
The Influence of Corporate Culture, Leadership And Company Support on Work Satisfaction and Its Impact on Employee Performance of Pt Bank Mandiri (Persero) Tbk at Lhokseumawe Branch Province of Aceh Indonesia

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Abstract

The aim of the research is examining corporate culture, leadership and company support for job satisfaction and its impact on the employee performance of PT. Bank Mandiri (Persero) Tbk at Lhokseumawe Branch. This study is conducted at PT. Bank Mandiri (Persero) Tbk in Lhokseumawe Branch. The object of the research is 87 people of all the employees of PT Bank Mandiri (Persero) Tbk at Lhokseumawe Branch as the total sample, due to the small number of sample, the researchers use Partial Least Square (PLS) that can be used to process the number of samples under one hundred because of soft modeling PLS method. The result shows corporate culture can has a positive influence on employee satisfaction, corporate culture does not have significant influence on employee performance, leadership has positive influence on employee satisfaction, leadership does not have significant influence on employee performance, company support has a positive influence on employee satisfaction, company support has a positive influence on employee performance, employee satisfaction has a positive influence on employee performance, employee satisfaction fully mediates the influence of corporate culture on employee performance, employee satisfaction fully mediates the influence of leadership on employee performance, employee satisfaction partially mediates the influence of company support on employee performance in PT Bank Mandiri (Persero) Tbk at Lhokseumawe Branch. These all results has an implication for the realm of science that can be an upgrade of causality theories from the previous ones. The novelty resides in the combination of the tested models, and the limitation lies in the amount of variables and the object that is only one. The result is also useful for the practical leaders especially in PT Bank Mandiri (Persero) Tbk at Lhokseumawe Branch to develop their policies based on the result.

Keywords: Corporate culture, leadership, support, satisfaction and employee performance

1. Introduction

The establishment of the company has the intent and the purpose that will be achieved in running the company in the interest of the organization management. The positive performance of a company is a reflection from the success of management in the organization for it needs a good management system so that this system can improve company performance through its employees.

A financial institution is a form of company of which its establishment also aims to generate profits that can ultimately prosper its members. Banks which are one of the financial

institutions have long colored economic activities in the country.

Otoritas Jasa Keuangan (Financial Services Authority) in Indonesian Banking Statistics (2016: 119) states that the development of banks in Indonesia increases annually with 1,749 banks including 106 commercial banks, 10 foreign banks and 1,633 BPR banks. There are 32,369 operational offices of commercial banks as, 91 operational offices of foreign banks and 6,075 operational offices of BPR banks that are spread throughout Indonesia. The increase in the number of banks leads to the intense competition among banking companies in achieving the success of the company.

The definition of commercial banks according to *Otoritas Jasa Keuangan* (OJK)/Financial Services Authority is divided into two categories; banks that run company activities in conventional ways and banks that run company activities based on sharia principles (ojk.go.id).

The increasing development of banks in Indonesia has resulted in increasingly intense competition to obtain customers so banks are demanded not only to provide products that can meet the people needs but also to provide comfort and service to the public in conducting banking transactions. The survey which is conducted by Magazine of Infobanks and Marketing Research Indonesia (MRI) on Banking Service Excellence award is given annually to the banks that are considered to have provided the best service to the public. One of the banks that obtained the Best Bank Service Excellence award is Bank Mandiri. Bank Mandiri has received the award of The Best Bank Service Excellence continuously for ten times from 2008 to 2017 (Infobanknews.com).

Established since 1999, PT Bank Mandiri (Persero) Tbk is a banking company in Indonesia. It has 1,390 offices which are located throughout Indonesia. Based on financial statements of Bank Mandiri in 2016, it obtained the profit from 2012 to 2016 that can be seen in table 1.

