

# **Organizational Culture Model in Improving the Performance of Hotel Employees (Empirical Study of Hospitality Industry on Central Java)**

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**Abstract:** This research was conducted in several hotels in Central Java, Indonesia which aims to determine the influence of leadership, organizational culture and work motivation that have an impact on employee performance. Research data obtained through questionnaires and interviews. The sample used in the study was 161 respondents. The results of the study are expected to provide useful information for leaders and employees. The data obtained were processed using descriptive analysis and quantitative statistical analysis. Quantitative analysis using multiple regression analysis. The results of the analysis show that there are influences of leadership, organizational culture and work motivation that have an impact on performance.

**Keywords:** leadership, organizational culture, work motivation and performance

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## **I. INTRODUCTION**

The success of an organization or organization is influenced by employee performance (job performance) or the work achieved by an employee in carrying out tasks in accordance with the responsibilities assigned to him. The increasingly fierce level of competition for human resources, both in business and in non-profit organizations, has resulted in organizations being faced with the challenge of being able to survive. Employees are an important resource for the organization, because they have the talent, energy, and creativity that are needed by the organization to achieve its goals.

The phenomenon regarding employee performance is the low performance of hotel employees. This can be seen from the many jobs that have been assigned to employees but cannot be completed on time, many employees are less diligent in carrying out the duties and responsibilities given by the leadership so that the work results become less than optimal, the level of employee discipline is still low. This can be seen from the presence of employees who are absent during working hours, so that the performance expected by the leadership and organization is not achieved and the low appreciation for work performance given to employees who have achievements and quality of work that cannot be fully accounted for to the leadership and organization. This low employee performance may be caused by factors of work motivation, leadership and organizational culture which tend to be less supportive of the achievement of employee performance. With good work motivation, leadership and organizational culture, it is hoped that better employee performance will be created.

In order to improve the performance of its employees, organizations need to pay attention to the interests of employees who have various needs. The desire to fulfill these various needs is seen as an impetus or driving force for someone to do something, including doing work or work. This is called work motivation.

The phenomenon regarding the work motivation of hotel employees can be seen from the absence of employees for unclear reasons, late arrivals in the morning and leaving early in the afternoon this makes their working hours decrease so that many workloads cannot be resolved, besides that do not want to work overtime when ordered to complete the work for which they are responsible, this creates a buildup of work.

The quality of the leader is often regarded as the most important factor of the success or failure of the organization as well as the success or failure of a company, usually perceived as the success or failure of the leader. Leaders need to do serious coaching to employees in order to improve performance and lead to high job satisfaction. When leaders demonstrate good leadership, employees will have the opportunity to learn the right behaviors to deal with their jobs.

The phenomenon regarding leadership in hotels can be seen from the lack of leaders interacting with subordinates, this can be seen from the distance between leaders and subordinates, lack of leadership in giving good examples to subordinates in completing tasks so that subordinates also often do not complete tasks properly, leadership orders are less so that the perceptions of leaders and subordinates are different, this makes task completion a problem. Every organization has an organizational culture that serves to form rules or guidelines in thinking and acting in achieving the goals set. This means that an organizational culture that grows and is well maintained will be able to spur the organization towards better development. In addition, the main

pressure in organizational culture change and development is trying to change the values, attitudes and behavior of the members of the organization as a whole.

Specifically, the culture in the organization will be determined by teamwork, leadership, organizational characteristics, and applicable administrative processes. Why organizational culture is important because it is the habits that occur in the organizational hierarchy that represent the behavioral norms followed by members of the organization. A productive culture is a culture that can make the organization strong and the goals of the organization can be accommodated. The success of implementing organizational culture can be seen from, among others, increased responsibility, increased discipline, compliance with norms or rules, harmonious communication and relationships with all levels, increased participation and concern, reduced absenteeism and complaints. If all of these things can be implemented properly, employee performance will increase.

