

The Influence of Leader Member Exchange (Lmx) and Compensation on Employee Performance With Organizational Culture as Moderating Variable

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Abstract: This study aims to examine the influence of leader-member exchange (LMX) and compensation on employee performance by moderating organizational culture. The population of this study were employees at the Regional Personnel Agency (BKD) and the Financial Management Agency and Regional assets (BPKAD) of Pematang Regency, amounting to 116 employees while the sampling technique used was the census. Data were analyzed using SPSS version 22 by testing the instrument, testing the model and testing the hypothesis. The results of hypothesis testing shows that performance is affected positively by LMX as well as compensation meanwhile organizational culture also moderates the influence of both LMX and compensation on the performance.

Key words: leader member exchange (LMX); compensation; performance; organizational culture

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1. Introduction

Organization is a social unit that is consciously coordinated with a boundary that is reactive and can be identified, works continuously to achieve goals. In an organization, Human Resources (HR) as a planner, mobilizer and thinker for the achievement of organizational goals (Robbins, 2009). HR is the key that determines the success of an organization, so there is a need for good HR management to achieve organizational goals.

Today's HR management is undergoing very rapid changes, in terms of economy, globalization, domestic diversity and technology that have created new demands for organizational needs (Stone & Deadrick, 2015). HR is one of the main roles in an organization, so HR management needs to get more serious attention. The problem concerning HR management is the decline in employee performance, as a result decreasing in the realization of organizational performance in general, because employee performance is the foundation of organizational

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performance (Gibson et al., 2014).

Many factors can influence employee performance, including: employee characteristics, compensation or appreciation and motivation (Gibson et al., 2014). Employee Characteristics are related to psychology and social psychology, namely the relationship between attitudes, perceptions, personalities, norms and performance. A leader cannot ignore the characteristics of his employees as well as employees against their leaders. This is the first factor that is very dominant in influencing employee performance improvement, namely the Leader-Member Exchange (LMX). LMX has a positive influence on improving employee performance related to the relationship between superiors and subordinate.

From a leadership perspective, LMX is defined as the quality of relations between superiors and subordinates, how they can give and need each other, so that this can be an important source of motivation to improve performance (Martin et al., 2016). Employee commitment to leadership can have a more significant impact on employee performance, compared to employee commitment to the organization. Thus commitment to the organization will be created if employees have a commitment to their leaders. So that good communication between leaders and subordinates is very important to foster trust, responsibility and high loyalty to the organization, this can be a motivation to be able to further improve employee performance.

The second factor is compensation, as an important determinant in improving employee performance (Wade et al., 2006; Hartmann & Slapničar, 2012). Organizational culture is a management tool to achieve goals (Sigit, 1993). Strong organizational culture will lead to loyalty to employees that have an impact on improving performance (Robbins, 2015).

Another factor that affects performance is organizational culture (Robbins, 1998). Organizational culture is a system of shared meaning that is embraced by members of an organization that differentiates organizations from one another. Organizational culture provides the right standards about what employees may and may not do. Through socialization by top management of organizational culture will affect performance (Robbins, 2013).

In Martin's research et al. (2016) shows that LMX has a positive and significant relationship in improving employee performance. The results of the different studies stated that LMX had a positive but not significant effect on employee performance (Hutama & Goenawan, 2016). Other studies also state that LMX results do not directly affect employee performance (Kartika & Suharnomo, 2016).

Compensation in the form of intrinsic reward has a positive and significant influence on employee performance (Shahzadi et al., 2014). The analysis was corroborated in another study which stated that motivation and compensation had a positive and significant effect on employee performance (Martinus & Budiyanto, 2016) (Nurchayani & Adnyani, 2016). However, other studies have different results, namely that compensation does not have a significant effect on improving employee performance (Arifin, 2017). The study reinforces other previous studies, which stated that financial compensation did not have a significant effect on both work motivation and employee performance (Riyadi, 2011).