Table 1. The Net Profit of PT Bank Mandiri (*Persero*) Tbk

In 2016 (IDR Million)	In 2015 (IDR Million)	In 2014 (IDR Million)	In 2013 (IDR Million)	In 2012 (IDR Million)
14,650,163	21,152,398	20,654,783	18,829,934	16,043,618

Source: Annual Report in 2016 of PT Bank Mandiri (Persero) Tbk

The table above shows that the profits of PT. Bank Mandiri from year to year have increased, except in 2016, there is a decline in income compared to 2015. It is seen that PT Bank Mandiri (Persero) Tbk still obtain the award of The Best Bank Service Excellence even though in 2016 there is a decline in profits. The benefits that are obtained by the company are a reflection of the results from employee performance at the company.

Employee performance can be optimized due to the right working conditions so as to encourage employees to apply the right attitude or behavior to their work (Belonio, 2012). In addition, employee performance is also influenced by job satisfaction. As it is defined by (Hughes *et al.*, 2012) who states that job satisfaction can be related to a person attitude regarding the undertaken work, salary acquisition, opportunities in promotion, supervision, work colleagues and workload. So that employee satisfaction in work is very influential on the results of employee performance to improve company performance (Dolphina, 2012).

As employee satisfaction is important in supporting the success of the company, it is

very important to be considered by the leaders of the company and also must be supported by the company itself. The leaders are the key to determining the outcome of company objectives and for setting conditions of employee behavior that cover promotion, valuation and corporate strategy (Bello, 2012).

In a banking service company, the efforts to improve employee performance can also be done through company support for its employees. Company support is how far the employees assess their organizations to provide support and care for the welfare of their employees. When employees feel the company is fair, the support of superiors exists, and the appreciation of employees exists, it will encourage them to improve employee performance (Pawestri and Pradhanawati, 2017). In addition, the culture or habits of a company also influences the employee performance, this is because the corporate culture refers to the beliefs or habits of the company, so that employee trust and expectations of employee performance that influence their behavior and habits also affect the company objective (Tsai, 2011).

Furthermore, the things that influence the performance of an employee must be analyzed more specifically which can affect and impact on the success of the company performance. Like at PT. Bank Mandiri (Persero) Tbk at Lhokseumawe Branch, in improving company performance, it may be influenced by corporate culture, leadership and support from the company itself.

The phenomenon that has occurred in PT. Bank Mandiri (Persero) Tbk at Lhokseumawe Branch at this time is a decrease in employee performance in achieving the targets that are given by the company whether in terms of financing distribution, third party funds collection or employee performance in the form of attendance. It decreases from month to month in 2016 with an average of the employees who are presence are 7 people out of 87 employees. This could have been the un-seriousness of the employee work which resulted in the company loss. Another phenomenon is the low achievement of the company targets including the aspects of credit, savings and current accounts with the average credit achievement in 2016 of 95.75%, savings achievement of 92.92% and checking achievement of 96.75%. Such situation will have an impact on the performance of Bank Mandiri.

The thing that can be done by the company in improving the performance of its employees is to realize job satisfaction for employees through corporate culture, support from the company and wise leadership. From the explanations and phenomena that occur at Bank Mandiri, the researchers are interested in examining whether "The Influence of Corporate Culture, Leadership and Company Support on Job Satisfaction and Its Impact on the Employee Performance of PT Bank Mandiri (Persero) Tbk at Lhokseumawe Branch".

2. Literature

Employee Performance

Employee performance is the ability of employees to achieve the goals that are set in the specified time and parameters (Yusuf, Muhammed and Kazeem, 2014) whereas according to (Sultana *et al.*, 2012) performance is an achievement of certain tasks that are measured by standard accuracy, completeness, predetermined or identified costs and speeds.

(Sudarmanto, 2014) mentions six indicators in measuring performance, including cost effectiveness, quality of work, quantity of work, self-ability, timeliness, and needs for supervision.

Job Satisfaction

Job satisfaction can be felt by an employee from happy or unhappy feeling in carrying out their work (Soetrisno, 2016). This is reflected in the attitude of an employee in facing work and work challenges in his environment. Job satisfaction can be defined as the level of employee satisfaction in which someone feels happy or satisfied if the work that is done is fulfilled or completed (Griffin and Moorhead, 2013).

