



AUSTRALIAN JOURNAL OF BASIC AND APPLIED SCIENCES

ISSN:1991-8178 EISSN: 2309-8414
Journal home page: www.ajbasweb.com



The Influence of Leadership, Competence, and Organizational Culture on organizational performance of the Border Region mediated by trust

Djoko Setyo Widodo

Krisnadwipayana University, Jl. Jatiwaringin Raya No. 28 Jaticempaka, Pondokgede, Bekasi, – Indonesia

Address For Correspondence:

Djoko Setyo Widodo, Krisnadwipayana University, Jl. Jatiwaringin Raya No. 28 Jaticempaka, Pondokgede, Bekasi, – Indonesia,
E-mail: djokosetyowidodo@yahoo.com

ARTICLE INFO

Article history:

Received 18 June 2017

Accepted 28 July 2017

Available online 10 August 2017

Keywords:

intellectual, emotional, social capital, performance

ABSTRACT

Background: A good performance is strongly influenced by human resources and individual behaviors in it, for it needs an appropriate HR management to optimize according to the expectations of the community and to face the public's demand for Police institution to improve its performance according to society's expectation. **Objective:** This research is aimed to examine the impact of Leadership, Competence, and organizational culture on organizational performance of the Border Region mediated by trust. **Results:** Leadership style, competence and organizational culture have significant influence to trust, but leadership style and competence have a negative effect to performance. Beside culture haven't effect to performance. **Conclusion:** The implication of leadership, culture and trust are important role in developing performance either individually or simultaneously

INTRODUCTION

The complexity of the challenge of the Police in the reform era in its journey has been to provide benefits for the Police with significant progress in the field of strength, coaching and operational development. On the other hand, honestly acknowledging there is a negative access to the implementation of its main tasks, such as the deviation of the Police members' behavior such as abuse of power, the quality of service representation which is deplorable from the moral and legal aspect such as discrimination, service request / law enforcement on Reasons of self-interest, discretion over limit, complicating, arrogant, slow, impolite human and negative behavior.

While the public's expectation of the police that require the security and protection of the Police maximally on him, his family and his property; and wanted better service from the Police. As one of the public sector organizations, the professionalism of the Police organization's performance is strongly influenced by human resources and individual behaviors in it, for it needs an appropriate HR management to optimize according to the expectations of the community and to face the public's demand for Police institution to improve its performance according to society's expectation.

Based on the evaluation result from Indonesian Police Watch (IPW) in 2014, Performance of Police Republic of Indonesia in 2014 is considered very unsatisfactory to the public. Police reform as patron, protector, public servant is also on the way. In fact, the Police have 420,275 personnel with budget of Rp 44.5 trillion in 2014. "Police performance is still red because integrity, exemplary, professionalism and partnership is very weak and no progress at all during 2014," said IPW spokesperson Sogi Sasmita in the discussion with the theme 'Police Outlook 2005, Evaluation and Projection of Police Performance' in Jakarta. (Kompas, 2014).

Many of the factors that are of great concern in the reform of the Police's performance include the performance of the Border Regional Police that affects trust is leadership. Because as is known, Leadership is a

Open Access Journal

Published BY AENSI Publication

© 2017 AENSI Publisher All rights reserved

This work is licensed under the Creative Commons Attribution International License (CC BY).

<http://creativecommons.org/licenses/by/4.0/>



To Cite This Article: Djoko Setyo Widodo, Relationship between Intellectual, Social and Emotional Capital: Its Impacts to Performance. *Aust. J. Basic & Appl. Sci.*, 11(11): 1-9, 2017

process of one's activities to move others by leading, guiding, and influencing others, to do something to achieve the desired results (Edy Sutrisno, 2009).

The condition as describe above is reinforced by the condition which shows that generally the current Police leadership condition is needed revamping of internal resources as the main supporting factor in order to perform its duties professionally, one of them optimize the maturity level which is prime for a leader faced with challenge of organization task. Found leadership research on leader-member exchanges, which concluded that the relationship of declining exchange correlated with greater clarity of role, higher satisfaction, stronger organizational commitment, and better subordinate performance (Gary Yukl, 2009).