Research by Klaimer et al. (2006) shows that organizational culture is a moderating variable between fairness to LMX. The same thing was stated in the study by Ree et al. (2013) which stated that the culture of collectivism was a significant predictor of the four dimensions of LMX while individualism was not. On the other hand it is proven that organizational culture influences performance, Shabbir et al. (2012), Shafiq & Ahmed (2014) and Musiega (2014).

Parker (2002) states that the compensation system is influenced by two cultures, namely organizational culture and local culture. The results of the study by Zhan Su and Yeganeh (2011) show that organizational culture

is an important factor in human resource management and has a partial and moderate influence in determining compensation. Based on the things mentioned above, it is necessary to do research again, to confirm how the influence of LMX variables and compensation in improving employee performance by moderating organizational culture.

Based on Government Regulation Number 46 of 2011 concerning Civil Servant Performance Evaluation and Regulation of Head of State Civil Service Agency number 1 of 2013 concerning Implementation Guidelines for Work Achievement Assessment, the employee performance used in this study uses indicators of work performance assessment that are included in employee work goals (SKP).

The average work performance of employees at BKD has decreased significantly in all aspects. The most significant decrease is in the commitment factor with an average of 77.90 in 2017, whereas in 2018, on average there is an increase, although a little, the highest increase is in the discipline factor, with a value of 86.50, the difference is 8.58 higher than in 2017. BPKAD also showed a drop in 2017 and then began to improve at the end of 2018. The most significant decrease was in employee discipline, with an average value of 2017 at 79.89 lower than 5.11 the previous year. But it starts to look better at the end of the 2018 assessment, with the highest increase in the factor of cooperation with a value of 86.00 greater than 6.00 compared to 2017.

No different from SKP, employee work behavior has not shown a better change, although there is an increase at the end of 2018, but the increase is still very low. The inauguration of structural officials simultaneously with a considerable number occurred in the beginning of 2017, also led to a relationship between the leadership and subordinates that needed a fairly long adjustment, this has an impact on reducing employee work values in 2017.

In general, the results of an assessment of the performance of employees in BKD and BPKAD in Pematang Regency through a performance appraisal system and electronic presence that is monitored directly in BKD Regency of Pematang show the following:

a) Communication between superiors and subordinates is still not well established, this is indicated through the appraisal process in the performance appraisal application that should be directly directed by all executors, but there are still many that have not been done;

b) There is no instrument for awarding compensation in accordance with the performance of each employee, compensation is given equally to all employees, resulting in no clear work motivation in achieving the objectives of the organization;

c) The process of changing leadership is not carried out with transparent periods and instruments, this results in the absence of clear motivation to improve performance. The rapid turnover process will also have an impact on job adjustments and communication among problem employees.

Based on the results of different studies between researchers with one another and based on the phenomenon of gaps in the research object, the research problems are as follows:

- 1) How does LMX affect on performance
- 2) How does compensation affect on performance
- 3) How is the role of organizational culture in moderating the influence of LMX on performance
- 4) How is the role of organizational culture in moderating the influence of LMX on performance

2. Literature Review

2.1 Performance

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara A. P., 2009). Civil Servants (PNS) use the Government Regulation of the Republic of Indonesia Number 46 of 2011 where quality and quantity are contained in the Employee Performance Target (SKP) and Work Behavior consisting of elements:

- 1) Employee Performance Target (SKP) which covers aspects: quantity, quality, time and cost.
- 2) Work behavior includes aspects: service orientation, integrity, commitment, discipline, cooperation, and leadership.

2.2 Leader Member Exchange (LMX)

Leader member exchange is defined as a multidimensional relationship between superiors and subordinates consisting of four dimensions, namely contribution, loyalty, affection and respect for the profession (Liden & Maslyn, 1998).

