

Cultural Diversity of Labour against Women Corporate Competitiveness in Makassar

Dr Maryani SE MSi¹, Ariyanti²

Lecturer School of Economics Indonesia in Makassar, Indonesia

Abstract: *This explains the research purpose; the relationship between leadership style with the diversity of women workers in the organization's culture and its influence on the competitiveness of enterprises. This form of research is explanatory research, Research found that individual women workers in Makassar has a culturally diverse, coming from different tribes / ethnic groups in Indonesia. The individual cultural workers can affect the strong, weak, and adaptability to the culture of the organization, which will have an impact on the ability of the company's competitiveness. However strong, the weak as well as the adaptation of the organizational culture for the company in the city of Makassar is determined by style (style) corporate leaders in running the company's management. In general it was found that leadership style democratic and charismatic manager become an idol for women workers who have a culture colectitism and femininism, but the authoritarian style and laizes-fire on tribal / ethnic also needed to guide for women workers primarily who have cultural properties power distance or individualism to be in line with the company's organizational culture, so that organizational culture affects the competitiveness of the company's business.*

Keywords: *organizational culture, cultural diversity, leadership styles, competitiveness*

I. Introduction

The era of globalization has changed the pattern of labor structure and the level of competition among many companies, hence the need to seek new opportunities in creating a competitive edge for the company to survive (Hitt, Ireland and Hoskisson; 2001). Companies that have a strategic competitive advantage and successfully explored the rivalry in turn is able to achieve its main goal to get financial performance above average (Maryani, 2013).

The fundamental nature of the world competition in various industries are growing rapidly. So sue the company has high competitiveness. The company's competitiveness can be achieved through the ability of the workforce to adapt to the environmental organization. But the pattern structure diverse workforce within the organization can give rise to the tendency of the rate of variation of forms of interaction in the organization. Workers coming from certain regions have cultural backgrounds that may differ from culture adopted at the destination. The structure of the labor force can be varied by gender, education, ethnicity, physical and psychological condition.

However they have to compete in a career in the organization, which previously has had the organizational culture itself.

This cultural diversity has a tendency to increase the variety and interaction between human resources have differences. Therefore we need a leader's role in managing the diversity of the workforce and creating a culture of harmony so as not to cause conflict, but it becomes a force or the competitiveness of enterprises. As in Hofstede study (1980) that offend the national culture in practices within the organization. Studies by Schein (1990) also confirmed that the organizational culture as a pattern of assumptions or underlying set of values that cultivate learning external adaptation and internal integration pemipin taught to new members of the group.

Differences in compensation for example for professional women workers are not much different from the labor of men, according to the position and responsibilities. However, for unskilled labor is still visible differences, such as income women are considered as a supplement the family income. Another problem for working women is the need to balance the responsibilities of the household affairs and employment, so that female workers tend to seek part-time jobs, or work freely in the home.

Violence and discrimination against women are still common, but not easily expressed. They are reluctant and embarrassed to talk about. Especially in ethnic women in South Sulawesi, there is a series of cultural 'napacce (read: the shame and self-esteem). Natural biological condition of the woman is often a bottleneck in considering hiring women workers, to the detriment of the position of women. The issue of the diversity of women workers needs to be reassessed how to give fair treatment to those who are different. How diverse workforce is base on the above description, the research questions are:

- 1) How does the diversity of women workers against the culture of the organization and the competitiveness of the company's business Makassar.
- 2) How does a leader in cultural diversity of women workers of organizational culture in driving the company's

competitiveness in Makassar.

II. Literature Review

Company performance Understanding organizational culture according to Schein (1983) is a pattern of assumption base is shared by a group of people after they learn and embrace the pattern of these assumptions as a way untukmeyelesaikan issues pertaining to the external adaptation and internal integration, so that the pattern of basic assumptions are taught to new members as the correct way to berpersepsi, think and express their feelings in relation to the problems of the organization. Organizational culture is referring to the system of shared meaning held by members that distinguishes the organization with other organizations (Robbins, 2006). So in this study organizational culture indicators used by Denison in Sobirin (2007) are involvement, consistency, adaptability, and mission.