The phenomenon regarding the organizational culture of the employees of the Sahid Mandarin Hotel Pekalongan City can be seen from the lack of employees in greeting guests politely and friendly which should always be done, there are employees who are not quick to respond to guest orders so that guests wait long and there are employees who are unable to resolve complaints customers, thereby making their customers angry.

## **II. HEADINGS**

### **1. Leadership**

Leadership as a leader's individual behavior in running the organization's wheels is very important for the achievement of organizational goals. Leadership is the ability to influence a group towards the achievement of goals. This opinion views all members of a group or organization as a unit, so that leadership is given the meaning as the ability to influence all members of a group or organization to be willing to carry out activities to achieve group or organizational goals (Robbins, 1996).

Effective leadership includes seven basic competencies, namely managing self, managing communication, managing diversity, managing ethnics, managing across culture, managing team, and managing change. Leadership is the process of developing ideas and visions, by encouraging those values and visions to influence others to stay in their own behavior and make strong decisions about others. Responding to Hellrigel, Noel Tichy has studied many business leadership and argues that leadership is doing things through other people. This condition will get stronger so that it is an attempt to change a person's mindset and therefore change the way they behave. Leadership will be able to mobilize ideas and values that can move others.

### **2. Organizational culture**

The development of information and technology has brought people to a lifestyle that is all-served. Feel it or not, it turns out that this has gradually influenced the existing patterns, norms, culture and behavior. Associated with organizations, culture greatly influences and ornaments how humans act in an organization, for example how they work, view their work, work with co-workers, and view the future, largely determined by cultural norms, values and beliefs.

Luthans (2006) suggests that organizational culture is the norms and values that direct organizational behavior. Each member will behave in accordance with the prevailing culture in order to be accepted by the environment. Organizational culture is also recognized as a major dimension of understanding and practices of organizational actors. Kinick and Kreitner (2000) define organizational culture as a form of perceived, implicitly accepted by a group and determines how the group feels, thinks, and reacts to its diverse environment.

### **3. Motivation**

Employees may be able to carry out the work assigned to them well, maybe not. Employees who can do a good job are what we expect, but if not then we need to look for the reasons. The employee may indeed not be able to complete the assigned work, or in fact he is able but only because of a lack of motivation in himself. One of the tasks of the leader is to be able to provide motivation (encouraging) to his subordinates so that they can work in accordance with the directions given

Motivation for an employee as a driver is an important aspect in supporting work productivity, which is a predetermined goal for an employee. Motivation in a psychological sense comes from needs, where this need directs humans to act and behave. Human resource management states that employees will excel if their needs are met, this is like the opinion expressed by an expert that the size of the achievements achieved depends on the size of the fulfillment of needs (Manulang. 2001)

### **4. Performance**

Employee performance refers to the employee's work performance which is measured based on the standards or criteria that have been set by the company. Management to achieve high performance is primarily intended to improve the company's overall performance (Fadzilah, 2006). Bernadin (1993) says that

performance is a record of work results obtained from certain job functions or certain activities within a certain period of time. Simamora (1995) defines performance as the achievement of certain job requirements which ultimately can be directly reflected in the resulting output.

According to Simamora, the output produced is related to the results of the implementation of a work that is physical/material or non-physical/non-material, so that when it is associated with organizations that produce products in quantity, such as shoe factories, cigarettes, performance measurement is easy to do. Organizations that are related to service work and prioritize team or group work, individual employee performance is rather difficult to identify. This can be done by looking at the indicators: (1) compliance with all the rules that have been set in the company, (2) being able to carry out tasks without errors (with the lowest error rate), and (3) accuracy in carrying out their duties.

