Analysis of Leadership Style, Organizational Culture on Job Satisfaction and the Impact on Employee Performance

Eddy Guridno[1], Sugito Efendi[2], M. Andra Rachman[3]

[1, 2, 3]Department of Economic & Business, Universitas Nasional, Jakarta, Indonesia, +62

Abstract— *This research is based on the study of Bank Rakyat Indonesia (Persero) Tbk. The Jakarta Segitiga Senen Branch Office in 2015. To ensure the achievement of the company's vision and mission, a strong Work Culture is required that can unite ways of thinking, behaving and acting, strengthening teamwork and strengthening resilience in facing internal and external challenges. In the context of implementing this Work Culture, Bank Rakyat Indonesia (BRI) reformulates 5 core values of a Work Culture known as BRILIAN, 10 (ten) main behavioral attitudes of BRI people, and 20 (twenty) Behavioral Indicators. BRILIAN (BRI with Five Points). The results showed that there was a direct and positive influence of leadership style and organizational culture on job satisfaction and there was a direct and positive influence on job satisfaction as well as a direct and indirect influence on leadership style and organizational culture on employee performance. By understanding the variables that affect employee performance, management can use research results to improve organizational performance.*

Keywords— *Leadership Style, Organizational Culture, Job Satisfaction, Employee Performance.*

I. INTRODUCTION

The success of an organization is shown by its ability to achieve organizational goals. One of the ways to implement human resource strategies is in accordance with the company's vision, mission and objectives, namely through the application of an appropriate leadership style and the formation of an appropriate organizational culture in the company. The attitudes formed by both of them are closely related to job satisfaction, namely the general attitude of individuals towards their work. A high level of job satisfaction indicates a positive attitude towards their job. On the other hand, job dissatisfaction shows a negative attitude.

Chen (2004) which states that high support shown by company leaders is able to provide high motivation for employees to work better and achieve targets, Chen's research (2004) shows that leadership style has a significant positive effect on job satisfaction and performance.

According to Bass et.al (1993), organizational culture and leadership have been independently associated with company performance. Researchers have examined the relationship between leadership style and performance (Bass et. Al., 1993) and also between corporate culture and performance (Abdul Rashid et.al., 2003).

PT Bank Rakyat Indonesia (Persero) Tbk, abbreviated as BRI, is one of the largest banks in Indonesia and is one of the best performing banks in Indonesia. In line with the business expansion plan, BRI considers it important to always maintain a harmonious relationship between the company and employees and between employees, in order to ensure a work environment and culture that supports the productivity of all levels while maintaining a balance between the rights and obligations of the company and employees.

HR Performance Management is managed through an online integrated Performance Management System (SMK) which is the basis for determining employee remuneration which ensures fair, competitive compensation and takes into account the company's business strategy and development.

The implementation of the Revitalization of BRI's Work Culture is formulated into 5 core values The work culture called BRILiaN is an important value that guides employees in their attitude and behavior, both in dealing with customers, fellow employees, management and other external parties BRI's work culture, which includes values that are grouped as follows: Integrity, Professionalism, Exemplary, Customer Satisfaction and Respect for HR.

However, the various BRI efforts mentioned above do not necessarily eliminate the various frauds that occur every year at BRI. Throughout 2014, 200 fraud incidents were identified with perpetrators from internal and external parties of BRI, including incidents at BRI Atrium Senen Branch Office.

Wexley and Yukl (1977) suggest that dissatisfaction will lead to two types of behavior, namely turnover or aggressive behavior (sabotage, deliberate mistakes, disputes between employees and superiors, and also strikes), causing decreased levels of productivity.

The unexpected behavior tendency carried out by individuals in their subsequent interactions will be determined by the strength or weakness of the processes of institutionalizing the norms and rules that apply in the system. Legal norms are one type of rules that are expected to prevent unexpected behavior (Turner, 1994).

