

# **The Influence of Company Culture, Transformational Leadership, Stress at Work toward Working Satisfaction, Organizational Citizen Behavior, and Working Performance of the Employee in Bank Sulselbar Makassar Main Branch, South Sulawesi Province.**

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**ABSTRACT:** *This research uses a quantitative approach, which examines the effect of corporate culture variables, transformational leadership, job stress associated with job satisfaction, OCB and performance of employees, bank employees Sulselbar Main Branch Makassar, South Sulawesi Province. This type of research seen from the nature of the relationship between variables including research explanation (Explanatory) with a population of 400 people and a sample of 200 people. Retrieving data using questionnaires were analyzed by Structural Equation Modelling equation modeling (SEM) and AMOS 20.0. The results showed that (1) the corporate culture significantly influence employee job satisfaction and OCB Sulselbar Bank Main Branch Makassar, South Sulawesi Province, thus Hypothesis 1 (H1) and Hypothesis 2 (H2) can be accepted as true, while the corporate culture on employee performance effect is not significant, so hypothesis 3 (H3) is not proven true. Transformational leadership significantly influence employee OCB Sulselbar Bank Main Branch Makassar, South Sulawesi Province, thus Hypothesis 5 (H5), can be accepted as true, whereas transformational leadership not significant effect on job satisfaction and employee performance, so that Hypothesis 4 (H4) and hypothesis 6 (H6) not truth. The work stress have a significant effect on job satisfaction and employee performance OCB Sulselbar Bank Main Branch Makassar, South Sulawesi Province, thus Hypothesis 7 (H7) and Hypothesis 8 (H8) can be accepted as true, while work stress on employee performance Sulselbar Bank Main Branch Makassar, South Sulawesi Province effect is not significant, so hypothesis 9 (H9) was not proven true. Job satisfaction not significant effect on OCB and employee performance Sulselbar Bank Main Branch Makassar, South Sulawesi Province, thus Hypothesis 10 (H10) and Hypothesis 11 (H11) not truth. OCB not significant effect on employee performance Sulselbar Bank Main Branch Makassar, South Sulawesi Province, thus Hypothesis 12 (H12) not truth.*

**Keywords:** *corporate culture, transformational leadership, work stress, Job satisfaction, OCB, employee performance.*

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## **I. INTRODUCTION**

The executive administrator and the employees are two main components in Indonesia Banking Management System. It determines the quality of service toward the customer. Both sides must be competent to increase their work perform in managing the company operational. In business world, dynamic and movement are fast. The competition is hard. It creates a high demand to find a creative and self-initiative employee who work innovatively, provide product that meet with the public demand. In order to solve the previous problem, transformational leadership is needed to win the competition in business world (Yukl, 1998:297). Based on this concept, the main task of a leader is to motivate his/her employees. Motivation can encourage them make achievement even beyond the company expectation. The core of leadership is creating more leaders that realize their own strength.

A great leadership should be attached with great company culture (Gress, 1998:30). This fact is also supported by Gani (2006:324) that the strength of company is determined by the culture within the company where everyone obey and follow it. The behavior of company depends on their cultures which consist of belief, norm, value, assumption, and expectation that create framework for individual or team in working, to interpret cases, and react to any stimulation. Hofstede (1994:4) state that company culture is a set of thought, feeling, and and behavior that different to another. Reaching the goal in an organization is done by individual and team work. Stress at work is one of main cause of working quality decrease. Beehr and Newman (in Rice, 1999) define stress as work over-demand that imbalance with a man's capability in handling it. The capability to interact normally is not fulfilled so it affects psychologically then disease or ill. It also creates uncomfortable working atmosphere. Stress at work is disease, causing anxiety, nervous, that affect people both physically and mentally. These causes lead people to be physically exhausted since they can not meet with the demand of the company

through task in certain time or period. The other cause of low performance at work is organization policy or attitude in relation with working satisfaction. It makes the employees are reluctant and lazy to do the tasks, unreliable, worst achievement, and absence is high. (Kusriyanto, 1991). Johns (2001) also state the same that unsatisfaction feeling trig the employee to resign, evaluate any possibility to move, working at other places, and the worst consequence is resign ir totally quit from the job The reality in banking that working performance is low. It is caused by several factors. The objective of this research is to analysis and prove the influence of company culture, transformational leadership, stress at work, working satisfaction, OCB, and working performance of the employee in Bank Sulsebar Makassar main branchSouth Sulawesi Province.

