

# THE INFLUENCE OF ORGANIZATIONAL CULTURE, LEADERSHIP STYLE AND ORGANIZATIONAL COMMITMENT TO EMPLOYEES PERFORMANCE (A Case Study in the Provincial Health Department of East Nusa Tenggara)

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## ABSTRACT

**Background:** Employee performance is the outcome of duties and responsibilities, then the authority of ones in their holding position, within an organization of either government or private companies in a range of time, to reach the target or goal of an organization. Employee performance needs to be improved in order that the target is fulfilled. Provincial Health Department of East Nusa Tenggara is a public organization (bureaucracy) whose role is to provide public services. The success of the organization is strongly influenced by the performance of employees. Employee performance needs to be improved in order to achieve the objectives of excellent service to the community, namely the creation of services presented by the government apparatus in accordance with the standards or satisfies/profitable, effective and efficient, and also can provide a positive image. Strong organizational culture would trigger employees to think, behave and act in accordance with the values of the organization. Correspondence between the culture of the organization with member organizations that support it will give rise to employee performance. Leadership style of a leader or manager in directing and mobilizing subordinates to achieve the planned objectives is important in an organization. Organizational commitment is the partiality of a person as a member towards the organization to play an active role in order to achieve the goal. The aim of this study is to analyze the influence of the organizational culture, leadership style, and employee commitment to increase any performance to run duties and responsibilities in Provincial Health Department of East Nusa Tenggara.

**Method:** This research uses an explanatory survey, under cross sectional design, along with the saturated sample of 197 employees and the instrument used was a long list of questionnaire. The analysis techniques used in this research is a Structural Equation Model (SEM) by lisrel 8.50 software.

**Results:** The results of the research in Provincial Health Department of East Nusa Tenggara indicate average organizational culture 96.9492 (excellent), 74.0964 leadership style (very good), organizational commitment 78.2843 (very good) and the performance of employee 64.4619 (very good). Excellent organizational culture shown by team orientation indicator indicated 46.3% while the not good organizational culture on stability indicators 3.6%. Good leadership style shown by control indicator indicated 55.3% while not good leadership style on motivation indicator 1.5%. Good organizational commitment shown by normative commitment indicators indicated 55.3% while the not good organization commitment on sustainable indicators 9.6%. Good employee performance shown by quantity indicator indicated 69.0% while the not good employee performance on timeliness indicators 1.0%. The result indicates that there is a causal relationship between variables that influence and criteria of Goodness of Fit that is chi-square = (812.96); GFI = (0.71); AGFI = (0.63); RMSEA =

(0.14). Organizational culture has a positive and significant effect on leadership style, organizational commitment and the performance of employees. Organizational commitment has a significant and positive effect on employee performance. However, leadership style does not significantly affect the performance of employees.

**Conclusion:** The Employee Performance of Provincial Health Department is developed by organizational culture and organizational commitment. Therefore, it is advisable to increase the organizational culture and organizational commitment in order to achieve a good employees performance. In improving the organizational culture of the Provincial Health Department of East Nusa Tenggara need to improve the completion of work through team work. Improvements can be made by civilize finishing work in teams rather than individuals, while increasing organizational commitment in Provincial Health Department of East Nusa Tenggara of the leadership needs to give appreciation to employees who complete the work well and empowering all employees and not focus on specific employee.

**Keywords:** Organizational Culture, Leadership Style, Organizational Commitment, and Employee Performance.

## INRODUCTION

Employee Performance is a condition that must be known and informed of certain parties to determine the level of achievement that associated with the vision of an agency assigned to an organization and determines the positive and negative impacts on an operational policy[1]. With the information on the performance of a government agency, an institution will be able to take the necessary action as a policy correction to straighten the main activities, and the main tasks of the agency, and material for planning in order to determine the level of success of the institution to decide a course of action [2].

Health Department is a public organization as one of the work (SKPD) in East Nusa Tenggara (NTT), whose function is to provide services directly to the public [3]. Health care is among the five types of basic services needed by the community including: 1) health; 2) education; 3) water; 4) electricity and 5) access to road. The result shows that the performance of employees of the Provincial Health Department in NTT is still low. This can be seen by the low level of attendance of employees who followed a morning assembly that can be characterized from the punctuality of attendance of employees who come to the Department. Thus, some tasks cannot be finished.

