

The Influence of Leadership Style and Organizational Culture on Performance (Study on 'Indonesia Eximbank' Makassar Regional Office)

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(Received: 19 May 2023; Revised: 25 July 2023; Published: 28 September 2023)

ABSTRACT

This study aims to analyze the influence of leadership style on employee performance and analyze the influence of organizational culture on employee performance at the Indonesian Export Financing Agency (Indonesia Eximbank) Makassar Regional Office. The analytical method used is descriptive analysis method and multiple regression analysis. The results showed that, 1) Leadership style has a positive and significant influence on employee performance at the Indonesia Eximbank Makassar Regional Office. This finding indicates that a leader's leadership style greatly influences the performance of his subordinates, in addition to getting good performance it is also necessary to provide learning to his subordinates, 2) organizational culture has a positive and significant effect on employee performance at the Indonesia Eximbank Makassar Regional Office. This finding indicates that cultural values have become guidelines in making organizational rules, so corporate culture will be able to contribute to organizational performance. This means that if the organizational culture is good, the organizational performance will also be good. Regression model results are best used to predict an increase in the performance of employees is based on secondary data is a model equation (17) for this model produces the coefficient of determination (R) 62% as well as has the ability to explain variations in the rise and fall of dependent variables more than the other models so corporate culture will be able to contribute to organizational performance. This means that if the organizational culture is good, the organizational performance will also be good. Regression model results are best used to predict an increase in the performance of employees is based on secondary data is a model equation (17) for this model produces the coefficient of determination (R) 62% as well as has the ability to explain variations in the rise and fall of dependent variables more than the other models so corporate culture will be able to contribute to organizational performance. This means that if the organizational culture is good, the organizational performance will also be good. Regression model results are best used to predict an increase in the performance of employees is based on secondary data is a model equation (17) for this model produces the coefficient of determination (R) 62% as well as has the ability to explain variations in the rise and fall of dependent variables more than the other models.

Keywords: Leadership style, Organizational Culture, Performance, and Exports

INTRODUCTION

Introduction Indonesia Eximbank is a special financial institution established based on Law of the Republic of Indonesia number 2 of 2009 concerning Indonesian Export Financing Institutions - Indonesia Eximbank which began operating on 1 September 2009 based on Decree of the Minister of Finance number 336/KMK.06/2009 dated 24 August 2009 concerning Determination of Operational Dates for Indonesian Export Financing Institutions.

In order to play an effective role and function, Indonesia Eximbank operates independently based on its own law (*lex specialis*) and has sovereign status. Indonesia Eximbank, an arm of the Government, is expected to help provide financing to areas that are not included (fill the market gap).) by banks or financial institutions or do not have the capability in terms of competitive financing and the ability to absorb risk, in order to support the national export program through National Export Financing (PEN). In line with the Government program in national economic development, Indonesia Eximbank consistently carries out business strategies designed to support national export growth. In particular, Indonesia Eximbank prioritizes support for export activities in a number of leading industrial sectors and commodities, based on the performance of each sector or commodity. The organizational structure of Indonesia Eximbank is adjusted to support its function as an institution that focuses on providing financing, guarantees and insurance as well as consulting services in accordance with the mandate of Law number 2 of 2009 concerning Indonesian Export Financing Institutions (UU LPEI). In carrying out the tasks given, Indonesia Eximbank needs to be supported by a flexible and fast-moving organization for managing the institution. Therefore, the composition of a one-level board (one board system) is considered to be in accordance with Indonesia Eximbank's needs.

Improving business processes at Indonesia Eximbank is aimed at producing business processes that are accountable, effective, efficient and have fast and concise performance. Efforts made by Indonesia Eximbank to implement performance improvements quickly and concisely. Efforts made by Indonesia Eximbank in implementing business process improvements include:

1. Simplification and integration of Standard Operating Procedures (SOP);
2. System development;
3. Performance measurement. The purpose of writing the article must be stated.

The vision is to become a trusted Eximbank and be able to encourage increased national exports through the provision of planned and sustainable financing, guarantees, insurance and consulting services. While Mission:

Helping improve and develop national export products that are superior and highly competitive through providing financing and guarantees at home and abroad as well as providing export insurance and consulting services for exporters. Also encourage the development of small and medium enterprises to develop export-oriented products.

