

The Curvalinier Relationship between Transformational Leadership and Organizational Performance with Organizational Culture at Private Colleges

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Abstract: This study aims to analyze the Curvalinier relationship between Transformational Leadership and Organizational Performance with Organizational Culture as Moderating in Private Universities in Kopertis Region III DKI Jakarta Province. The technique of collecting data determined in this study is by distributing or distributing questionnaires (questionnaires) directly to respondents as many as 200 individual leaders representing each university. The data analysis technique used in this study is to use a polysomial multilevel regression analysis (Polynomial Regression Hierarchy Analysis) which is supported by using the SPSS 16.0 application program. The results of this study show how the Curvalinier relationship between transformational leadership and organizational performance that strengthens culture in organizations. The curvalinier relationship between transformational leadership and organizational performance becomes stronger with a higher organizational culture and weaker if the organizational culture is low.

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I. Introduction

The aspects of socio-cultural life have become a part of the impact of globalization, one of which is related to the world of education, especially Higher Education. This is indicated by the existence of Higher Education coming from abroad. Higher education institutions of other countries can organize Higher Education in the Republic of Indonesia, in accordance with statutory provisions (Law on Higher Education Number: 12/2012), so that it will be a challenge as well as a threat to the organizers of Higher

Education in Indonesia. Without a clear regulation the arrival of foreign tertiary institutions can have bad consequences for domestic tertiary institutions (Prasetyo, 2017).

In the considerations to consider point (c) of the Higher Education Law Number: 12/2012 which contains; that in order to increase the competitiveness of the nation in facing globalization in all fields, a Higher Education is needed that is able to develop science and technology and produce intellectuals, scientists, and / or professionals who are cultured and

creative, tolerant, democratic, resilient in character, and brave in defending the truth to national interest. Based on the consideration point (c) it can be interpreted that every leader or manager of Higher Education must play an active role in managing, developing and advancing Higher Education in Indonesia, so that it can be realized as the message or mandate of the said Law. Therefore the question arises "Does the role of leaders as managers of Higher Education in Indonesia have fulfilled the message or mandate of the Act in question?" To answer this question, a study is needed in concept or theory as well as empirical as follows;

Several phenomena of Higher Education organizational performance, for example in the context of the publication of Higher Education scientific works in Indonesia based on the data of the Ministry of Research and Technology (2018), the number of Indonesian scientific publications indexed by Scopus in 2018 succeeded beyond Singapore and Thailand (Indonesia 5,125 publications, Singapore 4,498, Thailand 3,741, and Malaysia 5,999), and in international publications ASEAN Indonesia stands at 8,269 while Thailand is at 5,135.

The Accreditation of State Universities and Private Universities in Indonesia is a must, because it is an order of the National Education System Law Number: 20/2003 article 61 paragraph (2) which reads; that a diploma is given to students as recognition of learning achievement and / or completion of an education level after passing an exam held by an accredited education unit. As a concrete manifestation of the Law's order, a Minister of National Education Regulation No. 28/2005 concerning the National Accreditation Board for Higher Education was issued. Article 1 paragraph (2) reads; Higher Education Accreditation is an assessment of the feasibility of Higher Education programs and / or units based on established criteria to provide quality assurance to the community.

The results of the Institutional Higher Education unit feasibility assessment conducted by the National Accreditation Board for Higher Education from 2014 to 2018 stated that there were only 69 Universities out of \pm 1,350 accredited with A quality (very good).

Based on the Institutional accreditation results data, it can be understood that the performance of higher education organizations can be categorized as high quality tertiary institutions which still do not meet the expected quality. This means that of \pm 1,350 tertiary institutions that have been accredited by the National Accreditation Board of Higher Education, most are in a position with good enough quality / C and good quality / B. Many universities, until now, have not reached the ideal ratio of Lecturers and Students. Most State Universities and Private Universities have not been able to adjust the ratio of 1:30 for exact sciences, and 1:40 for social sciences, and as many as 1,469 Study Programs in State Universities experience a shortage of lecturers, and as many as 4,597 Study Programs in Higher Education Private sector experienced a shortage of lecturers. In other words there are as many as 6,066 study programs in Higher Education Institutions under the auspices of the Ministry of Research Technology and Higher Education who still need more Lecturers (Nasir, 2015). Indeed there are many Private Universities whose lecturer ratios are not comparable with students, there are even Private Tiggi Universities whose ratios reach 1: 499, this high ratio is out of bounds (Suyatno, 2015).