Lower performance is influenced by various factors such as organizational culture, leadership style and organizational commitment. An organizational culture in the Provincial Health Department indicates that there are employees who do not dare to innovate and still monotone was in doing the job. Employees seem do not like to work, there are employees who leave the task during working hours, and there is time that used to relax during the working hours especially when the leader leave the Department. Employees'only routine performing works without regard to the benefits of such work and the employee still waiting for the order in the work and not be aware that he or she is a public servant of the state.

Leadership style in the Provincial Health Department in NTT shows that the leader seems to be assertive at work, so the employees only ask for instructions from their leader. This style is often seen as one direction in communication, this leadership style also provides direct orders and carried out by the employees through a disposition that have been given.

Organizational commitment in the Provincial Health Department indicates that there is a lack of dedication and loyalty of the employees. This is because the motivation of the employees is oriented to the amount of salary / income. The other reason is that symptoms of motivating employees to work. This is because some employees have not gotten a chance to be promoted, even though the employee has a high ability. This is because of many political issues.

As a result of the performance of employees and the various factors that described above, will have an impact on people's health status, among others in NTT. This includes the highest prevalence of ISPA among all provinces in Indonesia, which accounted 41.7%. The incidence and prevalence of pneumonia in the East Nusa Tenggara province in 2013 have shown that 4.6 ‰ and 10.3‰. This is the highest rank throughout Indonesia. Incidence and prevalence of malaria in NTT province show that 2.6 percent and 6.8 percent respectively. This is the second highest after Papua. Only about half (55%) of malaria cases in the province of East Nusa Tenggara were treated with the drug program [4]. Therefore, the objective of this research is to create a model of employee performance in the Provincial Health Department in East Nusa Tenggara.

## **MATERIALS AND METHODS**

This research is an explanatory survey aimed to explain and test the hypothesis of the study variables. The focus of this research is on the analysis of the relationships between variables. This study used cross sectional design where researchers will examine all the variables at the same time [5]. In this study, the authors wanted to assess the influence of organizational culture, leadership style and organizational commitment as an independent variable on the employee's performance as the dependent variable [6, 7, 8]. The research instrument used was a questionnaire with Likert scale. The questionnaire has been tested for validity and reliability by using confirmatory factor analysis on each of the latent variables

This research was conducted at the Department of the Provincial Health Department of East Nusa Tenggara. The study was conducted in July 2015. Sample in this research is total population (saturated sample) that consisting of all employees (197 samples) of the Provincial Health Department that including three UPTD (UPTD Management of Medicines and Health Supplies Vaccines, UPTD Health Laboratory and UPTD Training of Health).

Data were analyzed by using 1) unvaried analysis, conducted to determine the distribution of respondents; 2) Bivariate analysis, conducted to determine whether there is a significant relationship between each independent variable dependent variable using SPSS version 21 [9]; and 3) Multivariate analysis, conducted to determine the factors, independent variables in predicting the dependent variable. The analytical method chosen in this research is by using SEM (Structural Equation Model), which is operated through a program LISREL 8.50 for windows [10].

## **ETHICAL APPROVAL**

Participation of respondents in primary data collection is voluntary. A questionnaire was used with clear instructions attached. Consent form be signed when the respondents are willing to become a respondent, after explaining the objectives and expectations of the studies employed.

## RESULT

### Characteristics of employees

Characteristics of 197 employees at the Provincial Health Department in NTT, such as: age, sex, education, employment, positions and salaries. The highest age of employees is 41-50 years (39.1%). Age is one factor that affects the performance improvement generated by employees, because the higher the age of an employee, the better to determine the level of ability, tenacity and maturity of an employee in completing a job [6]. Most of the employees in provincial health Department are female (53.3%). Robbins states that there is no consistent differences between men and women in problem-solving skills, analytical skills, competitive urge, motivation, sociability, or the ability to learn [6]. Most of the employees in the provincial health Department are educated to degree level (45.7%). Education as the foundation to establish, prepare, build and develop human resources is crucial in the success of the future. An education level achieved is important to adjust the next level of education in accordance with the qualifications of employees occupied positions and adjust employee-owned formal education in accordance with the job at hand servants [8]. Most of the employees have a service life of 21-30 years (32.5%). Period of employment of an employee is also one of the important factors that contribute to the performance of employees in carrying out their duties because the longer an employee worked the more experience they possessed and it certainly affects the performance of the employees themselves [11]. General functional/largest executive is the majority of the employee's position (76.6%). This is a trust position that is inherent in a person (civil servant) who took the task as a great responsibility. Therefore, a position assumed by someone PNS used as an opportunity to empower, influence and encourage its members to improve performance in the execution of daily tasks [12]. Most of the employees have a salary between 2.6 to 5 million (83.2%). The salary of employees has a deep meaning, which is something that can affect the level of the employee's life with his family. The characteristics of provincial health Department in NTT can be seen in Table 1.