To support the vision and mission of the institution in accordance with the corporate plan, a professional human resource qualification development program has been implemented consistently with Management Transformation.

Transformation Conceptmanagement in the field of HR, is designed starting from the determination or standardization of the competencies needed to be able to do the job (job requirements) according to the position they hold. Every employee environment Indonesia Eximbank must fulfill the technical competencies required to occupy this position. The core competencies relate to the value elements contained in the institutional culture and must be possessed by all employees. Meanwhile, work unit competency is related to the characteristics, type of work and skills required for each technical aspect and between work units which are different from the job description and nature of the work. The ability for each competency between employees will be differentiated based on the position/position of an employee in the organizational structure.

To support the implementation of the institution's business activities and as one of the efforts to improve Indonesia Eximbank's performance, transformation has been carried out in the HR sector in the form of improvements made in a comprehensive, systematic and measurable manner, namely the implementation of a Competency Based Human Resource Management Strategy (SMSDM). Resources Management (CBHRM). The leadership model applied to Indonesia Eximbank Makassar is transformational leadership. Transformational leadership is predicted to be able to encourage the creation of educational institution effectiveness. This type of leadership illustrates the level of a leader's ability to change the mentality and behavior of followers for the better. Transformational leadership has meaning and future orientation (future oriented)institutions/organizations including the need to instill a culture of innovation and creativity.

Along with business development, Indonesia Eximbank continues to realize the commitments made specifically to improve the quality of internal processes. A number of developments were carried out to improve efficient management processes, among others by improving and developing products, improving systems and procedures, increasing individual capacity and developing information technology systems that are in

line with strengthening the culture of the 'TRUST' institution which continues to be carried out for every Indonesia Eximbank employee so that it is expected to be able to increase individual contribution.

Commitment to the organization means more than just formal membership, because it includes an attitude of liking the organization and a willingness to exert a high level of effort for the benefit of the organization in order to achieve its goals. Based on this definition, organizational commitment is included elements of loyalty to the organization, involvement in work and identification with the values and goals of the organization.

Low commitment reflects a person's lack of responsibility in carrying out their duties. Questioning commitment is the same as questioning responsibility, thus, the measure of a leader's commitment is associated with delegation of authority (empowerment). Leaders are faced with a commitment to entrust tasks and responsibilities to subordinates. On the other hand, subordinates need to have a commitment to improving their own competence.

Indonesia Eximbank, especially the Makassar Regional Office, has implemented the CBHRM as a guideline for assessing the performance of each employee. The performance of Indonesia Eximbank Makassar Regional Office in the last three years can be seen in the table below:

Tabel 1. Realisasi dan Target

Indikator	2012			2013			Nov-14		
	Realisasi	Target	%	Realisasi	Target	%	Realisasi	Target	%
Pembiayaan	65,413	100,000	65.41%	277,031	350,000	79.15%	308,754	410,289	75.25%
Penjaminan	-	-	0.00%	-	20,000	0.00%	-	75,000	0.00%
Asuransi	-	-	0.00%	-	10,000	0.00%	-	2,000	0.00%
Pendapatan Bunga & Fee	3,479	8,490	40.98%	12,038	16,687	72.14%	25,787	34,481	74.79%
Ratio NPL	-	3,15%	0.00%	-	3,15%	0.00%	-	-	0.00%

Sumber : Data IEB Kantor Wilayah Makassar

Based on table 1 above, it can be seen that the realization of financing in 2012 was only realized in the amount of Rp.65.41 billion from the target of Rp.100 billion (65.41%) as well as in 2013 the realization of financing was only Rp.277.03 billion from the target of IDR 350 billion. Realization of financing up to November 2014 only reached IDR 308.75 billion from the target set by management of IDR 410.29 billion (only reached 75.25%). Not achieving the financing realization target over the last three years also has implications for achieving interest and fee income. It can be seen that in 2012 the

realization of interest and fee income only amounted to Rp.3.48 billion compared to the target of Rp.8.49 billion or only reached 40.98%. As well as year In 2013, the interest and fee income target was set at IDR 16.87 billion but in reality only IDR 12.03 billion was realized or only reached 72.14%. Realization of interest income and fees During January to November 2014 it has reached IDR 25.79 billion but it is still below the target set at IDR 34.48 billion (only achieved 74.79%).

