

The Effect of the Organizational Culture on Work Motivation in Relation to Employee Performance at Karawang Regional General Hospital

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Abstract:- This study utilized a quantitative methodology applied to proportional random sampling of employee performance metrics and surveys at Kawang Regional General Hospital. The analysis of the data revealed the following, The Organizational Culture, Leadership Expression, and Group Commitment that exists within the business model are quite strong. Data demonstrates that employee performance is above average expectations. Examination of the Verification Analysis reveals a correlation between capability of Organizational Culture, Leadership Expression and employee performance. There appears to be a relationship of influence between the efforts of the organization in regards to commitment to employees and how the employees respond through work performance. The extrapolation based on the results of the Descriptive Analysis exposes the inter-connected relationship of organizational culture, leadership, and organization commitment to employees and how it directly impacts and influences employee performance. The better the execution of these parameters, the more positive the outcome with regards to improving employee performance.

I. INTRODUCTION

Performance is a combination of ability, effort, and opportunity that have an impact on a company and can be assessed through the resultant productivity. Organizational culture relationships are one of the keys to improving employee performance and thus companies are advised to focus on managing organizational culture if they want to achieve the goals and targets of the company. Work Motivation refers to the impetus for someone to carry out an assigned activity and this capability can be qualified. For this paper, motivation is operationally defined as the intrinsic force that drives individuals to accomplish personal goals. Motivation itself concerns energy, direction, persistence and equifinality. The aspects of activation and intention have been a central and perennial issue within the field of psychology, for it is at the core of biological, cognitive, and social regulation (Ryan & Deci, 2000). Usman (2008) contends that there is a correlation between attitude and outcome. The greater the work motivation, the better the chance for a positive and significant outcome when it comes to the work performance of an employee.

The next factor is the organizational commitment which has a significant influence on performance. According to research conducted by Albdour & Altarawneh (2014), high organizational commitment and increasing the employee's job satisfaction will improve employee performance. This leads to employees being more proactive and increases their desire to improve themselves. Reduction in worker attrition and absence is also supported. In view of this, more in-depth studies regarding performance should be conducted.

II. LITERATURE

Robbins and Judge (2008) and Taurisa CM and Ratnawati (2012) both interpret organizational culture as a system of shared meanings held by members which distinguishes the organization from other organizations. Schermerhorn et al. (2010: 366) sees organizational culture as a shared system that guides each member through the values, activities, and understandings developed by the organization. Whereas according to McShane and Von Glinow (2008: 460), organizational culture is a basic pattern for sharing values and assumptions that direct employees to address a problem or opportunity in accordance with the expectations of the organization. Organizational culture also sets out standards of behavior expected by the organization and the direct consequences of that behavior.

Watkins (2004), stated that motivation is the way to drive person into doing something. This drive is usually focused on the thought of a potential positive reward for accomplishment or a negative consequence for failure. Motivation then forces the people to do something or act in a certain manner. The desire of an individual to have their needs satisfied provides the inspiration to complete a task. Motivation then refers to a combination of factors including the initiation, direction, intensity and persistence of human behavior. It can be concluded that the motivation is the idea and initiative to encourage and drive the individual to do something or to improve performance. At one time according to the Factory Model of business management, employees were considered as just another resource of the Supply Chain to be exploited for the production of goods and services.

Colquit JA (2014: 64) provides a definition of organizational commitment as the force affecting the desire of employees to continue with or leave the organization. A

further study by Kinicki A and Fugate M (2018: 56) states that organizational commitment can reflect employee orientation towards their identification process for the company and its objectives. Organizational commitment is evident through the desire of employees to continue to work for the company and low attrition rate. It can also be registered through the amount of motivation employees have to contribute to the goals and decisions of the company.

Performance in general is a condition that is determined by the achievement of results in relation to the implementation of the strategy associated with the company's vision and mission. It is also used to determine the impact of policy at the operational level. According to Nurlaila (2010: 71), performance is the result or output of a process. According to the behavioral approach of management, performance is the quantity or quality of something produced or services provided by someone who does the work (Luthans, 2005: 165).

