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### INFLUENCE OF MOTIVATION, CULTURE, AND ORGANIZATIONAL LEADERSHIP ON THE PERFORMANCE OF EMPLOYEES OF PT BANK CENTRAL ASIA KCU BANDUNG

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#### **ABSTRACT**

The purpose of this study is to look at the influence of motivation, culture, and organizational leadership on the performance of employees of PT. Bank Central Asia. The approach in this study uses descriptive verification approach, with 70 employees being sampled and Techniques used using SPSS Version 23. In this study primary data were obtained from questioners. While secondary data obtained through notes and publications and literature. The results show that the motivation, culture, and leadership variables have a significant positive effect on employee performance with the acquisition of adjusted R values<sup>2</sup> 0.545 which have met the requirements for goodness of fit.

#### **INTRODUCTION**

Human resources are one of the strategic factors in an organization (Armstrong, 2007). In this case the motivation of the workforce is greatly contributing to the higher quality of human resources that are expected to have an impact on better performance in the organization. Motivation in organizations both government and non-government is very important and certainly needed because it can change and improve the performance of workers in a sustainable manner (Aarabi et al., 2013). Bateman and Snell (1996) argue that motivation is the power that can direct one's work toward achieving goals. As a result, motivation is one of the

most important and effective factors on job performance and the obligation to steer employees towards the main goals. In addition, the main challenge facing organizations is the application of appropriate motivational factors to improve job performance to achieve the organization's main objectives (Stella, 2008). To classify and overcome these expectations, an understanding of employee motivation is needed. Therefore, motivation has become a common driving force for the most successful businesses. Motivation is very important for employee performance. It plays a significant function in job performance and other behaviors (Roberts, 2005).

The motivation process includes important tools namely; Salary, incentive, promotion, responsibility and compensation improvement which is an important factor in the motivation process. Even though money is not a direct cause element of job satisfaction, but this is an external factor that motivates workers towards better performance (Akintoye, 2000). Snell and Bohlander (2013) stated that there are several factors that can cause employee performance to increase or decrease, including negative factors such as pressure, loss of employee desire to perform, circumstances in the environment around work and there is no role model or reference in achieving performance, and a positive factor is the very high motivation for doing work.

According to Minkov (2010) ability and motivation can produce employee performance. Performance is sometimes termed as work performance predetermined work standards (Snell and Bohander, 2013). Therefore, the company will always try to always improve the performance of its employees in order to achieve the company's goals that have been set and look for competitive advantage when faced with competition. Activities in managing human resources are intended so that companies, especially in this case are leaders, must be able to unite the perceptions and patterns of thinking of employees with the same goal so that the creation of good coordination in the work environment (Mathis and Jackson, 2003). Companies that run effectively, are companies that carry out management functions well and supporting elements that meet requirements such as culture and leadership (Robbins, 2005).

As is known, that the goal of every organization is to survive and maintain its presence by increasing performance. According to Arslan&Staub (2013) with the aim of companies must improve their performance, as said by previous researchers such as (Peterson, Smith, Martorana, & Owens, 2003) that the role of leadership is very important to achieve organizational performance. In this case a lot of research states that the company's success is caused by organizational performance, employee job satisfaction and employee affective commitment (Bass &Riggio, 2006). However, very few studies suggest that culture, and motivating leaders help their employees by using their leadership style to be competitive (Luftman, Bullen, Liao, Nash, & Neumann, 2004). When external environmental conditions change more quickly, the strength of a company's

culture can maintain good company performance, because of its assumption that a strong culture is a culture that instills core values in a strong and widely accepted way among employees.

Therefore this research is proposed to fill the gaps in the field of human resource management regarding the influence of motivation, culture, and organizational leadership on employee performance at PT Bank Central Asia Bandung. As is known, that performance is an important factor for the sustainability of the company, so the role of human resources must be managed properly so that it can achieve its intended goals. In order for everything to be in harmony and to run well, the employee's role must be managed properly so that it can help achieve performance. The role of leadership that can guide employees well, as well as motivational encouragement as an encouragement for each individual employee, and a better and innovative organizational culture are the factors that will be studied in this study. Therefore based on the explanation above, the formulation of the problem is as follows:

1. Does employee motivation affect employee performance?
2. Does organizational culture influence employee performance?
3. Does the leadership role affect employee performance?

Therefore this study only limits by examining the three variables, namely leadership, motivation, and organizational culture which are predicted to affect employee performance.

