
The Effect of Transformational Leadership, Organizational Culture and Work Motivation on Employee Performance

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Abstract: This study aims to examine and analyze the influence of transformational leadership, organizational culture, and work motivation on employee performance of PT XYZ. The sampling method used is proportional random sampling. From a population of 100 employees with a sample of 80 employees. The method of analysis used in this study is multiple linear regressions. The results showed that transformational leadership, organizational culture, and work motivation together (simultaneously) have a significant effect on performance. Partially transformational leadership and organizational culture have a significant positive effect on performance. Organizational culture and work motivation have a significant positive effect on performance.

Keywords: Transformational Leadership, Organizational Culture, Work Motivation, Employee Performance.

INTRODUCTION

Company is an organization that aims to obtain a profit (profits) as big as possible, where every development can affect for the national economy. Progress or decrease of a company is determined by the components. One of the components must be fulfilled is the quality of human resources available, so that the company is expected to compete.

Qualified human resources will determine the success of the company in preparing plans, carrying out operational activities and controlling the way the company to achieve goals set by the company. Human resources are the main asset of the organization of the company in carrying out all its activities in an effort to achieve the goal. Humans are one of the most important elements of the company's HRM. Without the role of human factors required, the organization will not run.

One of the factors that influence the success rate of a company organization in achieving its objectives is employee performance. Performance is a potential must be owned by every employee to carry out every task and responsibility given the company to him. By good performance, every employee can complete all the problem of the company effectively and efficiently so that problems occurred in the company can be resolved well. Employee performance can also be initialized from the aspect of work quantity including work accuracy and quality of work, level of ability in work, ability to analyze data, and ability to evaluate. There are several factors that influence how a person works, namely; individual abilities such as talent, interests, and individual personality factors, motivation, work ethic, commitment, attendance and task design. Organizational support such as training and development, equipment and technology, organizational climate, performance standards, and management and co-workers are needed.

Increased employee performance will be related to performance appraisal conducted by the company. Assessment of organizational performance needs to be undertaken to ensure the understanding of the actors and measuring achievements, ensure achievement of agreed schemes, monitor and evaluate performance by comparing between work and implementation schemes, rewarding and objective punishment for performance achievements that have been measured according to the measurement system has been agreed upon, make a communication tool between employees and managers in an effort to improve organizational performance, ensure that decision-making is objective and reveals the problems that occur. Performance appraisal results can indicate whether the human resources (employees) have met the demands set by the company, both of quality and quantity. Information in employee performance appraisal is a reflection of the company's growth or not.

Objective assessment factors focus on facts that are real and those results can be measured such as quantity, quality, and attendance and so on. Meanwhile, subjective factors tend to be opinions such as attitude, personality, and self-adjustment and so on. Subjective factors such as opinion are judged to be convincing if supported by documented events. The consideration of these factors in the appraisal of employee performance must be objectively true by measuring the actual performance of employees or evaluating behaviors that reflect successful implementation of the work.

There are many factors that affect employee performance, but in this case, the author tries to look at the factors of transformational leadership. Leadership can be interpreted as a process of influencing people in order to realize organizational goals that have been determined. Leaders in the influencing process can use both authoritarian and democratic approaches. Generally, a democratic approach can lead to better change because subordinates are considered as partners or colleagues that every decision or policy taken by the leader based on deliberation between the leaders and employees.

Leaders or managers in a company organization that have a very large authority can establish and maintain an existing organizational culture, meaning that existing culture within a company organization can be maintained so that the behavior of the members of the organization (employees) will feel comfortable with the values, norms and habits undertaken within the organization, so that organizational goals can be realized through the improvement of the performance of its employees.

In this case, the leader is the superior who has the authority as the person who can take and evaluate the policies set. The leader is also the person who can determine and place (Placement) subordinates or employees in a certain position positions based on the work obtained through the documents (file) and career planning.

Another factor that affects employee performance is organizational culture, where culture is something that must exist in a group of people or organizations. Organizational culture will also affect the attitudes and behaviors of all members of the organization. A strong culture within the organization can provide encouragement to its members to act or behave as expected by the organization. Organizational culture is necessary to be understood by the leader or manager to facilitate in determining the attitude and how to act, so that its members can be directed toward an attitude and behavior that will be useful to achieve organizational goals.