Working performance is influenced by several factors. On the other side, Working performance is great due to they have ability and skill adequately. Again, relationship among staff, method, tools and stuff, and any other things in the company influence working quality. Lack of working quality, lack of motivation, unspirit, and less of dedication at work are clear sign of unsatisfaciton feeling from the employees and it needs concern from the the leaders. Working quality is caused by lack stimulation about Working performance improvement in giving excellent service to the customer. Based on working performance which were obtained from questionnaire and interview via KPI (Key Performance Indicators) showing that it is still low. Where  $\pm 80\%$  of the employees of Bank Sulsebar Makassar main branch South Sulawesi Province provide the answer as follows:

**Table1** Working Performance Data

No	Main area	Key Performance Indicators	KPI	Target (%)	End year result(%)	Final score
1	Working performance	Doing the task based on the skills, detail, and accurate	25	100	80	20
2	Working quantity	% of working volume achievement based on company expectation	20	100	85	17
3	Knowledge	Knowledge and skill to do the task correctly	25	100	80	20
4	Adaptable	Priorizing main task and creative. Able to adapt with new policy at office	15	100	90	14
5	Resourcefulness	The ability to do the task based on procedures	15	100	85	13
Total	100			84		

Source :Bank Sulsebar Makassar South Sulawesi Province(2015)

Based on the data above, Working performance of the employees are still low (working performance, the task is not fit with the employees' skill) Working quantity (fulfillment of working volume is less than the company target), knowledge (irrelevant skills and knowledge of employees is not match with the banking needs), adaptable (the ability to fit with the job and task so is the new policy or rules are less) dan resourcefulness (The ability to be reliable in doing the task is not maximal). These items are caused by the level of working satisfaction n Bank Sulsebar main Makassar main branch does not meet with the employees' satisfaction. Such as; reward, incentive, and compensation. (feeling secure, working promotion, stabile financial, and carrer) Justice (opportunity for promotion and stand out are not equally given). Unsatisfaction in working make the employees will not work out of work hours or contribute more (OCB) to the company. Unsatisfaction feeling by employees also caused by company culture, unstabile working atmosphere, the objectivity in hiring staff is less, leadership is unsupportive and stress at work.

## II. REVIEW LITERATURE

### Company culture

Company culture is integrated valuable system that obey by all employees within an organization which consist of value, norm, belief, and attitude. The pattern of culture will become a distinct of differentiate between institutions. This integrated valuable system is a set of main characteristic which is respected in an organization. Company culture is basic value in the organization that become pillars where everyone take them as granted. The value become consist of basic value in developing human resource and to solve challenges and obstacle internally and externally in the organization. Culture is asset of habit. Company culture is a set of habit in the company. Each company has different culture so has the bank. Each bank has their own culture and it may different each other as well. Great company culture is established based on the great habit in it. Regarding to the fact, many companies is working on how to make positive change to increase the working performance.

### Transformational Leadership

Transformational leadership focus on interpersonal interaction between the executive administrator and the employees. The exchange is based on the agreement of fulfilling task and reward. There are two characteristic, they are :first, the leader give *reward* to encourage the staff. second: the leader only gives correction when the

staff do not reach the goal. Transformational leadership directing a path to maintain and sustain the status quo. Transformational leadership, the leader create vision and working environment to motivate the staff to reach achievement beyond the company satisfaction. The employees have secure feeling, trust, loyalty, admiration, and respect to the leader so they will be motivated to show by working and make achievement. The other impact can be greater and huge achievement. The recent leadership model which applied globally is the effort of the leader to change value, belief, and the employees' needs. According to Wijaya (2005) transformational leadership is a style that influence and bring the change in any individual from self-within that enable all persons in a team can achieve the certain goals. Furthermore, Fandy Tjiptono (2000) stated that transformational leadership is a leadership which cover any effort to change organization positively.

### **Stress at Work**

Almost everyone has to deal with stress at work. Pandji Anoraga (2001:108) stated that stress at work is a form of respond toward environment that influence physically and mentally which bring negative impact and cause anxiety. Stress at work based on Kahn et al (in Cooper, 2003) is complex process, vary, and dynamic where stressor, the perspective toward stress, short response, health impact, and related variables. Stress at work is something that depressed and imbalance state of feeling. A feeling that unsuitable work load and ability. This feeling contribute anxiety both physically and mentally.