Some phenomena are found, particularly in Private Universities in Region III in the Special Capital Region Province (DKI) Jakarta, that until 2017 there were 333 Private Universities with Strata (Universities, Institutes, Colleges, Colleges, Academies and Polytechnics). Based on the results of the Institutional Accreditation of Institutions by the National Accreditation Board of Colleges until 2017, only 5 Universities were rated A (very good), and 56 Universities were C and B. While the Study Program was A (very good) there are 220 Study Programs, while the rest are mostly with B and C. While from 2014 - 2018 the number of Region III Private Universities in DKI Province that received A (very good) quality was 9 Universities. The value or quality of accreditation of Institutions and Study Programs up to 2017 in Private Universities in Region III of DKI Jakarta can be clearly seen in Table 1.

Table 1. The Institution and Study Program Accreditation Results of the Universities

No.	Institution Name	Institution				Study Program			
		Grade/Quality				Grade/Quality			
		A	B	C	JML	A	B	C	JML
1.	University	4	17	3	24	161	540	193	894
2.	Institute	-	3	2	5	8	69	47	124
3.	Higher Education	1	7	16	24	46	268	214	528
4.	Academy	-	-	7	7	3	52	79	134
5.	Polytechnics	-	1	-	1	2	15	19	36
6.	Total	5	28	28	61	220	944	552	1.716

Based on the data of accreditation results both in Institutions and Study Programs shown as in Table 1, it can be stated that most of the organizational performance of Private Universities in Kopertis Region III of DKI Jakarta Province can be categorized most with the quality of B and C.

This means that there are still many universities that do not meet the minimum quality / standard set by the National Education Standards, because based on Government Regulation (PP) Number: 13/2015 for changes in PP Number: 19/2005. Article 1 paragraph (1) reads; National Education Standards are minimum criteria about the education system in all jurisdictions of the Republic of Indonesia.

To meet the minimum standard A quality (very good) from the National Accreditation Board for Higher Education, the performance of Higher Education needs to be improved. Improved performance requires several factors or variables including leadership factors transformational, transactional, organizational culture, organizational learning, organizational innovation, and others. As Kotter and Heskett (1992) state many factors influence organizational performance, and improvement in organizational

performance can be achieved through strong organizational culture. The same thing Abiodun and Siddiq (2013) stated

that the factors influencing organizational performance can be seen at the level of individuals and organizations, where the culture and leadership of the organization are among the elements that are often evaluated. Some findings of previous research on the effect of transformational leadership on organizational performance with the results that there is a significant effect and nonsignificant effect. For example, significant research results as in; The research of Chi Kuang Hsin, Huery Ren Yeh, and Chiou Huei Yu (2008) states that transformational leadership has a positive and significant effect on organizational performance. The research of Hurtado et al. (2008) states that transformational leadership has a positive and significant effect. The research of Zaheer, Zahoor, and Imran (2012) states that transformational leadership has a positive and significant effect without mediating variables on organizational performance. The results of research that have no significant effect, for example, such as; Research by Idowu et al., (2011) states that transformational leadership does not have a significant positive effect on

organizational performance. Djumahir et al. (2013) stated that transformational leadership style had no significant effect on organizational performance.

Jin Wang, Mei-Ling, and Chech Jen (2010) stated that transformational leadership had no significant effect on the dimensions of financial performance, and organizational effectiveness of organizational performance, but had a significant effect on the dimensions of business performance of organizational performance. Based on the findings of these studies, there are differences in the results of research on the influence of transformational leadership on organizational performance, causing problems in the form of research inconsistencies (research gap).

The inconsistencies or gaps in the results of this study occur because of different cultures between countries where the research was conducted. Therefore, this study offers alternative solutions to overcome inconsistencies or gaps in previous research results through organizational culture as a moderating variable with 7 dimensions according to Caldwell, Chatman, and O'Railly (1991), which act as moderating in curvalinier relationships between transformational leadership and organizational performance, so this research is different from research

before and has a novelty value. This research integrates or combines two theories, namely the theory of self-determination and social exchange theory. Self-determination theory is a theory that explains that the basic psychological needs of humans are (autonomy, competence, and its relation), and its important role in motivation, welfare, and self-determined growth (Legault, 2017). While social exchange theory is a theory that explains that social exchange involves a series of interactions that produce obligations (Emerson, 1976). In social exchange theory, this interaction is usually seen as interdependent (interdependent) and dependent on the actions of others (Blau, 1964).