2.3 Compensation

Compensation is something that employees get as their service contribution to the company, there are 2 (two) dimensions proposed by Rivai and Sagala (2010), namely:

- 1) Direct compensation is compensation that is directly felt by the recipient, namely in the form of salaries, wages, incentives are employees' rights and the company's obligation to pay it.
- 2) Indirect compensation is additional compensation given based on company policy towards all employees in an effort to improve the welfare of employees. Examples include facilities, such as: insurance, allowances, pensions, etc.

2.4 Organizational Culture

Organizational culture is a system of shared meanings adopted by its members that differentiates organizations from one another (Robbins, 1998). Measurement of Organizational Culture uses 2 dimensions (Pearce & M. Khalid, 1993), namely:

- 1) Bureaucratic practice consists of obedience to rules and clarity of purpose
- 2) Traditional practices consisting of work are private property, evaluation criteria (assessment) are based on not achievement and nepotism

2.5 The Relationship Between Variables and the Development of Hypotheses

2.5.1 The Relationship between LMX and Performance

The relationship between leader member exchange with employee performance is very big, because the boss has the task to lead directly and must have a good interaction with his subordinates. This is supported by a theory that explains Leader member exchange which is a dynamic two-way relationship between leaders and subordinates where a leader treats his subordinates differently according to the time and abilities possessed by superiors (Graen & Cashman, 1975). A good relationship between leaders and employees is expected to improve company performance. The results of the analysis of the relationship between variables have been presented in several research results where LMX has a positive and significant relationship as a work motivation factor to improve employee performance (Erdogan & Liden, 2006; Martin, Guillaume, Thomas, Lee, & Epitropaki, 2016).

Other research that supports states that Leader Member Exchange has a significant influence on employee performance (Christian, 2012). From the above research, the following hypothesis is proposed:

Hypothesis 1: LMX has a positive effect on employee performance

2.5.2 The Relationship Between Compensation and Performance

Compensation is one way companies can provide in the form of rewards to employees. Compensation can increase or decrease employee performance. Compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company (Hasibuan, 2012). With another explanation, compensation is anything received by employees which is a form of appreciation and appreciation of the organization for the contribution of thought and energy in order to support employee performance. Analysis related to previous research states that compensation in the form of intrinsic reward has a positive and significant effect, both in relation to motivation and with employee performance (Shahzadi, Javed, Pirzada, Nasreen, & Khanam, 2014). This is reinforced in other studies which state that motivation and compensation have positive and significant effects on employee performance (Martinus & Budiyanto, 2016; Nurcahyani & Adnyani, 2016).

Based on this the hypotheses proposed in this study are:

Hypothesis 2: Compensation has a positive effect on performance

2.5.3 The Relation of LMX on Performance Moderates by Organizational Culture

Organizational culture provides exact standards of what employees can and cannot do. Through socialization by top management, organizational culture will influence performance (Robbins, 2013).

Research by Klaimer et al. (2006) shows that organizational culture is a moderating variable between fairness to LMX. The same thing was stated in a study by Ree et al. (2013) which stated that collectivism culture was a significant predictor of the four dimensions of LMX while individualism was not. On the other hand it is evident that organizational culture influences performance, Shabbir et al. (2012), Shafiq & Ahmed (2014) and Musiega (2014).

Based on this, it is formulated:

Hypothesis 3: Organizational culture moderates the influence of LMX on performance

2.5.4 The Relation of Compensation on Performance moderates by Organizational Culture

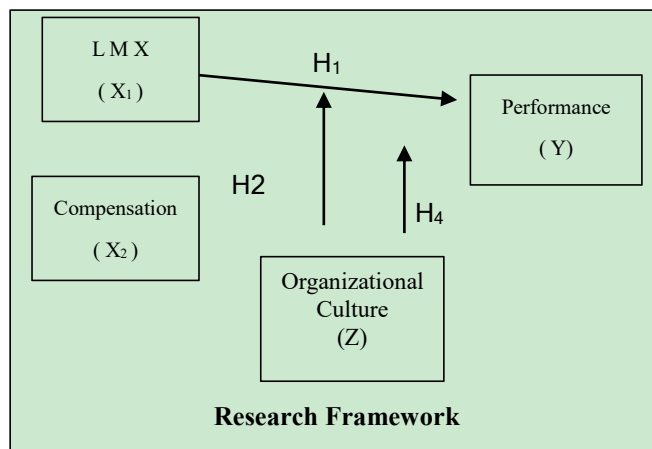
Parker (2002) states that the compensation system is influenced by two cultures namely organizational culture and local culture. The results of studies by Zhan Su and Yeganeh (2011) show that organizational culture is an important factor in human resource management and influences partially and moderately in the form of compensation.. On the other hand it is evident that organizational culture influences performance, Shabbir et al. (2012), Shafiq & Ahmed (2014) and Musiega (2014).

