaction variable does not affect on performance. Test result of coefficient determination shows that satisfactionscore R^2 = 39.3%. Coefficients for other variables outside the research affects 0.77, whereas the performance score R^2 = 0.922 and the influence of other variables score to 0.279. The best way to solve problem is PT Pembangunan Jaya Ancol Tbk should develop openness to public*
Keywords: *conflict, employee performance, organizational culture, satisfaction*

I.   INTRODUCTION

In this globalization era, companies must maintain their existence in order not to experience performance degradation and able to compete with other companies. Employees performance is one of a key factor that affect company's progress. Improving employee performance will elevate the company to a better level and also being able to withstand in aunstable business competition. To achieve company's success, requires serious management by improving employee performance. Company's goal can be achieved depends on the quality of human resources performance. Employees performance is not only influenced by the employees themselves, but there are several factors that can affect employees performance such as organizational culture, motivation, and conflict. Based on the results of several studies conducted by Sitepu (2013) Trang (2013) Suyanti and Vika (2012) regarding the organizational culture, motivation and conflict resulting that these factors have a significant effect on employee performance.

Organizational culture has vital role in improving employees performance, organizational culture recognized as the root or foundation in management activities. According to Lina (2014) organizational culture includes shared beliefs, faiths, behavioral norms and assumptions that implicitly accepted and is explicitly manifested in all levels of the organization. Good organizational culture will lead to more motivated employees so that employees will have higher performance and company's goal can be achieved

Good communication between employees is required, but misunderstanding in communication due to different perspectives and different status, goals, values, perception and differences that lead to conflict within the organization can not be avoided. According Wibowo and Yuniarti (2012) conflict can also occur within a company or organization,but with good communication between superiors and subordinates and fellow employees, conflicts unlikely happen

Conflict does not always have a negative effect, but it can have a positive effect because if there is a conflict there must be an evaluation that leads to a solution to improve and learn from the experience so that it can increase the company or organization performance. Nur (2013) on the conflict that affects the performance of the employees research said that, the performance of employees at the University KhairunTernateRendah are resulting in many employees can not complete the work on time. Results of preliminary observations are conflict, job stress, and job satisfaction becomes very influential on employee performance. Ahiruddin (2011) regarding employee performance at CV. Bina Nusa Cipta Perkasa Bandar Lampung said that conflict positively affectemployees performance. From previous research, it can be said that the conflict is an important role onemployees performance.

PT Pembangunan Jaya AncolTbk. is a construction of a line of business (Real Estate) and Consulting Services for Planning and Development in the Business Sector and Tourism Region (Recreation), Hotel and Sports Turf through the subsidiary. Established on October 19, 1966 Ancol Agency Project Development (Ancol project

BPP) began operations on June 25, 1967 and became PT Pembangunan Jaya Ancol in July 10, 1992. It has 1 Head Office and 2 Branch office that sale ticket facilities and employs 740 person (2013).

Thanks to the application of GCG throughout 2014, the Board did not find any irregularities or problems related to the implementation of corporate governance practices in the Company. The Board realized that GCG attached to the assessment of human resources management system in the Company include various matters related to employment, including aspects beyond the things that are required in addition, the Company also implemented a performance appraisal program consistently to ensure that the process of career development of high performance employees can continue, while ensuring employee compliance with regulations. A quality Human Resources (HR) is a valuable asset that support the operational performance of the Company. In order to improve the quality and welfare of all human resources involved in the Company's business activities, during 2014 the Company developed several strategies such as: the alignment of the strategic human resources policy, center of learning development and selection of employees, leadership and talent development as well as the use of IT in supporting the process of employees.

As a Real Estate and Consulting Services for Planning and Development and in the Business Sector Tourism Region (Recreation), Hotel and Sport Facilities Company, the organizational culture and employee motivation needs to have a special attention by management since conflicts that normally occurs in the workplace.

Organizational culture factor, is one of the factors that affect employee performance. Trang (2013) says that the organizational culture Partially positive and significantly affect on employee performance. But Amelia (2012) said that the organizational culture variables have no significant effect on employee performance.

Job satisfaction often interpreted as a reflection of how far a person interested and motivated on the job, so the situation or circumstances of the work has particular value for himself. Job satisfaction are made up of feelings and behavior of a person about their job (Riggio, 2000). All important aspects of the job, good and bad, positive and negative, satisfaction or dissatisfaction. Factors that influence job satisfaction not only about work, but is also influenced by social factors and theirself. Luthans (2006: 243) the factors that affect job satisfaction, among others: the work itself, wage, promotion opportunities, supervision, and co-workers. Wijonarko (2012) stressed the importance to consider employees as an asset.