**Table 1** The Characteristics of Employees in the provincial health Department in NTT Province

No	Variable	Total	%
1.	Age (year) :		
	- ≤ 20	0	0
	- 21-30	14	7.1
	- 31-40	61	31.0
	- 41-50	77	39.1
	- > 51	45	22.8
	Total	197	100
2.	Sex :		
	- Male	92	46.7
	- Female	105	53.3
	Total	197	100
3.	Education :		
	- Primary School	1	0.5
	- High School	46	23.4
	- Diploma	25	12.7
	- Degree	90	45.7
	- Postgraduate	35	17.8
	Total	197	100
4.	Employment (year) :		
	- ≤ 10	56	28.4
	- 11-20	58	29.4
	- 21-30	64	32.5
	- > 31	19	9.6
	Total	197	100
5.	Position :		
	- Officials Structural	19	9.6
	- General Functional	151	76.6
	- Specific Functional	27	13.7
	Total	197	100
6.	Salary (Rp):		
	- < 2,5 million	26	13.2
	- 2,6 - 5 million	164	83.2
	- 5,1 - 7,5 million	7	3.6
	- >7,6 million	0	0
	Total	197	100

**Employee Performance by Organizational Culture, Leadership Style and Organizational Commitment**

Table 2 below shows that very good organizational culture will give better performance of employees (44.7%). Most performances of employees who are under very good leadership style (42.1%). It shows employees under good leadership style will give good performance results. Table 2 below shows that most of the very good

performance of employees who are in very good organizational commitment (45.7%). This shows that the commitment of employees under good leadership style will provide good result of performance.

Table 2 Employee Performance Based On Organizational Culture, Leadership Style and Organizational Commitment

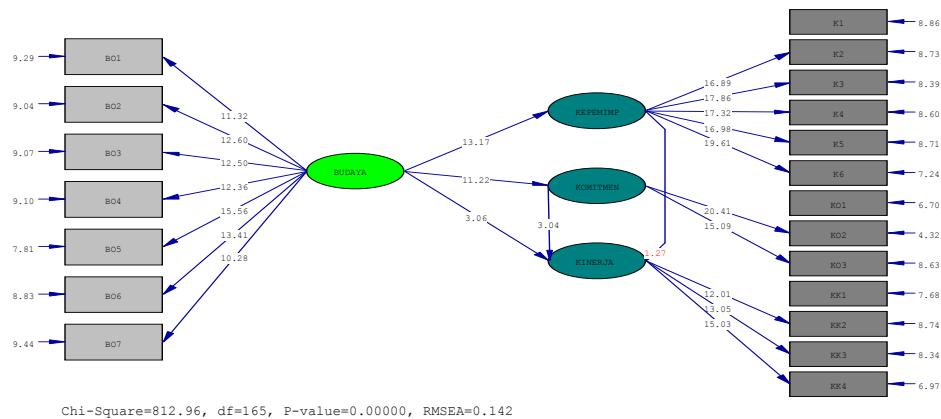
	Employee Performance					Total
	Poor	Fair	Good	Very Good	Excelent	
<b>Organizational Culture</b>						
Poor	1 (0.5%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	1 (0.5%)
Fair	0 (0%)	0 (0%)	2 (1.0%)	0 (0%)	0 (0%)	2 (1.0%)
Good	0 (0%)	1 (0.5%)	4 (2.0%)	5 (2.5%)	0 (0%)	10 (5.1%)
Very Good	0 (0%)	0 (0%)	5 (2.5%)	88 (44.7%)	6 (3.0%)	99 (50.3%)
Excelent	0 (0%)	0 (0%)	1 (0.5%)	42 (21.3%)	42 (21.3%)	85 (43.1%)
Total	1 (0.5%)	1 (0.5%)	12 (6.1%)	135 (68.5%)	48 (24.4%)	197 (100%)
<b>Leadership Style</b>						
Poor	1 (0.5%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	1 (0.5%)
Fair	0 (0%)	1 (0.5%)	3 (1.5%)	0 (0%)	0 (0%)	4 (2.0%)
Good	0 (0%)	0 (0%)	6 (3.0%)	15 (7.6%)	0 (0%)	21 (10.7%)
Very Good	0 (0%)	0 (0%)	2 (1.0%)	83 (42.1%)	6 (3.0%)	91 (46.2%)
Excelent	0 (0%)	0 (0%)	1 (0.5%)	37 (18.8%)	42 (21.3%)	80 (40.6%)
Total	1 (0.5%)	1 (0.5%)	12 (6.1%)	135 (68.5%)	48 (24.4%)	197 (100%)
<b>Organizational Commitment</b>						
Poor	1 (0.5%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	1 (0.5%)
Fair	0 (0%)	1 (0.5%)	0 (0%)	1 (0.5%)	0 (0%)	2 (1.0%)
Good	0 (0%)	0 (0%)	7 (3.6%)	8 (4.1%)	2 (1.0%)	17 (8.6%)
Very Good	0 (0%)	0 (0%)	5 (2.5%)	90 (45.7%)	2 (1.0%)	97 (49.2%)
Excelent	0 (0%)	0 (0%)	0 (0%)	36 (18.3%)	44 (22.3%)	80 (40.6%)
Total	1 (0.5%)	1 (0.5%)	12 (6.1%)	135 (68.5%)	4(24.4%)8	197 (100%)