Based on this it is formulated:

Hypothesis 4: organizational culture moderates the effect of compensation on performance.

3. Research Framework

The relationship between variables and hypotheses is illustrated in the graphical model below:



3.1 Methods

Primary data collection using a questionnaire, which was distributed to employees on the BKD and BPKAD Pemalang Regency as many as 116 respondents. To measure these perceptions, a Likert scale 1-7 is used. The population of this study were all employees of BKD and BPKAD Pemalang Regency as many as 116 respondents. The sampling technique used is the census, that is, all members of the population are used as samples, which are 116 respondents.

3.2 Definition of Operational Variables

Performance (Y) base on Civil Servants (PNS) use the Government Regulation of the Republic of Indonesia Number 46 of 2011 consist of Employee Performance Target (SKP) with indicators quantity (Y1.1), quality (Y1.2), time (Y1.4) and Fees (Y1.5) and Work behavior with indicators Service Orientation Y1.6 Integrity Y1.7 Commitment Y1.8 Discipline Y1.9 Cooperation.

LMX (X1) base on (Liden & Maslyn, 1998) consist of Affect, contribution and loyalty. Indicators of affect are: X1.1 Familiarity X1.2 Concern X1.3 Interpersonal relationships. Indicators of contribution are X1.4 Work beyond the duties and responsibilities X1.5 Trust X1.6 Will sacrifice Integrity and Loyalty with indicators are X1.7. Loyalty to superiors X1.8 Support each other in all situations X1.9. Stay in the organization X1.10 Respect for superiors X1.11 Amazed at the reputation of the boss X1.12. Mutual attention.

Compensation (X2) base on Rivai and Sagala (2010) consist of direct compensation and indirect compensation with indicators for direct compensation are: X2.1 Salary X2.2 Honor X2.3 Incentives and indicators of indirect compensation are X2.4 Insurance X2.5 Benefits X2.6 Pensions money.

Organizational Culture (Z). Measurement of Organizational Culture uses 2 dimensions (Pearce & M Khalid (1993), namely: Bureaucratic practice and Traditional practices.

Indicators of Bureaucratic practice are :Z.1 promotion based on work performance, Z.2 employees are very difficult to get out of the organization, Z.3 Carrying out low quality work exacerbates the possibility of being promoted, Z.4 Very good at carrying out easy work will receive a higher reward, Z.5 Clearly defined goals, Z.6 It's easy to explain the goals the organization wants to achieve, X.7 Carrying out good quality work makes developing abilities, while the indicators of traditional practises are Z.8 Assume that the work is private property, Z.9 Cross-cutting cooperation is lacking in this organization, Z.10 A lot of information that cannot or is very slowly disseminated between departments, Z.11 Easily obtain information from other fields, Z.12 There are clear limits

on employee actions, Z.13 Best employees who can occupy the top positions in the organization, Z.14 “Connection” or “know well” is more important than the achievement of good work in achieving progress in the organization, Z.15 “Good image”, Z.16 Pay increases are based on work performance, Z.17 Promotion is only based on work performance, Z.18 Use work to help acquaintances or their families, Z.19 Using one’s position to help a colleague or family, Z.20 Do not feel proud to be a member of the organization, Z.21 Nepotism exacerbates the achievements of this organization.