THEORITICAL REVIEW

Transformational leadership

In general, leadership can be defined as the basis of ability or talent, as well as the advantages of someone to lead the group. With the ability, talent, and strength of a leader is expected to influence and control his followers to achieve common goals. Wahjosumidjo [1] states that leadership has the connotation of moving, directing, guiding, protecting, nurturing, setting an example, giving encouragement, giving help, and so on. According to Wirawan [2] explains that leadership is the leader's process of creating a vision, influencing attitudes, behaviors, opinions, values, norms and so on from followers to realize the vision.

Organizational culture

Cultural views generally emphasize the importance of shared values that bind together members of the organization that influence the behavior of its members. Rivai [3] states that organizational culture is a number of important understandings such as norms, values, attitudes and beliefs shared by members of the organization. According to Tika [4] organizational culture is a set of basic assumptions and beliefs embraced by members of the organization, then developed and inherited to address the problems of adaptation and internal integration issues. The quotation can be interpreted that culture is the value or norm that has been agreed by the members of the organization.

Work motivation

Badawi Saluy [5] work motivation has a significant effect on employee performance in PT.IE. In his research was if work motivation increases then employee performance will too. It depends on the situation and conditions faced by the person concerned

Employee Performance

Mangkunegara [6] said that the performance is the result of quality work achieved by a person in performing their duties in accordance with the responsibilities given to him. Performance is about doing the job and the results achieved from the job and performance is about what to do and how to do it [7]. The quotation can be understood that the performance is more emphasis on the results or something obtained from a job as a contribution to the work unit.

Therefore the person who wishes to achieve his performance increases is the person who works based on the elements above and in carrying out their duties done seriously.

Framework of Thinking

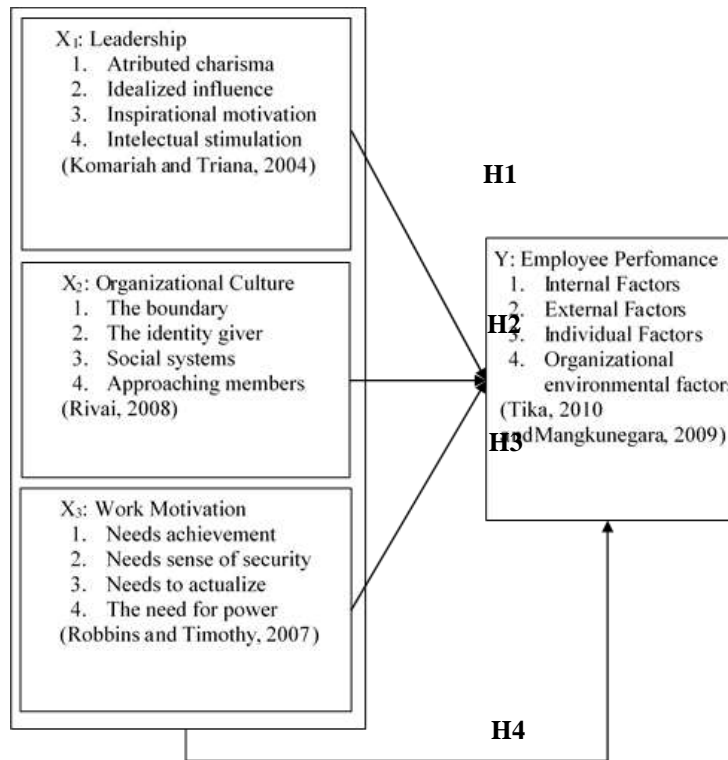


Fig-1: Framework of thinking

RESEARCH METHODS

Type / Design Research

Research design used in this research is correlation with survey method. Sukmadinata [8] states that descriptive research is a form of research aimed at describing the existed phenomena, both natural phenomena and man-made phenomena. The phenomenon can be a form, activity, characteristics, changes, relationships, similarities, and differences between phenomenons to another one. The research design used is survey method with questionnaires based on respondent perception according to Likert scale. The Likert scale is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena. In this study, the social phenomenon raised by the author is a phenomenon in PT XYZ which is designated as research place.