### **Working Satisfaction**

Working satisfaction is emotional state of feeling. It can be described as love or interest in working. It can be seen by loyalty, discipline, and achievement. Working satisfaction is reflected at doing work, off work or combination both of them. (Hasibuan, 2001:202). Working satisfaction is universal behavior toward a task that describe the result they got from their effort and the payment where those meet in an axis as expected by the them (Stephen P. Robbins, 1996:26). Working satisfaction reflect the state of feeling. It is described the feeling is like equality between the work and the expectation. It can be defined that working satisfaction is the employees' perception toward their job, that involve interest feeling in their duty and its result or payment. Working satisfaction is a feeling. It means, it can be seen by observing how the employees interact with the circumstances about work. Feeling at work also reflect attitude at office. Working satisfaction is subjective. Each person has different state and level of satisfaction at work. It is caused by the human itself with their difference. The more aspects match with the employees' need, the higher their satisfaction. It happens in vice versa as well.

### **Organizational Citizenship Behavior (OCB)**

Organizational Behavior is knowledge to study human's behavior at work and its impact to the organization. One of behavior that give huge impact to the company is Organizational Citizenship Behavior (OCB). It becomes one variable in Organizational Behaviour. Spontaneous and freedom behavior characters at work between employees is influenced by the leader or the executive administrators. This behavior is applied at organization between co-workers that produce effectivity indirectly. It affect the social and interpersonal relationship as well. Organizational Citizenship Behavior is not described as formal task or formal reward based on the contract.

### **Working performance**

Working performance is a goal to be reached or achievement. There are several limitation on the term of working quality and so is its formulation. The point is process in achieving the result. Working performance is derived from *job performance* or *actual performance* (real work achievement got by aman). Working performance is working result that is achieved both quantity and quality. Fulfilling the task and responsibility from the company (Mangkunegara, 2004:67). According to Sulistiyani (2003:223), Working performance is a combination between ability, effort, and opportunity that can be valued. According to Bernardin and Russel in Sulistiyani (2003:223-224) stated that working quality is track of *outcome* from certain periode and function. Working performance is condition that must be socialized and confirmed to all stakeholder to know and monitor the achievement of organization so are the negative and the positive impact. This information can be used to evaluate and ensharpen the vision in the future. Mink (1993:76) stated that Working performance of an individual can be seen from : (a) achievement oriented, (b) self confidence, (c) self management, (d) competence.

### **The correlation Company Culture and Working Satisfaction.**

Working habit will create working company that can be applied by all members in the company since it becomes the guidance in achieving the goals. (Susanto, 1997:14). In a company, it is not overall employee work maximal and flawless. It can be seen clearly that staff sometimes or always do not met with company demand. So that, it is important for the company to increase the employees' working satisfaction in order to get optimal result.

### **The correlation company culture and Organizational Citizenship Behavior (OCB)**

OCB is related with manifestation of human being. OCB is voluntarily activity as dedication of staff or employees because they care to their Organization. This voluntarily done without any payment or free of charge. Helping each other without egocentric (Elfina P, 2003:3). The correlation company culture and Organizational Citizenship Behavior (OCB) show that company culture is an important element in a company and so is as behavior format. The successfulness of company in build up and maintain company culture can positively contribute to the employees, both of in role and extra role

### **The Correlation company culture and Employees' working performance**

Molbey (2005) state that company culture and employees' working performance is essential. The strength of company culture trig the motivation and the spirit of working. It can unity the difference within. If it is weak and vulnerable, it is easier to everyone for going in separate ways that become a massive obstruction to reach the organization goal.

### **The correlation transformational leadership and working satisfaction**

In Path Goal Theory stated by Robert House (1971, in Kreitner and Kinicki, 2005) a leader can be the leverage by giving productive activities and create belief that succeed is need hard and serious effort. Kepemimpinan yang berlaku secara universal menghasilkan tingkat kinerja dan kepuasan bawahan yang tinggi. Treat everyone equal will create improvement of working quality.

### **The correlation Transformational leadership and Organizational Citizenship Behavior(OCB)**

Organizational Citizenship Behavior(OCB) is positive behavior within the organization. This is a behavior that reflect the willingness of the employee to work and fulfill their tasks beyond the company expectation. A very important determinant in OCB is working satisfaction and leadership. Transformational leadership is proven can increase the employees' OCB in the organization.