Another factor that is also quite influential is the competence of members of the police itself. Because as it is known, Competence is a fundamental characteristic of each individual associated with the differentiated criteria of superior or effective performance in a job or situation. Spencer and Spencer (2007) cited by Wibowo (2011) states that: "Competence is the basic foundation of characteristic of people and indicates how to behave or think, equalize the situation, and support for long periods of time".

Meanwhile, various theories and research in the field of organization has been able to explain well the importance of the role and impact of Human Resources, especially on factors that involve organizations and individuals that affect the performance of the organization, among others, leadership, cultural, and trust. The inconsistent results from previous studies became an interesting research loophole for further investigation. In addition, based on the phenomena described above, it is deemed necessary to conduct research on the existence of Police in the Province of the Border Region. Through this research will examine how the influence of Leadership Style, Competence and Organizational culture to Trust and its implications on Performance at the Police Regional Border Area.

Literature Review:

2.1 Organizational Performance:

According to Ghosh dan Mukherjee (2006), corporate performance is the final result of all activities. In evaluating performance the emphasis is on assessing the current behavior of the organization in respect to its efficiency and effectiveness. The appropriate performance measurement tool should be: Relevant to the strategic goals of the organization and accountable to the individuals concerned, focus on measurable outputs, verifiable.

Robbin (2011) stated that performance is a measure of a result. Performance measurement is absolutely necessary to match the goals and targets to be achieved. Through the measurement also will be able to be taken into account the level of effectiveness and efficiency. However, performance actually has a broader meaning, not just the work, but includes how the work process takes place.

According Wibowo (2011), performance has a broader meaning, not just the work, but including how the work process takes place. The goal of performance is to adjust individual performance expectations to organizational goals. Compliance between efforts to achieve individual goals with organizational goals will be able to realize good performance. Performance within the scope of the organization is the work that has been achieved by an organization in doing a job can be evaluated the level of performance. The success or failure of goals and ideals in the organization depends on how the performance process is implemented. Organizational performance cannot be separated from the factors that can affect.

According to Gibson, (2009) the factors that affect performance are: a) factors of individual variables consisting of abilities and skills, background, and demographics; b) factors of psychological variables consisting of perception, attitude, personality, motivation, job satisfaction and job stress and c) organizational factors consisting of leadership, compensation, conflict, power, organizational structure, job design, organizational design, and career.

2.2 Trust:

Some literature has defined trust with various approaches (Mukherjee and Nath, 2003). Initially, belief is much studied from the discipline of psychology, because it is related to one's attitude. In its development, belief is the study of various disciplines (Riegelsberger *et al.*, 2003; Murphy and Blessinger, 2003; Kim and Tadisina, 2003).

Trust is the conviction of all parties to one another that is reliable in fulfilling the obligations of mutual relationships. Trust is the desire of a party to be a resignation / acceptance of action from other parties on the expectation that the other party will perform a certain action that is important for the party who ignore belief (Lendra, 2004). Rofiq (2007: 32) defines trust (trust) is the belief of a certain party against the other in conducting a transaction relationship based on a belief that the person who believes it has all the obligations well as expected.

According to Robbins and Judge (2008), Trust is a positive expectation that others will not act opportunistically. The term opportunistic refers to the risk in a trust-based relationship. According to Cumming and Bromiley, quoted by Altuntas and Baykal (2010) the concept of trust has been defined as: self-confidence and commitment without the perception of fear, and doubt, one believes that it will receive support and

collaboration in solving problems when needed, Underlying motives and / or negative thoughts on the part of others.

2.3 Competence:

Competence comes from the word "competent" which means ability. Competence is a behavior that includes the knowledge, skills and attributes necessary for a successful performance. In addition to the underlying intelligence and characteristic talents of a person such as the nature, habits, social roles and self-image as well as the environment around them enables one to deliver superior performance in a particular occupation, role or situation. (Ulrich, 2008). Heinsman, *et al* (2006) describes competency management as an important human resource tool often used in organizations to guide human resource practices such as selection, assessment, career management assessment, employee development and performance.

