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Influence of Leadership Style, Organizational Culture, Work Motivation Employee Loyalty (Study at PT. Hilon Surabaya)

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Abstract:

Leaders expatriate less cross-cultural understanding, it will use the same style of leadership of their country of origin in other countries without adapting to local norms and cultural environment. South Korea's leadership style expatriates in Indonesia dominant autocratic leadership style. Leadership style significantly influence the culture of the organization. Leadership style not significant effect on employee loyalty. Leadership style have a significant effect on work motivation. Organizational culture significantly influences employee loyalty. Work motivation significantly influence employee loyalty.

Keywords: *Leadership style, organizational culture, work motivation, employee loyalty*

1. Background

Indonesia is a priority investment destination most preferred by the South Korean company (Hwan, 2011). South Korean expatriates working in Indonesia during 2014 as many as 8172 people (Pos Sore, February 25, 2015). South Korean companies in Indonesia employs around 500,000 workers in Indonesia, ranging from the level of director, manager up to the level of ordinary employees (Sunarli, 2013).

In realizing the long-term orientation in doing business South Korean companies need to support high employee loyalty (Rahayu, 2009). The role of expatriates in multinational companies in the increased development and the effect is very important (Rahim, 2010). According Hanges et al., (2006), different leadership styles are influenced by cultural background. Expatriate managerial expertise into one form of technology transfer are considered to support the company achieve competitive advantage (Lumbanraja, 2008).

According Irawanto (2009) Indonesia practice manager paternalistic and transformational leadership style. According to Wang et al., (2000) Chinese managers are accustomed to autocratic leadership style. Puspitasari et al., (2014) leadership style Japanese expatriates in Indonesia is a democratic leadership style. South Korea's leadership style according to Chang and Chang (1994: 136) is generally authoritarian and paternalistic.

A good organization understands that loyal employees will result in better performance. According to Hatwal and Chaubey (2014) loyal employees and the high performers enable them to develop strategies to improve the results of the organization, where customer loyalty depends on employee loyalty. According Widjaja et al., (2008), Aityan and Gupta (2011) entrepreneurs who have a high employee turnover rate will be a lot to spend and can also affect the company's operational continuity.

Factors causing low employee loyalty, among others lack of employee motivation, organizational structure is less clear, the design work is not good, poor quality of management, lack of ability to work superiors, less open opportunities for career development, compensation system less ensure peace work, and working time is less flexible (Saydam, 2005: 395).

The level of employee loyalty in the world vary depending on demographic and cultural background of each labor (Wan, 2012). Cross-cultural competence leadership is indispensable in a company that operates internationally because it would greatly affect the interaction between the manager assigned abroad with their local employees (Lumbanraja, 2008). According to Ding et al., (2012) and Jing-zhou et al., (2008) leadership style plays an important role in increasing employee loyalty towards the organization. Ogunyemi (2014) a leader who can deliver justice, caring and kindness will increase employee loyalty. Khoung et al., (2014) employees will be loyal if they use the leadership style of transactional and transformational leadership, if the leadership oriented on autocratic leadership style disloyal employees.

The transactional leadership style direct supervisor tends to create and establish the characteristics of a particular cultural importance for the company, otherwise the leadership style laissez-faire gives a negative relationship to the culture of the organization, because of the lack of interaction between the goals of direct supervisor and the employee (Dervish and Djajadiningrat, 2010). While the Awan et

al., (2014), there was no significant relationship between leadership style and organizational culture in public universities, while at private universities showed no significant relationship between leadership style and organizational culture in private universities.

Gopal and Chowdhury (2014) different styles of leadership will have a different impact on employee motivation. Chen et al., (2014) that led the wise and virtuous positively related to employee motivation, but negatively related to the autocratic leadership motivation to work. Barbuto (2005) that Laissez-faire leadership style associated with the motivation is strong enough, while the relationship between transactional leadership against weak motivation. Maisardana (2006) that the laissez fair leadership style has no significant effect on work motivation.

Nongo (2012) and Malik (2014) organizational culture affects the sense of loyalty of employees, have a sense of organization and serves to reduce turnover. Mayangsari et al., (2014) South Korean work culture influence in fostering attitudes of employee loyalty Indonesia. While the Wibawa et al., (2014) organizational culture no significant effect on employee loyalty, organizational culture tends to the interests of external stakeholders, namely customers, so it does not give effect to the loyalty of employees as internal stakeholders.