III. Cultural Diversity

Globalization deliver the dissemination of innovation economy to the world and require cultural adjustment that accompanies the spread of the ((Hitt, Ireland, and Hoskisson; 2001). The diversity or diversity of culture is that there are variations in human resources in terms of gender, ethnicity, race or ethnicity, age , education, social status, religion and belief (Wibowo, 2010). There is a tendency in organizations to accept diversity as a result of population growth and changing business environment. Cultural diversity according to Gibson, Ivancevich and Donnelly, Jr. (2000) is the physical and cultural differences are very wide differences exhibited by various people in the organization. Diversity is a mix of the differences, similarities and stress-related, which occurs in every mix. This mix may include race, gender, ethnicity, national origin, age, political affiliation, socioeconomic class, or perhaps a combination of these factors. In this study adopts an indicator of national culture according to Hofstede and Bond in Sobirin (2007) is power distance, uncertainty avoidance, individualism-collectivism, masculinity-femininity and short term-long term.

Business Competitiveness

Competitiveness (competitiveness) is the ability of a company to grow and earn profits in the midst of many other companies in the market. Companies that do not have to be abandoned by the competitiveness of the market (Muhardi 2007). Porter (1998) states: "Competition is at the core of the success or failure of firms". Competition is the core of the success or failure of the company. In line with the opinion of Porter, Goetsch (2006) states that: "Competition is the process by roomates Organizations attempt to establish and maintain a profitable position by performing better than other Organizations in the same markets. Sustained profitability is the goal of the competitive strategies Organizations

The level of competition in an industry highly dependent on factors competing power base, as proposed by Hambrick (1993), namely, (1) Price, (2) Quality Product, (3) Premium Image, (4) Customer services, (5) Distribution Network, (6) Timely Reliably, (7) Technology, and (8) Productivity.

According to the concept of KAIZEN (Masaaki Imai, 2001) is often a stimulus in competition are price, quality, and service, but if companies compete on the basis of the strength of KAIZEN, the improvement should be a continuous process for the sake of an improvement. As affirmed Mulyadi and Setiawan (2001) that the company can have the competitive advantage (business competitiveness) when the company is able to provide the best value for customers and (2) make different organizations (distinct) from competitors.

By Muhardi (2007) dimension of competitiveness can be grouped into four, namely: (1) cost (cost), (2) the quality (quality), (3) the time of delivery (delivery time), and (4) flexibility (flexibility). Competitiveness or competitive advantage is at the heart of a company's performance in market competition (Porter, 1998). It can be concluded that the competitive advantage will be created and maintained by a company that is able to make improvements on an ongoing basis to produce the best customer value through, low cost (low cost), high quality (high quality), and continuous innovation (innovativeness). Various dimensions of the measurement of competitiveness, so in this study will be the measurement of competitiveness used is the cheap price (low cost), high quality, profitability and competitive position of the company (Porter, 1998).

Leadership Styles

Leadership is a process by which individuals influence the group to achieve a common goal (Northouse, PG, 2003). This understanding was sharpened by Dubrin (2001), that leadership is the ability to instill confidence and the support of members of the organization to achieve organizational goals. Generally speaking, leadership (leadership) is said to be "understood the art of creating the suitability or appropriateness of agreement" (leadership as the art of inducing compliance) (Pamudji, 1993). The same opinion was also expressed by Robbin (2002), that leadership is a form ..of ability to influence a group toward the achievement of objectives.

In this study indicators leadership styles used is the approach to the study of Leadership in Iowa that is authoritarian, democratic, and laissez-fair kharismatic (Luthans, 2002).

IV. Research Methods

The study population was women workers manufacturing industry, banking, and retail which have foreign investment in Makassar, as many as 15 companies with a total of 2,312 employees are women workers. Determination of the sample of women workers in the manufacturing industry, banking, and retail, using Slovin formula (Sevilla: 1960, in Umar Husain 2004: 146), for determining the number of samples is as follows :

$$n = \frac{N}{1 + Ne^2} \quad n = \frac{2.312}{1 + 2.312(0,05)^2}$$

$$n = 341,0029$$

N values are rounded menadi 350 respondents. Data collection techniques used include:

- a) Interview,
 - b) Kuisone s,
- mm.