Furthermore Forrier, Selsm and Stynen (2009) argued that competence development as an important feature of competency management includes all activities undertaken by organizations and employees to maintain or improve employee functionality, learning and career competence. Robbins (2007: 38) mentions competence as ability, namely the capacity of an individual to do various tasks in a job. Furthermore, it is said that the ability of individuals formed by two factors, namely the factor of intellectual ability and physical ability. Intellectual ability is the ability necessary to perform mental activities while the physical ability is the ability necessary to perform tasks that demand stamina, dexterity, strength, and skill.

Furthermore Wibowo (2012: 324) argued, competence is a trap to carry out a work based on skills and knowledge and supported by the work attitude demanded by the job. Thus the competence shows the skill or knowledge characterized by professionalism in a particular field as the most important. Competence as a person's characteristics is related to effective performance in a job or situation.

2.5 Leadership style:

Leadership style is the behavioral pattern (words and actions) of a leader felt by others (Hersey, 2004: 29). Basically the style of leadership has much influence on the success of a leader in influencing the behavior of his followers. Leadership style is a way or norm of behavior used by a person when the person is trying to influence the behavior of others as observed. (Pasolong, 2008).

According to Thoha (2010) the style of leadership is the norm of behavior used by a person when the person is trying to influence others as he sees. Leadership style is a set of characteristics owned by leaders to influence subordinates to what the organization's goals can be achieved (Rivai, 2011: 42). To be a good leader a leader should be able to choose what kind of leadership style that is suitable to be applied in the company so as to motivate employees as well as enforce employee discipline in the company. Meanwhile, according to Hasibuan (2013: 170) are as follows: "Leadership style is a way of leaders to influence subordinates, to want to work together and work productively to achieve organizational goals.

2.6 Culture:

According to Daft and Marcic (2007, p.62) describes organizational culture is a set of key values, beliefs, understandings and norms that share members of the organization. The level of corporate culture is divided into visible culture and invisible culture. Examples of visible cultures are uniforms and symbols. Examples of invisible cultures are underlying assumptions and deep convictions, such as "people here care for each other like family".

Robbins (2011), defines an organizational culture as "a system of shared meanings shared by members that differentiate the organization from other organizations". Referring to his opinion Robbins (2011), every organization is a typical system, so that the organization has a personality and identity. Therefore each organization must have a distinctive culture as well. Organizational culture has a very important role in an effort to achieve corporate goals, because it has several functions. First, culture has a distinctive role. That means that organizational culture creates a clear distinction between one organization and another. Second, organizational culture is as an identity for members of the organization. Third, organizational culture facilitates the growth of commitment to something wider than individual self-interest. Fourth, organizational culture enhances the stability of the social system (Robbins, 2011). Robbins and Judge (2012) argue that organizational culture refers to a system of shared meanings shared by members who differentiate the organization from other organizations. Seven primary characteristic which is capture the essence of an organization's culture that refers to the seven characteristics suggested by Robbins (2011) before.

Furthermore Schein (1997) in Acar (2012) defines organizational culture as a basic assumption pattern created, discovered, or developed by certain groups such as learning to address external adaptation problems and internal integration. The culture of work permeates and is strong because it either encourages or impedes change within the organization. For employees, the corporate culture is good glue that binds employees to the organization or the wind that blows them away. Corporate culture is important in enhancing key organizational skills and how they function (Chen, 2004; Nazir, 2005; O'Reilly, 1989; Silverthorne, 2004 in Nongo, 2012).

Culture is also important in determining how well an employee fits into an organizational context. Meanwhile, the importance of conformity between employees and the organization cannot be overemphasized (O'Reilly *et al.*, 1991 in Nongo (2012).

Based on explanations above, so research hypothesis as follow:

H1: Leadership Style significant effect on trust.

H2: Competence significant effect on trust.

H3: Culture significant effect on trust.

H4: Leadership Style significant effect on performance.

H5: Competence significant effect on performance.

H6: Culture significant effect on performance

H7: Trust is able to significantly moderate the effect of leadership, competence and culture on performance.