### III. INDENTATIONS AND EQUATIONS

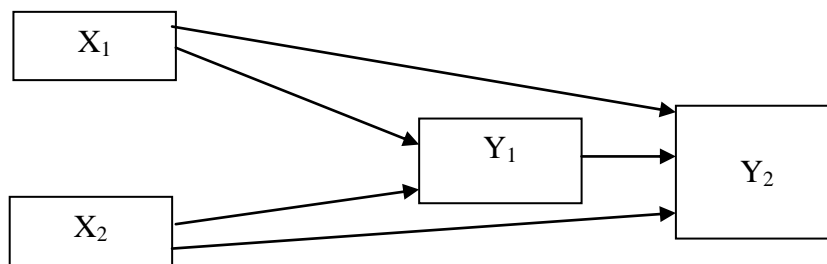
#### Research Methods

This study uses an explanatory research design, which is a study conducted to explain the causal relationship between variables through testing the influence hypothesis between variables. The design of this study is the relationship between two independent variables, namely leadership and organizational culture and the two dependent variables, namely work motivation and performance.

The population in this study were hotel employees as many as 161 employees. The data analysis technique used in this study was quantitative data analysis. As for knowing the relationship between the variables that have an influence, then the hypothesis is tested by statistical calculations using regression.

### IV. FIGURES AND TABLE

The research design can be described as follows.



#### Regresi 1

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,313	2,631		2,399	,018
	Leadership	,528	,068	,574	7,783	,000
	organizational culture	,491	,113	,320	4,333	,000

a. Dependent Variable: Motivation

#### Regresi 2

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	1,004	1,962		,512	,610
	Leadership	,188	,063	,246	2,997	,003
	organizational culture	,211	,090	,165	2,348	,021
	Motivation	,442	,074	,532	5,982	,000

a. Dependent Variable: employee performance

#### The Effect of Leadership on Work Motivation

The results showed that there was an influence of leadership on work motivation. This is indicated by the positive beta coefficient value of 0.574 and the value of t arithmetic (7.783) > t table (1.66) and a significance level of 0.000 < 0.05. This indicates that the first hypothesis is accepted. This means that leadership has a

positive and significant influence on work motivation. Thus, an increase in leadership will increase work motivation and a decrease in leadership will decrease work motivation.

Respondents' responses to the first statement about our leadership knowing and being able to operate technical tools got an average score of 3.90 or fell on the criteria for an agree answer. Respondents' responses to the second statement about our leadership budgeting funds for the maintenance of the tools used for work got an average score of 3.62 or fell on the criteria for agreeing answers. Respondents' responses to the third statement about our leadership explaining the organization's vision got an average score of 3.76 or fell on the criteria for agreeing answers. The respondent's response to the fourth statement about the organization's mission is always reminded by the leadership to get an average score of 3.96 or fall on the criteria for an agree answer. Respondents' responses to the fifth statement about organizational goals are things that will be achieved by the leadership and employees in their work to get an average score of 3.82 or fall on the criteria for agreeing answers. Respondents' responses to the sixth statement about our leadership being authoritative got an average score of 3.85 or fell on the criteria for agreeing answers. Respondents' responses to the seventh statement about our leader being respected by his subordinates got an average score of 4.25 or fell on the criteria for agreeing answers. Respondents' responses to the eighth statement about the leadership followed by orders by company employees got an average score of 4.17 or fell on the criteria for agreeing answers. The respondent's response to the ninth statement about the leadership giving an assessment to employees in terms of work gets an average score of 3.96 or falls on the criteria for agreeing answers. Respondents' responses to the tenth statement about the leadership reminding employees about the time spent on external service affairs get an average score of 3.96 or fall on the criteria for agreeing answers.

The leadership variable statement that gets the highest score is that our leader is respected by his subordinates. By having a leader who is respected by his subordinates, the work program can be carried out as well as possible in accordance with the direction of the leader. All subordinates will work as well as possible to realize the company's vision and mission and achieve company goals.

The leadership variable statement that has the lowest response is that our leadership budgets funds for the maintenance of the tools used for work. It turned out that this program did not work well. The large number of needs makes the budgeted funds must be more selective so that this program cannot run optimally. Suggestions for improving leadership in this regard are leaders should consider the policies taken by paying attention to various things as supporting and inhibiting factors so that the proposed program can run more optimally.

Leadership has a positive relationship with work motivation, thus if leadership is good then work motivation will also be good and if leadership is bad then work motivation will be bad too. This is in accordance with Kurniawan (2010) which states that leadership has an influence on work motivation.