According to Omar et al., (2010) that the motivation of the employee benefits followed by work environment and teamwork has the greatest influence on employee loyalty. Trivellas et al., (2010). The need for such training, job enrichment, recognition and rewards, and promotions can motivate employees to improve individual performance and employee loyalty. While Purwaningsih and Noermijati (2015), that the financial and non-financial compensation no significant effect partially to the loyalty of employees, but the financial and non-financial compensation significant effect partially to the loyalty of employees through employee satisfaction.

2. Theoretical Review

2.1. Leadership Style Expatriates South Korea

Leadership style differences arise from the differences between cultures and stage of development of business organizations. Basically, the role of organizations demanding more than mere leadership, culture becomes an important factor in terms of leadership effectiveness (Afiff, 2013). There are several issues which contribute as difficulties in implementing the cross-cultural leadership, among others, issues of stereotypes tendency to judge others based on a class or category and the issues of ethnocentrism sense of superiority shared by members of a particular culture (Luthans, 2006: 392).

According to Chang and Chang (1994: 136) style of leadership in Korea in general management system is authoritarian and paternalistic. An organization is interpreted as an extension of the family, and relationships within the organization is the same as that in a family. Communication between employees of organizations of South Korean business in general is much more likely to use downward communication rather than communication is directed upwards. This means a lot of decisions and orders from above than the proposal from the bottom up. Another trend is for horizontal communication between departments at the same level that is more common than diagonal communication among managers at the levels above and below (Lee, 2012).

2.2. Organizational Culture

Organizational culture is a set of assumptions or system of beliefs, values and norms developed within the organization guiding the behaviour of its members to address the problems of external adaptation and internal integration (Mangkunagara, 2005: 113). In the culture of the organization there are a number of important insights, such as norms, attitudes, and beliefs, which is jointly owned by members of the organization Luthans (2006: 278).

The function of organizational culture as control guidelines in shaping attitudes and behaviour of employees in solving organizational problems through the values and norms adopted to further innovate. Cultural organizations can also function as a control on the attitude and behaviour of members of the organization in achieving its objectives. Chang and Chang (1994: 129), South Korea management characteristics are unique characteristics of the culture of the organization in the South Korean company and is strongly influenced by traditional culture as the essence of the traditional family system.

2.3. Work Motivation

Work motivation is the whole process of giving impetus or stimulus to the employees so that they are willing to work willingly without force (Saydam, 2005: 227). There are two forms of motivation to work according to Tahir (2014: 102), namely intrinsic motivation which is the driving of work that comes from the workers themselves as individuals and extrinsic motivation which is the driving labor sourced from outside the worker as an individual.

2.4. Employee Loyalty

According Hasibuan (2014: 95), loyalty is reflected by the willingness of employees to maintain and defend the organization inside and outside the work of undermining those who are not responsible. Loyalty is a psychological condition that binds the employee and the company (Oei, 2010: 190).

Loyalty is not formed just in the company, but there are aspects contained therein that embody loyalty work. Each of these aspects are part of the company's management relating to both employees and the company. According Siswanto (2002: 162) aspects of the loyalty of work contained in the individual put forward by focusing on the implementation of the work done employees, among others, obey the rules, anggung accountable to the company, a willingness to work together, a sense of belonging, interpersonal relationships and preference for employment.

3. Hypothesis

The hypothesis of this research are as follows:

3.1. Influence of Leadership Style against Cultural Organization

Yukl (2001: 3) defines that leadership with regard to a deliberate process of a person to emphasize its strong influence on others to guide, create a structure, facilitate the activities and relationships within a group or organization. Koesmono (2006) a person's behaviour is strongly associated with a person's leadership and the culture in which the concerned carry out its activities. According to Kee (2008) South Korean expatriate leadership style rooted in Confucian values are values that significantly affect interpersonal relationships and work culture in South Korea. Rahayu (2009), the decision-makers compared to South Korea on a proposal from the bottom up. Sopyan (2008) leaders cannot choose the leadership style at will if you do not want to fail, they are controlled culture conditions followers, demanding a leadership suited to the culture.