From the formulation of hypothesis, research model can be form as follow:

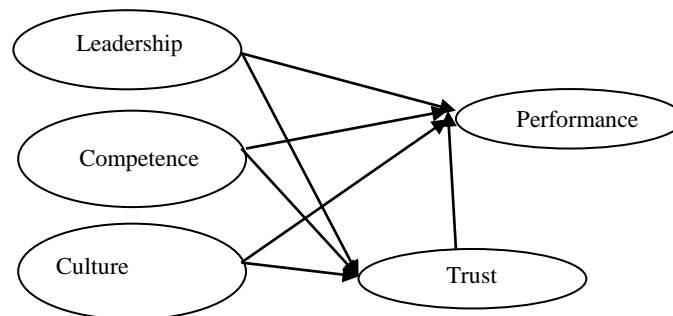


Fig. 1: Research Model

Method:

The research design used in this research is descriptive research method; the research describes a phenomenon, event, or situation. The aim is to describe systematic, factual, and accurate information on the facts, nature, and the relationship between the phenomena under study.

3.1 Measure:

To test these hypotheses, a structured questionnaire was designed focusing on Leadership Style, Competence and Organizational culture to Trust and its implications on Performance at the Police of Border Region. To assess the content and face validity, the questionnaire was submitted to professionals who assessed each item for representative, specificity, and clarity. The final questionnaire was divided into two parts. The first part contained questions regarding respondents' demographics, and the second part focused on measurement scales. All variables in the second part of the questionnaire were closed-ended five-point scales which is known as Likert scale, with 1 indicating "strongly disagree" and 5 indicating "strongly agree".

3.2 Sampling and Data Collection:

In this study the authors use probability sampling is a sampling technique that provides equal opportunities for each element (member) of the population to be selected to be a sample. In this case the sample technique using simple random sampling. It is said to be simple (simple) because the collection of sample members from the population is done randomly regardless of the strata in the population. To find out how many minimal samples representing a population of police personnel then use the opinion of Slovin. By using the error rate (e) of 10% then obtained the number of samples of 84 respondents.

3.3 Method of Data Analysis:

Data obtained from the questionnaire were analyzed using tables, simple percentages, cross tabulations, charts, regression analysis. Data which contain variables were measured using a 5-point Likert scale (Malhotra, 2010). In order to effectively carryout inferential analysis, the items coded for descriptive analysis were transformed into dummy variables Statistical computation was done with the aid of SPSS 17.0 for Windows. In other wise, data analysis techniques used to solve problems in this research using regression analysis. This analysis is used to find and get a picture of the effect of the financial performance of the company's value by the dividend policy as moderating variables in the manufacturing sector companies in the Indonesian stock exchange with SPSS (Statistical Product and Service Solutions).

Result:

The result of this research is using regression analysis. This analysis is an analysis to measure between one or more independent variables. It aims to see the influence between independent variables and dependent variables. The use of this technique of analysis is done by reason because this research wants to know whether there is influence between some independent variables with dependent variable. Relationships between variables can be expressed by the analysis model as follows:

$$Y1 = \alpha + \beta1X1 + \beta2X2 + \beta3X3 + e$$

$$Y2 = \alpha + \beta1X1 + \beta2X2 + \beta3X3 + e$$

The following results of multiple linear regressions for model-1 are presented in table 1:

Table 1: Summary of Results Analysis X1, X2, X3 to Y1

Variables	Coefficient (B)	t-cal	Sig.
Leadership Style	.079	2.076	.041
Competence	.232	2.775	.007
Organizational culture	.090	2.297	.024
Constanta	6.312	6.374	.000
Fhitung = 6.372 R = 0,439 R2 = 0,193 Adjusted R2 = 0,163			

The results of analysis in table 1 can be written form of regression equation as follows:

$$Y1 = \alpha + 0.079X1 + 0.232X2 + 0.90X3 + e$$

To find out the test results can be explained through testing on each hypothesis, as follows:

A. Simultaneous Test (F-Test)

Test F is performed to test whether the Leadership Style, Competence and Organizational culture variables simultaneously or simultaneously have a significant effect on the trust.

Proof of hypothesis: Leadership Style, Competence and Organizational culture simultaneously affect the trust.