**Confirmatory Factor Analysis (CFA)** Parameter indicates that the validity of an indicator is the leading factor ( $\lambda$ ), while parameter indicates the reliability of an indicator is  $1-\delta$ . The larger the value of  $\lambda$ , the most valid indicators to measure the latency of variables, as well as the greater the value  $1-\delta$ , the more reliable indicators to measure latent variables [10]. Table 3 below can show that all indicators expressed reliable in measuring the variables of organizational culture, leadership styles, organizational commitment and performance of employees. While not all the indicators are valid to measure latent variables. Indicators declared invalid are innovation and risk taking, targeting, affective commitment and quality.

Table 3 Value Loading Factor ( $\lambda$ ) and  $1-\delta$

No	Variable	$\lambda$	$1-\delta$	t for $\lambda$	t for $1-\delta$	Ket.
1	Organizational Culture					
	- innovation and risk taking	0.71	0.49	0	9.29	Not Valid and Reliable
		0.77	0.41	10.53	9.04	
	- aggressiveness	0.77	0.41	10.47	9.07	Valid and Reliable
	- results orientation	0.76	0.42	10.39	9.10	Valid and Reliable
		0.88	0.22	12.07	7.81	Valid and Reliable
	- people orientation	0.80	0.35	10.99	8.83	Valid and Reliable
		0.66	0.56	9.06	9.44	Valid and Reliable
	- team orientation					Valid and Reliable
	- attention to detail					
- steadiness						
2	Leadership Style					
	- goal setting	0.86	0.26	0	8.86	Not Valid and Reliable
		0.87	0.24	16.89	8.73	
	- decision-making	0.90	0.19	17.86	8.39	Valid and Reliable
		0.88	0.22	17.32	8.60	Valid and Reliable
	- communication	0.88	0.23	16.98	8.71	Valid and Reliable
		0.94	0.12	19.61	7.24	Valid and Reliable
	- interaction					Valid and Reliable
- motivation						
- control						
3	Organizational Commitment	0.90	0.19	0	6.70	Not Valid and Reliable
	- affective commitment	0.94	0.11	20.41	4.32	
		0.81	0.35	15.09	8.63	Valid and Reliable
	- continuous commitment					Valid and Reliable
	- normative commitment					
4	Employee Performance					
	- quality	0.84	0.29	0	7.68	Not Valid and Reliable
		0.75	0.44	12.01	8.74	
	- quantity	0.79	0.37	13.05	8.34	Valid and Reliable
		0.87	0.24	15.03	6.97	Valid and Reliable
	- timeliness					Valid and Reliable
- creativity						