4. Results and Discussion

4.1 Results

4.1.1 Description of Respondents

There were 57.8% male and 42.2% female respondents. It shows that currently the number of respondents on the BKD and BPKAD in Pemalang Regency is dominated by male employees. The age profile shows that respondents are dominated by employees aged 41-50 years as many as 53 people or 45.7% of the total respondents. The group category reflect the highest number of respondents who belongs to the third group with 81 people or 69.8% of the total respondents, The largest working period is between 11-15 years with a total of 33 people or 28.4% of the total respondents. The last is education, most respondents are graduated from undergraduate (S1)/college (DIV) as many as 46 people or 39.7% of the total respondents.

4.1.2 Instrument Testing

(1) Test Validity

Based on the results of the validity test it is known that all the variables studied, namely LMX, compensation, performance and organizational culture have the required sample adequacy value, namely KMO greater than 0.5, and the value of loading factors for all items studied greater than 0.4 so that it is declared valid except Z16 and Z21 which were not included in the subsequent analysis.

(2) Reliability Test

The reliability test results showed that all the variables studied had Cronbach’s alpha value of more than 0.7 so that they were all reliable.

(3) Regression Analysis

The regression test results are shown in the Table 1.

Based on the table, it can be seen that the LMX regression coefficient has a positive and significant effect on performance, meaning that the better the boss’s relationship with subordinates (LMX), the performance will increase. Compensation has a positive and significant effect toward performance, it means that the higher compensation will improve the performance.

The results of the interaction of organizational culture variables with LMX, shows negative values means that organizational culture weaken the influence of LMX on performance (Table 1). Likewise the results of the interaction of organizational culture with compensation shows a negative value which means that organizational culture weaken the influence of compensation on performance.

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Tabel 1 The Result of Regression

Model	Adjusted RSquare	Uji F		Uji t		Keterangan
		F	Sig	B	Sig	
Equation • LMX on performance • Compensation on performance	0,781	206,330	0,000	0,610 0,323	0,000 0,000	First Hypothesis accepted Second Hypothesis accepted
Moderation • Interaction of organizational culture on LMX • Interaction of organizational culture on compensation				-1,114 -1,651	0,002 0,000	Third hypothesis accepted Fourth hypothesis accepted

Source: Primary data processed (2018).

(4) Model Test

Determination Test

Based on Table 1 it is known that Adjusted R Square 0, 781 means that the performance variable can be explained by LMX variables and compensation of 78.1% and the remainder is explained by other variables outside the model.

Test F

The results of the F test show that the calculated F value is 206.330 with a significant probability of 0.000 less than 0.05, which means that LMX and compensation variables simultaneously influence the performance of BKD employees and BPKAD in Pematang Regency.

Hypothesis testing

H1: LMX has a positive effect on performance

The regression results show that the LMX beta standardized coefficient on performance is 0.610 and the significance level of 0.000 is smaller than 0.05, it can be concluded that hypothesis 1 which states LMX has a positive effect on performance were accepted.

H2: Compensation has a positive effect on performance

The beta standard standardized coefficient on compensation for performance is 0.323 and the significance level of 0.000 is smaller than 0.05, it can be concluded that hypothesis 2 which states compensation has a positive effect on performance were accepted.

H3: Organizational Culture moderates the effect of LMX on Performance

The results of the interaction of organizational culture with LMX are indicated by the standard value of standardized beta coefficient of -1,114 and the significance level of 0.002 is smaller than 0.05, it can be concluded that hypothesis 3 states that organizational culture moderates the effect of LMX on a performance were accepted.

H4: Organizational Culture moderates the effect of Compensation on Performance

The results of the interaction of organizational culture with compensation are indicated by the standard value of the standardized beta coefficient of -1.651 and the level of significance of 0.000 is smaller than 0.05, it can be concluded that hypothesis 4 states that organizational culture moderates the effect of compensation on performance were accepted.