The objectives of this research are:
1. Analyze the organizational culture affect the performance of employees at PT Pembangunan Jaya AncolTbk?
2. Analyze the conflict affect the performance of employees at PT Pembangunan Jaya AncolTbk?
3. Analyze the satisfaction on the performance of PT Pembangunan Jaya AncolTbk
4. Analyze the organizational culture, conflict on the Performance and Satisfaction as an intervening variable in PT Pembangunan Jaya AncolTbk?

II. LITERATURE REVIEW

2.1 Employee Performance

The company's success is inseparable from individual behavior, according to the targets achieved by a responsible working process. Work is human activity to change the circumstances in the environment, surviving, and maintain life. To achieve desired way of life, individuals tend to face a new thing that can be predicted in advance, through the work process there will be growth in experience, make progress in their life. Dharma said that performance management is a way to get good results for organizations, groups and individuals to understand and manage performance in line with planned targets, standards and competency required.

Armstrong and Baron quoted by Wibowo said that performance is defined as work performance or achievements. Performance has a wider means not only as a result of the work but how the processes in work in progress. The performance is about doing the work and results of the work. Performance is about what is done and how the process lasts. Performance is about process and result. Performance is about what to do and how to do it. Performance is the result of the work that has a strong relationship with the organization's strategic goals and deliver customer satisfaction and economic contribution.

Mangkunagara said that HR performance is an accomplishment or results of both quality and quantity of human resources which is achieved per period in performing its duties in accordance with the responsibilities given. Ivancevich explained that performance management is a process that is applied by executives, managers and supervisors to integrate employee performance with organizational objectives. An effective performance management processes is a perfect performance, which uses the measurement of the performance and provide feedback to employees regarding their works. It means measuring suprevision and providing feedback. It appears that performance is a result (output) of both quality and quantity of human resources which is achieved per unit time period in performing its duties in accordance with the responsibilities given to him and gave feedback to the employees about hasi works.

Mathis and Jackson said that many factors that can affect the employee performance such as ability, motivation, existence and their relationship with the organization. There are three elements of performance for the organization to succeed:
1. Productivity, means measuring quantity and quality by considering the cost of the resources used to do the job
2. Quality, means a sense of pride of its ability, good training and an unwillingness to tolerate delay
3. Services.

Ivanevich said there are a few aspects of employee performance that can be performance indicator
1. Quantity of work (Volume of acceptable work under normal conditions)
2. Quantity of work (Thoroughness, neatness ,and accuracy of work)
3. Knowledge of job (Clear understanding of the facts, or factors pertinent to the job)
4. Personal quality (Personality, appearance, sociability, leadership, integrity)
5. Cooperation (Ability and willingness to work with associates supervisors and subordinates toward common goals)
6. Dependability (Conscientious, thorough, accurate, reliable with respect to attendance, lunch period, relief breaks, etc.)
7. Initiative(Earnestness in seeking increased responsibility, self-starting, unafraid to proceed alone)

Ivanevich in Rajab did some research regarding:
1. Quantity of work, related to the amount work that can be completed by employee under normal conditions.
2. Quality of Work including accuracy, neatness and accuracy in fulfilling quality standards
3. Knowledge of Job is a knowledge of the factors related to job responsibilities.
4. Personal Qualities including appearance, personality, attitude, leadership, integrity, and social skills.
5. Cooperation, is the ability and desire to work with colleagues, superiors and subordinates to achieve the goal.
6. Dependability including awareness of accuracy, uphold the values of honesty, discipline / attendance rates.
7. Initiative is seriousness in carrying out duties and responsibilities, improve the work and ability to work independently.