The relationship between these two theories occurs when individual employees are able to detect the presence of other parties interfering with their work which results in decreased performance, because there is a perception that the interference of the other party (in this case the leader) causes a determination that his self-

autonomy decreases (Legault, 2017). The contribution of this research lies in the study of theory that integrates or combines two theories, namely the theory of self-determination and social exchange, in an effort to clarify or clarify the inconsistencies of the results of previous studies in the form of linear relationships. A further contribution is to the role of organizational culture that reinforces the curvalinier relationship between transformational leadership and organizational performance.

II. RESEARCH METHOD

The place of research or the object of research is carried out at a Private University in Kopertis Region III DKI Jakarta Province. The data collection techniques determined in this study were by distributing or distributing questionnaires (questionnaire) directly to respondents as many as 200 individual leaders representing their respective tertiary institutions. A total of 200 questionnaires were distributed back as many as 200 in a state that has been filled in by respondents in full based on their respective responses to the variables of transformational leadership, organizational performance and organizational culture. The population used in the study was 333 Private Universities in Kopertis Region III of DKI Jakarta Province. The number of samples in this study was determined and decided on a proportional basis of 60 percent (60%) of the total population of 333 Private Universities in Kopertis Region III of DKI Jakarta Province, so the number of samples in this study was 200 (60% of 333) Universities. The sampling technique used in this study is by proportional stratified random sampling, which is a sampling technique based on strata or group or group of elements which will ideally have heterogeneity among members in each group (Sekaran, 2006). The data analysis technique used in the study is to use multilevel polynomial regression analysis (Hierarchical Polynomial Regression Analysis) assisted by using the SPSS 16.0 application program. The polynomial regression formula in this study is as follows: $Y = \beta_0 + \beta_1 X + \beta_2 X^2 + \beta_3 Z + \beta_4 XZ + \beta_5 ZX^2 + \epsilon$. Y is organizational performance; β_0 is Constant; $\beta_1 X$ is Transformational Leadership Coefficient; $\beta_2 X^2$

is the square coefficient of transformational leadership; β_3 Z is the Organizational Culture Coefficient; B_4ZX is the interaction coefficient of organizational culture x Transformational leadership; $\beta_5 ZX^2$ is the organizational culture

coefficient x Transformational leadership Square; ϵ is the level of error (standard error).

III. RESULT AND DISCUSSION

The following Polynomial Regression test results can be seen clearly on Table 2:

Table 2. Polynomial Regression

Dependent: Performance	Model 1		Model 2		Model 3		Model 4		Model 5	
	B	SE	B	SE	B	SE	B	SE	β	SE
Transformational	0,413** *	0,07 3	0,07 8	0,1 8	0,101	0,15 5	0,435**	0,13 3	-3,41	0,199
Transformational ²			,372 *	,18 3	-,048	,165	-,030	,137	,350*	,150
Culture					-,549** *	,066	1,408** *	,106	-,504***	,102
Transformational x							-,562***	,059	-,077***	,503
Transformasio nal ² x Budaya									2,757** *	,548

Source: Questionnaire data processed (2018)

***) significant on $\alpha \leq 0,001$

***) significant on $\alpha \leq 0,005$

*) significant on $\alpha \leq 0,05$

The result of the first Polynomial regression test is the linear relationship test (βX) between transformational leadership and organizational performance as in model 1 shows a positive coefficient of 0.413 and significant. This means that the relationship between the two variables is one-sided and very strong. If transformational leadership increases or rises, organizational performance also increases or rises. If transformational leadership goes down, organizational performance also goes down.

Polynomial regression test results of the second equation is the curvalinier relationship between transformational leadership variables with organizational performance (βX^2) as in model 2 shows the positive coefficient 0.372 and significant. The positive and significant coefficient results of the curvalinier relationship are lower or weaker than the coefficient and significance of the linear relationship that is 0.413, so it does not meet the prerequisites to be called a polynomial relationship, then the curvalinier relationship between the two variables is not a polynomial relationship, in other words the polynomial relationship are failed.

