

UDC 331

THE EFFECT OF LEADERSHIP, COMPENSATION, AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT THE MOTHER AND CHILD HOSPITAL “FATIMAH” LAMONGAN

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ABSTRACT

Human resources are an essential component in an organization or company. Leadership, compensation, and organizational culture affect employee performance in achieving organizational goals. Leadership, compensation, and organizational culture can foster employee loyalty. Loyalty, devotion, and honesty also affect employee performance. The study site was the Mother and Child Hospital Fatimah Lamongan. This study used a quantitative method, which tested the relationship between endogenous, exogenous, and intervening variables. Data analysis employed Structural Equation Modeling (SEM). Findings showed that leadership, compensation, organizational culture, and loyalty affected employee performance. Employee loyalty mediated the effect of leadership, compensation, and organizational culture on performance because the total effect was more significant than the direct effect.

KEY WORDS

Leadership, compensation, loyalty, organizational culture, performance.

Human Resources (HR) is an essential resource in an organization, including those engaged in the health service or hospital business. Human resources hold a vital role because other resources cannot replace their function. In the development of organizations, human resources can no longer be viewed as mere tools in a company but must be considered a valuable asset or capital that can be multiplied and developed. Human resources must not be considered a burden within organizations. The success of a hospital in achieving its goals is greatly influenced by the performance of each individual in the hospital. Hospitals are a unique and complex organization. It is unique because a hospital provides hospitality services as well as medical and nursing services for inpatients and outpatients.

Several factors, including employee loyalty, leadership, compensation, and organizational culture, affect employee performance. According to Tsai (2011), employee performance is influenced by leadership and organizational culture. Leadership can communicate the company vision, while organizational culture can make employees happy because they are given an essential role in the organization. Darma and Supriyanto (2017) state that compensation and employee loyalty positively impact employee performance. In addition to leadership, organizational culture affects employee performance because organizational culture is derived from the habit patterns and philosophy of a company's founder. The organization's shared values make employees feel comfortable carrying out their work, and it will also foster loyalty and increase performance (Naderi and Jadidi, 2004). Compensation is also crucial in influencing employee performance because compensation received by individuals is usually in the form of money such as salaries, wages, bonuses, or incentives.

Indonesia has two (2) types of hospitals: general and specialty hospitals. Specialty hospitals can be pulmonology hospitals, orthopedic hospitals, mother and child hospitals,

and others. The highest number of specialty hospitals is mother and child hospitals. In Java, the highest number of mother and child hospitals is in East Java Province. Table 1 presents the number of mother and child hospitals in Java Island.

Table 1 – The Number of Mother and Child Hospitals in Java Island

| No | Province | Number |
|----|---------------------------------------|--------|
| 1 | The Special Capital Region of Jakarta | 14 |
| 2 | Banten | 20 |
| 3 | West Java | 33 |
| 4 | Central Java | 18 |
| 5 | Special Region of Yogyakarta | 5 |
| 6 | East Java | 50 |

Source: *The Indonesian Commission on Accreditation of Hospitals.*

The success of a hospital in achieving its goals is greatly influenced by the performance of each individual in the hospital. According to Mathis and Jackson (2011:378), performance is what employees do and do not do. Employee performance affects how much they contribute to the organization, including the output quantity, output quality, output period, work attendance, and cooperativeness. Employee performance of Rumah Sakit Ibu dan Anak (RSIA)¹ Fatimah Lamongan can be seen from some aspects, including assessments from the community or users and the government. Assessment from the community includes medical services, employee friendliness, and other supporting facilities. The government's assessment is given by *Komisi Akreditasi Rumah Sakit* (KARS) or the Indonesian Commission on Accreditation of Hospitals is in the form of accreditation results. RSIA Fatimah Lamongan gets the best accreditation score, namely *PARIPURNA*. The community also sees the hospital as having a good reputation, indicated by the high inpatient visits (Table 2).