V. Results And Discussion

Test Validity and Reliability Instruments In SEM

Testing the validity and reliability of the instrument carried by confirmatory factor analysis (CFA). Where the research instrument called unidimensional valid if the value of GFI > 0.90 (Jorskog&Sorbom, 1989; Ferdinand, 2002) and reliable if the value of the construct reliability ($\rho\eta$) > 0.70 (Nunally& Bernstein, 1994; Ferdinand, 2002) , Results of testing the validity and reliability of instruments for each variable can be presented in Table 5.1 below.

Table 5.1 Validity and Reliability Testing Results Instruments

Variabel	GFI	Construct Reliability
Leadership Style (X1)	1.000	0.708
Cultural Labor Women (X2)	0.975	0.744
Cultural Organization	0.988	0.708
Business Competitiveness	0.968	0.754

Source: Primary data is processed, 2015 Results of testing the validity and reliability of the instrument in Table 5.1 shows that all the variables above is valid because GFI value above 0.9, and reliable because the value of the construct reliability above 0.7. Conceptual Model Analysis Results Based on SEM The theoretical model on the conceptual framework of the study, said to be fit if supported by empirical data. The test results overall goodness of fit models, in order to determine whether the hypothetical model supported by empirical data, visualized in Table 5.2.

Table 5.2 Testing Goodness of Fit Model Overall Final Stage

Goodness of fit	Calculation		Terms Good	Description
	Results	Meaning		
Chi Square Small	115,519	Terms Good	Kecil	Good Model
Probability	0,075	Terms Good	≥ 0,05	Good Model
CMIN/DF	1,216	Terms Good	≤ 2	Good Model
GFI	0.960	Terms Good	≥ 0,90	Good Model
AGFI	0.943	Terms Good	≥ 0,90	Good Model
TLI	0,952	Terms Good	≥ 0,95	Good Model
CFI	0,962	Terms Good	≥ 0,95	Good Model
RMSEA	0,025	Terms Good	≤ 0,08	Good Model

Source: Primary data is processed, 2015 Table 5.2 shows that the p value of Chi Square test is greater than $\alpha = 0.05$, so this late stage models can be said to be good. It is also supported by all measure the goodness of fit in the position that the model is said to be good. Therefore, it can be said that the final stage hypothetical model supported by empirical data, or a model worthy of the final stage is used to verify the research hypothesis. After the modification of the model have been conducted and all test criteria models have shown good results (good), then the model is called the model final stage. The parameters of a standard regression model of the final stage is what will be explained and used as a basis for hypothesis testing.

5.6 Analysis of Loading Factor and Variable Descriptions

Loading factor indicators of each variable used to explain the causal relationships between variables are taken from the over-all model of the final stage. In summary the results of descriptive analysis of each study variable can be shown by the distribution of respondents' answers to the questions in each indicator in each, can be shown in Table 5.3 below. Results

Table 5.3 Matrix An Descriptive Analysis and Loading Factor

Variables And Indicator	Loading Factor	Descriptive
Leadership Styles variable (X1)		
Authoritarian (X1.1)	0.562	3.63
Laizes-Fire (X1.2)	0.568	3.87
Democratic (X1.3)	0.756	3.89
Charismatic (X1.4)	0.722	4.05
Vari Culture Labor Women (X2)		
Power Distance (X2.1)	0.458	4.04
Individualism-Collectivism (X2.2)	0.597	3.63
Masculinity-Femininity (X2.3)	0.646	3.82
Uncertainty Avoidance (X2.4)	0.551	3.91
Long-Short Term (X2.5)	0.617	3.79
Variable Cultural Organization (Y1)		
Strong (Y1.1)	0.511	3.91
Weak (Y1.2)	0.603	3.67
Adaptive (Y1.3)	0.653	3.76
Variable Business Competitiveness (Y2)		
Cheap Price (Y2.1)	0.568	3.69
Quality (Y2.2)	0.621	3.91
Gains (Y2.3)	0.650	3.69
Position Company (Y2.4)	0.565	3.70