This study includes an analysis of employee performance and three variables based on the opinion of experts and previous researchers as an antecedent of variables, namely leadership style, job satisfaction, organizational culture and whether and how much influence these three variables have on employee performance.

This study will involve employees at the BRI Branch Office of the Segitiga Senen, Jakarta with a total of 112 employees.

From these respondents, it is expected to obtain an overview of the level of employee satisfaction and the two

exogenous variables above which are thought to influence and their impact on improving employee performance.

Thoha (2001) explains that leadership style is a behavior norm that a person uses when that person tries to influence the behavior of others. Nawawi (2003) leadership style is the behavior or way that the leader chooses or uses in influencing the thoughts, feelings, attitudes and behavior of members of the organization or subordinates.

House in Robbins (2006) identifies four leadership styles that are differentiated as follows: a) Directive leadership, which is a leadership style that has a positive relationship with the satisfaction and expectations of subordinates. Davis and Newstrom (2006) directive leadership is a leader who focuses power and decision-making for himself, a leader arranges complicated work situations for employees, who do whatever they are told. The leader has full authority and takes full responsibility. b) Supportive Leadership, namely leadership that is always willing to explain all problems to subordinates, is easy to approach and satisfies employees' hearts. c) Participatory Leadership is a leadership style that asks for and uses suggestions from subordinates in order to make decisions. Luthans in Nawawi (2003) this leadership style is intended to provide opportunities for organizational members or subordinates to participate in setting goals, making decisions and describing orders. d) Achievement Orientation Leadership, namely leadership that poses challenges that are attractive to subordinates and stimulate to achieve goals, and carry out well. The higher the leader's orientation towards achievement, the more subordinates who believe in producing effective work implementation.

According to House in Robbins (2006) there are four styles of leadership, namely
1) Directive Leadership 2) Supportive Leadership 3) Participative Leadership 4) Achievement Orientation Leadership

Organizational culture is a system of meanings, values and beliefs that are shared in an organization that becomes a reference for action and differentiates organizations from one another (Mas'ud, 2004). Culture is the norms and values that direct the behavior of members. organization (Luthans, 1998).

In normal and stable situations, individual desires are guaranteed by appropriate norms and supported by general moral principles. If these regulatory norms are no longer powerless, as a result, individual desires cannot be fulfilled, and if the condition continues to be like that, the individual will experience frustration. Increased frustration due to unfulfilled desires will encourage unexpected behavior, including those that occur within the scope of behavior of public officials.

Hofstede, Geert, Michael Harris Bond and Chung-Leung Luk in Mas'ud (2004) state there are six dimensions to measure organizational culture, namely: 1) Professionalism, 2) Distance from management, 3) Trust in co-workers, 4) Regularity, 5) Hostility, 6) Integration.

According to Wexley and Yukl (1977). Job satisfaction in general can be defined as a person's feelings about his job. Then by Vroom (1964) it is said that job satisfaction is an assessment of workers, namely how far their overall job

satisfies their needs. Tiffin (1958) argues that job satisfaction is closely related to the attitude of employees towards their own work, work situations, cooperation between leaders and fellow employees. Meanwhile, the factors that affect job satisfaction are wages, working conditions, quality of supervision, co-workers, types of work, job security, and opportunities for advancement.

According to ME Schnake (1983), the dimensions of job satisfaction are as follows: 1) Social Satisfaction 2) Extrinsic Satisfaction 3) Intrinsic Satisfaction. Meanwhile, according to Mangkunegara (2001) performance can be defined as the quality and quantity of work that can be achieved by an employee in carrying out tasks in accordance with the responsibilities assigned to him. Soeprihantono (1988) states that performance is the result of an employee's work during a certain period compared to various possibilities, for example standards, targets / targets / criteria that have been determined in advance and have been mutually agreed upon.