**Structural Equation Modeling (SEM)**



Picture. 2 Output Diagram SEM t-value

In this study, there are four (4) variables, namely organizational culture, leadership styles, organizational commitment and performance of employees. The variable (x) of organizational culture is measured by the seven indicators of innovation. They are risk taking, aggressiveness, results orientation, people orientation, team orientation, attention to detail and steadiness. From Figure 2 above shows that the value of t of seventh significant indicators, namely innovation and risk taking 11.32 ( $> 1.96$ ), aggressiveness 12.60 ( $> 1.96$ ), results orientation 12.50 ( $> 1.96$ ), the orientation of the people 12.36 ( $> 1.96$ ), team orientation 15.56 ( $> 1.96$ ), the attention to detail 13.41 ( $> 1.96$ ) and steadiness 10.28 ( $> 1.96$ ). This means that these four indicators are valid to measure the variables of Organizational Culture. Variables Y1 of leadership style formed by six (6) indicators such as goal setting, decision-making, communication, interaction, motivation and control. From Figure 2 above shows that the value of t from sixth significant indicators, namely goal setting 0.00 ( $< 1.96$ ), the decision-making 16.89 ( $> 1.96$ ), communication 17.86 ( $> 1.96$ ), interaction 17.32 ( $> 1.96$ ), motivation 16.98 ( $> 1.96$ ) and control 19.61 ( $> 1.96$ ). This means that there is five valid indicators to measure variables Y1 leadership style, while indicators of goal setting should be re-evaluated its validity. Variable Y2 of organizational commitment is formed by three (3) indicators of affective commitment, continuous commitment and normative commitment. From Figure 2 above shows that the value of t of these three indicators significantly, that is affective commitment 0.00 ( $< 1.96$ ), continuous commitment 20.41 ( $> 1.96$ ) and normative commitment 15.09 ( $> 1.96$ ). This means that there are two (2) valid indicators to measure variables Y2 Organizational Commitment, while indicators affective commitment must be re-evaluated its validity. Four (4) indicators of quality, quantity, timeliness and creativity form variable Y3 of Employee Performance. From Figure 2 above shows that the value of t of the four indicators significant with the quality of 0.00 ( $< 1.96$ ), the quantity of 12.01 ( $> 1.96$ ), timeliness 12.05 ( $> 1.96$ ) and creativity 15, 03 ( $> 1.96$ ). This means there is three (3) valid indicators to measure variables Y3 of employee performance, while the quality indicators should be re-evaluated its validity.

Parameters delta and epsilon are parameters relating to errors in measurement error variables, and associated with reliability [10]. In lisrel output, if the 1-delta and 1- epsilon shows a significant result then the indicator is reliable. Based on the results of Figure 2 above shows that the value of t for all the indicators that make up the variables is greater than 1.96, so all reliable indicators can measure the variables.



Beta Parameter is a parameter that endogenous variables influence the other endogenous variables. If the result is significant, it means that there is a significant influence on the endogenous variables to other endogenous variables [10]. In Figure 2 above, the value of the variable coefficient t organizational commitment to employee performance variables 3.04 ( $> 1.96$ ), meaning that there is significant influence variable organizational commitment to employee performance variables. While the value of the coefficient t leadership style variable to the variable of employee performance 1.27 ( $< 1.96$ ), meaning there is no significant effect of leadership style variable to employee performance variable.

Gamma parameter is parameters that influence parameters exogenous variables on endogenous variables. If the result significant, it means that there is significant influence of exogenous variables on endogenous variables [10]. In Figure 2 above, the value of the variable coefficient t organizational culture leadership style variable to 13.17 ( $> 1.96$ ), it mans that there is significant influence on the organizational culture variable to leadership style variable. The value of T variable, coefficient organizational culture to organizational commitment variable 11.22 ( $> 1.96$ ), meaning there is a significant influence of organizational culture variable to the variable of organizational commitment. T value variable coefficient organizational culture to employee performance variables 3.06 ( $> 1.96$ ), meaning there is significant influence of organizational culture variable to the variable of employee performance.

In assessing the fit model by using Goodness of Fit reindex (GFI), Adjusted Goodness of Fit Index (AGFI) and Root Mean Square Error of Approximation (RMSEA), the criteria Model Fit enough with the data when the value of GFI  $> 0.90$ , AGFI values  $> 0.90$  and RMSEA value  $< 0.08$ . Based on Figure 3, the value of P Value = 0.00 ( $< 0.05$ ), RMSEA = 0.14 ( $> 0.08$ ), GFI = 0.71 ( $< 0.90$ ), AGFI = 0.63 ( $< 0.90$ ) it means the model is not yet fit enough, so need to be evaluated and modified based on theoretical concepts.