4.2 Discussion

4.2.1 Effect of LMX on Performance

The results of the LMX hypothesis test on performance indicate that LMX has a positive and significant effect on performance, with a standardized beta coefficient of 0.610 and sig. 0,000. To create good organizational conduciveness, LMX or the relationship between superiors and subordinates must be well established so as to improve employee performance. In accordance with the theory put forward by Erdogan & Liden (2006), which defines LMX as the quality of the relationship between superiors and subordinates, how they can give and need each other, so as to improve performance.

Growing a family atmosphere, mutual need, empathy while still respecting and obeying the rules that are set, so that it can create a good relationship between superiors and subordinates is a major need to improve performance. This is in line with the results of Berdicchia (2015), Martin et al (2016), and Yildiz & Duyan (2018).

Effect of Compensation on Employee Performance

Compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to companies (Hasibuan, 2012). In this study, compensation has a positive and significant effect on employee performance, as evidenced by the value of beta standardized coefficient on compensation for performance of 0.323 and its significance level of $0.000 < 0.05$. Compensation greatly affects the increase or even decrease in employee performance if it is not in line with expectations.

With the compensation that is actualized in the form of salary, allowances, facilities or other things that can provide comfort and fulfill the needs of employees, the employee can focus more on improving his performance. It can also be a reference in improving employee performance so that the compensation obtained is not reduced, or can even be increased if the performance is increased. The results of this study support previous findings by Arslan et al. (2014), which states that compensation has a positive effect on employee performance. Similar results by Robert et al. (2017) state that employee incentives have a positive impact on employee performance.

4.2.2 Organizational Culture moderates the LMX Effect on Performance

Organizational culture is a guide to organizational members in solving problems of internal integration and external adaptation (Schein, 1985). In the government institution the guide behaves can be in the form of bureaucratic and traditional practices (Pearce & M. Khalid, 1993). One practice of bureaucracy is obedience to rules and clarity of purpose. This has been shown to moderate the influence of supervisor and subordinate relations on performance. the value of interaction between LMX and the performance of -1,114 with a significance of $0.002 < 0.005$. However, because the practice of nepotism is still thick at this institution, the organizational culture weakens the influence of LMX on performance, in accordance with the results of the research by Klaimer et al. (2006) weaken the influence of interactional and distributive justice on LMX.

Organizational culture moderates the effect of compensation on performance

Compensation through increasing Income Improvement Allowances (TPP) in early 2018, has a positive impact on employees in improving their performance. The results of the moderation test indicate that compensation has a positive effect on performance moderated organizational culture. Organizational culture in the object of research, especially the provision of incentives and promotions that are not based on work performance, weakens the effect of compensation on performance. This is shown in the results of the interaction between organizational culture and compensation of -1.651 significance $0.000 < 0.005$. This result is in line with Parker's (2002) writing which states that Japanese culture links between incentives and performance.

5. Conclusion

LMX has a positive and significant effect on performance, compensation has a positive and significant effect on performance, organizational culture moderates both the influence of LMX on performance and compensation for performance.

Implications:

1) Implications of Theory

Based on the results of research conducted shows that:

- (a) LMX has a positive and significant effect on performance
- (b) Compensation has a positive and significant effect on performance
- (c) Organizational culture moderates (weakens) the influence of LMX on performance
- (d) Organizational culture moderates (weakens) the effect of compensation on performance

2) Managerial Implications

(a) It is proven that organizational culture moderates both the influence of LMX on performance and compensation on performance, but the role of organizational culture weakens the influence of LMX on performance and compensation on performance. This implies managerial implications in BKD and BPKAD of Pematang Regency to improve organizational culture especially related to LMX's relationship to performance by eliminating nepotism practices, while the relationship of compensation to performance is done by providing incentives for prestigious work and practicing promotions based on performance appraisal .

(b) Improving employee performance is done by improving the relationship between superiors and subordinates in particular emphasizing the importance of carrying out tasks that although not their responsibilities but are important to do to better support organizational goals when the leader is able to set an example of this.

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