## **THEORY STUDY**

### **MOTIVATION**

Boniface (2012) states that an organization is a system created by several people who are motivated and work together with others to achieve a set of goals. The more motivation transmitted by an organization to an employee, the more rewards received by the employee. The term motivation (*motivation*) is the Latin language that is *movere*, which means "to move" (*to move*). Therefore, motivation implies as "a person's need to display performance and readiness to implement efforts" (Brown, 2011). In Aydin (2012) it is mentioned that motivation is the start of a process with psychological requirements that promote certain behaviors. The current study is directly dependent on Herzberg's (1986) theory, all independent variables in research (salary, supervision, responsibility, additional benefits, promotion, growth "training and development") according to Herzberg (1986) which contain motivation theory, he divides his theoretical factors into two categories of motivational and hygiene factors. Motivational factors which include: growth, work, responsibility, achievement, progress, and recognition. While hygiene factors include: salary, company administration, supervision, interpersonal relations, working conditions and job security, thus enabling people to work and feel motivated to do their jobs properly.

Owusu (2012) developed one of the most common categorizations for needs. The needs hierarchy describes incentives and performance as a consequence of the various basic needs that guide individuals. In his theory Herzberg (1986), motivation is needed in taking action. This theory requires managers to be able to identify and understand the needs of their employees to appreciate the right way to motivate them and direct their behavior. The empirical aspect of Maslow's theory of employee motivation causes organizational directors to be able and ready to recognize and optimally provide motivational factors that stimulate their human resources in the context of job performance.

According to Snell and Bohlander (2013) organizations must provide salaries to employees that enable them to pay for adequate living conditions which is a financial motivating factor. Ricketta and Dick (2005) suggest that employee behavior at work is related to satisfaction in their careers. The research of Harrison and Novak (2006) states about the efforts made by management to build promotional opportunities that contribute to employee job satisfaction and act as a motivator for job performance. In providing motivation to employees should be given in the same direction or can be in accordance with the character of the employee itself.

While the performance according to Snell and Bohlander (2013) is the manager's job to make employees activities that aim for an organization. So the priority of an organization is to ensure motivating to encourage initiatives and stimulate employee efforts, leading to better work outcomes and liberating quality services (Frimpong& Fan, 2009). In short, motivation theory tries to examine the type of a person's needs and situations where a person can be motivated to meet the needs using a way of contributing to performance and productivity.

Performance = Skill x Motivation

H1. Employee motivation affects employee performance

## **CULTURE**

The term *organization culture* in some *literature* is also called *corporate culture*, this term has the same understanding. In research both the terms *corporate culture* and *organization culture* are both used because they have a common understanding. According to Kotter and Heskett (1992) organizational culture is conceptualized as shared beliefs and values in organizations that help to shape employee behavior patterns. According to Liviu and Cornia (2008) describing organizational culture is an encouragement to recognize the efforts and participation of members of the organization and provide a holistic understanding of how efforts to achieve, how goals can be interrelated, and how each employee can achieve goals. According to Martin (2000) organizational culture is the number of processes of a thought that distinguishes between group members. The

concept above is clear that organizational culture can be a means to keep employees going together to go together to achieve an organizational goal.

Early researchers of organizational behavior (Peters and Waterman 1982; Deal and Kennedy 1982; and Pascale and Athos 1981) found an interrelation between culture and organizational performance. Cultural values remain in the strategy chosen by the organization that leads to successful organizations. Although the relationship between organizational culture and employee performance has been widely accepted, some researchers (Willmott, 1993; Legge, 1994; and Ogbonna, 1993) raise concerns about the relationship. Thus some opinions state that cultural characteristics can affect performance but are limited or conditioned for certain contexts. They further argue that culture can lead to higher performance if it matches the changing environmental factors in that context. More recently, researchers have argued that cultural traits cannot be copied and therefore can be a source of organizational sustainability. The resource-based view of Kie (2010) shows that sustainability depends on the values, scarcity and sustainability of the culture in question. Overall, the purpose of the literature review is to examine existing research to explore the relationship between culture and performance. The influence between organizational culture and performance is mentioned by Uddin, Luvu and Hossain (2012). H2. Organizational Culture influences Performance

