THE INFLUENCE OF CULTURE AND LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AT PT. BANK MANDIRI (PERSERO), TBK AREA MAKASSAR SAM RATULANGI IN MAKASSAR CITY

Surya Anggraeni Sayitno[1], Haris Maupa[2], Sumardi[3]

[1] Magister Management, Faculty of Economics and Business, Hasanuddin University;
suryaanggraeni19@gmail.com
[2] Faculty of Economics and Business, Hasanuddin University; hmaupa@yahoo.co.id
[3] Faculty of Economics and Business, Hasanuddin University; sumardi@fe.unhas.ac.id

Abstract

This study aims to determine the effect of culture and leadership style on job satisfaction and employee performance at PT. Bank Mandiri (Persero), Tbk Area Makassar Sam Ratulangi. The sample in this study were employees with more than 3 (three) years of service using a questionnaire with a total sample of 170 employees. The data were analyzed using a quantitative approach and processed using the SPSS version 22 application. From the results of this study, it was found that there was a positive and significant influence between culture and leadership style on employee performance. This shows that there is a good relationship between employees in implementing the daily work culture and is supported by the close relationship between superiors and subordinates.

Keywords : culture, leadership style, job satisfaction, performance.

A. INTRODUCTION

The achievement of performance standards is influenced by the leadership style and work culture that was built along with changes in customer service management that require work accuracy and professionalism in providing excellent service. On the other hand employees also need job satisfaction so they are motivated to provide the best service. Employee job satisfaction as a result of individual achievements and general company achievements. For this reason, company leaders need to build patterns of interaction between employees and with other resources within the organization so that the organization can continue to exist to achieve the goals that have been set.

Employee job satisfaction at PT. Bank Mandiri (Persero), Tbk Area Makassar Sam Ratulangi is shown from a pleasant attitude or feeling towards the aspects of the work they do individually and in work teams. Job satisfaction of each employee can be seen from the attitudes and feelings that want to serve customers in a friendly, fast and appropriate manner. These attitudes and feelings can be found when employees get support, especially those related to work and their condition.

In building excellent service, PT. Bank Mandiri (Persero), Tbk establishes a friendly, practical, fast and precise service pattern. Especially in the current era of globalization, companies are faced with a millennial world that demands changes that were previously possible to do manually, traditionally developing towards

digitization, which uses technological sophistication in the fields of communication, information, transactions and warranties.

Leadership is also one of the determining factors for organizational success. Leadership has shifted from time to time and is contextual based on the social, political and cultural developments prevailing in its era. In the situational approach it is realized that there is no single best leadership style and is universally applicable to all situations and environments.

Most research in the field of job satisfaction is based on two basic assumptions. First, job satisfaction is a potential determinant for predicting absenteeism, turnover, performance and behavior outside of work (extrarole behavior). Second, that the main antecedents of work attitudes can be influenced by the capabilities of company management. Empirical evidence in the research above presents the conclusion that one's job satisfaction positively influences organizational commitment, and performance.

This research was conducted at PT. Bank Mandiri (Persero), Tbk under the coordination of the Makassar Sam Ratulangi Area in Makassar City towards employees as respondents. As human resources who carry out their duties, they are required to provide maximum service to customers.

The development of the number of customers will have consequences for the workload for employees. The more customers, the greater the workload of employees. The development of the number of customers and employees is as shown in the following table:

Table 1. Development of the Number of Customers at PT. Bank Mandiri (Persero), Tbk. Makassar Area Sam Ratulangi in Makassar City

Year	Number of Customer	%	Number of Employees	%
2018	22.950	-	249	-
2019	32.883	42,28	268	7,83
2020	22.841	30,54	277	3,36

This condition makes the workload of employees in providing services to customers also increase, where the comparison of absolute and relative changes (in percentage) from the two based on the previous year in the same year shows a disproportionate increase. From the data, there was a change in the number of customers in 2018/2019 of 43.288% but in 2019/2020 it decreased by 30.54%.

Based on the research problems that have been put forward by the researchers above regarding the relationship between leadership style, culture, job satisfaction and employee performance, as well as the phenomena that occur at PT. Bank Mandiri (Persero), Tbk Area Makassar Sam Ratulangi, so it is necessary to conduct research to determine the effect of these variables.