Table 2 – The Number of Patients at RSIA Fatimah Lamongan

| Patients | Year | | | | | |
|----------|-------|-------|-------|-------|-------|-------|
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| Mothers | 2,648 | 3,464 | 3,541 | 3,896 | 3,914 | 4,178 |
| Children | 2,293 | 3,044 | 3,344 | 3,512 | 3,573 | 3,529 |
| Total | 4,941 | 6,508 | 6,885 | 7,408 | 7,487 | 6,507 |

Source: *Primary Data from RSIA Fatimah Lamongan, 2020.*

In recent years, the Bed Occupancy Ratio (BOR) of RSIA Fatimah has fulfilled the national standard (Table 3). It has a high number of beds (55 TT) and has accredited as *PARIPURNA*—these have become the advantage of the hospital, in addition to its strategic location in Lamongan, which is not far from the capital of East Java, Surabaya.

Table 3 – Bed Occupancy Ratio of RSIA Fatimah

| Years | Bed Occupancy Ratio of RSIA Fatimah | National Standard of Bed Occupancy |
|-------|-------------------------------------|------------------------------------|
| 2014 | 65.45 | 60-85% |
| 2015 | 67.63 | 60-85% |
| 2016 | 70.30 | 60-85% |
| 2017 | 71.42 | 60-85% |
| 2018 | 73.44 | 60-85% |
| 2019 | 75.44 | 60-85% |

Source: *Primary Data from RSIA Fatimah Lamongan, 2020.*

The achievement of RSIA Fatimah was the reason for the researchers to conduct the present study.

¹ *Mother and Child Hospitals.*

LITERATURE REVIEW

Performance

Robert (2000) states that performance is what an employee does or does not do. Suppose performance is seen as a noun, where one of the inputs is the result of a job. In that case, performance is what someone or groups of people can achieve in a company following their respective authorities and responsibilities to legally achieve its goals without violating laws or conflicting with morals or ethics. Dimensions of performance standards include the quantity of work, quality of work, dependability, and attitude.

Employee performance will be good if they have high expertise, are willing to work because the salary or wage is following the agreement, and have better future expectations. Thus, an effective performance appraisal is needed to achieve the desired performance increase. The main reasons for a job appraisal, according to Veithzal (2005), are:

- a) The need for an objective evaluation of past employee performance to make decisions future human resource decisions by managers.
- b) Managers need tools that can help employees improve performance, plan work, develop skills and abilities for career development and strengthen the relationship quality between managers and employees.

Mathis and Jackson (2012) assert that performance appraisal usually has two roles of potential conflicts. The first role is to measure employee performance to provide them with benefits or administrative decisions. The second role focuses on individual development. In this role, the manager acts more as an advisor than a judge who will change the relationship's atmosphere. These two roles can identify potential, plan for employee growth and opportunities.

As a function, performance cannot stand alone but is related to job satisfaction and reward levels and is influenced by individual skills, abilities, and traits. The partner-lawyer model by Donnelly et al. (1994) states that individual performance is influenced by several factors: 1) expectations regarding rewards, 2) encouragement, 3) abilities, needs, and characteristics, 4) perception of the task, 5) internal and external rewards, and 6) perceptions of the reward level and job satisfaction.

Loyalty

Reichheld (2006) reports that for those who plan to stay with their employer for at least two years, loyalty can be influenced by several factors, such as benefits and wages, work atmosphere, job satisfaction, and customers. Employee loyalty is critical to the organization because continuous turnover can be costly.

Based on the loyalty aspects put forward by Steers and Potters (1983), the loyalty indicators used to determine the loyalty of organization members is the desire to remain in the organization characterized by:

- a) Obedience is a person's ability not to violate rules in the company and follow orders given by leaders. An obedient employee's characteristics include following the applicable rules or regulations and not denying orders from their superiors.
- b) Responsibility is the ability to complete tasks timely and adequately and take actions and risks in decision-making. Characteristics of responsible employees include doing their work well, being punctual, being accountable for their work, and maintaining equipment and goods properly. A responsible employee also puts the interests of the organization above their interests.
- c) Dedication—employees work sincerely for the organization.
- d) Honesty—employees' actions follow their words, or they walk the talk. They are happy with their job, use their authority wisely, and do not manipulate their work.