Job satisfaction is very important for an employee, this is because employee satisfaction in work is a factor that can influence the performance of an employee. The research which is conducted by (Rafiie, Azis and Idris, 2018) showed that there is positive influence when an employee feels satisfied in the work so that it will have an impact on the employee performance.

According to (Robbins and Judge, 2012), there are five indicators that support an employee satisfaction, namely the opportunity for promotion, income, work colleagues, leaders / supervisors and their own work.

Corporate Culture

(Robbins and Coulter, 2012) stated that corporate culture is something that has become a habit and becomes a truth in an organization. Corporate culture itself can provide guidance or direction together in conducting interaction among employees in the company.

Regarding organizational culture, PT. Bank Mandiri (*Persero*) Tbk as a financial services company has an organizational culture which is then used as a work culture which is called TIPCE (Trust, Integrity, Professionalism, Customer Focus, and Excellence). TIPCE is the basis or reference for employees to interact with customers and work colleagues at Bank Mandiri.

Corporate culture is important to run the company and to determine the success of the company. It is because the corporate culture is related to the shared rules that are believed and to be the basic reference for employees to behave in running the company so that later the corporate culture has an influence in improving employee performance. The research which is conducted by (Kurniawan, Lubis and Adam, 2012), corporate culture can provide positive influence and contribution to the achievement of employee performance.

Leadership

Leadership is the most important factor in a company. Leadership is the key to determine the results of company objectives and to set the conditions of employee behavior that include promotion, valuation and corporate strategy (Bello, 2012). While (Yukl, 2010) argues that leadership is an influence process that occurs naturally in the organization system and is distributed to members to achieve goals. (Yukl, 2010) explains that there are five indicators of leadership, namely good communication patterns, interpersonal skills, informational abilities, decision-making abilities and motivating abilities of subordinates.

Company Support

Company support or organizational support is how far the employees believe that the company respects the contributions that are given and is responsible for the welfare of its employees (Kaswan, 2012). While according to (Kambu, 2012) finds that the perceptions of

company support are positively related to performance.

The results of company support according to (Kaswan, 2012) are one of them is improving employee performance. Improving employee performance will occur if the company supports all aspects which are needed by employees at work. The better the company support, the employee performance will be more improved.

The indicators of organizational support according to (Eisenberger *et al.*, 1986) in (Kurnianingrum, 2015) are corporate awards to employees, development for employees, working conditions and employee welfare. Improving employee performance also has an impact on satisfaction to employees. This will happen if the company supports all aspects that are needed by employees. As it is stated in the study of (Fahmi, Amri and Sulaiman, 2014), they explain that the support of companies or organizations has positive influence on employee satisfaction and performance. If the support which is given to employees is more maximal, it will provide employee satisfaction in the work so that it further improves employee performance.

Research Framework and Hypothesis

From the discussion in the literatures above, it builds the research framework and hypothesis as follow