2.2   Organizational Culture
Kreitner and Kinicki (2006: 80) said that organizational culture is a manifestation of the assumption, implicitly accepted by the group and determine how their feel, think and react to diverse environments. These definitions produce three important characteristics of the organizational culture. First, organizational culture given to employees through the process of socialization and then organizational reflect the values and beliefs in a group. This value tends to last for a long time and are more resistant to change. Each level of culture influenced others, for example, where the company provides high quality services, employees will be more likely to respond quickly. Kreitner and Kinicki, (2006: 43) said thatstrong organizational culture can bring a positive influence to the employee and the organization, where employees and members of the organization holds a greater commitment to the values that have been set by the organization. A strong culture of the organization values embraced by the powerful, well organized, and widely perceived.
Robbins and Coulter (2009: 63) said that organizational culure has been established as values the principles, traditions and way of work means that are believed by the members of the organization and affect the way they act. In most organizations, values and practices that are shared have been grow rapidly along with the times that really affect how an organization work. Robbins and Coulter (2009: 64) also explains seven dimensions of the organization culture.
1. Attention to detail : level of accuracy, analysis and attention to detail required by the organization of its employees.
2. Innovation and risk-taking : how far the organization encourages its employees to be innovative and take risks.
3. Stability : how far the organization insists on maintaining the status quo in the various decision-making and action.
4. Aggressiveness : how far organization encourages its employees to compete rather than cooperate
5. Team orientation : how far the organization encourage the employee to work in a group rather than work individually in completing tasks
6. People orientation : how far the organization consider employees in the decision making process
7. Result orientation : how far the organization emphasizes outcomes than its process.

Luthans (2006: 125) said that Cultural organizations have an important characteristic, such as :

1. The rules of behaviour. When members of the organization interact each other, they use language, terms, and public rituals in order to respect and behave to each other.
2. Norm. There is a standard of behavior, including guidelines on how much work can bedone, which in many companies 'do not do too much but not too little "
3. The dominant value. Organization support and hope that the employee able to share main values. In some case, high-quality product, diligent, and high efficiency.
4. Philosophy. There are rules that build organizational trust regarding how employees and or customers are treated.
5. Rules. There are strict guidelines regarding the company's achievement. Newcomers must learn the techniques and procedures in order to be accepted as a member of a growing group.
6. Organizational climate. Condition that physically perceived, how participants organization's members interact with customers and people from outside.

2.3   Work Conflict
Robbins in Hartatik (2014: 289) said that conflict is a process of interaction that occurs due to a mismatch between the two opinions (viewpoint) that affect on the parties involved, either positive or negative influence. There are two opinions about the conflicts within the company.
1. The traditional view, stating that the conflict is undesirable and dangerous for the organization, the conflict occur because there is something wrong in the organization. If the error can be solved, all functions in the organization will be well integrated.
2. Behavioural view, stating that conflict is a frequent event in the organization, it is because various participant that may have different interests

2.3.1   Types of Conflicts
Stoner, and Charles Wankel in Hartatik (2014: 292) said that there are five types of conflict:
1. Intrapersonal Conflict
Intrapersonal conflict is a conflict with oneself. Conflict occurs when at the same time a person has two wishes that unlikely to be happened at once because of different needs and roles, various kinds of ways that encourage roles and needs to be happened and various obstruction between the drive and purpose.
2. Interpersonal Conflict
Interpersonal conflict is a conflict between a person with another person, because of differences in interests or desires. This often happens between two people of different status, job title, work areas, etc.
3. Conflicts between individuals in a group
It is often related to the way individuals face pressures to be recognize in a working group. For example, a person may be punished because it can not follow the norms of the group.
4. Conflicts between groups within the same organization
This is a type of conflict usually happen in the organization. Conflict between staff, workers and management.
5. Conflict Between Organizations
For example, the conflict in the economic field between the US and other countries. This conflict usually occured by a competition. Based on experience, this conflict emerge the development of new products, new technologies, new services, lower prices, and use resources more efficiently.

2.3.2   Cause of Conflict
Hartatik (2014:295) said that there are several cause of conflict :
1. Rare resources. It is necessary to allocate which group receive less than the others, this may be a source of conflict.
2. The difference in purpose. This is exist within an organization that have different objectives. For example, the sales department wants to increase sales by giving easiness in payment.
3. Interdependence in carrying out the work. The organization is a combination of various units. As a result, the activities of the parties might be able to harm others and can be a source of conflict. For example, production department may protest the slow activities of repair and maintenance departement, resulting in unachieved production quotas.
4. The difference in value or perception. The difference in purpose, usually cause by differences in attitudes, values, and perceptions that could lead to further conflicts. A young manager may not feel happy when given routine tasks, while more senior managers felt that routine tasks are part of the exercise.
5. Other causes. Other causes that may lead to conflict is one's style of working, the vagueness of the organization, and also the problems of communication.