Operational Definition and Variable Measurement

Research variables that will be operationalized in this research are the variables contained in the hypothesis which is classified into two parts, namely the independent variables that are leadership, organizational culture and work motivation, and the dependent variable that is the employee performance. This is illustrated more clearly as shown in the table below.

Table-1: Variables, Dimensions, and Indicators of Leadership, Organizational Culture, Work Motivation and Employee Performance

No	Variables	Dimensions	Indicators	Data Measure Scale
1	Transformasional Leadership	Atributed Charisma	Charismatic	Ordinal
			Has a vision, mission	Ordinal
		Idealized Influence	Affect subordinates	Ordinal
			Hearing the subordinates	Ordinal
		Inspirational Motivation	Motivating and inspiring	Ordinal
			Against the tradition of money	Ordinal
		Intellectual Stimulation	Sharpening creativity	Ordinal
2	Organizational Culture	The boundary	Distinguish organization	Ordinal
			Has a characteristic	Ordinal
		The identity giver	Personal identity	Ordinal
			Meaning giver	Ordinal
		Social systems	The environment is conducive	Ordinal
			Positive work behavior	Ordinal
		Approaching members	Proud of the organization	Ordinal
3	Work Motivation	Needs achievement	Workshop or seminar	Ordinal
			Education and training	Ordinal
		Needs sense of security	Insurance and social security	Ordinal
			Financial investment	Ordinal
		Needs to actualize	Capabilities and skills	Ordinal
			Have a brilliant idea	Ordinal
		The need for power	Wise	Ordinal
4	Employee Performance	Internal Factors	Skills	Ordinal
			Emotional stability	Ordinal
		External Factors	Understand the rules	Ordinal
			Understand customer desires	Ordinal
		Individual Factors	High integrity	Ordinal
			Fighting spirit	Ordinal
		Organizational Environmental Factors	Work target	Ordinal
	Career Opportunities	Ordinal		

Measurement of variables conducted after the authors distributed questionnaires to respondents, namely employees of PT XYZ. Questionnaires collected or returned by respondents will be analyzed using SPSS version 20.0.

Population and Sample

According to Sugiyono [9], population is a generalization region consisting of objects or subjects that have certain qualities and characteristics set by researchers to be studied and got conclusions. Nazir [10] said that the population is a collection of individuals with the quality and characteristics that have been determined and the attention in the specified room and time. The population of this study is all staff of PT XYZ employees in Resources Unit which amounted to 100 people employees as shown in the table below:

Table-2: Resource Unit Employee of PT XYZ

No.	Department	Total Employee
1	General Affair	28
2	Administration & IR	19
3	Information Technology	10
4	ODTM & Recruitment	5
5	Procurement	7
6	Finance, Accounting	15
7	Management Planning	5
8	Corporate Secretary	6
9	Internal Audit	5
Total		100

This study uses Proportional Stratified Random Sampling technique because all the population has an equal chance to be selected as sample from each Department and taken as sample according to its proportion. Determining the size of the sample, there is actually no provision or standard, but there are some references can be used as formulated by Slovin.

According to Ridwan and Kuncoro [11]. To determine the number of samples from the population can be used Slovin formula at a margin of error of 5%; as follows:

$$n = \frac{N}{1 + Nd^2}$$

Known:
 N = 100
 d = 0,05
 Asked the value of n (sample)?

The calculation can be done as follows:

$$n = \frac{N}{1 + Nd^2}$$

$$n = \frac{100}{1 + 100(0,05)^2}$$

$$n = 80$$

Based on the formula, the sample of research taken is 80 employees. The details can be seen in the table below:

Tabel-3: Calculation of Sample Acquisition

No.	Department	Total Employee	Calculation Details
1	General Affair	28	(80/100) x 28 = 22
2	Administration & IR	19	(80/100) x 19 = 15
3	Information Technology	10	(80/100) x 10 = 8
4	ODTM & Recruitment	5	(80/100) x 5 = 4
5	Procurement	7	(80/100) x 7 = 6
6	Finance, Accounting	15	(80/100) x 15 = 12
7	Management Planning	5	(80/100) x 5 = 4
8	Corporate Secretary	6	(80/100) x 6 = 5
9	Internal Audit	5	(80/100) x 5 = 4
Total		100	80