B. Liteature Review
1. Definition of Management

Management comes from the word "to manage" which means managing or managing. Management can be interpreted as a way of organizing, guiding and leading everyone who becomes his subordinates so that the business being carried out can achieve the goals that have been previously set. According to Wibowo (2012, p. 9), that management is an organization formed to achieve common goals, but to achieve effective goals requires good and correct management.

2. Employee Performance

The term performance comes from the word Job Performance or Actual Performance (work achievement or actual achievement achieved by a person). The definition of employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Good performance will always reflect a great sense of responsibility in every task given by the company. In this case it is stated that employee performance can encourage the enthusiasm of employees, therefore leaders must always try to pay attention to their subordinates so that the performance of their employees goes well without problems. It can be concluded that performance is a work result achieved by someone in carrying out the tasks assigned to them and how much they can contribute to the organization. Performance also means the results achieved by a person, both quantity and quality in an organization in accordance with the responsibilities given to him (Yoyo Sudaryo, 2019: 204-205).

3. Work Culture

Currently members of the organization have an equally important contribution in the development of government organizations. So that an approach that promotes deliberation, collaboration, and well-coordinated coordination is important. Variations in the acceptance of the new culture by members of the organization, must be anticipated by the organization as part of organizational change. So we need a strategy to be able to incorporate a new culture into the organization and be well received by all members of the organization. The shared organizational culture must be obeyed and carried out with full commitment so that employees do not deviate from the norms that apply in the organization. Because organizational commitment is a person's identification and attachment to an organization (Moorhead and Griffin, 2013).

4. Leadership

Leadership is the most important factor in an organization. According to Thoha (2013: 49) that leadership style is a norm of behavior used by someone when that person tries to influence the behavior of others as he sees it.

McShane and Von Glinow (2010: 360), state that leadership is about influencing, motivating and enabling others to contribute to the effectiveness and success of the organization in which they are members.

5. Job Satisfaction

The relationship between the company and employees is a mutually beneficial relationship. On the one hand, the company wants to get big profits, on the other hand, employees want certain expectations and needs that must be met by the company. Because of that HR as a valuable asset, companies must pay attention to aspects that can create a sense of security and employee satisfaction with their work or what is often referred to as job satisfaction (Job Satisfaction). The definition of job satisfaction according to Mila Badriyah (2015) is the attitude or feelings of employees towards pleasant or unpleasant aspects of work that are in accordance with the assessment of each worker.

6. Research Hypothesis

The hypothesis is a temporary guess that is considered most likely to be the correct answer. From the other side it can also be said that the hypothesis in this study is a temporary answer.

H1 :   Work culture has a positive and significant effect on employee performance

H2 :   Leadership style has a positive and significant effect on employee performance

H3 :   Work culture has a positive and significant effect on job satisfaction

H4 :   Leadership style has a positive and significant effect on job satisfaction

H5 :   Job Satisfaction has a positive and significant effect on employee performance

H6 :   Work culture has a positive and significant effect on employee performance through job satisfaction

H7 :   Leadershup style has a positive and significant effect on employee performance throiugh job satisfaction
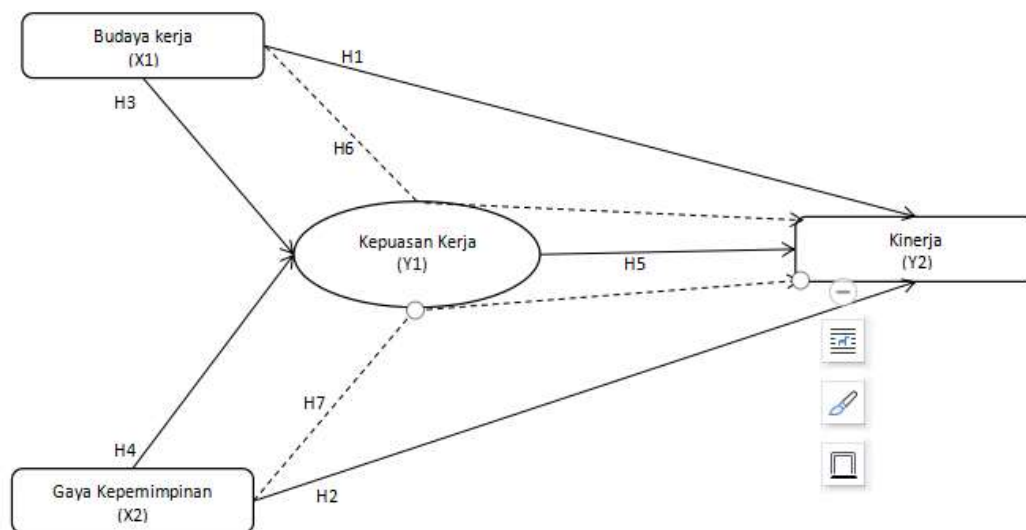