Leadership

Leadership is the knowledge that positively affects people and systems to create a beneficial impact and achieve the desired results (Gasperz, 2007). According to Kartono (2001), a good leader shows the following characteristics: (a) able to make decisions quickly

and accurately, (b) able to motivate and move subordinates to do their work, (c) able to lead, (d) give positive impacts to subordinates or colleagues, and (e) able to express opinions and communicate clearly to others. Furthermore, Gasperz asserts that leadership indicators consist of decision making, motivating, leading, giving positive impact, and communicative.

Leadership characteristics from the perspective of competence can be elaborated as follows:

- a) Self-awareness—a leader must understand himself/herself, and this is reflected through his/her character of patience, integrity, and determination. A good leader has a balanced intellectual and emotional intelligence.
- b) Good leaders can handle changes, uncertainties, disorders, and contradictions.
- c) Good leaders have a vision for the future. Thus, they must be able to lead members of the organization to have the same perception of the organizational goals. As such, the leaders can drive the organization into a learning organization with continuous development.
- d) Good leaders are open to criticism and suggestions to improve themselves and the organization's productivity.
- e) Good leaders use their power and authority wisely to avoid abuse of power.

Compensation

Moorhead and Griffin (2013) affirmed that compensation was the total amount of money (money and salary), incentives, benefits, privileges, and gifts provided by the organization. The purpose of this compensation system in most organizations is to attract, retain, and motivate qualified employees. The compensation structure must be fair and consistent to ensure equality of treatment and compliance with the law. Compensation should also be a fair reward and based on individual contribution to the organization, although in most cases, these contributions seem difficult or even impossible to make.

The compensation system is key in linking employees and the company to increase work productivity (Griffin and Moorhead, 1986). Compensation represents remuneration for the work done—the time, knowledge, or energy given to the organization. Compensation given to employees by the company can be measurable or non-measurable.

Several factors determine compensation employees receive, including living costs, the compensation level the company applies, the company capacity, the company type, the responsibility employees have, the applicable laws and regulations, the role of trade unions, and so on (Dessler, 1997).

According to Noe (1996), compensation indicators consist of salaries, allowances, incentives, and rewards. Salary is a regular reward received by employees, such as yearly, quarterly, monthly, or weekly. Allowances are indirect benefits, such as old-age benefits and holiday allowances. Incentives are compensation programs based on employee productivity. Rewards are non-financial compensation related to work, for example, promotions for specific positions for extraordinary achievements employees made.

Organizational Culture

Organizational culture is a perception shared by all members of an organization or a shared meaning system. A shared meaning system itself is a set of main characteristics adopted by a company (Robbins, 2006).

The organizational culture level is from something obvious to something neither spoken nor seen, as presented in Figure 1.

- a) Artifacts refer to visible aspects of company culture. Verbal, behavioral, and physical artifacts are real manifestations of company culture. Examples of spoken artifacts are the language used, stories, and myths used in company ceremonies and celebrations.
- b) Espoused values are a measure used to evaluate a company, its actions, circumstances, and things that exist. Values reflect the goals, ideals, standards, and mistakes of a company. These values are more abstract, although they are often expressed in the company's philosophy and mission.

c) Basic assumptions refer to the beliefs that company employees have about themselves and others about their relationships and the company's nature.

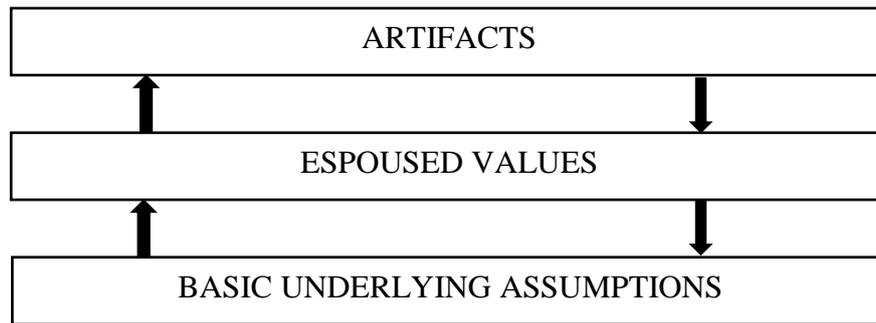


Figure 1 – Levels of Organizational Culture and Their Interactions (Schein, 2009)

Robbins (2006) state that organizational culture functions (a) to differentiate the company from other companies, (b) to become the identity of company members, (c) to help to form shared commitments among company members—something beyond personal interests to aim for, (d) to help unite all aspects in the company and to help improve the social system stability, and (e) to make meaning and control guiding company members as well as forming their attitude and behavior.