This means that there is no curvalinier relationship between transformational leadership and organizational performance, which is the highest performance when transformational leadership is at low and high levels; and lowest performance when transformational leadership is at a moderate

level. The result of the Polynomial regression test for the fourth equation is the test of the linear relationship between transformational leadership variables and organizational performance that is moderated by organizational culture showing negative coefficient results of 0.562 and very strong significance. This means that the higher the organizational culture, the weaker organizational performance, and the lower the organizational culture, the stronger organizational performance.

The results of the Polynomial regression test for equation five are hypothesis test 2, which is the curvalinier relationship between transformational leadership variables and organizational performance that is moderated by organizational culture showing a positive coefficient of 2.757 and significant. This means that the curvalinier relationship is one-sided and very strong. If the stronger organizational culture, the higher organizational performance, and the weaker organizational culture, the lower organizational performance, which means there is a curvalinerary relationship between transformational leadership and organizational performance becomes stronger with the presence of high organizational culture and weaker if organizational culture is low

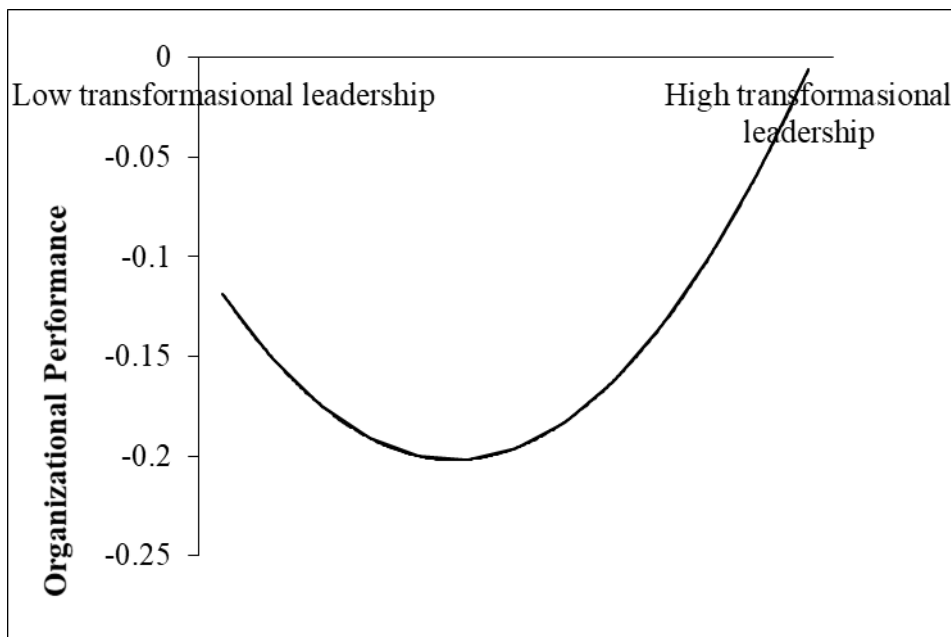


Figure 1. Polynomial Regression Test Results Between Relationships Transformational Leadership with Organizational Performance

Based on the results of responses or perceptions of respondents to the overall organizational performance variable on average 3.83. If the lowest organizational performance that is negative zero point two (-0.2) is converted to a positive result, then the level of organizational performance is equivalent to 3.63. Negative zero point fifteen (-0.15), then the level of organizational performance is equivalent to 3.68, and negative zero point one (-0.1), then the level of organizational performance is equivalent to 3.73. Negative zero point zero five (-0.05), then the level of organizational performance is equivalent to 3.78. The results of this test indicate that transformational leadership is low, giving employees an opportunity to complete tasks on their own terms, in addition, employees gain great autonomy to complete their tasks. At least the obstacles to completing tasks make employees have high performance. The increasing influence of transformational leadership, causes the level of flexibility of employees to complete tasks is reduced, but at the same time, they do not get enough support to complete the task, so that

employees have low performance when the level of transformational leadership is at a moderate level. Shifting the level of transformational leadership from moderate to high, causing social exchange mechanisms can be felt significantly by employees. Transformational leader support for employees to complete tasks can increase employee morale for high performance. High performance is a manifestation of reciprocity in the efforts of transformational leaders to provide support. The main hypothesis offers an explanation that organizational performance will be optimum if transformational leadership is at the lowest and highest level, moderate transformational leadership causes low performance levels.