Furthermore, Rivai (2004) states that performance does not stand alone but is related to job satisfaction and compensation, influenced by skills, abilities and individual traits. In other words, performance is determined by abilities, desires and the environment. According to Mangkunegara (2009) that employee performance can be assessed from: 1) Quality of work 2) Quantity of work 3) Responsibility 4) Cooperation 5) Initiative.

II. RESEARCH METHOD

Research Framework

The causality relationship in the research framework states that leadership style has a positive relationship with employee job satisfaction and there is a positive correlation between leadership style and a positive effect on performance improvement (Miller et al. 1991; Suharto and Cahyono, 2005)

The results of the study suggest that organizational culture can increase employee job satisfaction and shared values make employees try harder, improve performance and work satisfaction of employees try harder, improve performance (Kirk L. Rogga, 2001; Barney in Lado & Wilson 1994).

The existence and causality relationship of the research variables above in the framework of Human Resource Management (HRM) theory, Organizational Psychological Behavior and applied theory will be analyzed using quantitative analysis techniques Structural Equation Modeling (SEM).

Research Model Framework

Based on the research framework and research latent variables mentioned above, the Research Model can be displayed as illustrated below:

Research Model
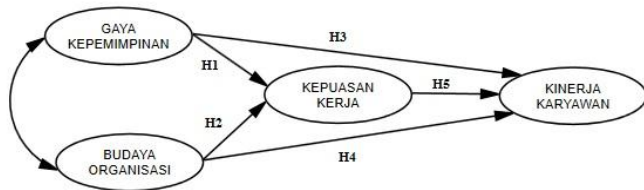
Source: Applicative Theory; Mangkunegara (2009); ME Schnake (1983); Mas'ud (2004); Robbins (2006); Causality Theory: Cotton et al. 1998; Fisher, 1989; Kirk L. Rogga (2001); Cooke and Ernest (1999); Bass et.al. (2003) Lado & Wilson 1994; Robbins; 1996; Robbins and Judge (2007);

Hypothesis 1:
Leadership style directly has a positive effect on job satisfaction of employees of PT. Bank Rakyat Indonesia (Persero) Tbk. Segitiga Senen Branch Office, Jakarta.
Hypothesis 2:
Organizational culture directly has a positive effect on job satisfaction of employees of PT. Bank Rakyat Indonesia (Persero) Tbk. Segitiga Senen Branch Office, Jakarta.
Hypothesis 3:
Leadership style either directly or indirectly (through job satisfaction) has a positive effect on the performance of employees of PT. Bank Rakyat Indonesia (Persero) Tbk. Segitga Senen Branch Office, Jakarta.
Hypothesis 4:
Organizational culture, either directly or indirectly (through job satisfaction) has a positive effect on the performance of employees of PT. Bank Rakyat Indonesia (Persero) Tbk. Segitiga Senen Branch Office, Jakarta.
Hypothesis 5:
Job satisfaction directly has a positive effect on the performance of employees of PT. Bank Rakyat Indonesia (Persero) Tbk. Segitiga Senin Branch Office, Jakarta.

Research Variables and Operational Definition

The operational definitions of latent variables and indicators and measurement scales used in the study are as follows:
1) Leadership Style:
   Indicators: Directive Leadership (GK1), Supportive Leadership (GK2), Participatory Leadership (GK3), Achievement Orientation Leadership (GK4).
   Research Source: House in Robbins (2006)
   Measurement Scale: 1–5 Likert Scale; Measurement: interval scale
2) Job Satisfaction:
   Indicators: Social Satisfaction (KP1), Extrinsic Satisfaction (KP2), Intrinsic Satisfaction (KP3)
   Research Source: ME Schnake (1983)
   Measurement Scale: 1–5 Likert Scale; Measurement: interval scale
3) Organizational Culture
   Indicators: Professionalism (BO1), Distance from management (BO2), Trust in co-workers (BO3), Regularity (BO4), Hostility (BO5), Integration (BO6)