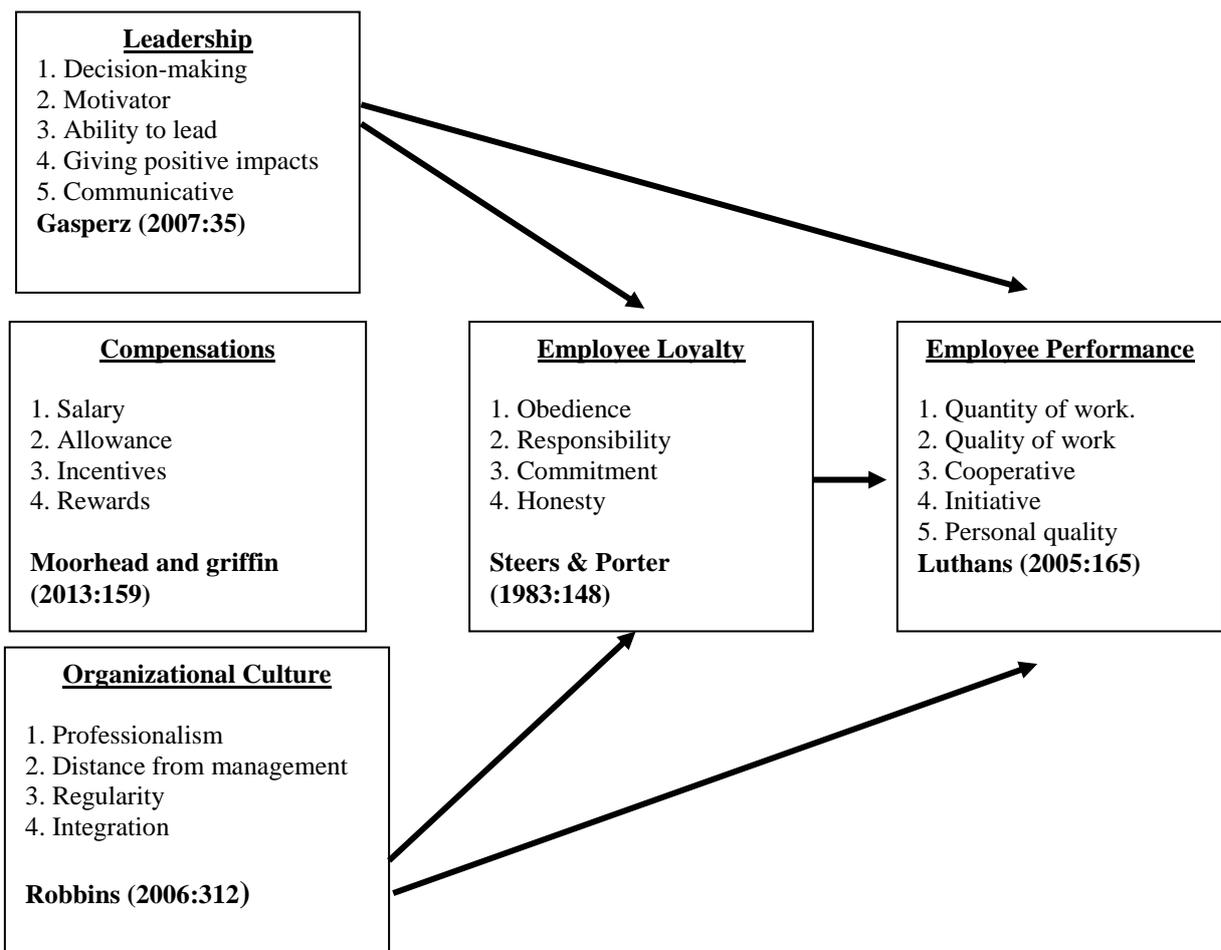


Figure 2 – Research Framework

The four (4) indicators used to measure organizational culture are developed from Hofstede *et al.* (1993), including professionalism, distance from management, regularity, and