According to Mengkunegara (2012: 9) and Shaylendra et al (2015) employee performance (work performance) is a work result based on quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Stewart

GL & Brown KG (2010: 297) provides a definition of performance as a result of contributions from individuals that have an impact on the organization in achieving the organization's vision and mission. Another opinion regarding employee performance stated by Ambar Teguh Sulistiyani & Rosidah (2003: 223) is that a person's performance is a combination of ability, effort and opportunity which can be assessed from the results of their work. Based on similar explanations from several experts regarding employee performance, it can be concluded that the work produced by an employee has an impact on the expected company goals.

III. RESEARCH RESULTS : VALIDITY TEST RESULTS

The table below shows that the corrected item total correlation value is obtained from the organizational culture variables (obtained from the validity test) and these are valid. The results of the validity test for work motivation variables, organizational commitment variables and the performance variables are valid.

A. Reliability Test Results

The reliability test results for each variable are presented in the following table:

| Variable | Cronbach's Alpha | Cronbach's Alpha Pemanding | Keterangan |
|-------------------------|------------------|----------------------------|------------|
| Organizational culture | 0.807 | 0.600 | Reliable |
| Work motivation | 0.855 | | Reliable |
| Organization commitment | 0.688 | | Reliable |
| Employee Performance | 0.781 | | Reliable |

Table 1:- Reliability test results for all variables

B. Normality Test Results

The results of the normality test in this study are shown in the following table:

| | Kolmogorov-Smirnov | | | |
|-------------------------|--------------------|-----|-------|--------|
| | Statistic | df | Sig. | Remark |
| Organizational culture | 0.068 | 159 | 0.072 | Normal |
| Work motivation | 0.069 | 159 | 0.064 | Normal |
| Organization commitment | 0.070 | 159 | 0.056 | Normal |
| Employee Performance | 0.067 | 159 | 0.080 | Normal |

Table 1:- The results of the normality test for all variables

Based on the results of the reliability test processing, it shows that the value of Cronbach's Alpha for each variable is greater than 0.600 (Cronbach's Alpha comparison), so therefore all variables used in this study are declared reliable.

The results of the normality test of the data with the Kolmogorov-Smirnov Test approach obtained a significance value of more than 0.05 for all variables used, so that based on these results it can be said that all

variables have data that is within a statistical normal spread.

C. Descriptive Analysis

➤ *Respondents' Perception of Organizational Culture (X1)*

The table above shows the results of an analysis of the scale range for the dimensions of risk taking. The results of this analysis obtained a value of 459 in the scale range 413 – 540, placing it in the 'fairly strong' category.

This shows that Karawang Regional General Hospital employees have a strong organizational culture in terms of risk taking with a marked strong sense of responsibility for work. There is also evidence of a strong clarity of vision and mission of the company that facilitates the decision-making process with regard to the work.

The table above is the total score data of respondents' answers in reference to the dimensions of aggressiveness. Respondents' answers have an average score of 406, meaning that they fall into the category of 'not strong' when the respondent's answers are placed within the scale.

D. Verification Analysis

Verification analysis is the type of analysis used to test the "truth of" or "proof of" a hypothesis of this study using specific statistical methods.

| Model Jalur-1 | Flow Koefisien | t | p | R ² |
|------------------------------------|----------------|-------|-------|----------------|
| X ₁ (pYX ₁) | 0.454 | 8,238 | 0.000 | 0.897 |
| X ₂ (pYX ₂) | 0.515 | 7,252 | 0.000 | |

Table 2:- A Summary of the results of the first model parameter path estimation.

F. Second

G. Line Path Analysis

The Partial Effect of Organizational Culture (X1) on Employee Performance (Z).Hypothesis testing Summary of Hypothesis Test Results.

| Hypothesis | Uji-t | | Uji-F | | Standardized Coefficients | R | Effect | | Conclusion |
|--------------|------------------|------------------|------------------|------------------|---------------------------|------|--------------|----------|------------|
| | t _{hit} | t _{tab} | F _{hit} | F _{tab} | | | Significance | Direct | |
| Hypothesis-1 | 5.32 | 1.97 | | | 0.454 | | Significant | Positive | Accepted |
| Hypothesis-2 | 4.16 | 1.97 | | | 0.515 | | Significant | Positive | Accepted |
| Hypothesis-3 | 15.24 | 1.97 | | | 0.202 | | Significant | Positive | Accepted |
| Hypothesis-4 | 7.25 | 1.97 | | | 0.164 | | Significant | Positive | Accepted |
| Hypothesis-5 | 8.23 | 1.97 | | | 0.641 | | Significant | Positive | Accepted |
| Hypothesis-6 | | | 681.1 | 2.66 | | 0.94 | Significant | Positive | Accepted |
| Hypothesis-7 | | | 1,785.1 | 2.66 | | 0.98 | Significant | Positive | Accepted |