Figure 1. Frame of mind

C.   Research Methods

1.   Research design and location

This study aims to test the hypothesis that explains the effect of the independent variable on the dependent so that this type of research is a hypothesis test. The research hypothesis was developed based on theories related to the research topic and then tested based on appropriate analytical techniques.

The nature of this research is correlation which aims to find important variables related to problems in research. The research environment is the real environment with the unit of analysis being the permanent employees of PT. Bank Mandiri Area Makassar Sam Ratulangi who has worked for more than 3 (three) years.

2. Population and sample

The sample in this study are permanent employees of PT. Bank Mandiri Area Makassar Sam Ratulangi who have worked for more than 3 (three) years, namely 170 people. obtained using the Slovin formula (Slamet Riyanto, 2020: 12). In determining the sample in this study, a non-probability sampling technique was used with a purposive sampling type, namely sampling that was limited to certain types of people who could provide the desired information, or meet several criteria determined by the researcher (Uma Sekaran, 2017: 67).

3. Respondent Characteristics

The characteristics observed in this study include gender, age, length of work and last education. The descriptions of the respondents are presented as follows:

Table 2. Characteristics of respondents based on gender

Gender	Frequency (employees)	Percentage (%)
Laki-laki	68	40
Perempuan	102	60

Table 3. Characteristics of respondents based on length of work

Length of work	Frequency (employees)	Persentage (%)
3 - 5 years	88	51,8
6 - 8 years	67	39,4
> 8 years	62	8,8

Table 4. Characteristics of respondents based on recent education

Last education	Frequency (employees)	Persentage (%)
High school	8	4,7
Bachelor	157	92,4
Postgraduate	5	2,9

4. Research instrument test

a. Validity Test

The questionnaire can be said to be valid if all indicators have a value of $r_{count} > r_{table}$. The r_{table} is 0.1506.

Table 5. Validity test results

Variable	No Item	r_{count}	r_{table}	Description
Work Culture (X1)	X1.1	0.665	0.1506	Valid
	X1.2	0.677	0.1506	Valid
	X1.3	0.773	0.1506	Valid
	X1.4	0.622	0.1506	Valid
	X1.5	0.521	0.1506	Valid
Leadership Style (X2)	X2.1	0.618	0.1506	Valid
	X2.2	0.600	0.1506	Valid
	X2.3	0.647	0.1506	Valid
	X2.4	0.642	0.1506	Valid
	X2.5	0.645	0.1506	Valid
Job Satisfaction (Y1)	X3.1	0.673	0.1506	Valid
	X3.2	0.701	0.1506	Valid
	X3.3	0.636	0.1506	Valid

	X3.4	0.647	0.1506	Valid
	X3.5	0.715	0.1506	Valid
Performance Assessment (Y2)	Y1	0.818	0.1506	Valid
	Y2	0.814	0.1506	Valid
	Y3	0.658	0.1506	Valid
	Y4	0.726	0.1506	Valid
	Y5	0.661	0.1506	Valid
	Y6	0.692	0.1506	Valid
	Y7	0.616	0.1506	Valid

b. Reliability Test

Reliability is measured from the value of Cronbach's Alpha (α), where the variable is said to be reliable if it gives a value of $\alpha > 0.60$.