integration. (1) Professionalism can be seen from the good impacts an employee brings to the company and from putting company interests over personal interests. (2) Distance from management refers to how the company supervises and pays attention to employee achievements. employees will feel happy if management shows intense attention. (3) Regularity means that the company expects employees to work regularly. The regularity in doing the work, such as punctuality and discipline, can create added value. (4) Integration means that awards given by the company for employee work performance can make employees happy. It can be through objective and transparent performance appraisal.

Research Framework

Naderi (2014) found that leadership styles and organizational culture positively affected employee performance since leadership was the primary motivator for performance. Ding et al. (2012) revealed that leadership positively affected employee loyalty because leaders capable of affecting their subordinates would help employees to grow sympathy for the organization.

Suarmiyati et al. (2018) showed that leadership positively affected employee loyalty in lighting and sound-system business in Denpasar—the better the leadership, the higher the loyalty of employees. Manurung (2017) mentioned that indirect compensation positively and significantly affected employee loyalty.

Previous studies resulted in different findings, and that became the basis for the hypotheses of the present study:

- a) Leadership, compensation, and organizational culture significantly affect employee loyalty.
- b) Leadership, compensation, and organizational culture significantly affect employee performance.
- c) Employee loyalty significantly affects employee performance.
- d) Leadership, compensation, and organizational culture significantly affect employee performance through employee loyalty.

METHODS OF RESEARCH

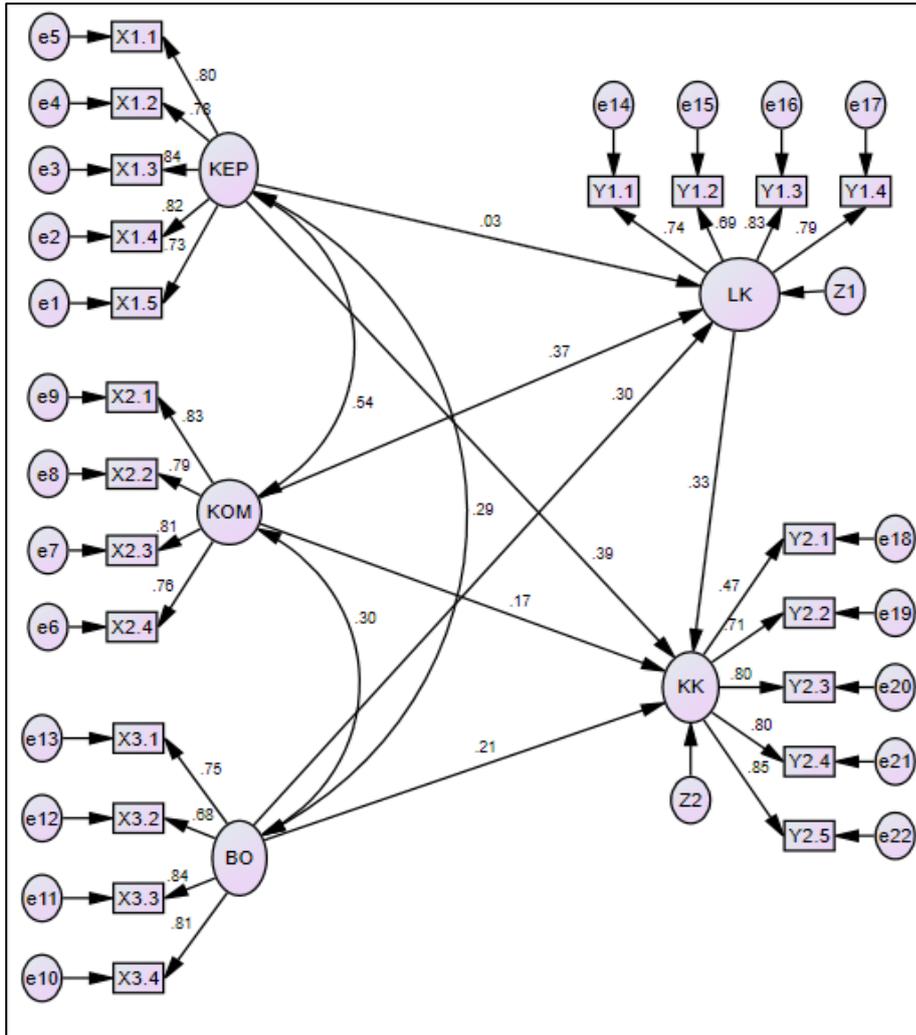
This study involved 168 samples of all employees of RSIA Fatimah Lamongan. Data was analyzed using SEM employing AMOS.