Source: Dataprocessed2015

Based on Table 5.7, the results of confirmatory factor test showed that the most powerful indicator as a measure of leadership style is democratic and charismatic. Thus it can be seen that the labor force, especially of women workers in the company, both in the manufacturing industry, banking and retail in Makassar, mainly because the leader of the pattern of leadership democratic and charismatic, that is the employees feel comfortable in working under democratic leadership and has charisma in the lead, but still have a strong determination, demonstrated by the existence of an authoritarian nature, and sometimes it is free or give freedom to employees.

The analysis also showed that the leadership style and culture of female workers influence on organizational culture. Similarly, the organizational culture affect the competitiveness of the company's business. There is also the influence of leadership style and culture of female workers on the competitiveness of the company's business. On the other hand, it was found that organizational culture also affect the competitiveness of the company's business.

On the other hand, when seen from the test results descriptive of the obtained average value scores for a democratic indicator is 4:06 which is in the region is very positive, and the second highest when compared to other indicators. This indicates that the indicator democratic as forming variable leadership style is dominant, the condition is perceived very positively by women workers, or in other words empirical conditions in the company, both in the manufacturing industry, banking and retail in Makassar, female employees assess the leadership style democratic and charismatic required by employees.

Based on confirmatory factor analysis showed that the most powerful indicator as a measure of cultural workforce is female masculinity-femininity. Thus it can be seen that the female workers feel that there is no gender difference in completing the work. On the other hand, when viewed from the descriptive analysis, the obtained value of the average scores for indicators of masculinity-femininity 3.82, which is located at the positive region. This indicates that the indicators of masculinity-femininity as forming the cultural variables of women workers are dominant, the condition is perceived positively by the respondents, or in other words empirical conditions in the company, both in the manufacturing industry, banking and retail, masculinity-femininity implemented quite well in company.

Therefore, to improve the competitiveness of business in the company, both in the manufacturing industry, banking and retail, then the leader should not look at masculinity-feminity or conduct on gender distinctions in responsibilities.

Results of confirmatory factor analysis showed that the most powerful indicator as a measure of organizational culture is a strong culture. Thus it can be seen that the employees assess the organization's culture is very strong perception by workers in the company. It seen by employees that the values and ethics and regulations in a very strong company bind employees to work with the firm. Similarly, when viewed from the descriptive test results, the obtained value of the average scores for indicators of a strong culture is 3.85, which is located at the positive regional

Based on confirmatory factor test showed that the most powerful indicator of competitiveness as a business is the amount of profit achieved by the company. Thus it can be seen that the employees assess the company's business competitiveness is largely determined by the ability of the company profit growth mainly due to an assessment of the ability to compete for other companies, both industrial companies, as well as with companies outside of the industry group. On the other hand, when viewed from the descriptive results, the obtained value of the average scores for indicators of the amount of gain is 3.69, which is located at the positive region,

Hypothesis Testing Results

In this study, the research hypothesis testing using analysis techniques Structural Equation Modeling (SEM). Of the validity and reliability of the instrument, has met the criteria that all variables have valid and reliable research. While testing the assumptions in the SEM, the third assumption that normality, absence of autocorrelation, and linearity testing relationships between variables have been met. In addition, the size of the goodness of fit in SEM, based on the condition of goodness of fit has met all the required criteria, so that the resulting SEM models is quite good and deserves to be interpreted.

Table 5.4 Research Hypothesis Testing Results

Variables	Variable Bound	Koef Line	P-value	Description
Leadership Style (X1)	Cultural Organization (Y2)	0.251	0.026	Significant
Culture Workers (X2)	Cultural Organization (Y1)	0.319	0.028	Significant
Cultural Organization (Y1)	Business Competitiveness (Y2)	0.302	0.019	Significant
Cultural Organization (Y1)	Business Competitiveness (Y2)	0.279	0.027	Significant
Cultural Workers (X2)	Business Competitiveness (Y2)	0.257	0.016	Significant

Source: Primary data is processed, 2015

Based on Table 5.4 shows that the leadership style and culture of female workers has positive influence on organizational culture. Similarly, the organizational culture to the competitiveness of the business affect the performance of the company. Organizational culture is influenced by the culture of female labor, and leadership. While the competitiveness of businesses affected by the culture of the organization.