Table 3

IV. DISCUSSION OF RESEARCH RESULTS

❖ *Discussion of Descriptive Analysis*

A. Organizational Culture at Karawang Regional General Hospital

The results of the study concluded that the organizational culture existing within Karawang Regional General Hospital was 'fairly strong'. This is based on the respondent's answers regarding the "8 Dimensions of Organizational Culture" with an aggregate average value of the organizational culture variable being 445 indicating a 'fairly high' assessment. Six of the "Dimensions" were categorized as "quite high" due to their values;

- Risk Taking scored a value of 459.
- Attention to Detail scored a value of 516.

E. Path Analysis

➤ *The relationship of Organizational Culture (X1) to work motivation (X2).*

• *First Line Model Diagram*

Based on the description of the above data regarding the analysis of the first path model and using the variables of organizational culture (X1), work motivation (X2), and organizational commitment (Y)

The equation and summary of estimation results that refer to the first path model with organizational culture variables (X1), work motivation (X2), and organizational commitment (Y), will be as follows:

- Results Orientation scored a value of 443.
- Individual Orientation scored a value of 439.
- Team Orientation scored a value of 458.
- Stability scored a value of 432.

The following "Dimensions" earned a ranking category of 'not high' due to their values;

- Innovation scored a value of 409
- Aggressiveness scored a value of 406.

Based on this data, the organizational culture of Karawang Regional General Hospital has room for improvement since this model requires each field or dimension to be at or near the category ranking of 'very high'. Two "Dimensions are definitely not in compliance with this standard. The increase according to this model is

very necessary because the organizational culture can be the main approach in solving problems of organizational problems, such as problems of uncertainty internally and externally which might have an impact on reducing the effectiveness and performance of the organization.

B. Work Motivation at Karawang Regional General Hospital

Based on the results of the study, it was found that the work motivation of Karawang Regional General Hospital was 'fairly strong'. This is based on the respondent's answers regarding the "7 Dimensions of Work Motivation" survey. The results revealed an average score of 443 for the *Leadership* variable placing it in the 'fairly good' category. *Paternalistic Work* variable in comparison was a data outlier being categorized as 'quite high' with an assigned value of 483. The dominant direction of the organization is revealed through the variables of *Impoverished Type, Country Club Type, Dictatorial Type, Middle-of-the-Road Type, Team Type, Opportunistic Type, and Paternalistic Type*. Based on this data, improvements with regards to work motivation should lead to a general increase in employee productivity for Karawang Regional General Hospital. Data suggests that focusing on the work motivation factor of *Team Management* will benefit the hospital. The behavioral traits of this factor revolve around having a high commitment to the work while maintaining concern for the underlying conditions.

C. Organizational Commitment to Karawang Regional General Hospital

Based on the results of the study, information was obtained that the organizational commitment that existed in Karawang Regional General Hospital was ranked as 'quite high'. This is based on the respondent's answers regarding organizational commitment with regards to three specific "Dimensions" which revealed the average value for organizational commitment with a variable of 521 which placed it in the 'fairly high' category. All dimensions utilized for the organizational commitment variable show a 'fairly high' tendency in respect to *Affective Commitment, Continuous Commitment, and Normative Commitment*. However, 'high' value results were recorded for *Affective Commitment* with a value of 530 when compared to the others.

Based on this data, the organizational commitment at Karawang Regional General Hospital has room for advancement and improvement from the current situation. The administration has the potential to elevate the category values to 'high' and 'very high'. The improvement is necessary since organizational commitment is an attitude held by employees that reflects loyalty to the organization and the desire of employees to play an active role in achieving each organizational goal for the progress of a sustainable organization.