## **LEADERSHIP LEADERSHIP**

Leadership is defined as individual traits, habits, ways of influencing others, interaction,

position in the organization and perceptions of legitimate influence, in organizational management leadership has an important role. According to Snell and Bohlander (2013) leadership actions are actions of a leader both visible and invisible by his subordinates. Important factors of leadership will improve employee performance in a company. Leaders are the main decision makers, determine the acquisition, development and distribution of organizational resources, the conversion of these resources into valuable products and services, and delivery of value to organizational stakeholders (Clerk, 2008). Thus, leaders are a strong source of managerial and sustainable competitive advantage (Edgar. S, 2017). A number of studies have stated a positive relationship between leadership and results on performance (Mitra, M, et al, 2016). Likewise, a number of relative studies (Waldman, Ramirez, House, & Puranam, 2001) have also reported that leadership behavior is more positively related to subordinate effectiveness in various organizational settings than change behavior.

Leader behavior influences employee motivation to make them more aware of the results of their assignments and develop their own self-interest for organizational performance. As stated by Zhu, et al. (2005), in their study of the relationship between leadership styles that show change and organizational performance, they identified in 170 companies from Singapore, a positive relationship between

leadership that showed change and organizational performance. They also show that effective human resource management mediates the relationship between leadership and performance through increased commitment, higher motivation, and intellectual motivation. Kieu (2010) emphasizes that leadership that shows change is positively and significantly related to organizational performance based on 151 companies from the IT industry. This study uses the Multifactor Leadership Questionnaire (5X) and reveals that leadership is a stronger analyst for performance, satisfaction and commitment in organizations by building commitment, empowerment and demanding a higher level of respect and trust for leaders. Intellectual stimulation and inspirational motivation are found to improve organizational performance (Hancott, 2005). Based on studies of leadership styles and organizational performance, organizations today must perform and to meet the expectations of competing stakeholders in a clear and ethical way, it is necessary that leaders adopt transformational behavior as the survival of the organization can depend on it.

### *Leadership influences performance*

#### **PERFORMANCE**

Performance in this case is divided into two (organizational performance and employee performance). According to Snell and Bohlander (2013) organizational performance means "There is a change in input into output to achieve an outcome. In accordance with its contents, performance provides information about the relationship between minimal costs and effectiveness or economy, between effective costs and realized outputs (*efficiency*) and between outputs and achieving results (effectiveness)". According to Bolman & Deal (2003), Clerk (2008) and Davis (2015), there is no general agreement in the literature about standards to be used in measuring organizational performance.

According to Danişman (2015) there are four main approaches that are dominant:

(1) the Target Approach. People create organizations for specific goals determined by stakeholders. (2) Systems Resource Approach. This approach finds relationships between organizations and the environment. As said by Chowdhury (2007) an organization is effective when it takes advantage of its environment in achieving high and scarce resources to approve its operations. (3) Constituency Approach. According to Agle, et al. (2006), an organization is effective when many stakeholders consider the organization to be effective. Organizations with greater control over resources tend to have the most influence on performance (Davis, 2015). (4) Competitive Value Approaches. This was developed by Cameron and Quinn (2014) and states that organizational goals are made in different ways by various district expectations.

Therefore, organizations may have different criteria for measuring performance. Gardner, et al (2004) stakeholders support the adaptability of their organizations,

they want them to be flexible, stable and effective. Cohen & Bradford (2005) believes that organizations that are performing and effectively have a high level of collaboration and commitment among stakeholders through work groups and management. The ability of organizations to achieve goals is an understanding of organizational performance. Performance is the result of work that is obtained by someone as a whole while carrying out tasks that have targets or targets criteria that have been determined and agreed upon together.

**METHODOLOGY**

Descriptive verification method is the method applied, and the main focus of this study is to examine the effect of motivation, culture, and organizational leadership on the performance of the employees of Pt. Bank Central Asia Kcu Bandung. In this study, the analysis is the employees of Pt. Bank BCA by taking one measurement at the same time. In this research, primary data from questionnaires to respondents totaling 70 people will be analyzed. Respondents involved in this study were employees of PT Bank Central Asia (BCA) KCU Bandung. The analytical tool used by researchers is the application of SPSS 23. The variables in this study include two independent variables namely Motivation (X1), Culture (X2), organizational culture (X3) and the dependent variable is performance (Y). The following are the results of filling out the questionnaire with a total of 70 respondents