Method of collecting data

In a study, data collection needs to be conducted carefully, systematically, accurately and precisely, so that the data collected is relevant to the research problem to be searched for as an attempt to test the truth of the hypothesis that has been formulated. For the data collection, techniques used in this study are as follows:

- Observation. It is data collection by doing direct observation to the research respondents.

- Questionnaire, the data collection technique is done by providing a number of written questions in a structured to the respondent research related to the response to various variables studied in this study.
- Interview. It is collecting data by conducting question and answer directly to the research respondents to obtain more accurate and complete data as it involves the further explanation of the questionnaire that has been filled by the respondent.

Data analysis method

According to Ghozali [12], descriptive statistics provides an overview or description of a data viewed from the mean, standard deviation, variance, maximum and minimum values. In this study, researchers used simple descriptive analysis by illustrating research data like mean, standard deviation, variance, mode, median, maximum and minimum for all variables of transformational leadership, organizational culture, work motivation and employee performance.

Test of Instruments

Test of Instrument Validity

Validity test is used to determine whether or not a validity questionnaire. A questionnaire is valid if the question on the questionnaire is able to reveal something that will be measured by the questionnaire [13]. Validity test is conducted by comparing the value of r count and r table value for degree of freedom ($df = n-2$) with $\alpha 0,05$. If r count $>$ r table and r value are positive, then the item or question is valid. For the results of analysis, it can be seen on the reliability test output on the corrected item total correlation. In making the decision to test the validity, the indicators are:

- If r count is positive and r count $>$ r table then the item or variable is valid.
- If r arithmetic is not positive and r count $<$ r table then the item or variable is not valid [10].

Test Data Reliability

Test Reliability is a tool to measure a questionnaire that is an indicator of a variable or construct [10]. A questionnaire is reliable if one's response to a statement is consistent or stable over time. The way used to test the reliability of the questionnaire in this study is measuring the reliability with the Cronbach Alpha test statistics. To know the reliable questionnaire, it will be conducted reliability testing questionnaire by SPSS version 20.0. Criteria assessment reliability test is [11] as follows:

- If the coefficient of Alpha is greater than the significance level of 70% or 0.7; so the questionnaire is reliable.
- If the coefficient of Alpha is smaller than the significance level of 70% or 0.7; so the questionnaire is not reliable.

Data analysis method

Multi-collinearity Test

Multi-collinearity is the state in which between two independent variables or more on the regression model is perfect linear relationship or near perfect. A good regression model requires no multi-collinearity problem. One way to detect whether there is or no multicollinearity is looking at Tolerance and VIF (Variance Inflation Factor). Decision-making method is the smaller the Tolerance value and the greater the VIF value, the closer to the occurrence of multi-collinearity problems. Most studies mentioned that if tolerances of more than 0.1 and VIF are less than 10 then there is no multi-collinearity [14].

Hetero-scedasticity Test

Heteroscedasticity is a condition where variant inequality of residuals occurs in the regression model. A good regression model requires no heteroscedasticity. One way to detect whether there is hetero-scedasticity or no is by looking at the pattern of points on the regression scatterplots [15].

Normality test

Normality test aims to test whether in the regression model, independent variables and dependent variables that both have a normal distribution or close to normal [13]. In this study, normality test uses Normal Probability Plot (P-P Plot). A variable is normal if the image is distributed by dots of data spreading around the diagonal line, and the spread of data points in the direction of following the diagonal line [10].

Linearity Test

According to Ghozali [11], linearity test is used to see whether the model specifications used are correct or not. By linearity test, it will be obtained whether the empirical model should be linear, quadratic, or cubic. In this research, linearity test used is Durbin Watson method, if there is the autocorrelation then the regression model specification is wrong.