Table 6. Reliability test results

Variabll	Cronbach's Alpha	Reliability Standards	Description
Culture (X1)	0.665	0.60	Reliable
Leadership Style (X2)	0.617	0.60	Reliable
Job Satisfaction (Y1)	0.699	0.60	Reliable
Performance (Y2)	0.839	0.60	Reliable

c. Normality Test

It is said to pass the normality test if the significance value of the *Kolmogorov-Smirnov* test is greater than 0.05.

Table 7. Normality Test Result

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		170
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	2.16791537
Most Extreme Differences	Absolute	.030
	Positive	.025
	Negative	-.030
Test Statistic		.030
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

d. Path Analysis

- Model path analysis I

Table 8. Path analysis results I

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.109	1.656		1.877	.062
	Culture	.406	.072	.377	5.632	.000
	Leadership	.435	.075	.388	5.796	.000

a. Dependent Variable: Satisfaction

Based on table 9. above, from the processing data, the regression agreement is obtained as follows :

$$Y = 0.406 \, X1 + 0.435 \, X2 + 0.750 \, e1 \ldots (1)$$

Referring to table 9 above, it is known that the t $_{value}$ of the variabel X1 = 5.632 and X2 = 5.796 and the t $_{table}$ is 1.974. The significancve values of the variables X1 and X2 are each 0.000 which is smaller than 0.05. Thus it can be concluded that the regression model 1 variables X1 and X2 have a positive and significant effect on Y1

- Model I path coefficient test

Table 9. Path coefficient I

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.661[a]	.437	.431	1.58636

a. Predictors: (Constant), Leadership, Culture

In table 9. above, the correlation coefficient (R) is 0.437. This illustrates that the effect of variables X1 and X2 on variable Y1 is 43.7% while the remaining 56.3% is contributed by other variables not included in this study. Meanwhile, the value of e1 is obtained with e1 = √1 - 0.437 = 0.750. Thus the path diagram of the structure model I is obtained as follows:
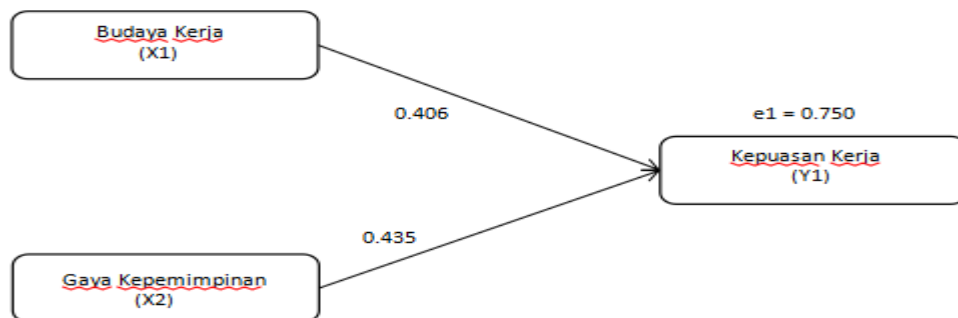

Figure 2. Pathway model diagram I

From Figure 2 above, it can be seen the effect of variables X1 and X2 on variable Y1. The meaning of the diagram above can be explained as follows:

- Analysis of the influence of X1 (work culture) on Y1 (job satisfaction) is known to have a direct effect given by X1 (culture) on Y1 (job satisfaction) of 0.406.
- Analysis of the influence of X2 (leadership style) on Y1 (job satisfaction) is known to have a direct effect given by X2 (leadership style) on Y1 (job satisfaction) of 0.435
- Model path analysis II

Table 10. Model path analysis results II

Coefficientsª

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	6.625	2.308		2.870	.005
	Culture	.284	.108	.193	2.624	.009
	Leadership	.506	.114	.330	4.456	.000
	Satisfaction	.349	.107	.256	3.275	.001

a. Dependent Variable: Performance

Based on table 10 above, from the results of data processing, the regression equation is obtained as follows :

$Y = 0.284 X1 + 0.506 X2 + 0.349 Y1 + 0.755 e2 ... (2)$

Referring to table 10 above, it is known that the value of t $_{count}$ X1 = 2.624, X2 = 4.456, Y1 = 3.275 and t $_{table}$ is 1.974. Significance value X1 = 0.009, X2 = 0.000 and Y1 = 0.001. The calculate t $_{value}$ of this result concludes that the regression model II, namely X1, X2, and Y1 has a positive and significant effect on Y2.