The success of an organization is influenced by the performance (job performance) of employees, for this reason every company will try to improve the performance of its employees in achieving the organizational goals that have been set. An organizational culture that grows and is well maintained will be able to spur the organization towards better development. On the other hand, the leader's ability to mobilize and empower employees will influence performance. An organization that is successful in achieving its goals and is able to fulfill its social responsibilities will be very dependent on its managers (leaders).

If managers are able to carry out their functions well, it is very likely that the organization will be able to achieve its targets. Therefore, organizations need effective leaders, who have the ability to influence the behavior of their members or subordinates. So, a leader or head of an organization will be recognized as a leader if he can have influence and is able to direct his subordinates towards achieving organizational goals. Employee performance refers to a person's achievements as measured by the standards and criteria set by the company. Management to achieve high human resource performance is intended to improve the company as a whole (Fuad Mas'ud, 2004). This research aims to prove the analysis and influence of:

1. The Influence of Leadership Style on Employee Performance
2. The Effect of Organizational Culture on Employee Performance

Leadership

"A leader is essentially someone who has the ability to influence the behavior of other people in their work by using power." In his activities, the leader has the power to mobilize and influence his subordinates regarding the tasks that must be carried out. At the task assignment stage, the leader must provide clear direction and guidance, so that subordinates can carry out their duties easily and the results achieved are in accordance with the stated objectives. has been established. Thus leadership includes an unequal distribution of power between leaders and members. Leaders have the authority to direct members and can also exert influence, in other words leaders can not only order subordinates what to do, but can also influence how subordinates carry out their orders.

Leadership according to Siagian (2002) is a person's ability to influence other people, in this case his subordinates in such a way so others That willing to do the leader's will even though personally it might not be liked, Meanwhile Yukl (1998) says leadership is the process of influencing others to understand and agree with what needs to be done and how the task is to be carried out effectively, as well as the process for facilitating individual and group efforts to achieve common goals.

According to Veithzal Rivai (2004) leadership style is the overall pattern of a leader's actions, both visible and invisible to his subordinates. Leadership style describes a consistent combination of underlying philosophies, skills, traits, and attitudes one's behavior. Leadership style shows directly or indirectly a leader's confidence in the abilities of his subordinates. That is, leadership style is behavior and strategy, as a result of a combination of philosophies, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates.

Organizational culture

Culture is also not a philosophy or value system spoken or written in the statutes of the organization but culture is the assumption that lies behind the values and determines the pattern of individual behavior towards organizational values, organizational atmosphere and leadership. Organizations with certain cultures provide an attraction for individuals with certain characteristics to join. Organizational culture is non-formal or unwritten but has an important role as a way of thinking, accepting situations and feeling something in the company. Organizational culture is a system of meanings, values and beliefs held together in an organization which is a reference for action and distinguishes one organization from another (Mas'ud, 2004).

Performance

Every human being has the potential to act in various forms of activity. The ability to act can be acquired by humans either naturally (present from birth) or learned. Even though humans have the potential to behave in certain ways, that behavior is only actualized at certain times. The potential to behave in a certain way is called ability, while the expression of this potential is known as performance.

Hasibuan in Sujak (1990) and Sutiadi (2003:6) argues that performance is a result of work achieved by a person in carrying out the tasks assigned to him which are based on skills, experience and sincerity as well as time. In other words, performance is the result of work achieved by a person in carrying out the tasks assigned to him in accordance with

established criteria. Suggests that a person's performance is a measure of the extent of a person's success in carrying out their work duties. There are 3 (three) main factors that influence performance, namely individual (ability to work), work effort (desire to work), and organizational support (opportunity to work).

Brahmasari argued that performance is the attainment of organizational goals which can be in the form of quantitative or qualitative output, creativity, flexibility, reliability, or other things desired by the organization. Performance emphasis can be short term or long term, and can also be at the individual, group or organizational level. Performance management is a process designed to link organizational goals with individual goals, so that these two goals meet. Performance can also be an action or implementation of tasks that have been completed by someone within a certain time and can be measured by Brahmasari (2004:64).