Research Sources: Hofstede, Geert, Michael Harris Bond and Chung-Leung Luk in Mas'ud (2004).
Measurement Scale: 1–5 Likert Scale; Measurement: interval scale
4) Employee Performance
   Indicators: Quality of work (KK1), quantity of work (KK3), responsibility (KK4), Cooperation (KK5), Initiatives (KK6).
   Research Source: Mangkunegara (2009)
   Measurement Scale: 1–5 Likert Scale; Measurement: interval scale

Data Collection Methods and Procedures

The data collection method uses individual questionnaires to each BRI employee at the Segitiga Senen Branch Office, Jakarta. The scale used as a measurement of variables in the answers or questionnaire entries of the respondents is to use the Likert scale, which contains five levels of answers (weighted scores) of 1 Up to 5 ordinal scales obtained through the Likert scale with the successive interval method (Method of Successive Interval / MSI) are converted into interval data. Another method is to conduct interviews, namely the method of collecting data using questions and answers with elements of branch leaders and several respondents.

Population and Sample

In this study, the technique used in selecting samples is proportional probability sampling. The total number of employees is 124 people, of which not all employees will be respondents. To determine the number of samples is to use the Slovin formula (Sevilla et al., 1960),

This study uses a 3% error limit or has an accuracy rate of 97%, the sample size using the Slovin formula is as follows:
$n = N / (1 + N e^2) = 124 / (1 + 124 \times 0.03^2) = 111.55 » 112$

The number of samples from 112 respondents in this study Hair et al., 1998, Ding in Ghazali (2014), have met the requirements for the amount of data in scientific research, and meet the requirements for using statistical methods and SEM analysis

Analysis Technique

The inferential analysis technique uses the structural equation modeling (SEM) method from the AMOS 22 statistical software package, namely in the formation of models and hypothesis testing. The parameter estimation used is the maximum likelihood (ML) method, among others, with the consideration of being more efficient (Imam Ghozali, 2013).

Structural Equations

a. The structural similarity of direct influence between Leadership Style (GK), Organizational Culture (BO) and Job Satisfaction (KP)
   $KP = \gamma 1.1 \, GK + \gamma 1.2 \, BO + \zeta 1$
   Information :
   $\gamma 1.1$ and $\gamma 1.2$ = path coefficient from exogenous to endogenous variables.
   $\zeta 1$ = error in prediction of endogenous variables
b. Indirect effect structural equation (via KP)

236

$KK = \gamma2.1\ GK + \gamma2.2\ BO + \beta2.1\ KP + \zeta2$

Information :

$\gamma2.1$ and $\gamma2.2$ = path coefficient from exogenous to endogenous variables.

$\beta2.1$ = path coefficient from endogenous to endogenous variables.

$\zeta2$ = error in prediction of endogenous variables.

Goodness-of-Fit Evaluation

Ghozali (2011) states that a model can be accepted well (good fit) if the chi-suare value, real level, RMSEA, RMR, GFI, AGFI CFI conforms to the required limits (cut off). The fit of the model in this study refers to Ghozali's opinion which limits the Goodness of Fit.

Testing Aspects of Research

There are two types of analysis tools used in this study, namely to test the data and the second to test the model.

Test Data

a. Normality test
b. Univariate / Multivariate Outliers Test

Model Test

a. Measurement Model Test (Goodness of Fit Test)
b. Structural Model Test

Before the research is carried out, it is necessary to test the validity and reliability of the questionnaire used. Testing the validity and reliability of the questionnaire is intended so that the list of questions used to obtain research data has a level of validity and reliability that meets the required limits.

III. RESEARCH AND RESULT DISCUSSION

The influence and relationship of exogenous and endogenous latent variables is a structural equation of job satisfaction (KP) explaining the causal relationship between changes in KP if there is a change in the independent variables, namely Leadership Style (GK) and Organizational Culture (BO). While the structural equation for Employee Performance (KK) describes the causal relationship between Leadership Style (GK), Organizational Culture (BO) and Job Satisfaction (KP).