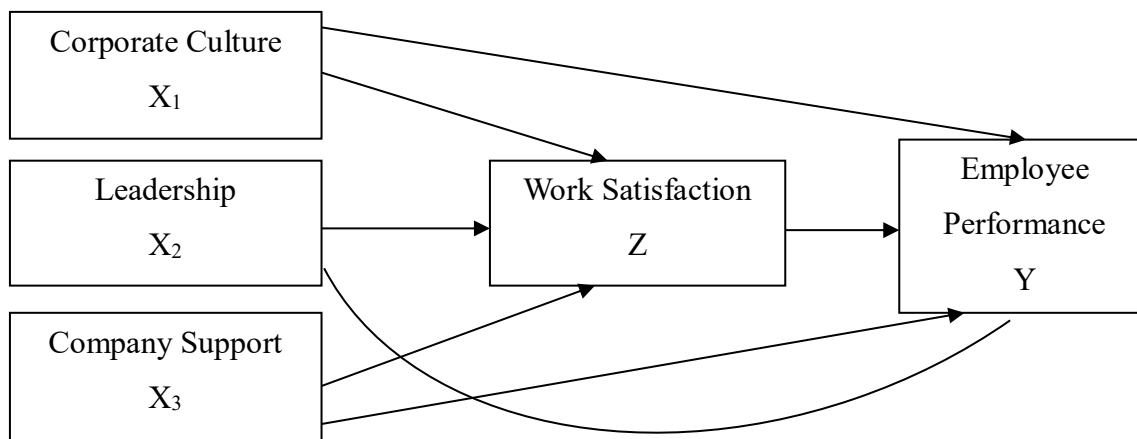


Figure 1. Research Framework

- H1:** corporate culture can has a positive influence on employee satisfaction
- H2:** corporate culture does not have significant influence on employee performance
- H3:** leadership has positive influence on employee satisfaction
- H4:** leadership does not have significant influence on employee performance
- H5:** company support has a positive influence on employee satisfaction
- H6:** company support has a positive influence on employee performance
- H7:** employee satisfaction has a positive influence on employee performance
- H8:** employee satisfaction fully mediates the influence of corporate culture on employee performance
- H9:** employee satisfaction fully mediates the influence of leadership on employee performance
- H10:** employee satisfaction partially mediates the influence of company support on employee performance

3. Research Method

Location & Object of Research

The study is conducted in Bank Mandiri at Lhokseumawe branch, with 87 employees, while the object of this study is related to corporate culture, leadership, company support, employee satisfaction and work performance.

Population and Samples

The research population is 87 people of all employees in Bank Mandiri office at Lhokseumawe Branch which are from various fields of operational work, marketing, credit, supervision and supporting.

The population is relatively small which allow the researchers to examine all members of the population. Therefore, the samples in the research are all employees of PT. Bank Mandiri at Lhokseumawe Branch so that the sampling with Saturated Sampling method with the entire population is used as a sample.

Data Collection

Data collection techniques in the study are carried out by distributing questionnaires that has been specifically developed for research respondents.

PLS Analysis Equipment

Analysis of this study uses Partial Least Square (PLS) method. PLS is a tool that can be used for many independent variables, even though multi-co-linearity occurs between variables (Ramzan and Khan, 2010). PLS method can process a small number of samples under a hundred samples because its analysis method is soft modeling. As it is not based on the assumption, the data must be with a measurement scale, distribution of data and a certain number of samples.

4. Research Results and Discussion

Profile of Respondents

The number of respondents is 87 people. They are 39 male employees (44.8%) and 48 female employees (55.2%). They are 64 people with marital status and 23 people with single status. The age characteristics are averagely between 30-34 years old. The respondent education characteristics are averagely with bachelor degrees. And for the working period characteristics, the respondents averagely have been working for 3 to 5 years.

Validity and Reliability Test Results**Table 2.** Validity and Reliability Test Results

Question Items	r-value	P-value	Validity	Reliability
Z1	0.894	0.000	Valid	0.921
Z2	0.907	0.000	Valid	
Z3	0.922	0.000	Valid	
Z4	0.788	0.000	Valid	
Z5	0.907	0.000	Valid	
Z6	0.792	0.000	Valid	
Y1	0.809	0.000	Valid	0.915
Y2	0.831	0.000	Valid	
Y3	0.807	0.000	Valid	
Y4	0.799	0.000	Valid	
Y5	0.800	0.000	Valid	
Y6	0.704	0.000	Valid	
Y7	0.751	0.000	Valid	
Y8	0.878	0.000	Valid	
X11	0.864	0.000	Valid	0.900
X12	0.865	0.000	Valid	
X13	0.816	0.000	Valid	
X14	0.760	0.000	Valid	
X15	0.720	0.000	Valid	
X16	0.663	0.000	Valid	
X17	0.659	0.000	Valid	
X18	0.675	0.000	Valid	
X21	0.892	0.000	Valid	0.920
X22	0.914	0.000	Valid	
X23	0.897	0.000	Valid	
X24	0.871	0.000	Valid	
X25	0.823	0.000	Valid	
X31	0.930	0.000	Valid	0.909
X32	0.910	0.000	Valid	
X33	0.922	0.000	Valid	
X34	0.814	0.000	Valid	

The value of reliability test in table 2 obtains the cronbach's alpha value of each variable which are greater than 0.60, so that all variables are declared reliable.