RESULTS OF STUDY

Data Analysis

The results of the full SEM analysis show the standard regression coefficient (β). The coefficient on the effect of leadership (Kep) on employee loyalty (LK) is 0.03. The coefficient on the effect of compensation (Kom) on employee loyalty (LK) is 0.37. The coefficient on the effect of organizational culture (BO) on employee loyalty (LK) is 0.30. The coefficient on the effect of employee loyalty (LK) on employee performance (KK) is 0.33. The coefficient on the effect of leadership (Kep) on employee performance (KK) is 0.39. The coefficient on the effect of compensation (Kom) on employee performance (KK) is 0.17. The coefficient on the effect of organizational culture (BO) on employee performance (KK) is 0.21. The results of the Full Structural Model technique are presented in Figure 3.

The fit model test result shows the chi-square value of 197.352 (from the chi-square table of 230.746) with a significance value of $0.480 > \alpha = 0.05$. The results mean that the covariance matrix between predictions and observations is the same. The other results show CMIN/DF, TLI, CFI, RMSEA, and GFI are suitable with the specified cut-off value. Meanwhile, the AGFI value is smaller than the determined cut-off value so that it is included in the marginal category. Based on the results, it is concluded that the SEM model used is good to describe the causal relationship of the factors used.



GOODNESS OF FIT
 Chi-square = 197.352
 Degrees of freedom = 197
 Probability level = 0.480
 C-MIN/DF= 1.002
 RMSEA= 0.003
 GFI = 0.907
 TLI = 1.000

Figure 3 – Full SEM (Source: Primary Data Analyzed, 2020)

The fit test results and statistic test on the full model of SEM are presented in Table 4.

Table 4 – The Results of the Fit Test on the SEM Full Model

| The goodness of fit index | Cut-off Value | Analysis Results | Evaluation of the Model |
|---------------------------|---|------------------|-------------------------|
| Chi-Square | The cut-off value is expected to be smaller than the <i>Chi-Square</i> (X^2 tabel), with a sig. $\alpha = 0.05$, and $df = 197$ then X^2 table = 230.746. | 197.352 | Good |
| Probability | ≥ 0.05 | 0.480 | Good |
| CMIN/DF | ≤ 2.00 | 1.002 | Good |
| GFI | ≥ 0.90 | 0.907 | Good |
| AGFI | ≥ 0.90 | 0.880 | Marginal |
| TLI | ≥ 0.95 | 1.000 | Good |
| CFI | ≥ 0.95 | 0.993 | Good |
| RMSEA | ≤ 0.08 | 0.003 | Good |

Source: Primary Data Analyzed, 2020.

Hypothesis Testing

Hypothesis testing was done based on the critical ratio value and significance level in the regression weight—the required value of $cr \geq 2.00$ and significance $\leq \alpha = 0.05$ for the hypothesis to be accepted. The CR values and significance levels are presented in Table 5.