2.3.3 Impact of Conflict
Wijono inHartatik (2014:297) said that there are several impact of conflict:

- **Positive Impact**

If a conflict managed efficiently and effectively, the positive impact will emerge employees behavioral change toward better one such as:
1. Increase order and discipline in the use of working time. For example, never an employee is absent for no clear reason, punctual, and better work result.
2. Increase productive working relationships. It can be seen from the way the division part their tasks and responsibilities in accordance with the analysis of their work.
3. Increase motivation to do the work in a fair competition between individuals and among groups within the organization, it can be seen from efforts to improve work performance, responsibility, dedication, loyalty, honesty, initiative, and creativity.
4. Decreasing pressures, intrigues that can create stress, even increasing labor productivity. This is because the employee feel secure, confidence, or even be able to develop their career and potential optimally.
5. Many of the employees who can develop a career in accordance with the potential through education, training, counseling in the cognitive, affective, and psychomotor. All of this can fasten the organizational goals, increase labor productivity and assuredemployees welfare.

- **Negative Impact**

The negative impact of the conflict is usually caused by a lack of effective management, ie there is a tendency to let the conflict thrive and avoid conflict. As a result, there will be circumstances as follows:
1. Increase the number of absenteeism and lazyness during workhours, for example, talked for hours while listening to radio, pretend to be busy, sleeping when supervisor not in place, and leave early or arrive late for reasons that not clear.
2. Many employees who complain because of the attitude or behavior of his friends who is not equalin sharing tasks and responsibilities.
3. Frequent disputes between employees that can provoke anger or offense that may affect work, mental condition, and his family.
4. Many employees are sick, difficult to concentrate at work, feel insecure, feeling abandoned by friends or boss, feel their work is not appreciated, stress that can result in high blood pressure sore, ulcer or other diseases.
5. Doing a bad thing after warned by superiors. For example, conducting sabotage by destroying the machines or working equipment, organize provocations against co-workers, or make intrigues that harm others.
6. Increase tendency of employees sign in and resign or called called labor turnover. These conditions may hamper the smoothness and stability of the organization, because production can be jammed, loss of potential employees, wasting time only to underwrite and provide training that can lead to cost benefit waste.

2.3.4 Impact of the Unsolved Conflict
Unresolved conflicts can damage the working environment and at the same time the people in it. Therefore, the conflict should receive special attention. If not, then the manager will get stuck on things such as:
1. Loss of valuable employees that have technical expertise. Although, at the time resigned a manager can assign them back.
2. Withhold or modify necessary information
3. Make a bad decision, because they are busy focusing on the person, not the problem.
4. The possibility of sabotaging work or equipment, eventhough this is often considered as "accident" or "forgot".
5. Sabotage of relationships and the reputation of the team through gossip and rumor. It they always take it emotionally and personally, then they will keep attention focused there and no change could happen.
6. Lowering morale, enthusiasm, and motivation. An employee who irritated and wants to revenge can negatively affect the whole team. When the spirit has been reduced, the manager would be difficult to make it back.
7. Stress-related problems will arise, ranging from efficient in reduced until the habit of ditching work.

2.3.5 Conflict Resolution Strategies
Stevenin in Hartatik (20014: 304) said that there are five steps to achieve peace in the conflict. Whatever the source of the problem the following five steps are fundamental in overcoming the difficulties.
1. Introduction, identifying gaps, then find a way to cope. The only mistake if there an error in detecting

2. Diagnosis, this is the most important step. The method has been tested completely and successfully about who, what, why, where, and how. Focus on major issues and not on trivial matters.
3. Agree on a Solution, gather input on possible solution from the people involved. Filter the solution that are inapplicable or impractical. And find the best way to solve the problem
4. Implementation, there will always be advantages and disadvantages. Make a careful consideration.
5. Evaluation, the settlement itself can emerge new problems. If the solution appears not succeed, go back to previous steps and try again.

Wijono in Hartatik (2014: 306) said that there are three strategies to resolve conflicts:
1. Conflict Resolution Strategies in Self Individuals
It takes at least seven strategies :
1) Creating contacts and build relationships
2) Fostering confidence and acceptance
3) Grow the ability or power of self
4) Set Goals
5) Looking for some alternatives
6) Find some alternative
7) Plan the implementation of exit