Data Analysis

The results of the data processing path diagram with Smart PLS software can be seen below.

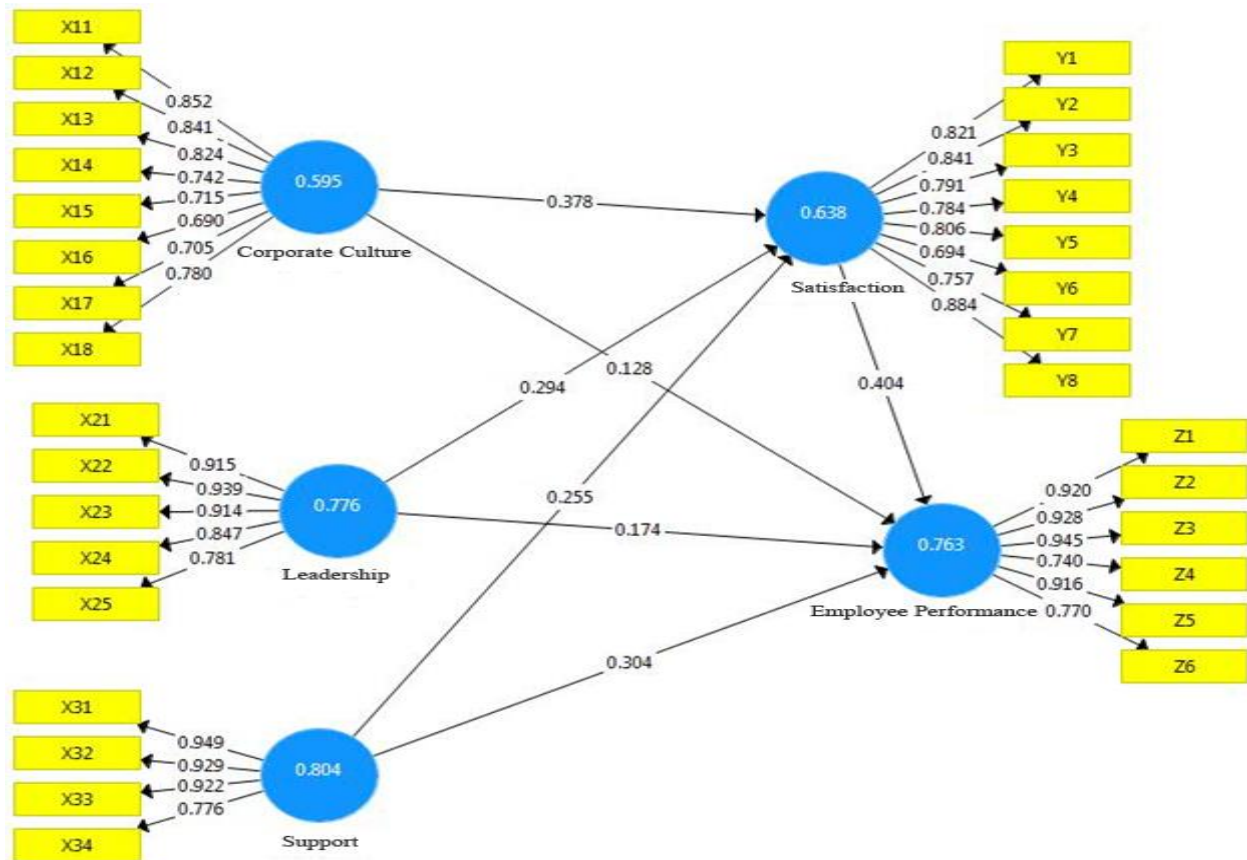


Figure 2. PLS Algorithm

Evaluation of Measurement (Outer) Model

Evaluation of outer measurement uses convergent validity, discriminant validity and composite reliability with the following results:

1. Convergent Validity

Table 3. Average Variance Extracted (AVE)

Variables	AVE
Organizational Culture	0.595
Leadership	0.776
Organizational Support	0.804
Job Satisfaction	0.638
Employee Performance	0.763

In figure 2 and table 3, it can be explained that the measurement model from the constructs of corporate culture, leadership, support, job satisfaction and employee performance shows all indicators have the loading factors above 0.6 and AVE are greater than 0.5. Then it is concluded that the constructs have good convergent validity.

2. Discriminate Validity

Table 4. Cross Loading

	Culture	Leadership	Support	Satisfaction	Performance
X11	0.852	0.520	0.326	0.600	0.487
X12	0.841	0.468	0.256	0.550	0.442
X13	0.824	0.594	0.278	0.523	0.440
X14	0.742	0.385	0.192	0.395	0.329
X15	0.715	0.314	0.275	0.459	0.369
X16	0.690	0.285	0.240	0.402	0.412
X17	0.705	0.360	0.293	0.483	0.557
X18	0.780	0.564	0.322	0.483	0.571
X21	0.478	0.915	0.280	0.523	0.527
X22	0.522	0.939	0.315	0.556	0.572
X23	0.539	0.914	0.270	0.556	0.571
X24	0.569	0.847	0.265	0.525	0.505
X25	0.415	0.781	0.226	0.412	0.335
X31	0.379	0.358	0.949	0.518	0.661
X32	0.311	0.281	0.929	0.412	0.533
X33	0.311	0.265	0.922	0.418	0.502
X34	0.274	0.185	0.776	0.360	0.487
Y1	0.638	0.614	0.320	0.821	0.620
Y2	0.628	0.678	0.313	0.841	0.565
Y3	0.443	0.447	0.297	0.791	0.503
Y4	0.406	0.410	0.267	0.784	0.499
Y5	0.452	0.279	0.472	0.806	0.649
Y6	0.466	0.388	0.580	0.694	0.622
Y7	0.417	0.272	0.477	0.757	0.669
Y8	0.576	0.632	0.323	0.884	0.534
Z1	0.578	0.571	0.524	0.698	0.920
Z2	0.564	0.519	0.558	0.664	0.928
Z3	0.549	0.532	0.583	0.664	0.945
Z4	0.535	0.465	0.362	0.558	0.740
Z5	0.473	0.487	0.577	0.650	0.916
Z6	0.415	0.457	0.509	0.604	0.770

Table 4 of cross loading values displays good discriminate validity because the indicator correlation results are greater than the indicator correlation results to other constructs.

3. Composite Reliability and Cronbach's Alpha

Besides the construct validity test, the construct reliability test is also carried out by looking at the values of composite reliability and cronbach's alpha.

Table 5. Composite Reliability and Cronbach's Alpha

Variable	Cronbach's Alpha	Composite Reability
Corporate Culture	0.902	0.921
Leadership	0.927	0.945
Company Support	0.917	0.942
Work Satisfaction	0.918	0.934
Employee Performance	0.936	0.950

Table 5 shows the composite reliability value above 0.70 and the cronbach's alpha value above 0.60 so it can be concluded that the constructs have good reliability.