**ANALYSIS AND DISCUSSION**

Descriptive analysis in this study includes the average symbolized to M, the Median symbolized to Me, the mode symbolized to Mo, the maximum symbolized to Max, the Minimum which symbolized as Min, standard deviation abbreviated as elementary school, the following are descriptive statistics in this study:

<b>Statistics</b>				
	Motivation	Organizational Culture	Leadership	Performance
N Valid	70	70	70	70
Missing	0	0	0	0
Mean	3.4071	3.5286	3.7771	3.7914
Std. Error of Mean	.09212	.09130	.09538	.07708
Median	3.3000	3.6000	3.8000	3.8500
Mode	3.20 <sup>a</sup>	3.50	4.50	4.00
Std. Deviation	.77072	.76388	.79804	.64488
Variance	.594	.584	.637	.416
Range	3.40	3.60	3.30	2.90
Minimum	1.60	1.40	1.70	2.10
Maximum	5.00	5.00	5.00	5.00

Sum	238.50	247.00	264.40	265.40
a. Multiple modes exist. The smallest value is shown				

The output results of table 5.2 show the observations of 70 respondents and produce:

1. Motivation has an average value of 3.40, a mean value of 3.30, a minimum value of 1.60, a maximum value of 5.00, and standard deviation (data distribution value to the average) of 0.77.
2. Organizational culture has an average value or M of 3.52, a mean value of 3.60, a minimum value or Min of 1.40, a maximum value or Max of 5.00, and a standard deviation or SD (value of the data distribution to the average) of 0.76.
3. Leadership has an average value or M of 3.77, a middle value of 3.80, a minimum value or Min of 1.70, a maximum value or Max of 5.00, and a standard deviation (value of the data distribution to the average) of 0.79.
4. Employee performance has an average value or M of 3.79, a mean value of 3.80, a minimum value or Min of 2.10, a maximum value or Max of 5.00, and a standard deviation or SD (the value of data distribution against the average average) of 0.64.

### COEFFICIENT DETERMINATION TEST

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.752 <sup>a</sup>	.565	.545	4,348 The

table above shows the value of *Adjusted R Square* of 0.545. The results above mean that there is an effect of 54.5% leadership, motivation and organizational culture on employee performance. The remaining 45.5% is influenced by other variables outside the research model.

### TEST RESULTS GOODNESS OF FIT TEST

*Test Goodness of fit* using statistical test F on research econometric model  $Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$  with the help of SPSS 21.0 for Windows obtained the results as shown in Table 5.7. From table 5.7 the F test results obtained an  $F_{count}$  of 28.604 with a significance level of 0,000. Because the significance value obtained is  $0,000 < 0.05$ , it can be concluded that the model meets the Goodness of fit requirements. Thus, the model is ready to use.



**Statistical Test Results F**

ANOVA <sup>a</sup>							
Model		Sum of Squares		df	Mean Square	F	Sig.
1	Regression	540,657	28,604	3			1621,972 <sup>b</sup>
		.000					
	Residual	1247.514		66	18.902		
Total		2869.486		69			

a. Dependent Variable: Performance (Y)

b. Predictors: (Constant), Organizational Culture (X3), Leadership (X1), Motivation (X2)

**HYPOTHESIS TEST**

Hypotheses in this study were tested using statistical tests t on the research econometric model  $Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$  by using the help of SPSS 21.0 application for Windows, the results are shown in table 1.1

**Table 1.2**

**RESULTS OF STATISTIC TESTS T**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11,610	3,007		3,861	.000
	Motivation	.335	.099	.401	3,376	.001
	Culture	.217	.082	.257	2,644	.010
	Leadership	.191	.086	.237	2,213	.030
a. Dependent Variable: Performance						

**Table 1.2.** The t statistic test resulted in a formula / multiple regression model as follows:

$$Y = 11.610 + 0.191X_1 + 0.335X_2 + 0.217X_3$$

**Interpretation of the model:**

1) The model is a positive constant memilikinilai at 11.610. This means that employee performance will amount to a constant value of 11,610 whose magnitude is not affected by leadership, motivation and organizational culture

variables. However, this magnitude is influenced by other variables outside the model.

2) Leadership has a positive coefficient of 0.191 at a significance level of 0.000, which means, each percentage increase in employee leadership will lead to increased performance by 19.1% and vice versa every percentage decrease in employee leadership will result in decreased performance by 19.1%.

3) Motivation has a positive coefficient of 0.335 at a significance level of 0.000, which means, each percentage increase in employee motivation will result in increased performance by 33.5% and vice versa every percentage decrease in employee motivation will result in decreased performance by 33.5%.