Leadership Style Variables, Competence and Organizational culture has a value of 6.372 F with a significant value of 0.001. Acceptance criteria hypothesis stated that Ho is rejected if the value of significance less than 0.05 or 5% and Ho accepted if the value of significance of more than 0.05 or 5%. From F test, it can be seen that the value of significance is less than 0.05 or 5% so it can be said that Leadership Style, Competence and Organizational culture together (simultaneously) have an effect on trust. F test results can be seen in Table 2 below:

Tabel 2: Hasil Uji F

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	79.654	3	26.551	6.372	.001 ^a
Residual	333.346	80	4.167		
Total	413.000	83			

Partial Test (t test):

T-test is done to test partially whether independent variables consisting of Leadership Style, Competence and Organizational culture have significant influence to trust.

Based on table 4.1 it can be seen that:

1) Hypothesis Testing: Leadership Style positive effect on trust. This can be seen from the significant value 0.041 less than 0.05 and t-count (2,076) > t (1,998). The description shows that the Leadership Style variable has a significant positive effect on trust.

2) Hypothesis testing: Leadership Style positive effect on trust. This can be seen from the significant value 0.041 less than 0.05 and t-count (2,076) > t (1,998). The description shows that the Leadership Style variable has a significant positive effect on trust.

3) Hypothesis testing: Leadership Style positive effect on trust. This can be seen from the significant value 0.041 less than 0.05 and t-count (2,076) > t (1,998). The description shows that the Leadership Style variable has a significant positive effect on trust.

C. Coefficient of Determination Test (Adjusted R):

Coefficient of Adjusted Determination R) is used to measure how much the ability of independent variables can affect the dependent variable. Adjusted Determination Coefficient of 0.163 which means that Leadership

Style, Competence and Organizational culture affect the trust of 16.3% and the rest of 83.7% influenced by other factors not examined in this study.

In this study the results of coefficient of determination test can be seen in table 3 follows:

Table 3: Results of Coefficient Determination Test Y1

Model	R	R Square	Adjusted R Square
1	.439 ^a	.193	.163

The following results of multiple linear regressions for model-1 are presented in table 4:

Table 4: Summary of Results Analysis X1, X2, X3 to Y2

Variables	Coefficient (B)	t-cal	Sig.
Leadership Style	-1.467	-2.095	.040
Competence	-1.114	-1.999	.049
Organizational culture	-.286	-1.097	.276
Constanta	81.662	12.388	0.000
Fhitung = 3.299 R = 0,332 R2 = 0,110 Adjusted R2 = 0,077			

The results of analysis in table 4 can be written form of regression equation as follows:

$$Y2 = \alpha - 1.467X1 - 1.114X2 - 0.286X3 + e$$

To find out the test results can be explained through testing on each hypothesis, as follows:

Simultaneous Test (F-Test):

Test F is performed to test whether the variables of Leadership Style, Competence and Organizational culture simultaneously or simultaneously have a significant effect on performance.

Proof of hypothesis: Leadership Style, Competence and Organizational culture simultaneously affect the performance.

Leadership Style Variables, Competence and Organizational culture has a value of 3,299 F with a significant value of 0.025. Acceptance criteria hypothesis stated that Ho is rejected if the value of significance less than 0.05 or 5% and Ho accepted if the value of significance of more than 0.05 or 5%. From the F test it is seen that the significance value is less than 0.05 or 5% so it can be said that Leadership Style, Competence and Organizational culture Together (simultaneously) affects the performance. F test results can be seen in Table 5 below:

Table 5: Test Results F

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1827.757	3	609.252	3.299	.025 ^a
	Residual	14772.481	80	184.656		
	Total	16600.238	83			

Partial Test (t test):

The t-test is performed to test partially whether independent variables consisting of Leadership Style, Competence and Organizational culture have a significant influence on performance.

Based on Table 4 it can be seen that:

1) Testing hypothesis: Leadership Style negative effect on performance. This can be seen from the significant value 0.040 less than 0.05 and t-count (2.095) > t (1,998). The description shows that the Leadership Style variable has a significant positive effect on performance.

2) Hypothesis testing: competence negative effect on performance. This can be seen from the significant value 0.049 less than 0.05 and t-count (1.999) > t (1,998). The description shows that the Leadership Style variable has a significant positive effect on performance.