### **The Influence of Organizational Culture on Work Motivation**

The results showed that there was an influence of organizational culture on work motivation. This is indicated by a positive beta coefficient of 0.320 and a significance value of 0.000 less than 0.05. This indicates that the second hypothesis is accepted. This means that organizational culture has a positive and significant influence on work motivation. Thus, an increase in organizational culture will increase work motivation and a decrease in organizational culture will decrease work motivation.

Respondents' responses to the first statement about the company's vision and mission are things that will be used as guidelines in working to get an average score of 3.73 or fall on the criteria for agreeing answers. Respondents' responses to the second statement about employees having a moral commitment to the company got an average score of 3.60 or fell on the criteria for agreeing answers. Respondents' responses to the third statement about employees who excel will receive an award get an average score of 4.11 or fall on the criteria for agreeing answers. Respondents' responses to the fourth statement regarding communication among employees must be prioritized to continuously get an average score of 4.38 or fall on the criteria for agreeing answers. The respondent's response to the fifth statement about the existence of economic globalization makes employees get ready to welcome it, getting an average score of 4.28 or falling on the criteria for an agree answer. Respondents' responses to the sixth statement about employees always following technological developments got an average score of 4.15 or fell on the agreed answer criteria.

The statement of organizational culture variable that has the highest response from respondents is that communication among employees must be prioritized continuously. Communication is one that affects work motivation and employee performance. With good communication with fellow employees, they will be able to interact well with each other and this will grow a strong motivation to work. In addition, communication will also make fellow employees exchange experiences at work so that if there are employees who are less able to solve a problem, other employees can help so that the work can be completed properly. Thus this will improve employee performance.

The statement of organizational culture variable that has the lowest response is that employees have a moral commitment to the company. This means that there is still much that needs to be done in terms of commitment to the company. Commitment must be built properly so that employees have high loyalty to the company. By having a high commitment, employees will work together to achieve the company's goals well. Suggestions to improve this is to hold regular and continuous meetings between the leadership and employees so that they can express various things that are lacking so that they can be addressed together. Thus the commitment to the company is expected to increase.

Organizational culture has a positive relationship with work motivation, thus if the organizational culture is good then work motivation will also be good and if the organizational culture is bad then work motivation will be bad as well. This is in accordance with Koesmono (2005) and Fatmawati (2012) which state that organizational culture has an influence on work motivation.

### **The Effect of Leadership on Performance**

The results showed that there was an influence of leadership on performance. This is indicated by the positive beta coefficient value of 0.246 and the value of  $t$  arithmetic (2.997) >  $t$  table (1.66) and a significance level of  $0.003 < 0.05$ . This indicates that the third hypothesis is accepted. This means that leadership has a positive and significant influence on performance. Thus, an increase in leadership will increase performance and a decrease in leadership will decrease performance.

Leadership is a process by which individuals influence groups to achieve common goals. Leadership is the ability to instill confidence and gain support from organizational members to achieve organizational goals. Keith Davis in Thoha (1994) states that the factors that can influence the success of a leader in an organization are intelligence, maturity, and flexibility of social relationships, self-motivation and achievement drive, attitudes towards human relations. While Hersey Blanchard in Thoha (1994) states that leadership associated with certain situations focuses on the behavior of leaders by paying attention to the relationship between leaders and subordinates, namely:

- a) The basic style of leadership, directing behavior and supportive behavior.
- b) Behavior of basic style of decision making, instruction, consultation, participation and delegation.
- c) The level of maturity of followers, willing and able.

Leadership according to Stoner (1994) is a process to provide direction and influence on activities related to the tasks of group members, which involves 3 elements, namely the leader regarding other people, namely followers or subordinates, leadership regarding the distribution of power that is not balanced, the leader can influence followers or subordinates. subordinates in addition to being able to direct in a better direction. The main source of successful leadership lies not in personal traits but efforts to identify leader behavior, thus successful leadership depends on behavioral skills and appropriate actions. Dessler (2001) states that leadership basically shows the form if someone can influence others for a certain purpose.