Model of Causal Relations between Latent Variables
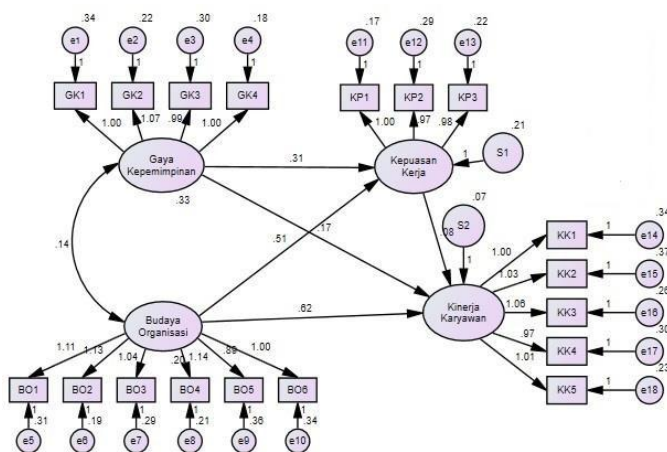
Source: SEM output

Equation 1: $KP = 0.313\ GK + 0.510\ BO\ R2 = 0.381$

Equation 2: $KK = 0.170\ GK + 0.622\ BO + 0.076\ KP\ R2 = 0.668$

Hypothesis Testing Results

Based on the structural equation above, it can be concluded about the relationship between problem identification and the hypothesis which has been formulated as follows: Based on structural equation 1:

1) The leadership style variable (GK) directly has a positive effect on Job Satisfaction (KP).
2) Variable Organizational Culture (BO) directly has a positive effect on job satisfaction (KP).

In structural equation 2:

1) The variable leadership style (GK), either directly or indirectly (through job satisfaction) has a positive effect on employee performance (KK).
2) The Variable of Organizational Culture (BO) either directly or indirectly (through job satisfaction) has a positive effect on Employee Performance (KK).
3) Job Satisfaction Variable (KK) directly has a positive effect on Employee Performance (KK).

Model of Causal Relations between Latent Variables

BRI Kanca Segitiga Senen was formed on August 3, 1992, located at Jl. Senen Raya No. 135, Cowell Tower, Jakarta, runs its business based on an organizational structure in the form of a line of staff where the granting of authority flows from superior to subordinate and responsibility flows from subordinates to superiors.

The implementation of HR functions in the Segitiga Senen Kanca is carried out by the Operational Support (PO) division and led by the Operational Support Supervisor (SPO). This supervisor is in charge of HR staff, service officers, unit administration officers, logistics officers, branch leaders secretaries and KUR administrative officers. The implementation of HR functions at Kanca Atrium Senen is responsible for operational services, management of the Performance Management System (SMK) and management of SAP HR.

The BRI Jakarta Branch Office, Segitiga Senen, focuses more on the retail sector. Meanwhile, to handle the micro sector, delegate the task to Sub-Branch Offices and Cash Offices to handle it.

BRI's vision is: "To become a leading commercial bank that always prioritizes customer satisfaction". To ensure the achievement of the company's vision and mission requires the implementation of a strong Work Culture that can unite ways of thinking, behaving and acting, strengthening teamwork and strengthening resilience in facing internal and external challenges.

In the context of implementing this Work Culture, BRI reformulates 5 core values of a Work Culture known as BRILIAN, 10 (ten) main behavioral attitudes of BRI people, and 20 (twenty) Behavioral Indicators. BRILIAN (BRI with Five Points).

Regarding job satisfaction, BRI provides various types of rewards for employees who excel and have high loyalty to the company. In addition to providing rewards in the form of

Eddy Guridno, Sugito Efendi, and M. Andra Rachman, "Analysis of Leadership Style, Organizational Culture on Job Satisfaction and the Impact on Employee Performance," *International Research Journal of Advanced Engineering and Science*, Volume 5, Issue 4, pp. 234-240, 2020.

finance, companies also provide rewards in other forms. Among other things, implementing a promotion system for all employees, giving employees the opportunity to improve their technical, theoretical and conceptual skills by participating in banking trainings.