3) Hypothesis testing: culture negative effect on performance. This can be seen from the significant value 0.276 more than 0.05 and t-count (1.09) < t (1,998). The description shows that the Leadership Style variable has a no significant effect on performance

Coefficient of Determination Test (Adjusted R):

Coefficient of Adjusted R Determination is used to measure how much the ability of independent variables can affect the dependent variable. Adjusted Determination Coefficient of 0.077 which means that Leadership Style, Competence and Organizational culture affect the performance of 7.7% and the rest of 92.3% influenced by other factors not examined in this study or mediated by trust.

In this study the results of coefficient of determination test can be seen in table 6 follows:

Table 6: Coefficient Test Result Determination Y2

Model	R	R Square	Adjusted R Square
1	.332 ^a	.110	.077

Based on the results of research that has been described previously shows that there is a positive and negative influence between Leadership Style, Competence and Organizational culture to trust as well as between Leadership Style, Competence and Organizational culture on performance.

Conclusion

Based on the results of this study concluded that:

1. Testing the Hypothesis 1, 2 and 3 provides empirical evidence that turned out to be the Leadership Style, Competence and Organizational culture has positive influence on trust, both when tested by partial or tested simultaneously. Based on these results it can be concluded that these results are consistent with and further the research that said that Leadership Style, Competence and Organizational culture impact on trust.
2. Testing the Hypothesis 4 and 5 provides empirical evidence that turned out to be the Leadership Style, Competence has influence on performance, either when tested by partial or tested simultaneously. But testing the Hypothesis 6 provides empirical evidence that turned out to be the Organizational culture has no influence on performance, both when tested by partial or tested simultaneously
3. The addition of the results of the study was culture had the highest effect among the three. This study proves that culture has a positive influence on the trust. The results in this study can be used as a source of ideas and input for the development of this research in the future. Besides that, organization should pay more attention to the selection and implementation of organizational culture which is balanced with employee and region culture

REFERENCES

- Abbas Mahdavi fard, Adel Zahed-Babelan & Sadraddin Sattari, 2013. The Relation between Organizational Culture and Organizational Trust in Customs Headquarters of Iran, irjabs.com
- Altuntas and Baykal, 2010. Relationship between nurses organizational trust level and their organizational citizenship behaviors, *J nurs scholar*, 42(2): 186-94.
- Amstrong, M., 1999. *A Handbook Of Human Resources Management*, Terjemahan oleh SofyanCikmat (Jakarta: PT Gramedia), p: 185.
- Awan, Muhammad Rafiq; Mahmood, Khalid PhD; and Idrees, Haroon PhD, 2014. Leadership Style, Culture and Commitment: An Analytical Study of University Libraries in Pakistan
- Baron, 2003. *Behavior in Organizations Understanding and Managing The Human Side of Work*, New York: Prentice Hall International
- Certo, 2009. *Modern Management*, Pearson Prentice hall, New York,
- Chatab, 2007. *Profil Budaya Organisasi*, Alfabeta, Bandung, p: 10.
- Colquitt, Jason A., Jeffery A. LePine & Michael J. Wesson, 2011. *Organizational Behavior: Improving Performance and Commitment in the Workplace* (New York: McGraw-Hill, 2011), p: 67.
- Daft dan Marcic, 2007. *Management: The New Work Place*, Thomson south-Western Co., Canada, p: 62.
- Debora, 2006. pengaruh pemberdayaan kerja dan psikologis terhadap kepercayaan organisasional dan kepuasan kerja dosen tetap perguruan tinggi swasta, *jurnal manajemen dan kewirausahaan*, 8(02): 61-71.
- Erlan Bakiev, 2011. Determinants of Interpersonal Trust, Organizational Commitment for Performance within Kyrgyz National Police
- Fiala, R., M. Prokop, I. Živilová, 2012. The relationship between inter-organizational trust and performance.
- Fred Luthans, 2002. *Organizational Behavior*, 7th ed, McGraw Hill, New York, p: 123.
- Gary Yukl, 2009. *Kepemimpinan dan Organisasi*, Jakarta, Indeks, hal pp: 143.