- Model II path coefficient test

Table 12. Path coefficient II

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.655ª	.429	.419	2.18742

a. Predictors: (Constant), Satisfaction, Culture, Leadership

Table 12. above, the value of the correlation coefficient (R) is 0.429. This shows that the effect of X1, X2 and Y1 on Y2 is 42.9% while the remaining 57.1% is contributed by other variables not included in this study. Meanwhile, the value of e2 is obtained with e2 = √1 - 0.429 = 0.755. Thus

the path diagram of the structure model I is obtained as follows:
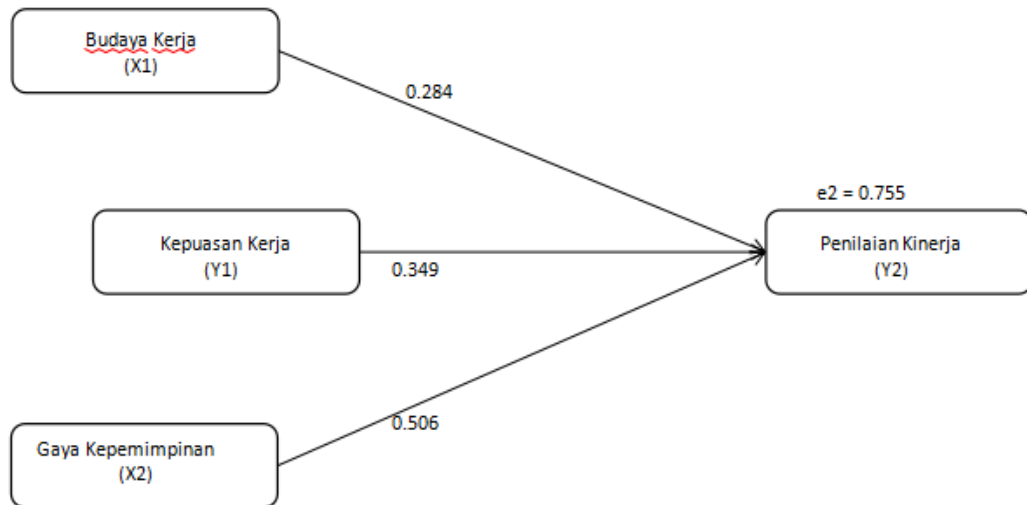

Figure 3. Path II model diagram

From Figure 3 above, it can be seen the effect of variables X1, X2, and Y1 on variable Y2. The meaning of the diagram above can be explained as follows :

- Analysis of the influence of X1 (culture) on Y2 (performance), it is known that the direct influence exerted by X1 (culture) on Y2 (performance) is 0.284..
- Analysis of the effect of X2 (leadership style) on Y2 (performance), it is known that the direct influence X2 (leadership style) has on Y2 (performance) is 0.506.
- Analysis of the effect of Y1 (job satisfaction) on Y2 (performance), it is known that the direct effect Y1 (job satisfaction) has on Y2 (performance) is 0.349.

e. Sobel test

To find out the significance of the indirect effect between variables X1 (culture) and X2 (leadership style) on variable Y2 (performance) through variable Y1 (job satisfaction) as an intervening variable, the Sobel test is carried out as follows:

Table 13. Sobel test indirect effect I

Input:		Test statistic:	Std. Error:	p-value:
a	0.483	Sobel test: 2.82897995	0.03500025	0.00466966
b	0.205	Aroian test: 2.8105754	0.03522944	0.0049453
s_a	0.059	Goodman test: 2.84775086	0.03476954	0.00440294
s_b	0.068	Reset all	Calculate	

Based on table 13 above, it is known that the significance value or *p*-value for the effect of job satisfaction as an intervening variable between culture and performance is 0.004 which is smaller than the value of 0.05 so it can be concluded that the indirect effect of job satisfaction as an intervening variable is significant.