Leadership has a positive relationship with performance, thus if the leadership is good then the performance will also be good and if the leadership is bad then the performance will be bad too. This is in accordance with the research of Kurniawan (2010), Arimbawa (2013) and Putri (2014) which state that leadership has an influence on performance.

### **The Influence of Organizational Culture on Performance**

The results showed that there was an influence of organizational culture on performance. This is indicated by the positive beta coefficient value of 0.165 and the value of  $t$  arithmetic (2.348) >  $t$  table (1.66) and a significance level of  $0.021 < 0.05$ . This indicates that the fourth hypothesis is accepted. This means that organizational culture has a positive and significant influence on performance. Thus an increase in organizational culture will increase performance and a decrease in organizational culture will decrease performance.

Sarplin (Lako, 2004) states that organizational culture is a system of values, beliefs, and habits in an organization that interacts with its formal system structure to produce norms of organizational behavior. Stoner et.al (Lako, 2004), defines organizational culture as a cognitive framework that includes attitudes, values, behavioral norms and expectations contributed by the organization. Schein (Lako, 2004), defines organizational culture as a pattern of basic assumptions that are found, created or developed by a particular group with the intention that the organization learns to overcome or overcome its problems that arise as a result of external adaptation and internal integration that have been developed. going well enough that it needs to be taught to new members as the correct way to understand, think and feel with regard to these issues. Tampubolon (2004) states that organizational culture is an agreement on employee behavior in the organization which is described by

always trying to create efficiency, free from errors, focused attention on the results and interests of employees, creative, and accurate in carrying out tasks.

The results of research by Kotter and Heskett (Lako, 2004) using 207 companies as samples show that organizational culture has strength and can improve organizational performance in the long term. The results of this survey conclude that there are at least four main roles of organizational culture, namely:

- a) Has a significant influence on the company's economic performance.
- b) Can be a more important factor in determining the success-failure of the company in the next decade;
- c) Can encourage increased economic performance in the long term if the company consists of decent and intelligent people;
- d) Corporate culture can be formed to improve company performance.

Organizational culture has a positive relationship with performance, thus if the organizational culture is good then the performance will also be good and if the organizational culture is bad then the performance will be bad too. This is in accordance with the research of Koesmono (2005), Kurniawan (2010), Makrufah (2011), Idris (2012), Arimbawa (2013) and Putri (2014) which state that organizational culture has an influence on performance.

### **The Effect of Work Motivation on Performance**

The results showed that there was an effect of work motivation on performance. This is indicated by the positive beta coefficient value of 0.532 and the value of t arithmetic (5.982) > t table (1.66) and a significance level of 0.000 < 0.05. This indicates that the fifth hypothesis is accepted. This means that work motivation has a positive and significant influence on performance. Thus, an increase in work motivation will increase performance and a decrease in work motivation will reduce performance.

Respondents' responses to the first statement about employees working to meet clothing needs got an average score of 3.78 or fell on the agreed answer criteria. Respondents' responses to the second statement about employees working to have a home as a place to live get an average score of 4 or fall on the criteria for agreeing answers. Respondents' responses to the third statement about employees working in order to have savings got an average score of 4.08 or fell on the agreed answer criteria. Respondents' responses to the fourth statement about employees working to be able to meet the needs in old age got an average score of 4 or fell on the criteria for agreeing answers. Respondents' responses to the fifth statement about working in order to interact with other employees got an average score of 3.72 or fell on the criteria for agreeing answers. Respondents' responses to the sixth statement about working in order to have a leader who organizes and directs their work get an average score of 3.68 or fall on the criteria for agreeing answers. Respondents' responses to the seventh statement about working to be respected by family members got an average score of 3.88 or fell on the agreed answer criteria. Respondents' responses to the eighth statement about working in order to get recognition from the community got an average score of 3.99 or fell on the criteria for agreeing answers. Respondents' responses to the ninth statement about working to carry out their knowledge got an average score of 3.97 or fell on the criteria for agreeing answers. Respondents' responses to the tenth statement about work as a means of self-development got an average score of 3.93 or fell on the criteria for agreeing answers.