Structural Model Test (Inner Model)

Table 6. Path Coefficient

Variable	Original Sample	Sample Mean	Standard Deviation	T-statistics	P-values
Culture→Satisfaction	0.378	0.389	0.120	3.147	0.002
Culture→Performance	0.128	0.144	0.096	1.325	0.186
Leadership→ Satisfaction	0.294	0.289	0.108	2.274	0.007
Leadership→ Performance	0.174	0.170	0.089	1.949	0.052
Support→Satisfaction	0.255	0.247	0.097	2.623	0.009
Support→ Performance	0.304	0.302	0.087	3.498	0.001
Satisfaction→Performance	0.404	0.390	0.121	3.339	0.001

Based on the results in table 6, the original sample (OS) value of culture on satisfaction is 0.378 with a condition significantly below 0.05. This indicates the organizational culture that applies in PT. Bank Mandiri at Lhokseumawe Branch has positive influence on employee job satisfaction. While the culture of the employee performance of PT Bank Mandiri at Lhokseumawe Branch does not have significant influence because the OS value is 0.128 and it is not significant due to above 0.05.

Based on the results in table 6, the OS value of leadership on satisfaction is 0.294 with significance below 0.05. This indicates that the implementation of leadership by the leaders is getting better and the employee satisfaction will also improve. While the leadership on employee performance does not have significant influence due to the OS values of 0.174 and it is not significant due to above 0.05.

Based on the results in table 6, the OS value of organizational support on satisfaction is 0.255 with significance under 0.05 while the OS value of organizational support is 0.304 with significance under 0.05. This shows that the implementation of company support which is given by Bank Mandiri at Lhokseumawe Branch to its employees is getting better, the satisfaction and performance of employees will also be better.

Based on the results in table 6, the OS value of satisfaction on performance is 0.404 with significance under 0.05 which shows satisfaction of an employee can make a positive contribution to the performance of employees in Bank Mandiri at Lhokseumawe branch.

Testing of Variable Mediation Effects

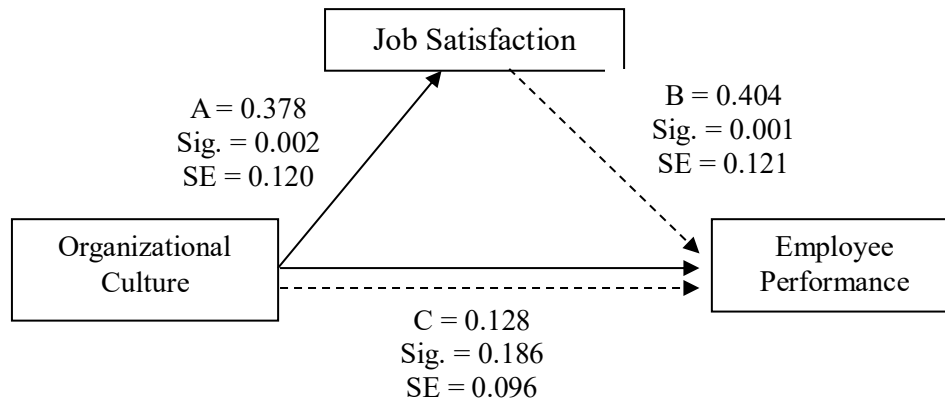


Figure 3. The Testing of Mediating Effects at Organizational Culture on Employee Performance through Job Satisfaction

Based on Figure 3, it can be seen that the results of the sobel value are as follows:

$$Z = \frac{ab}{\sqrt{(b^2 SE_a^2) + (a^2 SE_b^2)}}$$

Z = 2.29

Based on the sobel test calculation, the Z value of 2.29 is greater than 1.98 with significance level of 0.05, thus it proves that job satisfaction mediates the influence of organizational culture on employee performance. The mediation results indicate full mediation (fully mediated).