Interestingly, the results of research conducted by the authors actually stated otherwise. In the results of this study, hypothesis 1 is unsupported, thus explaining that the linear effect has a greater significance than the curvilinear effect. This can be seen from the characteristics of transformational leadership according to (Avolio and Bass, 1993), namely charismatic or inspirational, intellectual stimulation and

individual attention. Charismatic and inspirational leaders have great power to motivate subordinates in carrying out tasks and achieving group goals. Through intellectual stimulation, leaders stimulate the creativity of subordinates and encourage to find new approaches to old problems, so that they are able to innovate in solving problems and be creative to develop their abilities in facing various challenging problems, and with individual attention, a leader able to awaken and maximize the potential of subordinates to become a leader, so it is possible for transformational leaders to change and continue to motivate their followers to do their best performance, the

end result of which results in maximum organizational performance.

The dominance of transformational leadership that is so strong and has a positive impact on followers reinforces the linearity between transformational leadership and organizational performance, so that in accordance with the results of this study, the greater the transformational leadership, the greater its influence on organizational performance. Hypothesis 2 test examines the interaction of curvalinier relationships between transformational leadership and organizational performance with moderating organizational culture. Hypothesis 2 test results can clearly be seen in the picture below:

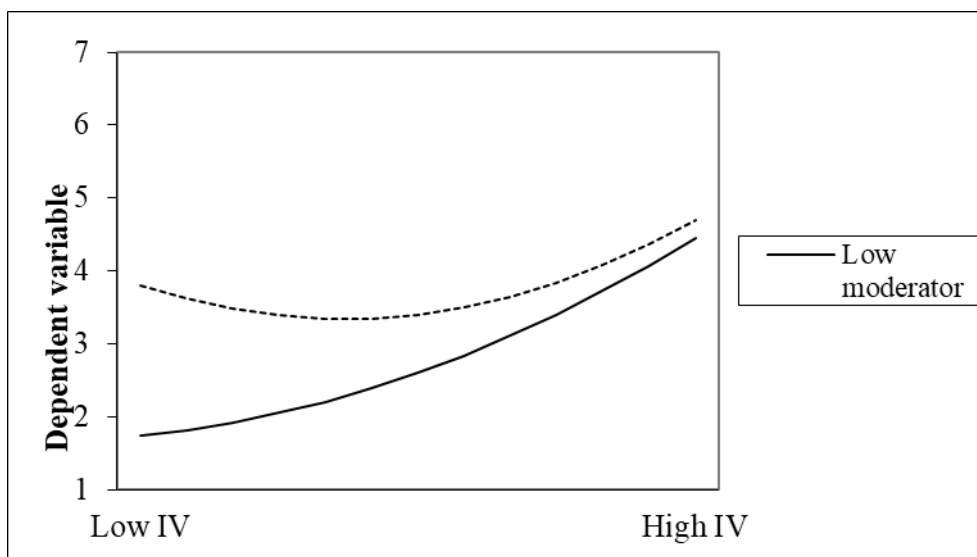


Figure 2. The Relationship of Curvalinier Interaction Between KT at KO With Moderating Organizational Culture

The system in the organization encourages employees who have a low transformational leader, to be able to complete their work, because the culture in the organization already has a system to keep employee morale high and maintain employee independence maintained in completing tasks.

The role of the leader becomes less tangible because culture has governed the work system of employees. In weak transformational leadership, culture takes over again, resulting in high performance. So

the relationship between transformational leadership and organizational performance in Kopertis Region III Private Universities in DKI Jakarta Province, can be stated in the perception of respondents being in the range between agreeing and strongly agreeing at an average of 4.00. In the perspective of Higher Education the results of this study are supported by the findings of Bakar and Mahmood, (2014) stating the relationship between transformational leadership and the performance of State Higher Education in Malaysia has a positive and significant

effect. The results of this study are also supported by the findings of Militaru, (2014) stating that transformational leadership and University performance have a positive and significant effect.