D. Employee Performance at Karawang Regional General Hospital

The results of the study show that the performance of employees at Karawang Regional General Hospital was

not good or below expected standard. This is based on the supervisory respondents' answers regarding the performance of employees. Three "Dimensions" were used, with the average value of the variable employee performance being 350 and therefore placed in the 'bad' category. The "Dimensions" of *Quantity, Quality, and Timeliness* had assigned values that were not conducive to the viability of any enterprise. Based on this data, the performance of employees at Karawang Regional General Hospital has a drastic need for improvement. The transition from 'not good' to 'very high' is possible with proper stewardship. Companies that have high-performance employees will more easily reach each target goals when compared to companies with employees who exhibit low performance values.

❖ *Discussion of Verification Analysis*

A. Effect of Organizational Culture on Employee Performance

Based on the results of research on the relationship of organizational culture on employee performance, the results show that organizational culture has a significant influence on employee performance. This is based on the results of the T-Test obtained, namely the value of the $T_{count} = 5.321 > T_{table} = 2.350$ ($df = 158, \alpha = 0.05$). If the value of the $T_{count} > T_{table}$, it can be concluded that there is a significant and positive influence of organizational culture on employee performance. An increase in organizational cultural values will then have a positive impact on increasing employee performance. The magnitude of the effect of the correlation of organizational culture on employee performance was 20.2%. Thus, the level of employee performance was influenced by organizational culture by 20.2% and the remaining 79.8% was explained by other factors outside the model.

The effect of organizational culture on employee performance through fostering and developing a greater sense of responsibility for employees will have an impact on increasing the motivation of each employee to provide their maximum contribution to the company while achieving the set targets and goals of the company. It will also stimulate all employees to increase productivity and efficiency of their work.

B. The Effect of Work motivation on Employee Performance

The results of the research about the relationship of leadership to employee performance shows that leadership has a significant influence on employee performance. This is based on the results of the T-Test obtained, namely the value of $T_{count} = 4.164 > T_{table} = 2.350$ ($df = 158, \alpha = 0.05$). If the value of $T_{count} > T_{table}$, it can be concluded that there is a significant and positive influence of Work motivation on employee performance. Thus, an increase in work motivation value will have a positive impact on increasing employee performance. The magnitude of the influence of the correlation of work motivation on employee performance was 16.4%. Thus, the high and low of employee performance was influenced through work

motivation by 16.4% and the remaining 83.6% is explained by other factors outside the model.

The effect of work motivation on employee performance at Karawang Regional General Hospital has a significant correlation of 16.4%. The results of the study are in accordance with the results of the research conducted by Tampi BJ (2014) which found that the leadership style has a significant influence on employee performance with a correlation rate of around 27%.

C. The effect of Organizational Commitment on Employee Performance

Based on the results of research on the relationship of organizational commitment with employee performance, it was found that it had a significant influence on employee performance. This is based on the results of the T-Test obtained, namely the value of $T_{count} = 15,241 > T_{table} = 2,350$ ($df = 158, \alpha = 0.05$). If the value of $T_{count} > T_{table}$, it can be concluded that there is a significant and positive influence between organizational commitment with regards to employee performance. The data reveals that an increase in the value of organizational commitment will have a positive impact on increasing employee performance. The magnitude of the effect of the correlation of organizational commitment on employee performance was obtained at 64.1%, thus, the level of employee performance was influenced by organizational commitment of 64.1% and the remaining 35.9% was explained by other factors outside the model.

The influence of organizational commitment on employee performance at Karawang Regional General Hospital has a significant correlation of 64.1%. The results of these studies are in accordance with the results of research conducted by Heriyanti D (2007), namely that organizational commitment has a significant influence on employee performance. Organizational commitment can increase employee productivity which will in turn directly affect the company's performance.

D. The Effect of Organizational Culture on Organizational Commitment

The results of the research on the relationship of organizational culture with organizational commitment show that it has a significant influence on organizational commitment. This is based on the results of the T-Test obtained, namely the value of the $T_{count} = 7.252 > T_{table} = 2.350$ ($df = 158, \alpha = 0.05$). If the value of $T_{count} > T_{table}$, it can be concluded that there is a significant and positive influence of organizational culture on organizational commitment. An increase in organizational cultural values will thus have a positive impact on increasing organizational commitment. The magnitude of the influence of the correlation of organizational culture on organizational commitment was 45.4%. Thus, high and low organizational commitment is influenced by organizational culture by 45.4% and the remaining 54.6% is explained by other factors outside the model. The influence of organizational culture on organizational

commitment in Karawang Regional General Hospital has a significant correlation of 45.4%.