- George, Jennifer M and Gareth R. Jones, 2005. *Understanding and Managing Organizational Behavior* (New Jersey: Pearson Prentice Hall), p: 75.
- Ghosh dan Mukherjee, 2006. Measurement of Corporate Governance through Balanced Score card, hal. 1
- Ghozali, 2005. *Structural Equation Modelling, Teori, Konsep & Aplikasi dengan Program Lisrel*, Semarang, Universitas Diponegoro.
- Gibson, 2007. *Organisasi, perilaku, struktur dan proses*, binarupa aksara, jakarta
- Gibson, *et al.*, 2009. *Organisasi dan Manajemen: Perilaku, Struktur dan Proses*, Erlangga, Jakarta, hal.5
- Gibson, Ivancevich, Donnelly & Konopaske, 2009. *Organizational Behavior Structure Processes* (New York: McGraw-Hill/Irwin, 2006), p: 108.
- Hartini Ahmad and Hamid Mahmood Gelaidan, 2011. *Organisational Culture, Leadership Styles and Employee's Affective Commitment to Change: A Case of Yemen Public Sector*, ibimapublishing.com
- Hessel Nogi, 2005. *Manajemen Publik*, Jakarta, Gramedia Pustaka Utama, hal pp: 180.
- Hueryen Yeh, Dachuan Hong, 2012. *The Mediating Effect of Organizational Commitment on Leadership Type and Job Performance*, *The Journal of Human Resource and Adult Learning*, 8: 2.
- Ida Bagus Ketut Surya, Armanu Thoyib, Achmad Fatchan, dan Mintarti Rahayu, 2014. *Tri Hita Karana Culture Effect on Company Performance, Leadership and Organizational Commitment* (Studies an Regional Water Company in Bali Province), www.ijbmi.org
- Jamshid Yousefi, Sardar Mohamadii, Mohammad Reza Moradi Chaleshtari, 2014. *The relationship between organizational culture and organizational trust in West Azarbayjan's youth and sport administrations*
- Jerald Greenberg and Robert A. Baron, 2000. *Behavior in Organization: Understanding and Managing The Human Side of Work*, Prentice Hall Inc, pp: 182.
- Joanna Paliszkievicz, 2012. *Orientation on Trust and Organizational performance*, International School for Social and Business Studies, Celje, Slovenia
- John W. Newstrom, 2007. *Organizational Behavior: Human Behavior at Work*, 12th edition (Boston: McGraw-Hill), p: 207.
- Karaminia R. PhD, Salimi S.H. PhD, Amini A. BSc, 2010. *Relation between leadership style and organizational culture and commitment in military forces*, *Journal of Military Medicine*, 12: 2.
- Kerlinger & Lee, 2000. *Foundation of Behavioral Research*, 4th ed, USA, hal, pp: 599.
- Koesmono, 2005. *Pengaruh Budaya Organisasi Terhadap Motivasi dan Kepuasan Kinerja Karyawan pada Sub sektor Industri Pengolahan Kayu Karya Menengah di Jawa Timur*, *Jurnal Manajemen dan Kewirausahaan*, 27: 2.
- Kreithner and Kinichi, 2006, *Perilaku Organisasi*, Edisi 10, Andi Yogyakarta.
- Kreitner, Robert and Angelo Kinicki, 2010. *Organizational Behavior, Key Concepts, Skills, and Best Practice*, New York: McGraw-Hill, h pp: 166.
- Lijan Poltak Sinambela, 2006. *Reformasi Pelayanan Publik, Teori Kebijakan dan Implementasi*, Bumi Kasara, Jakarta, hal pp: 6.
- Luarn dan Lin, 2003. *A customer loyalty model for e-service context*, *journal of electronic commerce research*, 4(4): 156.
- Luthans, 2005. *Organizational Behavior*, Singapore: McGraw-Hill, p: 147.
- M Sheik Mohamed, M Mohiadeen Abdul Kader and H. Anisa, 2012. *Relationship among Organizational Commitment, Trust and Job Satisfaction: An Empirical Study in Banking Industry*.
- Marziah Alijanpour Morteza Dousti, Mahboubeh Alijanpour, 2013. *Ron Freund, 2014, The Relationship between Organizational Commitment and Organizational Trust of Staff*
- Mathis & Jackson, 2001. *Manajemen Sumber Daya Manusia*, Jilid 1, Salemba, Jakarta
- Mc Shane, 2008. *Organizational behaviors* 4th edition, mc graw hill
- McDonald, D.J. and P.J Makin, *The psychological contract, organizational commitment and job satisfaction of temporary staff*. *Leadership & Organizational development journal*, 21: 84-91.
- McMillan & Schumacher, 2006. *Research in Education*, New Jersey, p: 233.
- Mindy Genetzky-Haugen, M.S., 2010. *Determining the Relationship and Influence Organizational Culture has on Organizational Trust*
- Modway, R.T., L.W. Porter and R.M. Steers, 2000. *mployee Organization linkages: The Psicology commitment, absenteeism and turn over* (New York: Academic Press), p: 186.
- Morad Rezaei Sajjad Salehi Masomeh Shafiei Somaye Sabet, 2012. *Servant Leadership and Organizational Trust: The Mediating Effect Of The Leader Trust and Organizational Communication*.
- Mukherjee dan Nath, 2003. *A model of trust in online relationship banking*, *international journal of banking*
- Murphy dan Blessinger, 2003m *Perception of NO-name Recognition Business to Consumer e-commerce trustworthinnes; The effectiveness of potential influence tactics*, *Journal of High Technology Management Research*, 14: 71-92.
- Nyhan, 2000. *Performance Measurement in the public sector Challenges and Opportunities*, *public productivity & management review*, 18: 333-348hal. 89