METHOD

The research will be carried out at the Indonesian Export Financing Agency (Indonesia Eximbank) Makassar Regional Office located at Wisma Kalla Building, 6th floor suite 604, Jl. Dr. Ratulangi No. 8-10 Makassar. Population is a group or collection of individuals or research objects that have certain standards of predetermined characteristics. In this study the population used was all employees of the Indonesian Export Financing Agency (Indonesia Eximbank) Makassar Regional Office consisting of 2 (two), namely the Business Unit and the Operational Unit with a total of 40 employees. The employee performance questionnaire is filled out by the head of each unit. The sampling technique in this research used proportional random sampling.

The proportional random sampling method provides unlimited equal opportunities for each element of the population to be selected as a sample taken based on strata (classes) in proportional numbers. You do this by dividing strata by unit. This method is relatively simple because it only requires one stage of the sample selection procedure. Each population element independently has the probability of being selected once. (without replacement) Therefore, to be able to use this method a clear sample frame is needed that contains all elements of the population (Mas'ud, 2004). The proportional random sampling method with the sample proportions in this study can be seen in the table below: The way to do this is by dividing strata based on units. This method is relatively simple because it only requires one stage of the sample selection procedure. Each population element independently has the probability of being selected once. (without replacement) Therefore, to be able to use this method, a clear sample frame is needed that contains all elements of the population (Mas'ud, 2004). The proportional

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Data collection uses a survey method by distributing questionnaires to respondents. Syamsul Hadi (2006) states that a questionnaire is a set of questions that have been prepared and previously written by the researcher, to ask for answers to respondents, questionnaires are not always in the form of questions, but can also be in the form of statements. The process of distributing and collecting questionnaires is carried out directly at the place that is the object of research. The reason for using the survey method by distributing questionnaires directly to respondents is so that researchers can save time, effort, and costs. The use of this method is also expected to reveal the true perceptions of respondents. In this research, data was obtained using a questionnaire.

Questionnaires are a number of written questions that are used to obtain information from respondents in the sense of personal reports or things that they know (Arikunto, 1998:139). The questionnaire is designed in such a way that it is hoped that all respondents can answer all questions. The questionnaires distributed are accompanied by a letter requesting to complete the questionnaire and an explanation of matters related to the research. The scale used in the questionnaire is a Likert scale with graded answers in five categories ranging from strongly agreeing to strongly disagreeing. Apart from that, this research questionnaire also contains questions related to personal data and demographic data of respondents. Data quality testing was carried out using a validity test with Pearson correlation and a reliability test using Cronbach Alpha. To test the hypotheses that have been proposed and to test the effect of the independent variables on the dependent variable, the methods of linear regression analysis, path analysis and Sobel

Test are used. Path analysis is an extension of multiple regression analysis, or in other words, path analysis is the use of regression analysis to estimate the causal relationship between variables that has been determined previously based on the theory. Multiple regression analysis was used to determine the influence of the independent variables (leadership style and organizational culture) on the dependent variable (employee performance) Riza Rahman (2008). So the researcher can find out how far the respondent answered according to what the researcher wanted. Research data will not be useful if the instrument used to collect research data does not have high validity. The analytical tool used to measure the level of data validity is the correlation coefficient using SPSS 20 software. The correlation of each question item with the total value of each variable is carried out using the Pearson correlation test.

RESEARCH RESULTS AND DISCUSSION

a. Description of Respondents

Respondents were all employees at the Indonesia Eximbank Makassar regional office with the following composition:

NO.	UNIT KERJA/BAGIAN	PENDIDIKAN				JUMLAH
		SMA	D3	S1	S2	
1	Kepala Kantor	-	-	-	1	1
2	Bagian Bisnis	-	-	-	-	-
	a. Deputy Bisnis	-	-	1	-	1
	b. Relationship Manager	-	-	5	-	5
	c. Asisten Relationship Manager	-	-	20	-	20
3	Bagian Operasional	-	-	-	-	-
	a. Deputy Operasional	-	-	-	1	1
	b. Kepala Seksi Operasional & Umum	-	-	1	-	1
	c. Officer Operasional & Umum	-	-	4	-	4
	d. Officer Kepatuhan	-	-	4	-	4
	e. Driver	2	-	-	-	2
	f. Office Boy	1	-	-	-	1
	Jumlah	3	-	35	2	40

Item Pquestion	Item Total Correlation	Kexplanation
X1_1	.840	Valid
X1_2	.806	Valid
X1_3	.876	Valid
X1_4	.702	Valid
X1_5	.765	Valid
X1_6	.793	Valid
X1_7	.817	Valid
X1_8	.715	Valid