### **The correlation Transformational leadership and Employee's working performance**

Transformational leadership can motivate the employee to ontribute more, on the other hand self-improvement feeling that significantly toward working performance.

### **The correlation stress at work and working performance**

Working performance is work result based on job description (Siswanto, 2003:20). Maintaning working performance is a challenge since every employee has various needs and dynamic. Susilo Martoyo (2000:141) stated that some factors that influence in as follows: working satisfaction, stress level, physical condition of the task, wadges system, and many others. Regarding to the urgency of employees role in company, the executive administrator must concern a about them. In order to maintain the loyalty of employees by minimizing the stress at work. Beside that, working quality can be the main factor of loyalty. It can be done by paying them properly. The employees state that their wadges is less than others bank.

### **The correlation Stress at work and Organizational Citizenship Behavior(OCB)**

Unstresful life is alife without challenge, stimulation, and changing. Majority, people with less stress will have a great work quality and for those who have high intensity of stress will have massive problem that contribute risk for their task at work (Gibson *et al*, 1996). Luthans (2006), The correlation stress and OCB will be able to reduce if the employee are able to manage their stress to be more positive (*eustres*). Tan (2008) found that the stress at work correlate with OCB. Stress at work is caused by; (1) over work load, (2) work hour is too long, (3) Lack of quality control, (4) unhealthy working atmosphere, (5) work conflict, (6) different perception between the leader and the staff toward value of working.

### **The correlation stress at work and Employees Working performance**

Higgins (in Umar, 1998:259) found that the there is direct correlation between stress at work and working performance, several researchers already studied its correlation (Opposite U correlation) namely Yerkes Podsonlaw (Mas'ud, 2002:20). Opposite U correlation shows how the relation of stress level (low-high) and working performance (low-high). Unexisting stress will discourage people due to unexisting challenge. Stress can stimulate the employees to work best. They will maximize their ability to fulfill the task. Stress can be managed if it can reach the goals based on the needs, but stress can torture when it is unsolved and can cause lack of achievement. Lack of stress management will cause big lost. They will unproductive, desperate, resign, or stuck in order to avoid stress.

### **The correlation working satisfaction and Organizational Citizenship Behavior(OCB)**

Several research show that one of characteristic in motivational scale is working satisfaction that has positive correlation with OCB. As stated by Oetomo (2011) who state that OCB has positive correlation with working satisfaction. Clearly, working satisfaction contributes highly to OCB. A satisfied employee will talk positively about organization that can enlighten another co-worker to fulfill the task. (Robbins and Judge, 2009).

### **The correlation employees' working quality and working performance**

Working satisfaction and employees' working performance are practical concept due to its result that massively contribute to the successfulness of the company. Low satisfaction affect the attendance of the employees that decrease the morality of its institution. (Muhadi,2007).

### **The correlation Organizational Citizenship Behavior (OCB) working performance**

A great organization is obviously can be seen by its human resource where working performance become a must to show their proven. Every man within the organization is the part of quality management system (Mondy, 2008:256). The focus indicator to measure an employee's work is the ability to reach the organization's goal. There are three criterias in this measurement, they are: 1). Individual task, 2). Individual behaviour, and 3). Individual character (Robbin, 2003). Working performance is multidimensional construction which is influenced by several factors. The factors are (Mahmudi 2005:21) individual factor: knowledge, (skill), ability, self confidence, motivation and commitment. Team factor: the level of quality in giving support and encouragement, trust, and togetherness each other. A person who can contribute within the team along with great behavior as civil is called *Organizational Citizenship Behavior (OCB)* that willingly fulfill any over his/her job description. And another factor is commitment according to Mahmudi (2005)

## **III. RESEARCH METHODOLOGY**

This research involved quantitative research methodology to examine variable of company culture, transformational leadership, stress at work toward working satisfaction, OCB, and Working quality in Bank Sulsebar Makassar main branch, South Sulawesi Province. This research employed explanatory to show the correlation among variables. The number of population were 400 persons and sample were 200 persons. The data is obtained through questionnaire then analyzed by using equity model namely *Structural Equation Modelling (SEM)* and AMOS 20.0.