Based On The Results Of Hypothesis Testing As Follows:

1. The style of leadership (X1) will be able to encourage the culture of the organization (X2) on companies, both in the manufacturing industry, banking and retail to be accepted by all members of the organization obtained directly influence the path coefficients 0.281 and the p-value 0.026. or p-value <5%. Given the path coefficient is positive (0.281), means that the relationship between the two variables is positive, meaning that the more democratic and has a strong charisma leaders against members of his organization (X1), the more robust and adaptive Similarly organizational culture to be shared by the entire workforce women in the company (Y1).

2. Cultural female workers (X2) is able to adapt to the work environment to comply with the organization's culture (Y1) in the company, both in the manufacturing industry, banking and retail. Path coefficient obtained directly influence 0.251 and the p-value of 0.038 or p-value <5%. Given the path coefficient is positive (0.251), means that the relationship between the two variables is positive, meaning that the higher the level of cultural adaptation of women workers (X1), the stronger the organizational culture (Y1) to be adhered to the rules that have been agreed within the company by members of the organization.

3. The style of leadership (X1) will be able to improve the competitiveness of the company's business (Y2) on companies, both in the manufacturing industry, banking and retail in Makassar. Obtained directly influence the path coefficient 0.279 and p-value 0.019 or p-value <5%. Given the path coefficient is positive (0.279), means

that the relationship between the two variables is positive, meaning that the strong leadership of someone (X1), the higher the propensity to develop the competitiveness of the company's business (Y2).

4. Cultural female workers (X2) will be able to follow the organization's culture (Y1) in the company, both in the manufacturing industry, banking and retail are acceptable. Obtained directly influence the path coefficient 0.319 and p-value 0.017 or p-value <5%. Given the path coefficient is positive (0.319), means that the relationship between the two variables is positive, meaning that the higher the cultural adaptation of labor (X2), the higher the stronger it to comply with the organization's culture (Y1).

5. Cultural female workers (X2) will be able to improve the competitiveness of businesses (Y2) to the company in Makassar, either at the company's manufacturing industry, banking and retail are acceptable. Path coefficient obtained directly influence 0.257 and 0.043 or the p-value p-value <5%. Given the path coefficient is positive (0.257), this means that relations between the two variables is positive, meaning that the higher the cultural adaptation of women workers (X2), the higher the impetus improve the competitiveness of the company's business (Y2).

6. Cultural organization (Y1) will be able to improve the competitiveness of businesses (Y2) on companies, both in the manufacturing industry, banking and retail are acceptable. Path coefficient obtained directly influence 0.302 and the p-value 0.019 or p-value <5%. Given the path coefficient is positive (0.302), this means that relations between the two variables is positive, meaning that the stronger and higher adaptation of the organizational culture (Y1), the higher the company's business competitiveness (Y2).

Influence Of Leadership Style Against Cultural Organization

The test results prove that the leadership style has a positive and significant influence of organizational culture on companies, both in the manufacturing industry, banking and retail in Makassar. That is the greater concern and responsibility of a leader in shaping the meaning and values for employees in the company, the more powerful it employees to interpret the company's organizational culture. Leadership style in this study are translated into four indicators ie authoritarian, laissez-faire, democratic, and charismatic, where indicators of democratic leadership and charismatic is the most dominant force leadership measure variables. On the other hand, the organization's culture is measured by three indicators are strong, weak and adaptive, in which the strong culture is dominant in the variable measuring organizational culture.

From the test results of descriptive, positive leadership style variable measured by the respondents (average of 3.94, are in positive category, namely the average between 3 and 4). On the other hand, a variable positive organizational culture is measured also by the respondents (average of 3.84, are in positive category). This indicates that these two variables, the reality is perceived both by the respondent. That is, the implementation of democratic and charismatic leadership style is predominant in the company, both in the manufacturing industry, banking and retail are already quite good but still needs to be improved.