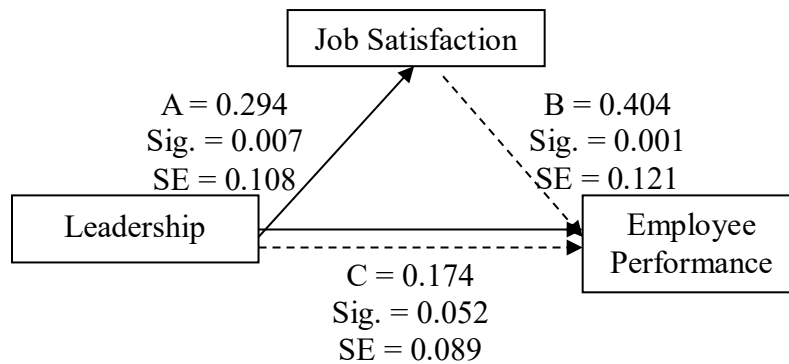


Figure 4. The Testing of Mediating Effects at Leadership on Employee Performance through Job Satisfaction

Based on Figure 4, it can be seen that the results of the sobel value are as follows:

$$Z = \frac{ab}{\sqrt{(b^2 SE_a^2) + (a^2 SE_b^2)}}$$

Z = 2.10

Based on the sobel test calculation, the Z value of 2.10 is greater than 1.98 with significance level of 0.05, thus it proves that job satisfaction mediates the influence of leadership

on employee performance. The mediation results indicate full mediation (fully mediated).

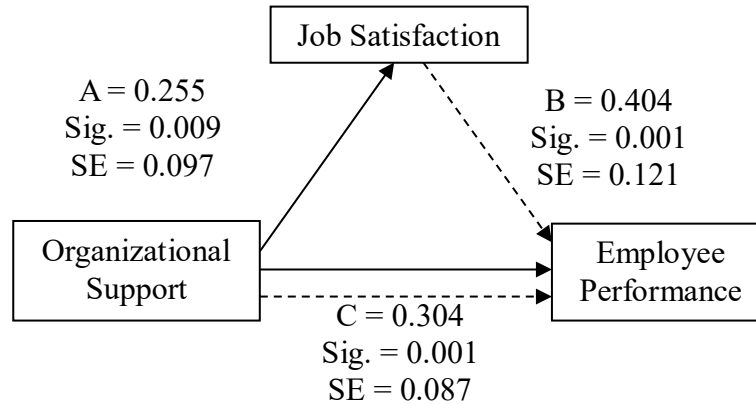


Figure 5. The Testing of Mediating Effects at Support on Employee Performance through Job Satisfaction

Based on Figure 5, it can be seen that the results of the sobel value are as follows:

$$Z = \frac{ab}{\sqrt{(b^2 SE_a^2) + (a^2 SE_b^2)}}$$

$$Z = 2.06$$

Based on the sobel test calculation, the Z value of 2.06 is greater than 1.98 with significance level of 0.05, thus it proves that job satisfaction mediates the influence of organizational support on employee performance. The mediation results indicate partial mediation (partially mediated).

5. Conclusion

The result shows corporate culture can has a positive influence on employee satisfaction, corporate culture does not have significant influence on employee performance, leadership has positive influence on employee satisfaction, leadership does not have significant influence on employee performance, company support has a positive influence on employee satisfaction, company support has a positive influence on employee performance, employee satisfaction has a positive influence on employee performance, employee satisfaction fully mediates the influence of corporate culture on employee performance, employee satisfaction fully mediates the influence of leadership on employee performance, employee satisfaction partially mediates the influence of company support on employee performance in PT Bank Mandiri (Persero) Tbk at Lhokseumawe Branch. These all results has an implication for the realm of science that can be an upgrade of causality theories from the previous ones. The novelty resides in the combination of the tested models, and the limitation lies in the amount of variables and the object that is only one. The result is also useful for the practical leaders especially in PT Bank Mandiri (Persero) Tbk at Lhokseumawe Branch to develop their policies based on the result. It needs an attention leaders to employees to apply organizational cultural values, especially in terms of serving customers, they can provide the best, fast, right, easy, accurate impact on customer satisfaction, and it will improve the performance of these employees. It also needs more attention about the implementation of consistent rules for employees which will have an impact on increasing job

satisfaction for employees so that employee performance increases.

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