2. Strategies to Overcome the Conflict Between Person
It takes at least three strategies, namely:
1) Lose-Lose Strategy, oriented to the two individuals or groups who are equally lost. Typically conflicted individuals or groups make peace or pay a group of people to be involved in the conflict or using a third party as a mediator.
2) Win-Lose Strategy, the strategy applies "I win you lose" means one group is defeated, and others gained the victory. Some of the means used to resolve conflict with this strategy are:
- The withdrawal, which is a process of conflict resolution between two or more parties that are not satisfied as a result of duty reliance
- Smoothing and peaceful tactic, which is taking action for peace with the opposition to avoid confrontation from any differences
- Persuasion, to persuade others to consider factual information relevant to the conflict, due to communication barriers
- Coercion and suppression tactics, using the formal power to show strength through authoritarian attitudes, which is influenced by individualbehaviour.
3) Win-Win Strategy
This settlement is seen as more humane, because it uses all the knowledge, attitudes, and skills to create a relationship of communication and interaction that can make the parties involved feel safe from threats, feel appreciated, and create a conducive atmosphere.

3. Organizational Conflict Resolution Strategy
There are several strategies that can be used to anticipate conflict such as :
1) Bureaucratical Approach
Conflicts that arise because of the bureaucratic relationship that occurs vertically. To overcome this problem the manager tends to use a hierarchical structure in its relationship.
2) Authoritative Intervention in Conflict Lateral Approach
Usually resolved by the parties involved in the conflict. Then, if the conflict can not be resolved constructively, usually the manager directly intervene on both sides.
Indicator of this research based on previous theory is Stevenin in Hartatik (20014: 304) theory regarding the strategy of dealing with conflict, such as introduction, diagnosis, agree on a solution, implementation, and evaluation.

2.4 Job Satisfaction
An organization or company must have few disgruntled and unsatisfied employees. This situation is certainly not desired by the organization because it will have a negative impact on company performance. So that, a good leader needs to know the causes of this dissatisfaction and how to overcome it. Dissatisfaction due to payment issues or problems in working environment and so forth, will result in employees reaction.
MohAs'ad in Sunyoto (2015: 23) said that job satisfaction is an emotional state of employee about their work whether pleasant or unpleasant. Job satisfaction reflects one's feelings toward his work. positive attitude of employees can be seen towards work and everything that is faced in their work environment. Dapartement or

management personnel should always monitor job satisfaction because it affects the attitude of absenteeism, labor turnover, job andother important issues.

2.4.1 Job Satisfaction's Theory
This theory tried to explain what makes some people more satisfied about their job than some of the others and also looking for a basisof the process on job satisfaction. There are several theories on job satisfaction, such as :
1. Two factor theory
This theory suggests that satisfaction and dissatisfaction are part of a group of different variables like motivators and hygiene factors. Dissatisfaction linked to the conditions surrounding the work (such as working conditions, wages, safety, quality control and relationships with others) and not with the work itself. Because the factors that prevent negative reactions named as hygiene or maintenance factors.
2. Value theory
Job satisfaction occur at the level where their work outcome is as expected. More and more people accept the result, the more satisfied and vice versa. The key to the satisfaction is the difference between reality and expectation of jobs . The greater the difference, the lower the satisfaction of people.

2.4.2 Factors That Influence Job Satisfaction
MochAs'ad in Sunyoto (2015: 25) said that there are several factors that affect job satisfaction such as:
According to Harold E. Burt, factors that lead to job satisfaction are:
1) Relationship between employees, such as relationship between managers and employees, physical factors and working conditions, social relations among employees, and the suggestion from coworkers.
2) Individual factors, such as people's attitude about their job, people's age related with jobs, and gender.
3) Employee's family factors circumstances.
4) Recreation, including education.
According to Ghiselli and Brown, factors that lead to job satisfaction are:
1) Incumbent. People assume that a person who works on a higher level will feel more satisfied than those in lower position.
2) Position. In the different level of classes, the work gives a certain position on the person doing it. If there is a wage increase, usually considered as a promotion.
3) Rumor. There are relationship between job satisfaction and employees age. Age 25 to 34 years and ages 40 to 45 years are the age that mostly feel less satisfied with their jobs.
4) Supervision Quality. Employee satisfaction can be improved through attention and good relations between leaders and subordinates so that employees will feel that he is an important part of the organization.