Cultural Influence Labor Women Against Organizational Culture

Culture of female workers also affect the organizational culture in a positive and significant impact on the competitiveness of business enterprises, whether in manufacturing, banking and retail in Makassar. Ie, the greater the similarities and goals of the organizers of individual labor cultural ties (national culture) that they have, the stronger the organizational culture to bind the members of the organization in common. Generally the difference in values such work can be divided into five dimensions, namely power distance - power distance, individualism-collectivism, masculinity-familinity, uncertainty avoidance-avoiding uncertainty, short term-long term orientation.

Results of this study to power distance indicates that the distance relationships (degree of inequality) between subordinates to superiors, between a person's social status is lower with someone who has the status of social status is higher, or between people who do not have power with the ruling.

The distance of this power can be divided into two kinds: first distance great power (large power distance), which in certain limits there is a group of ethnic female worker who realized that he was a small person, no authority, no power, and have no effect thus handed over all matters concerning the fate of himself and his group to others who are considered has authority and power. It means that people who do not have power tend to rely on the ruling. They have the relationship fairly wide range and hierarchical but is considered normal. Each group, both of which have the power and who does not have the power to realize that the position of each of them is different. Power belongs only to certain people who has position so that its distribution to people in power are not very dependent on the generosity of the rulers.

Small power distance, a group of people who have the tendency otherwise known people who have a narrow power range. Due to the relatively narrow distance relationship, the position of the people in power to have relatively equal power. So that both the ruling group with no real power interdependent. Therefore for those in power can not be pleased monopoly of power and distribute power only to people he liked, otherwise power tends to be distributed more evenly.

Influence Of Organizational Culture Against Business Competitiveness

Results of this test found a positive and significant influence between organizational culture on the competitiveness of business enterprises, whether in manufacturing, banking and retail in Makassar. It means that the stronger the organizational culture to be shared jointly by all employees and the more value cultural adaptation enterprise organizations against the various changes that occur in a corporate environment, the greater the opportunity to achieve high competitiveness against other companies, both within the industry, as well as in a competition environment.

Based on the average value of the respondents' answers, namely 3.94 indicates that employees generally agree on an organizational culture that is in the company where they work, and culture of the organization is defined jointly by employees, it is shown the answers of respondents who indicate the value of a positive response for employees companies, both in the manufacturing industry, banking and retail in Makassar, in carrying out their work which adhere to various and norms that have been arranged in the company's work, so as to support the company in its industry to compete in the market.

Influence of Leadership Style Of Business Competitiveness

The test results prove that the leadership styles have significant influence on the competitiveness of business enterprises, whether in manufacturing, banking and retail in Makassar. But if you look at the test results indirect effect through organizational culture (Y1) is significant. This indicates that a significant effect of leadership style (X1) of organizational culture (Y1), and subsequently also showed significant influence of organizational culture (Y1) on the competitiveness of businesses (Y2).

Direct and indirect influence significant between leadership style with business competitiveness means that, increasingly democratic and charismatic shown by leaders increasingly provide a strong influence in encouraging the progressive increase in the competitiveness of the company's business. This fact can be explained because of leaders give great support to his subordinates can clearly be felt largely by employees. According to Schein (1995) states that the organization's leader as controller, then the leader instrumental in showing members of the organization in achieving its corporate objectives. Therefore influential leaders in achieving the company's business competitiveness.

Cultural Influence of Labor Against Women Business Competitiveness The test results prove the woman labor culture has a positive and significant impact on the competitiveness of business enterprises, whether in manufacturing, banking and retail in Makassar. This means that the strong support of individual labor culture of the company, the higher the impetus to create the competitiveness of the company's business.

VI. Conclusion

The role of leaders in the organization generally found that leadership style democratic and charismatic manager become an idol for women workers who have a culture collectivism and femininism, but the authoritarian style and laizes-fire on tribal / ethnic also needed to guide for women workers primarily who possess power distance cultures or individualism to be in line with the company's organizational culture, so that organizational culture affects the competitiveness of the company's business.

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