In the organizational culture variable with an overall innovation dimension, most respondents perceive that the organizational culture of Kopertis Region III Private Universities in DKI Jakarta Province in terms of innovating by considering risk, giving opportunities to their employees to innovate, states having an overall average point of 4, 07 which is in the range between agree and strongly agree. On the dimension of attention to overall details, most respondents perceive that the organizational culture of Kopertis Region III Private Universities in DKI Jakarta in terms of always working with various mature considerations, encourages their employees to always work carefully and correctly, claiming to have overall points an average of 4.26, which is in the range between agree and strongly agree. In the overall outcome orientation dimension, most respondents perceive that the organizational culture in Kopertis Region III Private Universities in DKI Jakarta Province in terms of results-oriented tendency while still paying attention to the process, states that it has an overall point of 4.20 which is in the range between agree and totally agree.

In the dimension of people orientation (respecting people) as a whole, most respondents perceive that the organizational culture of Kopertis Region III Private Universities in DKI Jakarta in terms of always encouraging their employees to achieve high achievements, oriented towards improving organizational services and academic society, states that they have points overall average of 4.08 which is in the range between agree and strongly agree. In the overall team orientation dimension, most respondents perceive that organizational culture in Kopertis Region III Private Universities in DKI Jakarta Province in terms of carrying out a project or work tends

to teamwork, besides individual work, states that they have an overall average point of 4 , 14 that is in the range between agree and strongly agree. In the overall dimension of aggressiveness, most respondents perceive that the organizational culture of Kopertis Region III Private Universities in DKI Jakarta Province in terms of managing their organizations is better and more dynamic in order to be competitive in the global era, stating that they have an average overall point of 4.22, which is located in the range between agreeing and strongly agreeing.

The relative strength of the organizational culture variable is in the dimension of attention to details with the indicator statement "The leader of the Higher Education encourages and provides opportunities for employees to innovate at work" with the highest point of 4.28. From these data it can be said that the leadership of the Higher Education has encouraged and provided opportunities for its employees to innovate at work. While the relative weakness is in the dimension of innovation with the indicator statement "The leadership of the Higher Education tends to innovate by considering the risks that may arise" with the lowest point of 3.86. From these data it can be said that university leaders tend to pass through innovation but do not consider the risks that might arise.

Overall responses of respondents to organizational culture in Private Universities in Kopertis Region III DKI Jakarta Province is an average of 4.16 which is in the perception of respondents between the range of agree and strongly agree. So the role of organizational culture as a moderator in the relationship between transformational leadership and organizational performance in Kopertis Region III Private Universities in DKI Jakarta Province, it can be stated respondents' perceptions are in the range between agreeing and strongly agreeing at an average of 4.16. The results of this study are supported by the findings of Hee Song et al, (2013), and Elenkov (2002) stating that transformational leadership has a positive

and significant effect on organizational performance that is moderated by organizational culture, and is supported by findings (Vakilbashi et al, 2011; Burton and Peachey, 2012; Erkutlu, Chafra, and Bumin, 2011; Yiing and Zaman, 2009; Mohamad Besir et al. 2013) in the role of organizational culture as moderating between independent and dependent variables

IV. CONCLUSION

The second Polynomial regression test results are hypothesis 1 test, namely the curvalinier relationship between transformational leadership variables and organizational performance (βX_2) as in model 2 shows the positive coefficient 0.372 and significant.

The positive and significant coefficient results of the curvalinier relationship are lower or weaker than the linear relationship with a coefficient of 0.413 and a very strong significance, so it does not meet the prerequisites to be called a polynomial relationship, then the curvalinier relationship of the two variables is not a polynomial relationship, in other words polynomial relationship becomes null. Therefore hypothesis 1 is not supported. This means that there is no curvalinier relationship between transformational leadership and organizational performance, which is the highest performance when transformational leadership is at low and high levels, and the lowest performance when transformational leadership is at a moderate level.

The result of the fifth equation polynomial regression test that is testing the curvalinier relationship between transformational leadership variables and organizational performance is strengthened by the presence of culture in the organization as a moderating positive 2.757 and very strong significant, so that hypothesis 2 is supported. This means that there is a curvilinear relationship between transformational leadership and organizational performance that is reinforced by culture in organizations. The curvalinier

relationship between transformational leadership and organizational performance becomes stronger with a high organizational culture and weaker if the organizational culture is low.

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