Autocorrelation test aims to test whether in the linear regression model there is a correlation between the offender errors in period t with the intruder error in period $t-1$ (previous). The way used to test autocorrelation in this study uses

Durbin-Watson (DW-Test). The step is comparing the value of Durbin Watson with the value of the table. If it is significant or in the area of positive autocorrelation, model error occurs. If $du < d < 4 - du$, so the decision is no autocorrelation, so the regression model used is correct in linear form and not in quadratic or another form.

RESULTS AND DISCUSSION

Discussion result

1) *The Influence of Transformational Leadership on Employee Performance*

Based on the results of significance and linearity tests, it is concluded that the transformational leadership variable on employee performance is 0.016. It means that the transformational leadership regression coefficient has a positive effect on employee performance. The transformational leadership regression coefficient is 0.016 meaning that if the value of other regression coefficients is maintained, so the change of one value of transformational leadership score will give a positive effect of 0.016 units of performance score with the constant 17.92.

Test of significance using t test obtained t count equal to 3,120. Owing to $t \text{ count} > t \text{ table } 1.99$; so the first hypothesis is tested, this means that transformational leadership has a positive effect on employee performance, so it can be concluded that transformational leadership of employees such as attributed Charisma, Idealized Influence, Inspirational Motivation and Intellectual Stimulation will be able to improve employee performance.

These results support previous research studies conducted by Putri Ayu Lestari, Agus Priyono [16], Supriyono [17] Muh Nizar, Aris Suparman [11], Liridon Veliu Mimoza Manxhari Vadyba / Journal of Management, Vol. 31, No. 2 2017, 59-69, Irta Lumempow Farlane S. Rumokoy EMBA Journal Vol. 3 No.3 Sept. 2015, Hal.502-511; ISSN 2303-11. Winardi [10] stated that leadership is a relationship in which one person, the leader, influences the other person to cooperate voluntarily doing related tasks to achieve the desired by the leader that is the maximum performance.

2) *The influence of Organizational Culture on Employee Performance*

Based on the results of significance test and linearity regression, it is concluded that the results of regression of organizational culture on employee performance 0.050, it is very significant and linear. By the test results, regression coefficient of organizational culture to employee performance is 0.050 meaning that the coefficient of regression of organizational culture has a positive effect on employee performance. Coefficient of organizational culture regression equals to 0,050 meaning that if the value of other regression coefficient is maintained, so the change one score value of organizational culture will give positive influence that equals to 0,050; units of employee performance scores with constants of 17.92. While the significance test using t test is obtained t count of 2,750. Because of $t \text{ count value} > t \text{ table value } (1,99)$, so the second hypothesis is tested. It means that organizational culture have positive effect on employee performance, so it can be concluded that organizational culture of employees such as attributed Charisma, Idealized Influence, Inspirational Motivation and Intellectual Stimulation will be able to improve employee performance. The results of this study support researches conducted by Endang Widyawatiningrum, Ujang Suryadi [18], Good Prasetyo Trilaksono [12], Monce Brury [19], I Kadek May Arimbawa, AA Sagung Kartika Dewi [20], Yati Suhartini, Nindya Putra Prasetyanta [21] and Putri Ayu Lestari, Agus Priyono [16]. Rivai [3] stated that organizational culture can have a significant impact on long-term performance. The quotation can be interpreted that the organizational culture can influence and improve the performance of its employees, because the value system and norms formed by the members are available so they just implement it.

3) *Effect of Work Motivation on Employee Performance*

Based on the results of significance test and linearity regression, it is concluded that the result of regression of work motivation with performance is 0.686. Motivation is very significant and linear. The test result of the regression coefficient of motivation on employee performance is 0.686. It means that the regression coefficient of motivation has a positive effect on employee performance. Motivation regression coefficient is 0.686 meaning that if the value of other regression coefficient is maintained so the change of one score motivation will give a positive influence of 0.686; units of employee performance scores with constants of 17.92. Test of significance using t test is obtained t count equals to 4,569; because $t \text{ count value} > t \text{ table } 1.99$, so the third hypothesis is tested. It means that work motivation has a positive effect on employee performance, so it can be concluded that the employee's motivation such as the need for achievement; security needs; the need to actualize; and the need for power, which underlies him for work. The results of this study support the previous researches of Ida Ayu Brahmasari and Agus Suprayetno [27], Yati Suhartini, Nindya Putra Prasetyanta [21], Ida Ayu Brahmasari and Agus Suprayetno [16], Ishfaq Ahmed International Journal of Business and Management March, 2010, Pamela Akinyi Omollo International Journal of Human Resource Studies ISSN 2162-3058; 2015, Vol. 5, No. 2. Wibowo [7] suggested that motivation can certainly affect performance, although it is not the only factor making performance. This quote can be interpreted that motivation is a variable that can affect one's performance, so that motivation factor can't be ignored either by management or director or manager.