- Orlando Manuel Martins Marques de Lima Rua, João Manuel Costa Araújo, 2012. The influence of the transformational leadership in the organizational trust
- Pasolong, 2013. Kepemimpinan Birokrasi, Bandung, CV. Alfabeta, hal: 182.
- Ratminto dan Atik Septi Winarsih, 2005. Manajemen Pelayanan, Yogyakarta, Pustaka Belajar, hal pp: 174.
- Robbins dan Judge, 2007. Perilaku Organisasi, Salemba Empat, Jakarta, hal. 10,
- Robbins dan Judge, 2008. Perilaku Organisasi, Salemba Empat, Jakarta
- Robbins, 2006. Perilaku Organisasi, Indeks, Jakarta
- Robbins, 2009. Perilaku Organisasi, Jilid I dan II, Indeks, Jakarta
- Robbins, Stephen P., Timothy A. Judge, 2011. *Organizational Behavior*, New Jersey: Pearson Prentice Hall
- Schermerhon, Hurn, Osborn, and UHL-Bien, 2011. *Organizational Behavior* (New Jersey: John Wiley & Sons, Inc.)
- Seyed Rasool Aghadavooda, Mashallah Valikhani Dehaghania, Lotfollah Jafari Dehkordib Mohammad Malekmohammadi Faradonbehb and Sabere Sedeian, 2013. A study on relationship between ethical leadership and organizational trust between teachers and principals: A case study of high school employees in Shahre-Kord, Iran
- Surjadi, 2009. Pengembangan Kinerja Pelayanan Publik, Jakarta, Refika Aditama, hal :7).
- Thoha, M., 2007. *Manajemen Sumber Daya Manusia*. Pt. Pradnya Paramita.
- Wibowo, 2010. Manajemen Kinerja, Edisi Ketiga, Jakarta, Rajawali Press, hal p: 7.
- Wijanto, 2008. Structural Equation Modelling, Graha Ilmu, Yogyakarta, hal p: 54.
- Wirawan, 2007. Budaya dan Iklim Organisasi, Jakarta, Salemba Empat.
- Yuchun Xiao, Xiy an Zheng, Wenan Pan dan XiaoXia Xie, 2010. Trust, relationship commintment and cooperative performance: supply chain management, Chinese Management Studies, 4(3): 231-243.
- Yukl, 2005. Kepemimpinan dalam Organisasi, Jakarta, Indeks, hal. pp: 334.
- Zafer Acar, A., 2012. Organizational culture, leadership styles and organizational commitment in Turkish logistics industry, Procedia- Social and Behavioral Sciences, 58: 217-226.