Testing Aspects of Research

Research Instrument Validity Test

Criteria:
• r table (0.05) = 0.361
• if r count <r table = invalid, and if r count> r table = valid

Measured variables are said to be valid because they have a correlation coefficient (r count) between 0.470 to 0.701 or ≥ 0.361 or greater than r table (p significant 0.05) = 0.361, this means that the respondent's interpretation is the same, so the research instrument can is said to be valid or the question asked to the respondent is correct to measure what you want to know (Ghozali, 2013).

Research Instrument Reliability Test

Criteria:
• If rAlpha is positive and greater than the minimum limit (0.70), it is reliable
• If rAlpha is negative or rAlpha is smaller than the minimum limit (0.70) then it is not reliable

Measured variables have rAlpha> minimum limit (0.70), which ranges from 0.753 to 0.777 so that the questionnaire is reliable or the respondent is consistent in answering questions / questionnaires and is reliable / reliable (Ghozali, 2013),

SEM Requirements Testing

Data Normality Testing

Of the 18 indicators, which are normally distributed based on the level of skewness as many as 14 indicators and 6 indicators based on the degree of kurtosis, this is indicated by the value in the column (critical ratio) c.r. skewness was in the ± 2.58 range at the 1% significance level. For multivariate testing, the multivariate value in the table shows the numbers 6.176> 2.58, so the multivariate data is not normally distributed.

If the data is not normally distributed, then before certain actions are taken, the data distribution should be seen first, whether there are outliers or not (Santoso, 2014)

Multivariate Outlier Testing

The criteria used is the chi-square value at 129 degrees of freedom, namely the number of indicator variables at the 0.05 significance level or chi-square = 156.507.

Since all mahalanobis distance (d2) values are below 156.507 and no p2 is below 0.05 (Santoso, Singgih, 2014), it can be concluded that there is no research data that can be considered an outlier.

Test Validity and Reliability of Latent Variable Constructs

a. *Latent Variable (CR) Construct Reliability Test*
   Based on the CR calculation, it shows that the latent variables used in this study have good construct reliability, which is in the range of 0.93 to 0.96 or above the provisions of the CR value ≥ 0.70.
b. *Latent Variable (AVE) Construct Validity Test*

Based on the AVE calculation above, it can be argued that the latent variables used in this study simultaneously have good construct validity, which ranges from 0.77 to 0.81 or meets the requirements of AVE ≥ 0.50 (Hair et al 1998).

Equations in SEM

Equation of Measurement

The relationship between indicators and latent variables is presented with the coefficient of determination ($R2$) on each of the measurement equations. Each indicator used in this study has a positive and significant effect on the latent variable with a coefficient of determination ($R2$) in a significance of ⋝ 0.05, which is between 0.303 to 0.662, thus showing that all indicators used in this study can represent latent variables well (Wijayanto in Suharyono, 2010).

Structural Equations and Hypothesis Testing

Structural Equations

Structural Equation 1: KP = 0.313 GK + 0.510 BO
Structural Equation 2: KK = 0.170 GK + 0.622 BO + 0.076 KP

Hypothesis Testing Results

Based on structural equation 1 it can be explained that
1. The leadership style variable (GK) has a positive direct effect on Job Satisfaction (KP).
2. The Variable Organizational Culture (BO) directly has a positive effect on job satisfaction (KP).

In structural equation 2 it can be explained as follows:
1. Leadership Style variable (GK), either directly or indirectly, has a positive effect on Employee Performance (KK).
2. The Variable Organizational Culture (BO), either directly or indirectly, has a positive effect on Employee Performance (KK).
3. Job Satisfaction Variable (KK) directly has a positive effect on Employee Performance (KK).