## **IV. RESEARCH FINDING**

Research findings are (1) Variable of company culture significantly influence employees working satisfaction in Bank Sulsebar Makassar main branch, South Sulawesi Province. (2) Variable of company culture significantly influence the employees' OCB in Bank Sulsebar Makassar main branch, South Sulawesi Province. (3) Transformational leadership significantly influence the employees' OCB in Bank Sulsebar Makassar main branch, South Sulawesi Province. (4) Transformational leadership significantly influence employees; working satisfaction in Bank Sulsebar Makassar main branch, South Sulawesi Province. (5) Transformational leadership insignificantly influence employees' working quality in Bank Sulsebar Makassar main branch, South Sulawesi Province. (6) Stress at work significantly influence employees' working satisfaction in Bank Sulsebar Makassar main branch, South Sulawesi Province. (7) Stress at work significantly influence employees' OCB in Bank Sulsebar Makassar main branch, South Sulawesi Province. (9) Stress at work insignificantly influence the employees' working satisfaction Stress at work (10) Working satisfaction insignificantly influence The employees' OCB in Bank Sulsebar Makassar main branch, South Sulawesi Province. (11) Working satisfaction insignificantly influence the employees' working performance in Bank Sulsebar Makassar main branch, South Sulawesi Province. (12) OCB is insignificantly influence the employees' working quality in Bank Sulsebar Makassar main branch, South Sulawesi Province.

## **CLOSING**

Research findings can be concluded as follows:

- [1]. Company cultures significantly and positively influence the employees working satisfaction in Bank Sulsebar Makassar main branch, South Sulawesi Province. This finding is in line in Stanton (2000) so are Susanto (1997) and Kusriyanto (1991).
- [2]. Transformational leadership insignificantly influence the employees working satisfaction in Bank Sulsebar Makassar main branch, South Sulawesi Province. This finding is in line in Bass (2004) and Nizar (2011).
- [3]. Stress on work significantly and positively influence toward employees working satisfaction in Bank Sulsebar Makassar main branch, South Sulawesi Province. This finding is in line in Kahn (2003) and so is Siswanto (2003).
- [4]. Company culture significantly and positively influence toward OCB of the employees in Bank Sulsebar Makassar main branch, South Sulawesi Province. This finding is in line in Stanton (2000). It similar as theory on Elfina P (2003) and Rath (2012).
- [5]. Leadership transformational significantly and positively influence toward OCB of the employees in Bank Sulsebar Makassar main branch, South Sulawesi Province. This finding is in line as Aviolo (2007). It similar as theory on Judge dan Piccolo (2004).
- [6]. Stress on work significantly and positively influence toward OCB of the employees in Bank Sulsebar Makassar main branch, South Sulawesi Province. This finding is in line as Pandji Anoraga (2001) and Luthans (2006).

- [7]. Company culture is insignificantly influence working performance of the employees in Bank Sulselbar Makassar main branch South Sulawesi Province. This finding is in line as Killman, *et al* (2004). This finding is different from Molbey (2005).
- [8]. Leadership transformasional insignificantly influence working performance of the employees in Bank Sulselbar Makassar main branch South Sulawesi Province. This finding is in line as Bass (2004). This finding is different from Paracha, *et al* (2012).
- [9]. Work stress insignificantly influence working performance of the employees in Bank Sulselbar Makassar main branch, South Sulawesi Province. This finding is in line as Beehr and Franz (2005). This finding is different from Susilo Martoyo (2000).
- [10]. Working satisfaction insignificantly influence working performance of the employees in Bank Sulselbar Makassar main branch, South Sulawesi Province. This is in line in Robbins and Judge (2009).
- [11]. OCB insignificantly influence toward employees working performance of the employees in Bank Sulselbar Makassar main branch, South Sulawesi Province. This finding is in line in Aldag and Resckhe (1997).
- [12]. Working satisfaction insignificantly influence the employees OCB in Bank Sulselbar Makassar main branch, South Sulawesi Province. It is in line in Noe, *et al* (2006). The suggestion as follows:
- [13]. Bank Sulselbar main branch Makassar South Sulawesi Province should put more consideration to transformational leadership regarding to its contribution toward the quality of result. However, partially that working satisfaction become the key to increase working quality of employee.
- [14]. Bank Sulselbar main branch Makassar South Sulawesi Province should mitigate feudalism and paternalistic working style gradually to increase quality and achievement that can trig a great democratic atmosphere so the equality and fair promotion are maximal based on work length. The next point is right placement or staffing, proper work load, and consideration to give overtime wedge for the staff.
- [15]. 3. For the researchers who want to study the similar case in depth should provide empiric data, more indicators, and complete the previous model by the former researchers.