Table 14. Uji sobel pengaruh tidak langsung II

Input:		Test statistic:	Std. Error:	p-value:
a 0.435	Sobel test:	2.84297371	0.05340007	0.00446948
b 0.349	Aroian test:	2.81140418	0.05399971	0.00493258
s_a 0.075	Goodman test:	2.8756312	0.05279363	0.00403221
s_b 0.107	Reset all		Calculate	

Based on table 14 above, it is known that the significance value or p-value for the influence of job satisfaction as an intervening variable between leadership style and performance is 0.004 which is smaller than the value of 0.05 so it can be concluded that the indirect effect of job satisfaction as an intervening variable is significant.

f. Hypothesis testing

Table 15. Hypothesis test results

Hypothesis	Statement	t count	t table	Description
H1	Culture has a positive and significant effect on performance	2.624	1.974	H1 is Accepted
H2	Leadership style has a positive and significant effect on performance	4.456	1.974	H2 is Accepted
H3	Culture has a positive and significant effect on job satisfaction	5.632	1.974	H3 is Accepted
H4	Leadership style has a positive and significant effect on job satisfaction	5.796	1.974	H4 is Accepted
H5	Job satisfaction has a positive and significant effect on performance	3.275	1.974	H5 is Accepted
H6	Culture has a significant effect on employee performance through job satisfaction	2.823	1.974	H6 is Accepted
H7	Leadership style has a significant effect on performance through job satisfaction	2.843	1.974	H7 is Accepted

D. Discussion
1. The Effect of Work Culture on Employee Performance

The results of research that has been processed using SPSS, it is known that work culture has a positive and significant effect on the performance of employees of PT. Bank Mandiri (Persero), Tbk Area Makassar Sam Ratulangi. This can be seen in table 5.17 where the results of the regression test show that the results of the t test obtained t count > which is greater than t table, namely 2.624 > 1.974, and a

significance value smaller than 0.05, namely 0.009 <0.05. This shows that the greater the level of work culture towards employees of PT. Bank Mandiri (Persero), Tbk Area Makassar Sam Ratulangi has an effect on employee performance.

The results of this study are in accordance with the results of research conducted by Andi Farid Noor Ahmad, Siti Haerani, Nurjanah Hamid and Andi Reni (2019) with the research subjects being high school teachers in Makassar who stated that organizational culture had a positive and significant effect on teacher performance. This shows that the implementation of a good work culture by employees of PT. Bank Mandiri (Persero), Tbk Area Makassar Sam Ratulangi has an impact on employee performance.

2. The Influence Of Leadership Style On Employee Performance
The results of research that has been processed using SPSS, it is known that leadership style has a positive and significant effect on the performance of employees of PT. Bank Mandiri (Persero), Tbk Area Makassar Sam Ratulangi. This can be seen in table 5.17 where the results of the regression test show that the results of the t test obtained t $_{count}$ which is greater than t $_{table}$ namely 4.456 > 1.974, and a significance value smaller than 0.05, namely 0.000 > 0.05. This shows that the better the condition of the leadership style of employees of PT. Bank Mandiri (Persero), Tbk Area Makassar Sam Ratulangi.

The results of this study are in line with research conducted by Siti Maisarah Hasibuan and Syaiful Bahri (2018) with the research subjects being Polri personnel at the Medan Area Polsek showing a positive and significant effect on employee performance. Every leader in each work unit has implemented an excellent leadership style, thus the work process is going well which of course has an impact on the performance of employees, so that work unit leaders are expected to maintain the leadership style that has existed so far. A goal will be achieved if there is cooperation between superiors and subordinates, so it is only natural that the relationship between superiors and subordinates really needs to be well established and cannot be separated.

3. The Influence Of Culture On Job Satisfaction
The results of research that has been processed using SPSS, it is known that culture has a positive and significant effect on job satisfaction of employees of PT. Bank Mandiri (Persero), Tbk Area Makassar Sam Ratulangi. This can be seen in table 5.17 where the results of the regression test show that the results of the t test obtained t $_{count}$ which is greater than t $_{table}$ namely 5.632 > 1.974, and a significance value smaller than 0.05, namely 0.000 > 0.05. This shows that the better the work culture felt by employees of PT. Bank Mandiri (Persero), Tbk Area Makassar Sam Ratulangi will further increase the job satisfaction of the employees themselves.