2.4.3 Impact of Job Satisfaction and Job Dissatisfaction
High productivity led to an increase of job satisfaction, if only workers perceive that the intrinsic and extrinsic rewards received fairly and reasonable also associated with the performance, increasing performance will not be correlated with an increase in job satisfaction.
There are two categories of employee violations that frequently arise, that is minor violations and serious violations. In addition, there are four ways of expressing dissatisfaction by employees:
1. Exit: Dissatisfaction disclosed by leaving work, including looking for another job.
2. Voice: Dissatisfaction revealed through an active and constructive efforts to improve conditions, including suggesting improvements, discuss the matter with their superiors.
3. Ignore: Job satisfaction expressed by the attitude of letting things worse, for example, often absent or arrive late, reduced effort, make more and more error.
4. Loyalty: Dissatisfaction revealed passively or wait until the condition becomes better, including defending the company against criticism from outside and believe that the organization and management will do the right things to improve the condition.

2.4.4 Job Satisfaction's Factor
There are many factors that cause satisfaction at work such respect, have personal freedom, can learn something new, challenges, acceptable advice, can help others, often held advice, appreciation, get enough training, liked by co-workers, have a significant impact, comfortable working conditions, more job responsibilities, can complete a project, be part of the team, met a lot of people in jobs, can influence others, working as independent individuals, starting a project, solve the problem between others, secure, praised by the boss, has a good status in the organization, promotion, solving technical problems, have expected status, create a new system, earn money, can demonstrate the power, and a good social status.
Veithzal in Widodo (2015: 181) said that, theoretically, the factors that may affect job satisfaction are numerous, such as leadership style, work productivity, behavior, locus of control, suitable payroll as expectations, work effectivity. Factors that are typically used to measure job satisfaction are:

1) Work content, actual job duties as control of the job.
2) Supervision
3) Organization and management
4) A chance to advance
5) Salary and other financial advantages in fields such as incentives
6) Co-workers
7) Working environment

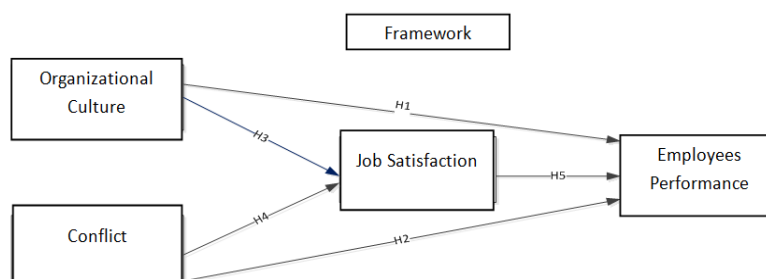**Figure 1.** Research Framework

Hypothesis:
Lina (2014) said that organizational culture are values and norms that believed and run by an organization regarding organizations environment. Compatibility between personal values with the value of the company will improve performance. An organizational culture is what is perceived by employees and how these perceptions can create patterns of trust, values of, and expectations. Trang (2013) said that organizational culture significantly influence employee performance, linear withBrahmasari (2013) that said organizational culture significantly influence employee performance and working discipline.:
H1: Organizational culture significantly influence employee performance
Work culture influence employee job satisfaction at PT. Indoraya Glorious tour&travelPekanbaru,
By :EndalKambaru Lela. results of simple regression analysis and discussion concluded the hypothesis that there is significant influence between the work culture on employee job satisfaction at PT. Indoraya Glorious Tour & Travel; Pekanbaru, Riau
H2: Work culture have significant effect on satisfaction
Nur (2013) said that conflict is defined as an employees who have disagreement among groups within the organization and issues that occur outside the workplace which one party (person or group) feel the goal is being challenged or negatively influenced by others. Suyantiand Vika (2012) said that the conflict management and job stress have significant partial effect on employee performance. Ahiruddin (2011) also said that conflict and stress have significant effect on employee performance.
H3: Conflict significantly influence performance
Nur (2013) said that conflict, job stress and job satisfaction influence performance of employees at University Khairun Ternate
H4: Conflict significantly influential on performance
Amelia (2012) said that organizational culture and work stress influence employee performance in which job satisfaction as an intervening variable. Case study Mandiri Bank
Anwar and Sentosa (2015) conducted a study entitled Effect of Variable Job satisfaction, Organizational Citizenship Behavior (OCB), and Trust in Leader on employee performance. The results of these studies is job satisfaction and Organizational Citizenship Behavior (OCB) in Institutions of Muhammadiyah, Jemberare able to improve employee performance. However, "Trust in leader" has no effect on employee performance
H5: Job Satisfaction Impact on employee performance

III.   RESEARCH METHODS
This research using descriptive method with correlational approach. Sugiyono (2011: 29) states that the descriptive method is a method used to describe or analyze the results of the study but not used to make the conclusions. Correlational research is a research that aims to determine the relationship between two or more variables.