E. Effect of work motivation on Organizational Commitment.

Based on the results of research on the relationship of work motivation with organizational commitment, it was found that leadership has a significant influence on organizational commitment. This is based on the results of the T-test obtained, namely the value of $T_{count} = 8.238 > T_{table} = 2.350$ ($df = 158, \alpha = 0.05$). If the value of $T_{count} > T_{table}$, it can be concluded that there is a significant and positive influence of work motivation on organizational commitment. The data reveals that when there is an increase in organizational cultural values, there is a positive impact on increased organizational commitment. The magnitude of the effect of the correlation of leadership on organizational commitment was 51.5%. Thus, the high and low organizational commitment was influenced by work motivation by 51.5% and the remaining 48.5% is explained by other factors outside the model. The results of research on the influence of work motivation on organizational commitment, obtained positive and significant results.

F. The Effect of Organizational Culture and Work motivation on Organizational Commitment.

The results of the research on the simultaneous relationship of organizational culture and work motivation on organizational commitment show that they have a significant influence on organizational commitment. This is based on the results of the F-Test obtained, namely the value of $F_{count} = 681.17 > F_{table} = 3.05$ ($df_1 = 2, df_2 = 158, \alpha = 0.05$). With the value of $F_{count} > F_{table}$, it can be concluded that there is a simultaneous significant and positive effect of organizational culture and work motivation with regards to organizational commitment. When there is an increase in the value of organizational culture and leadership simultaneously, there will be a positive impact on increased organizational commitment. The magnitude of the simultaneous effect of the correlation of organizational culture and work motivation on organizational commitment was 94.7%. Thus, high and low organizational commitment was influenced simultaneously by organizational culture and work motivation by 94.7% and the remaining 5.3% is explained by other factors outside the model. The results of research of the simultaneous influence of organizational culture and work motivation on organizational commitment obtained significant and positive results.

G. Effect of Organizational Culture, Work motivation, and Organizational Commitment on Employee Performance.

Based on the results of research on the simultaneous relationship of organizational culture, leadership and organizational commitment on employee performance, results show that they simultaneously have a significant influence on employee performance. This is based on the results of the F-Test obtained, namely the value of $F_{count} = 1785,174 > F_{table} = 3.05$ ($df_1 = 2, df_2 = 158, \alpha = 0.05$).

If the value of $F_{count} > F_{table}$, it can be concluded that there is a significant and positive effect of simultaneous organizational culture, work motivation, and organizational commitment on employee performance. Therefore, when there is a simultaneous increase in the value of organizational culture, work motivation, and organizational commitment there will be a positive impact on increased employee performance. The magnitude of the effect of the correlation of simultaneous organizational culture, work motivation and organizational commitment on employee performance is 98.6%. Thus, the level of employee performance is influenced simultaneously by organizational culture, work motivation, and organizational commitment by 98.6% and the balance of 1.4% is explained by other factors outside the model. Significant and positive results were obtained from the results of research on the simultaneous influence of organizational culture, work motivation and organizational commitment on employee performance.

V. CONCLUSIONS

Based on the results of the research described above regarding the influence of organizational culture, work motivation, and organizational commitment on employee performance at Karawang Regional General Hospital, the following conclusions can be made:

1. Partial Organized Culture has a significant and positive influence on the performance of Karawang Regional General Hospital employees.
2. Partial Leadership has a significant and positive influence on the performance of Karawang Regional General Hospital employees.
3. Partial Organizational Commitment has a significant and positive influence on the performance of Karawang Regional General Hospital employees.
4. Partial Organizational Culture has a significant and positive influence on organizational commitment at Karawang Regional General Hospital.
5. Partial Work Motivation has a significant and positive influence on organizational commitment at Karawang Regional General Hospital.
6. Organizational Culture and Work Motivation simultaneously have a significant and positive influence on organizational commitment at Karawang Regional General Hospital.
7. Organizational Culture, Work Motivation, and Organizational Commitment simultaneously have a significant and positive influence on the performance of Karawang Regional General Hospital employees.

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