4) Organizational culture has a positive coefficient of 0.217 at a significance level of 0.000, which means, each percentage increase in employee organizational culture will result in increased performance by 21.7% and vice versa every decrease in percentage of employee organizational culture will result in decreased performance by 21.7%.

### *Effect of Motivation on Employee Performance*

**Table 1.2** t test results obtained t value for the motivation variable of 3.376 is greater than t table of 1.668 ( $3.376 > 1.668$ ), with a significance value of 0.001 smaller than the level of significance that is set ( $0.001 < 0.05$ ) then this shows that  $H_0$  was rejected and  $H_a$  was accepted. Thus, the hypothesis that motivation has a positive effect on employee performance is statistically supported. The necessity of life will motivate an employee to do a job, if it is not achieved then there arises a concern in the employee, the necessity of life will be a major motivation for the employee to work.

According to Robbins (2011) motivation is the desire to do something that aims and the ability to act to meet the needs or desires of individuals. Someone is required to work more actively and actively at work, because with someone having high motivation in doing his job, the performance of someone within the company will increase and the company's targets can be achieved. The results of this study are in line with previous studies conducted by Ida and Agus (2008), Dzulkifli (2013), Maramis (2013), Sari (2013), Wati (2014), Siswanti(2018)that motivation has a positive effect on employee performance.

### *The influence of organizational culture on the performance of*

**Table 1.2** t test results obtained by t value for the motivational variable of 2.644 is greater than t table of 1.668 ( $2.644 > 1.668$ ), with a significance value of 0.001 smaller than the level of significance set ( $0.001 < 0, 05$ ) then this shows that  $H_0$  was rejected and  $H_a$  was accepted. Thus, the hypothesis stating that Organizational Culture has a positive effect on employee performance is statistically supported. Organizational Culture is the rationale and belief that are

believed by members of the organization, then developed and derived to overcome the problems of external adaptation and internal problems.

An increase in performance will create the influence of Organizational Culture because with a good organizational culture and aims to carry out work in a structured and produce maximum results. According to Robbins (2012) employee attitudes will be greatly affected by the existing organizational culture. Often the culture in an organization develops strongly, so that under these conditions, each member knows well the organizational goals to be achieved.

The results of this study are in line with previous studies conducted by Ida and Agus (2008), Dzulkifli (2013), Maramis (2013), Sari (2013), Wati (2014), Siswanti(2018) that organizational culture has a positive effect on employee performance.

### ***Influence of Leadership on performance***

Table 5.8 t test results obtained by tcount for the ability to work variable of 2,213 is greater than t table of 1,668 (3,573) > 1,668, with a significance value of 0.030 smaller than the level of significanceset (0.030 <0.05 ) then this shows that Ho was rejected and Ha was accepted. Thus, the hypothesis which states that a positive effect will appear on the performance of employees who are supported statistically. The process of influencing someone can also be called leadership, besides that leadership means as the ability to influence, move, and direct an action on a person or group of people to carry out certain goals.

In every situation the leader will try to apply different styles to influence his subordinates. In the process leaders will use different styles to influence their employees according to what leaders want or like. Based on the understanding above revealed that what is done by superiors will affect employees, especially can arouse the enthusiasm of work excitement or can make employees the opposite. The results of this study are in line with previous studies conducted by Ida and Agus (2008), Dzulkifli (2013), Maramis (2013), Sari (2013), Wati (2014), Siswanti (2018) that leadership has a positive effect on employee performance.

### **CONCLUSION**

Based on the results of the discussion in the previous sections can be summarized as follows:

The research resulted in multiple regression model  $Y = 11.610 + 0.191X_1 + 0.335X_2 + 0,217X_3$

With the value of *Adjusted R Square* .545 and has met *goodnes of Fit*. This research was statistically successful in proving that Leadership, Motivation, and Organizational Culture partially had a positive and significant effect on performance. Based on the results of respondents on the motivation variable, there is a low value on the indicator of work conditions, therefore the company can

create a better company work environment to support employees to work optimally.

Based on the results of respondents on organizational culture variables, there is a low value on the indicator of human orientation, therefore the company through its leadership can give gifts or awards commensurate to employees who show work performance. Because the contribution of research variables is only 0.545 (not good enough) then for further research it is expected to explore relevant variables to increase research contributions to improving employee performance.

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