3.1 Sampling technique
Sugiyono (2013:118) said that sample is part of the number and characteristics of the studied population. This research using sampling technique in to determine sample, whereas to determine sampling method, this research usingprobability sampling. Probability sampling is a sampling technique that gives equal opportunities to every

member of the population to be elected as members of the sample. The method used to determine the sample is slovin approach, which is explained by the following formula:

n = Sample Size

N = Population size

e = Critical Value (limits of accuracy) is desired (percent leeway inaccuracy due to sampling error populations).

The samples are100 employees of PT Pembangunan Jaya AncolTbk with a 10% error calculation

3.2 Research Instrument

Measurement of independent variables, intervening variable and the dependent variable are using likert scale with grading scale score of 1 to 5 and variety of answers to each question item ; strongly agree, agree, fairly, disagree, strongly disagree. Each choice rated a score of from 1 (extreme negative) and 5 (extreme positive).

IV.   DATA ANALYSIS RESULTS

4.1 Regression analysis and hypothesis testing

Regression analysis was performed to determine whether there is linearity between independent variables with the dependent variable.

Structural equation as follows

First Model

$Y = \rho YX1 + \rho YX2 + \epsilon1$

Second Model

$Z = \rho ZX1 + \rho ZX2 + \rho ZY + \epsilon2$

4.1.1 First Model Test of Variables of Organizational Culture and Conflict SatisfactionRegression X1 (Organizational Culture), X2 and (Conflict) with Y (Employee Satisfaction)

Individually tested, variables X1 and X2 to Y shown in the coefficient table above, t_{table} seen from the 0.05 significance where df 98 with t_{table} amounted to 1,984. The calculation of t result culture to the satisfaction is 7.834 means that $t_{value} > t_{table}$, it means Ho rejected, Ha accepted. In conclusion, the organizational culture variables affect satisfaction

The calculation of t_{result} conflict to the satisfaction amounted to -2.908 means that $t_{value} > t_{table}$, it means Ho rejected, Ha accepted. In conclusion, the conflict variable affect satisfaction

The coefficient of determination stating the percentage of total variation of the dependent variable that can be explained by the independent variables in the model. R2 values ranging from 0 to 1. When R2 close to 1, this indicates that the variation of the dependent variable can be explained by variations in the independent variables. On a contrary, if the value of R2 close to 0, then the variation of the dependent variable can not be explained by the independent variables

KD = R2 X100 %

KD = 0,393X100 %

KD= 39,3 %

Amount of coefficient to other variables outside this research is

$\sqrt{(1-R^2)} = \sqrt{(1-0.393)} = 0.779$

Structural equation organizational culture and conflict to satisfaction is

$Y = \rho YX1 + \rho YX2 + \epsilon1$

$Y = 7.834 X1 - 2,908 X2 + 0,779\epsilon1$

4.1.2 Second Model of Organizational Culture, Conflict and Satisfaction To Performance Test

Individually tested, variables X1 and X2 to Y and Z shown by the coefficient table above, t_{value} seen from 0.05 significance where df 97 with t_{table} amounted to 1.984. The calculation of t_{result} culture on performance variable amounted to 1.186 means that $t_{value} < t_{table}$, it means Ho accepted, Ha rejected. In conclusion, organizational culture variables did not affect the performance. The calculation of t_{result} of the conflict to performance variable amounted to 27.369 means that $t_{value} > t_{table}$, it means Ho rejected, Ha accepted. In conclusion, conflict variables affect performance

The calculation of $t_{result}$of satisfaction to performance amounted to -0.464 means that $t_{value} < t_{table}$, it means Ho accepted, Ha rejected. In conclusion that satisfaction does not affect performance. The coefficient of determination stating the percentage of total variation of the dependent variable that can be explained by the independent variables in the model. R2 values ranging from 0 to 1. When R2 close to 1, this indicates that the variation of the dependent variable can be explained by variations in the independent variables. On a contrary, if the value of R2 close to 0, then the variation of the dependent variable can not be explained by the independent variables. Coefficient test result is:

KD = R2 X100 %

KD = 0,922 X100 %

KD= 92,2 %

Amount of coefficient to other variables outside research influence in formula $\sqrt{1-R^2} = \sqrt{1-0,922} = 0.279$

Test results of the coefficientof determination, generates R2 value of 0.922. It means the influence of variable X1, X2 ,X3 to Z is equal to 0.92% and the influence of other variables that influence the variable Z is 0.279 Other variables can be influenced by several other factors including leadership factor, job stress, work environment, and others.