## DISCUSSION

Employee performance is a result that obtained by an organization, both profit-oriented and non-profit oriented organizations that produced during a period of time [13]. The role of organizational culture is very important in improving the performance of employees. This is tangible to the productivity of services. Employee performance will improve with the internalization of the organization's culture. Employees who understood the overall values of the organization will make these values an organization's personality. The perception will support the performance and employee satisfaction [8].

Organizational culture will affect the performance. An organizational culture that internalized will provide the ability to minimize the deviation and the ability to adapt with unexpected situations. It is crucial for organizations and individuals doing business, services and interact with the environment, as well as manage personnel internally or superior-subordinate relationship [14]. Organizations can grow and thrive because of an organizational culture that contained and able to stimulate the spirit of human resources so that the performance can be increased. However, some organizations can destroy, this is because their disability to maintain a productive organizational culture. Organizational culture has an impact on long-term performance of the organization; perhaps this is an important factor in determining the success or failure of an organization. Although it is not easy to change, organizational culture can improve the performance of employees so that the productivity of the organization increases. Organizations with a strong and positive culture will allow people to feel motivated to grow, learn and improve [8]. The results showed that organizational culture has a positive and

significant impact on leadership style, organizational commitment and performance of employees. It supports the research of Nurjanah [12] and Heriyanti [15] that show organizational culture has a positive and significant impact on leadership style, organizational commitment and employee performance. As well as the research by Kusumawati [16], Nurjanah [12], Heriyanti [15], and Ogbonna,dkk [17], which shows that organizational culture has a positive and significant effect on employee performance.

Leadership is the ability to influence others. So the subordinates are willing and able to perform certain activities, although it might not be his/her favorite. In an organization, functions and the leadership role encourage the formation of organizations that become dominant [8]. In the era of globalization of leadership, it is needed the high value of competence. The competence can be obtained if the leader has the maximal experience and science. A leader has a major influence in improving employee performance [18]. Encouraging the quality of subordinates has an influence on the creation of quality of employment in accordance with expectations. The leader must be able to direct subordinates to have competence in the work. This is due to the competence of the employees that will be able to boost the quality of organizational performance [19].

Each leader is not only required to work optimally, but also to understand where the problems possessed by each employee during that time. Example is problems that includes in developing the talents of employees. Understanding the talent and expertise with compliance is placing the employee in accordance with the place or applied the concept "the right man on the right place" [8]. The results showed that the leadership style does not significantly affect the performance of employees. This is in contrast with research Nurjanah [12], Heriyanti [15], Ogbonna,dkk [17], Walumbwa, dkk [20] and Yeh and Hong [21], which indicate that the style of leadership has a significant positive effect on employee performance. The difference is due to the differences in study and research locations of objects, concepts and leadership styles and performance measurement that had been used.

Organizational commitment is a factor that differentiates the results of workers who are at the same position and the same work. Organizational commitment is partisanship of a person as a member of the organization towards the organization with an active role in order to achieve the goal. This is characterized by attachment to the organization, the belief in the organization and suitability of employee to the organization's objectives with indicators of attachment to the organization, confidence in the organization and conformity with the organization [8]. Commitment is important for the organization, because it influence the turn over and performance that assumes individuals, which is likely to share a commitment to develop a greater effort on employment. The result of this study is the same with the results of some researches such as Nurjanah [12] and Heriyanti [15], which shows that organizational commitment has a significant effect on employee performance.

## **CONCLUSIONS AND RECOMMENDATIONS**

The employee performance of the Provincial Health Department in NTT province is developed by organizational culture and organizational commitment. This Organizational culture has a positive impact on leadership style, organizational commitment and performance of employees. Leadership style does not significantly affect the performance of employees. Organizational commitment has a significant influence on employee performance. While the organizational culture and organizational commitment has a positive and significant influence on employee performance.

The suggestion on this research is the value of the organizational culture needs to be internalized and applied to all employees of the Provincial Health Department in NTT. This is because organizational culture and organizational commitment can increase the performance of employees. Therefore, it is needed to strengthen the organizational culture and organizational commitment of all employees to improve the performance of the employees themselves.

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