X1_9	.872	Valid
X1_10	.785	Valid
X1_11	.609	Valid
X1_12	.544	Valid
X1_13	.578	Valid
X1_14	.655	Valid
X1_15	.531	Valid
X1_16	.569	Valid
X1_17	.632	Valid
X1_18	.333	Valid
X1_19	.536	Valid
X1_20	.516	Valid
X1_21	.407	Valid
X1_22	.617	Valid
X1_23	.497	Valid
X1_24	.552	Valid
X1_25	.743	Valid

Validity Test of Organizational Culture Variables

ItemQuestion	Item Total Correlation	Kexplanation
X2_1	.298	Valid
X2_2	.130	Valid
X2_3	.524	Valid
X2_4	.683	Valid
X2_5	.740	Valid
X2_6	.434	Valid
X2_7	.666	Valid
X2_8	.796	Valid

Performance Variable Validity Test

Item Pquestion	Item Total Correlation	Kexplanation
Y_1	.867	Valid
Y_2	.818	Valid

Y_3	.828	Valid
Y_4	.909	Valid
Y_5	.917	Valid
Y_6	.874	Valid

b. Regression Analysis

Based on multiple regression analysis, the regression equation can be seen in the following table:

model	Ustandardized Coefficients		Standardized Coefficients	Q	Sig.
	B	Std. Error	Beta		
(constant)	4,634	5,257		.881	.384
X1	.077		.293	.2037	.049
X2	.294		.286	.2,048	.048

$$Y = 4.634 + 0.077X1 + 0.294X2$$

Where :

X1 = Leadership Style

X2 = Organizational Culture

Y = Performance

From the equation above, the constant value is 4.634, the X1 coefficient is 0.077, the X2 coefficient is 0.294.

The Influence of Leadership Style on Performance

From the data analysis equation, it is known that the leadership style variable influences the performance of Indonesia Eximbank Makassar Regional Office employees. This shows that leadership style is a leader's way of influencing other people or subordinates in such a way that the person is willing to carry out the leader's wishes to achieve organizational goals even though personally this may not be liked.

In accordance with the results of research conducted, empirical evidence shows that leadership style has a positive and significant influence on employee performance at the Indonesia Eximbank Makassar Regional Office. These findings provide an indication that a leader's leadership style greatly influences the performance of his subordinates. In addition, to obtain good performance, it is also necessary to provide learning to his subordinates.

This positive influence indicates that there is a direct influence between leadership style and employee performance, or in other words, with good leadership style, employee

performancetall. Whereas This significant influence shows that leadership style has a real (meaningful) effect on employee performance.

The results of this hypothesis testing strengthen empirical research from Ida Ayu Brahmasari and Agus Suprayetno (2008) that leadership style has a positive and significant influence on performance. The results of another study conducted by Siswandi stated that there was a positive and significant effect of the style variable on employee performance so that it can be concluded that changes that occur in employee performance are influenced/determined by changes in leadership style, but not vice versa.

The Influence of Organizational Culture on Performance

From the data analysis equation it is known that organizational culture variables affect the performance of Indonesia Eximbank Makassar Regional Office employees. This shows that organizational culture binds employees who work in it to behave in accordance with the existing organizational culture.

The research results show that organizational culture has a positive and significant effect on employee performance in Indonesia Eximbank Makassar Regional Office. These findings provide an indication that cultural values have become a guide in making organizational rules, so corporate culture will be able to contribute to organizational performance. This means that if the organizational culture is good, the organizational performance will also be good.

The results of testing this hypothesis strengthen empirical research from Ida Ayu Brahmasari and Agus Suprayetno (2008) organizational culture has a positive and significant influence on performance. The results of this research are also supported by previous research conducted by Sudjono which stated that organizational culture has a significant and positive effect on organizational performance.

CONCLUSION

Based on the results of data analysis and discussion of research results that were presented in the previous chapter, several important things can be concluded in this research, as follows:

1. Leadership style has a positive influence on the performance of Indonesia Eximbank Makassar Regional Office employees.
2. Organizational culture has a positive and significant effect on the performance of Indonesia Eximbank Makassar Regional Office employees.

3. Organizational commitment has been proven to significantly influence the performance of Indonesia Eximbank Makassar Regional Office employees

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