The equation derived from Organizational Culture, conflicts and satisfaction variables to performance is as followed :

$Z= \rho ZX1 + \rho ZX2 + \rho ZY + \epsilon 2$

$Z= 1,186X_1 + 27,369 X_2 - 0,464 Y + 0,279\epsilon 2$

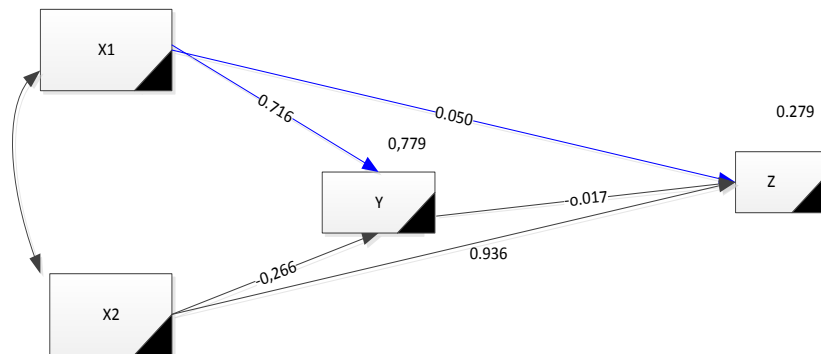**Figure 2.**Test Result

Variable	Path Coefficient		Influence	
		Direct	Indirect	Total
X1 to Y	0,716	0,716		0,716
X2 to Y	-0,266	-0,266		-0,266
X1 to Z	0,050	0,050	0,050x(-0.017)=- 0.0085	0,041
X2 to Z	0,936	0,936	(-0,266) x (-0,017)= 0,004	0,940
Y to Z	-0,017	-0,017		-0,017
ε_1	0,779	0,779		0,779
ε_2	0,279	0,279		0,279

Table 1. Test Result of Path Coefficient Table

V.   DISCUSSION OF RESEARCH

Organizational culture does not significantly affect the performance of employees, and Conflict significantly influence employee performance. Satisfaction does not significantly affect performance. Amelia (2012) and Lina (2014) said that the organizational culture does not significantly influence employee performance.Brahmasari (2013) on a contrary stated that organizational culture significantly influence employee performance.

In this research, conflict significantly influence employee performance in conjunction with Ahiruddin (2011) which states that the conflict significant influence on employee performance. Chandraningtyas, Musadieq, and utami said that job satisfaction and employee performance have no relevance. Nur said that conflict, stress, job satisfactionnegatively affect performance butpositively affect satisfaction whereas the results of this study negatively and do not affect satisfaction.

Putri said that work environment, stress, motivation,conflict, performance and stress negatively affect but working environment positively and significantly affect on both. Lin n said thatmotivation positively affect, but a negative affect on performance. Anwar and Sentosa said thatjob satisfaction, Organizational Citizenship Behavior (OCB), and Trust in Leaders, employee performance, satisfaction and Trust in Leader, OCB have no effect. Churiyah Madziatul said that no direct effect on satisfactlon conflict. It supports this research.

Lathifah, in her research "Effect of conflict to turn over with job satisfaction as an intervening variable"said that job conflict not influence, which is different from this research outcome. Koesmono, in his research"Influence of Organizational Culture to motivation and job satisfaction as well as the performance of the sub-sector medium-scale wood processing industry in East Java". Said that culture have influence on satisfaction, culture have influence on the performance,satisfaction have influence on performance. Which is different from this research outcome that stated satisfaction have no influence on performance.

VI. CONCLUSION

1. Organizational culture variable have significant effect on satisfaction variable
2. Conflict variable have significant effect on satisfaction variable
3. Organizational culture have no effect on employee performance variable
4. Conflict variable have significant effect on employee performance variable
5. Satisfaction variable have no effect on employees performance variable

RECOMMENDATION

1. PT Pembangunan Jaya AncolTbk should be focus to involve employees in a discussion to take decisions.
2. Since conflict variable at PT Pembangunan Jaya AncolTbk have the highest score on this indicator, the best way to solve problems is openness to each other.
3. The performance of PT Pembangunan Jaya AncolTbk had the lowest scores on indicators, it shows that employees have a good contribution to achieve the best service in a work team.

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