Motivation (from the Latin word *Motivus*) is a reason, a basic thought, an image of the impetus for a person to act or the main idea that has a major influence on all human behavior. Work motivation is not only in the form of dominant needs (for example in the form of money) but can also be in the form of appreciation, recognition of existence or social status, all of which are immaterial in nature. Money is not always the primary motive for people to work. Pride in one's own work and a strong interest in work are strong incentives to love work

The statement of work motivation variable that has the highest response from respondents is that employees work to have savings. This means employees think about the future. They plan for the future so they pay close attention to savings. The savings collected will be useful for families and future needs.

The statement of work motivation variable that has the lowest response from respondents is to work so that it has a leader who regulates and directs the work. This means that employees feel they do not have an ideal leader so they want to get a leader who is able to organize and direct their work better. Suggestions for this is that the leadership should accommodate the wishes of employees so that employees feel comfortable and can better receive leadership directions to jointly achieve organizational goals.

Work motivation has a positive relationship with performance, thus if work motivation shows an increase then performance will also increase and if work motivation decreases performance will decrease as well. This is in accordance with the research of Arimbawa (2013) and Putri (2014) who stated that work motivation has an effect on performance.

### **The Effect of Leadership on Work Motivation and its Impact on Performance**

The results showed that leadership has an effect on performance and has an impact on performance. This is indicated by the indirect calculation value (0.305) > the direct calculation value (0.246). This means that the sixth hypothesis is accepted and it can be stated that work motivation mediates the influence of leadership on performance. Thus performance improvement can be done through increased leadership which will increase work motivation and have an impact on improving performance.

Leadership has a positive relationship with work motivation, thus if leadership is good then work motivation will also be good and if leadership is bad then work motivation will be bad too. This is in accordance with Kurniawan (2010) which states that leadership has a relationship with work motivation. In addition, work motivation has a positive relationship with performance, thus if work motivation shows an increase, then performance will also increase and if work motivation decreases, performance will decrease as well. This is in accordance with the research of Arimbawa (2013) and Putri (2014) which stated that work motivation is related to performance. If leadership has a relationship with work motivation and has an impact on performance, then work motivation is the mediating variable of the relationship between leadership and performance.

### **The Influence of Organizational Culture on Work Motivation and its Impact on Performance**

The results show that organizational culture has an effect on performance and has an impact on performance. This is indicated by the indirect calculation value (0.170) > the direct calculation value (0.165). This means that the seventh hypothesis is accepted and it can be stated that work motivation mediates the influence of organizational culture on performance. Thus, performance improvement can be done through improving organizational culture which will increase work motivation and have an impact on improving performance.

Organizational culture has a positive relationship with work motivation, thus if the organizational culture is good then work motivation will also be good and if the organizational culture is bad then work motivation will be bad as well. This is in accordance with the research of Koesmono (2005) and Fatmawati (2012) which states that organizational culture has a relationship with work motivation. In addition, work motivation has a positive relationship with performance, thus if work motivation shows an increase, then performance will also increase and if work motivation decreases, performance will decrease as well. This is in accordance with Arimbawa (2013) and Putri (2014) who stated that work motivation is related to performance. If organizational culture has a relationship with work motivation and has an impact on performance, work motivation is the mediating variable of the relationship between organizational culture and performance.

## **V. CONCLUSION**

From the results of this study it can be concluded that there is a positive and significant influence of leadership on work motivation which has an impact on the performance of hotel employees as well as a positive and significant influence of organizational culture on work motivation which has an impact on the performance of hotel employees. The work of employees is not in accordance with the standards set by the company. Management should pay attention to the problem of performance results that are not up to standard by continuously reminding employees about achieving less than optimal performance from employees and providing training to support the achievement of company performance standards. Employees should always pay attention to all instructions from management and follow the training provided so that work results will be optimal and according to company standards.

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