4) *The Influence of Transformational Leadership, Organizational Culture and Work Motivation Simultaneously to Employee Performance*

Based on multiple linear regression test, it is concluded that simultaneous test shows there is influence simultaneously among transformational leadership, organizational culture and work motivation toward employee performance. It means that the higher transformational leadership, organizational culture and work motivation at PT XYZ, more increasing employee performance. This is proved from the value of coefficient of determination (R^2) which states that the simultaneous contribution of transformational leadership, organizational culture and work motivation to increase employee performance is 0.771. This figure can be interpreted that 77.10% of the variance in employee performance variables can be predicted by transformational leadership variables, organizational culture and work motivation, while 22.9% comes from other independent variables as determinants of high employee performance.

Based on the result of significance and linearity test, it is concluded that employee performance regression $17,94 + 0,016$ transformational leadership $+ 0,050$ organizational culture $+ 0,686$. Work motivation is very significant and linear. Based on test result coefficient of regression variable of transformational leadership to employee performance, the score is 0,016, organizational culture to performance is 0,050, work motivation to performance is 0,686. This figure reflects that if the value of other regression coefficients except transformational leadership, organizational culture and work motivation are maintained, so the change of one score value of transformational leadership will give positive effects 0.016, the change of one score of organizational culture will give a positive influence of 0.050, value job motivation score will give a positive influence of 0.686 units of performance scores with constants 17.94. While multiple regression test obtained value of F count = 37.21 and sig (p) = 0,000 < 0.05. So F count > F table (37.21 > 3.96), so the third hypothesis is tested. It means that transformational leadership, organizational culture and work motivation have a positive and significant impact on employee performance. The results of this study support the researches of Muh Nizar, Aris Suparman [23], A.A. Ayu Diana Novi Hastuti [22], and Abdullah Salam [24]. Andres Gunaldo, Desmiyawati, Meilda Wiguna [25], A A Ngr Bgs Aristayudha, I Gst Salit Ketut Netra [26]. The results showed that transformational leadership, organizational culture and work motivation had a significant positive effect on performance.

CONCLUSIONS

The result of hypothesis testing was proved that transformational leadership, organizational culture and work motivation both individually and simultaneously have a positive effect on employee performance in PT XYZ with the following description:

- Transformational leadership has no significant effect on employee performance in PT XYZ. Nevertheless, the dimensions of Attributed Charisma and Inspirational Motivation are most dominant on employee performance in PT XYZ because the dimension of Inspirational Motivation is reflected a behavior that always provides challenges and meaning to the work of the people who are led.
- Organizational culture has no significant effect on employee performance in PT XYZ. Nevertheless, the most dominant identity and gluing dimension of the members affects employee performance. Thus, the adhesive dimension of members is a strategy of a company so that employees improve the performance of its employees.
- Work motivation significantly influences employee performance in PT XYZ. Dimensional needs achievement of the most dominant effect on employee performance. Thus, along with the increasing motivation of an employee characterized by achievement needs such as attending various training or continuing education to a higher level, then there will be an increase in employee performance.
- Transformational leadership, organizational culture and work motivation simultaneously have a significant effect on employee performance in PT XYZ. The results of the test can be concluded that the simultaneous contribution of transformational leadership, organizational culture and work motivation on employee performance in PT XYZ is stronger than other variables that are not examined. This means that transformational leadership, organizational culture and work motivation synergize to create an individual employee who provides the best performance for the company.

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