Table 5 – The Results of Hypothesis Testing

| Endogenous | | Exogenous | Estimate | SE | CR | P | Note |
|------------|------|-----------|----------|-------|-------|-------|-------------|
| LK | <--- | KEP | 0.037 | 0.018 | 2.056 | *** | Significant |
| LK | <--- | KOM | 0.37 | 0.107 | 3.458 | *** | Significant |
| LK | <--- | BO | 0.324 | 0.096 | 3.375 | *** | Significant |
| KK | <--- | LK | 0.181 | 0.052 | 3.481 | *** | Significant |
| KK | <--- | BO | 0.126 | 0.044 | 2.864 | 0.004 | Significant |
| KK | <--- | KOM | 0.093 | 0.037 | 2.514 | 0.046 | Significant |
| KK | <--- | KEP | 0.231 | 0.058 | 3.983 | *** | Significant |

Source: Primary Data Analyzed, 2020.

Notes on the table:

KEP = leadership
 KK = employee performance
 KOM = compensation
 BO = organizational culture
 LK = employee loyalty

The results are elaborated as follows.

- The first hypothesis testing examined the effect of leadership and organizational culture on employee loyalty. The critical ratio for leadership was 2.056, organizational culture was 3.458, and employee loyalty was 3.375. The critical ratio for all variables was bigger than 2, as the requirement for accepting the hypothesis. The p-value for leadership, organizational culture, and employee loyalty were 0.000 or smaller than 0.05, as the requirement for accepting the hypothesis. The results confirmed that leadership and organizational culture affected employee loyalty—the hypothesis was accepted.
- The second hypothesis testing examined the effect of leadership, compensation, and organizational culture on employee performance. The critical ratio for leadership was 3.983, compensation was 2.514, and organizational culture was 2.864. The critical ratio for all variables was bigger than 2, as the requirement for accepting the hypothesis. The p-value for leadership was 0.000, organizational culture was 0.004, and compensation was 0.05 or smaller than and equal to 0.05, as the requirement for accepting the hypothesis. The results confirmed that leadership, compensation, and organizational culture affected employee performance—the hypothesis was accepted.
- The third hypothesis testing examined the effect of employee loyalty on employee performance. The critical ratio for loyalty was 3.481, which was bigger than 2, as the requirement for accepting the hypothesis. The p-value was smaller than 0.05, as the requirement for accepting the hypothesis. The results confirmed that employee loyalty affected employee performance—the hypothesis was accepted.
- The fourth hypothesis testing examined the effect of leadership, compensation, and organizational culture on employee performance mediated by employee loyalty. The critical ratio for loyalty was 3.481, which was bigger than 2, as the requirement for accepting the hypothesis. The results are presented in Table 6.

Table 6 – The Direct and Total Effect Test Results

| Variable | BO | KOM | KEP | LK | KK |
|----------------------------|-------|-------|-------|-------|----|
| Standardized Direct Effect | | | | | |
| LK | 0.304 | 0.365 | 0.033 | 0 | 0 |
| KK | 0.218 | 0.169 | 0.384 | 0.335 | 0 |
| Standardized Total Effect | | | | | |
| LK | 0 | 0 | 0 | 0 | 0 |
| KK | 0.320 | 0.292 | 0.395 | 0.335 | 0 |

Source: Primary Data Analyzed, 2020.

Notes on the table:

KEP = leadership
 KK = employee performance
 KOM = compensation
 BO = organizational culture
 LK = employee loyalty

Based on the direct and total effect test, the following results are presented. The direct effect value of leadership, compensation, and organizational culture on employee performance was 0.384 for leadership, 0.169 for compensation, and 0.218 for organizational culture. The total effect of leadership, compensation, and organizational culture on employee performance through employee loyalty was 0.395 for leadership, 0.292 for compensation, and 0.320 for organizational culture. These results confirmed that the total effect was more substantial than the direct effect. Thus, the hypothesis stating that leadership, compensation, and organizational culture affected employee performance mediated by employee loyalty was accepted.

DISCUSSION OF RESULTS

The Effect of Leadership, Compensation, and Organizational Culture on Employee Loyalty

Leadership, compensation, and organizational culture affected employee loyalty. The findings mean that employees of RSIA Fatimah Lamongan will be loyal to the organization if they have leaders with good leadership, receive compensation suitable with the work they do, and are given a structured organizational culture.

Those employees found it comfortable working in the hospital since they received their salary on time and their minimum needs were fulfilled by the organization. It could be seen from the employees' tenure—most of them had been working for more than six (6) years in the hospital.