Overall Model Test

Goodness of fit index	Hasil	Cut-off Value	Kriteria
χ^2 – Chi Square	204.180	≤ 156.507	Poor Fit
Significaned Probability	0.000	> 0,05	Poor Fit
DF	129	positif/OI	positif/OI
CMIN/DF	1.583	≤ 2,00	Good Fit
RMSEA	0.072	≤ 0,08	Good Fit
GFI	0,833	> 0,90	Marginal
TLI	0,887	> 0,90	Marginal
NFI	0,784	> 0,90	Poor Fit
CFI	0,905	> 0,90	Good Fit
RMR	0,036	< 0,4	Good Fit

Based on the feasibility test of the model, it is known that even though the X^2- Chi Square index, Significance Probability and NFI have a poor fit index. RMSEA, CMIN / DF, CFI, and RMR show good fit and GFI and TLI which have marginal values) indicate that the model is fit (Solimun, 2006; Wijayanto, 2008; Imam Ghozali, 2011).

Direct Effect, Indirect Effect and Total Effect

Based on the research, it is known that the exogenous variables that have a significant and positive effect both directly and indirectly with the endogenous variables of Employee Performance (KK) are Leadership Style (GK) and Organizational Culture (BO). GK has a direct effect on KP of 0.313, while it has an indirect effect of 0.024 so that the total effect is 0.194. BO has a direct effect on KP of 0.510 while the indirect effect on KK is 0.039 so that the total effect is 0.076.

IV. CONCLUSIONS

Conclusion

1. Leadership style directly has a positive effect on job satisfaction of employees of PT. Bank Rakyat Indonesia (Persero) Tbk. Segitiga Senen Branch Office, Jakarta.
2. Organizational culture directly has a positive effect on job satisfaction of employees of PT. Bank Rakyat Indonesia (Persero) Tbk. Segitiga Senen Branch Office, Jakarta. Style (2009).
3. Leadership either directly or indirectly (through job satisfaction) has a positive effect on the performance of employees of PT. Bank Rakyat Indonesia (Persero) Tbk. Segitiga Senen Branch Office, Jakarta.
4. Organizational culture, either directly or indirectly (through job satisfaction) has a positive effect on the performance of employees of PT. Bank Rakyat Indonesia (Persero) Tbk. Segitiga Senen Branch Office, Jakarta.
5. Job satisfaction directly has a positive effect on the performance of employees of PT. Bank Rakyat Indonesia (Persero) Tbk. Segitiga Senen Branch Office, Jakarta

V. SUGGESTIONS

Suggestion

1. BRI's top management in creating job satisfaction as employees can emphasize the criteria in placing BRI branch leaders Segitiga Senen, namely someone who has an achievement-oriented leadership style where this indicator provides the largest contribution to the variance of leadership style variables.
2. Distance from management and regularity indicators with the highest standard content on latent variables of organizational culture can serve as a reference for BRI's HR management in improving employee satisfaction.
3. A performance-oriented and supportive leadership style can be an option for BRI top management and BRI branch leaders Segitga Senen in improving employee performance, either directly or indirectly, namely through job satisfaction. Which is in accordance with the highest standard load factor of the indicators referred to.
4. Organizational culture through top management's attitude towards differences, organizational attention to the work done by employees and how decisions are taken centrally or delegated and order, among others, are characterized by how members of the organization respond to adherence to time, existing rules and regulations and orientation to efficiency can be a reference for HR management in

improving the performance of BRI employees, either directly or indirectly through job satisfaction.

Central management policies in providing rewards in the form of finance, including salary, incentives and bonuses and non-financial rewards such as the application of a promotion system for all employees, giving employees the opportunity to improve technical skills, by taking part in training on banking, as an indicator of job satisfaction it is necessary to pay attention in its implementation based on the principles of equality, fairness, balance, it can be given to all employees in order to increase work motivation and employee performance productivity.