Every employee should have a high sense of responsibility regarding their obligations as employees to make a real contribution to the development of the company. Companies really need hard work from employees to survive in the banking business. For this reason, cooperation between leaders and subordinates is urgently needed to achieve the company's main targets as much as possible, where the main key is to maintain or create a high work culture within their respective scope of work, especially in relationships with customers.

4. The influence of leadership style on job satisfaction

The results of research that has been processed using SPSS, it is known that the work environment has a positive and significant effect on the organizational commitment of PT. Bank Mandiri (Persero), Tbk Area Makassar Sam Ratulangi. This can be seen in table 5.17 where the results of the regression test show that the results of the t test obtained t $_{count}$ which is greater than t $_{table}$ namely $5.796 > 1.974$, and a significance value smaller than 0.05, namely $0,000 > 0.05$. This shows that the better the leadership style felt by employees of PT. Bank Mandiri (Persero), Tbk Area Makassar Sam Ratulangi will further increase job satisfaction for employees.

If the leadership style is felt good, it will increase the employee's sense of comfort in carrying out their activities, a good relationship will also contribute to increasing the employee's job satisfaction. For management, this is a way that can be used in order to increase the company's business prospects. Work unit leaders to be able to maintain or even provide a sense of comfort and security for employees, especially in dividing tasks, exchanging information and motivating subordinates.

5. The Effect of Job Satisfaction on Employee Performance

The results of research that has been processed using SPSS, it is known that organizational commitment has a positive and significant effect on organizational commitment of Bank Mega Regional Makassar. This can be seen in table 5.17 where the results of the regression test show that the results of the t test obtained t $_{count}$ which is greater than t $_{tabel}$ namely $3.275 > 1.974$, and a significance value smaller than 0.05, namely $0.001 > 0.05$. This shows that the better the job satisfaction of employees of PT. Bank Mandiri (Persero), Tbk Area Makassar Sam Ratulangi for the company will also have a good impact on employee performance.

The results of this study are in line with the results of research conducted by Ilham Himawan, M. Idrus Taba and Andi Reni (2019) with research subjects on Telkom Indonesia Regional Division VII employees which shows that there is a positive and significant effect of job satisfaction on employee performance. The company really expects its employees to have good loyalty to the company. If employees are satisfied at work, it will have a good impact on the progress of the company.

6. The Influence Of Work Culture On Employee Performance Through Job Satisfaction

The results showed that there was a significant influence given by job satisfaction as an intervening variable, which was obtained from the Sobel test. The results of this study are in line with the results of research conducted by Ilham Himawan, M. Idrus Taba and Andi Reni (2019) with research subjects on Telkom Indonesia Regional Division VII employees which show that organizational culture has a positive effect on employee performance if mediated by job satisfaction.

The joint task in each element to maintain the quality of this safe work culture has been implemented. The relationship between each employee remains a shared priority where the expected work results can actually be achieved. Job satisfaction is expected to be able to maintain the conditions of the existing work culture, with the ultimate goal of improving employee performance and maintaining good customer service.

7. The Influence Of Leadership Style On Employee Performance Through Job Satisfaction

The results showed that there was a significant influence given by job satisfaction as an intervening variable, which was obtained from the Sobel test.

The results of this study are not in line with the results of research conducted by Ilham Himawan, M. Idrus Taba and Andi Reni (2019) with research subjects on Telkom Indonesia Regional Division VII employees which show that leadership style has a positive effect on job satisfaction and employee performance but leadership style does not have a significant effect on performance if it is mediated by job satisfaction.

Leaders must be able to provide enthusiasm for work, motivation for their subordinates regarding the importance of having a sense of responsibility as an obligation of employees in achieving the company's business goals. Of course, this condition also needs to be a concern for employees to make more contributions, to demonstrate personal abilities at work, in achieving the targets given. Thus, employee performance will remain or is expected to increase.

E. Conclusion

a. Work culture and leadership style are increasingly expected to provide job satisfaction. For this reason, it is the joint duty of each superior and subordinate to strengthen relations in the daily work process.
b. Job satisfaction in research at PT. Bank Mandiri (Persero), Tbk. The Makassar Sam Ratulangi area can only be achieved with a good work culture and the right leadership style.

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