The Effect of Leadership, Compensation, and Organizational Culture on Employee Performance

Leadership, compensation, and organizational culture affected employee performance. The findings mean that employees of RSIA Fatimah Lamongan will perform well if they have leaders with good leadership, receive compensation suitable with the work they do and are given structured organizational culture.

Employee performance determines company performance. Employees always do their best to accommodate the interests of all parties for the company to run well. Employee performance is measured through the quality and quantity of work they do, as well as their cooperativeness and initiatives in doing the job.

The Effect of Employee Loyalty on Employee Performance

The excellent performance of employees of RSIA Fatimah Lamongan was due to their loyalty to the organization, driven by their good personality. Employee loyalty can be seen from employee commitment, in which they always support the organization. Loyalty helps to improve performance; one of the examples is low absenteeism. Being committed to the organization, in this case, is RSIA Fatimah, made the employees work full-heartedly. They felt a sense of belonging to the organization, they refused to leave RSIA Fatimah although other organizations offered them a higher salary, and they maintained a good work atmosphere for the sake of RSIA Fatimah.

The Effect of Leadership, Compensation, and Organizational Culture on Employee Performance Mediated by Employee Loyalty

SEM analysis confirmed the total effect of leadership, compensation, and organizational culture on employee performance mediated by employee loyalty was more significant than the direct effect of leadership, compensation, and organizational culture on employee performance. Thus, employee loyalty became an effective mediating variable that would improve employee performance of RSIA Fatimah.

The role of employee loyalty in mediating the relationship between leadership and employee performance supports Gasperz (2007). The ability to lead by developing cooperative relationships with colleagues and subordinates will satisfy members of the organization that eventually foster employee loyalty. Hence, employees take productive actions that improve employee performance.

CONCLUSION

Based on findings and discussion, the following conclusions are drawn:

- 1) Findings suggested that leadership, compensation, and organizational culture affected employee loyalty. It means that employees are loyal to the organization if they believe that they have confident leaders. Compensation in RSIA Fatimah Lamongan was given annually in the form of *Tunjangan Hari Raya* (THR), a bonus given before the led el Fitr celebration. Organizational culture was shown through distance from management. These supported the findings of Tanjung et al. (2020), Manurung (2017), and Alimudin (2017).
- 2) Findings suggested that leadership, compensation, and organizational culture affected employee performance. These findings supported Carter (2017), Naderi (2014), Syauta (2012), Ramzan (2014), and Darma (2017).
- 3) Findings suggested that employee loyalty affected employee performance. These findings supported Edenat (2018) and Suarmiati (2018).
- 4) Findings suggested that leadership, compensation, organizational culture, and employee loyalty affected employee performance. Employee loyalty mediated the effect of leadership, compensation, and organizational culture on employee performance because the total effect was bigger than the direct effect.

Recommendations

Based on the explanation and conclusions presented, the following recommendations are given:

- 1) Theoretically
The findings in this study add to the scientific knowledge in human resources, especially employee performance. Employee performance can be improved by strengthening employee loyalty, and honesty affects individual performance much. Thus, it is necessary to develop the concept of employee loyalty and its indicators and develop a model for employee loyalty as a booster for employee performance.
- 2) Practically
 - a) For RSIA Fatimah Lamongan
Findings showed that compensation was the most important factor to form and increase employee loyalty in RSIA Fatimah. Thus, RSIA Fatimah must increase compensation if it expects to increase employee loyalty. An example of this compensation is giving bonuses to employees who work exceeding their job descriptions or doing extra work.
Findings also suggested that leadership played the least role in improving performance through loyalty. Thus, leaders of RSIA Fatimah need to improve their ability to motivate their subordinates. They can join training or seminars on leadership to improve their skills.
 - b) For Future Researchers
The present study results are beneficial for academics as a basis for further studies on human resources, especially employee performance, by reexamining the research variables: leadership, compensation, organizational culture, employee loyalty, and employee performance. Future researchers can study the relationship between employee loyalty and employee performance to improve performance. It is interesting to study factors affecting employee loyalty.

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