REFERENCES

[1] A.A. Anwar Prabu Mangkunegara. 2001, Manajemen sumber daya manusia perusahaan, Bandung : Remaja Rosdakarya.
[2] A.S. Munandar, Bertina Sjabadhyni dan Rufus Patty Wutun. (2004). Peran Budaya Organisasi dalam Peningkatan Unjuk Kerja Perusahaan. Depok : Penerbit PIO Fakultas Psikologi UI.
[3] Bass, B.M. 1997. Does Transactional − Transformational Leadership Paradigm Transcend Organizational and National Boundaries? Journal American Psychologist,
[4] Cascio, Wayne F. 2003. Managing Human Resources. Colorado: Mc Graw –Hil
[5] Chen, Li Yueh, 2004, Examining The Effect Of Organization Culture And Leadership Behaviors On Organizational Commitment, Job Satisfaction, Adan Job Performance At Small And Middle-Sized Firma Of Taiwan, Journal of American Academy of Business, Sep 2004
[6] Cooke, Ernest, F, 1999, "Control and Motivation in Sales Management Through The Compensation," Journal of Marketing Theory and Practice
[7] David C. Mc Cleland (1997) Motif berprestasi dengan pencapaian kerja
[8] Edwar Juanda, 2014, "Budaya Korporat (Corporate Culture) Bank BRI" http://komunikasi.us/index.php/course/strategic-corporate-communication/986-kajian-budaya-koorporat-bank-bri
[9] Ghozali, I (2004), "Model Persamaan Struktural, Konsep dan Aplikasi dengan Program AMOS Versi 5.0", Badan Penerbit Universitas Diponegoro Semarang
[10] Gibson et.al (2007), Organisasi (terjemahan), Edisi ke-lima. Erlangga, Jakarta
[11] Gibson, James L, John M. Ivancevich dan James H. Donnelly Jr, 2000. Organizations: Behaviour, Structure and Process, McGraw-Hill Companies Inc, Boston.
[12] Hair, J.F. JR., Anderson, R.E, Tatham, R.L. & Black, W.C. (2006). Multivariate Data Analysis. Six Edition. New Jersey: Parson Educational, Inc
[13] Hofstede, dkk. 1990. Measuring Organizational Culture: A Qualititative and Quantitative Study Across Twenty Administrative ScienceQuartely. Vol.35.
[14] Kadarman et al. (1996) faktor-faktor yang mempengaruhi gaya kepemimpinan http://id.shvoong.com/social-sciences/2068184-faktor-faktor-yang mepengaruhi-gaya/http://id.shvoong.com/writingandspeaking/2012223- faktor-faktor-yang-mempengaruhi-efektifitas/.
[15] Kirk L. Rogga, (2001). Human Resource Management, Prentice Hall, New Jersey

AUTHORS PROFILE

Dr. Eddy Guridno, S.E., M.Si.M., received his doctoral degree in politics from Universitas Nasional Jakarta, Indonesia, also bachelor degree and master degree in science management. Director of Akademi Pariwisata Nasional (National Tourism Academy), Jakarta, Indonesia. Lecture in Universitas Nasional, Jakarta, Indonesia.

Dr. H. Sugito Efendi, S.E., M.Si Permanent Lecturer at the Post-Graduate School of Management and the Faculty of Economics and Business, Universitas Nasional Jakarta, Graduate Management Science at Brawijaya University (1982). Masters in Management Science at Airlangga University, Surabaya (1998). and Doctoral Economics at Padjadjaran University, Bandung (2005).
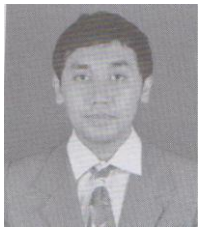
M. Andra Rachman, M.Si.M obtained his Master Degree of Management Science Program at the Universitas Nasional Postgraduate School in 2016. Now works as a entrepreneur and pricate employee.