→ H1: Leadership style influence on organizational culture

3.2. Influence of Leadership Style Employee Loyalty

Adherence to norms of behaviour of South Korean society is based on the obedience of the child to the parents. In everyday life people should speak with respect, to be civilized towards others outside the family who are older or have a higher position (Lee, 2012). According Rachmadita et al., (2011) the lack of management attention to the culture of the organization caused a decline in employee loyalty. Research Tumbol et al., (2014), Irawanto (2009), Rehman and Afsar (2012), suharti and Suliyanto (2012), leadership style influence employee loyalty. While Ogbah (2013) an autocratic leadership style is negatively related to employee commitment. Rehman and Afsar (2012), paternalistic leadership style to foster and create an emotional bond to the organization's employees.

→ H2: Leadership style influence on employee loyalty

3.3. Influence of Leadership Style Motivation Work

Rival (2004: 2) defines that leadership is a process of influence in determining the organization, motivating followers to achieve the objective behaviour, influence to improve the group and its culture. Gopal and Chowdhury (2014) different styles of leadership will have a different impact on employee motivation. Rawung (2012) leadership style influence on work motivation, Anwar (2013), leadership is wise to have the most positive impact on employees. Chen et al., (2014) that led the wise and virtuous positively related to employee motivation, but autocratic leadership negatively related work motivation.

→ H3: Leadership style influence on work motivation

3.4. Influence of Organizational Culture Employee Loyalty

Organizational culture is an important factor in improving the achievement of goals and objectives of the organization (Nongo, 2012). By developing the right corporate culture, the organization can achieve success that will affect the taste of employee loyalty and a sense of organization have. Kaviris (2012) healthy organizational culture that will give pride and a sense of belonging to the company's employees. Malik (2014) organizational culture and loyalty work has a very strong influence and have an important role in reducing the level of turnover intention. Meanwhile, according to Wibawa et al. (2014) organizational culture that tends to focus on the external influencing employee loyalty directly. Externally focused organizational culture is adaptive and flexible to the needs of consumers who are supported by a clear vision and purpose.

→ H4: Organizational culture influence on employee loyalty

3.5. Influence of Work Motivation Employee Loyalty

George and Jones (2005: 175) defines that motivation is a boost psychologically to someone who determines the direction of a person's behaviour in an organization, the level of effort and the level of fortitude in the face of a problem to do a task as well as possible because of the need, which is based on the terms of reference of success and direct behaviour to carry out the duties and responsibilities.

According Trivellas et al., (2010) needs nothing to do with respect for superiors is the most important predictor of loyalty and employee performance, followed by the need for growth and the need for rewards. Musa (2013), Omar et al., (2010), employee benefits, followed by work environment and peer companies have an influence on employee loyalty. While Zafar et al., (2014) salaries, rewards and job satisfaction does not have a direct relationship with employee motivation but training, expectations and knowledge transfer has a direct relationship with employee motivation.

→ H5: Work motivation effect on employee loyalty

4. Methods

This research method is quantitative, data processed using AMOS SEM Version 20.0. The sample in this research are 229 employees of PT. Hilon Surabaya a South Korean company that has a branch in Surabaya, Makassar, Banjarmasin and Balikpapan. The questions in the questionnaire using the scale Linkert to obtain data that is intervals using a scale of 1-5.

5. Research Result

The decision to answer the hypothesis of the influence between variables in the research model is to see significant value. A relationship between variables influence can be said to be significant if the resulting significant value of <0.05 ($\alpha = 5\%$). The estimated coefficient values, and the value of significance (P-value) are presented in the table below:

Hypothesis	Causality relations		Estimate	S.E.	C.R.	P
1	Leadership Style	→ Organizational Culture	0.211	0.085	2.485	0.013
2	Leadership Style	→ Employee Loyalty	0.182	0.099	1.848	0.065
3	Leadership Style	→ Work Motivation	0.196	0.087	2.240	0.025
4	Organizational Culture	→ Employee Loyalty	0.288	0.094	3.063	0.002
5	Work Motivation	→ Employee Loyalty	0.710	0.124	5.724	0,000

Table 1: Results of Hypothesis Testing

6. Discussion

Based on the results of hypothesis testing are shown table 1 above, indicates that a significant difference between the style of leadership with the organizational culture, the first hypothesis is accepted. The results support the research that has been conducted Judge (2011), found that leadership influence on organizational culture, Rasid et al., (2013) leadership plays an important role in enhancing the organization's culture. This result rejects the notion Clouds and Mahmood (2013) that the leadership style and organizational culture does not have a significant relationship.

The interaction between the leadership with employees directly to influence and shape specific cultural traits in firms that are important to the company. The success of South Korean expatriates in shaping the culture of the organization in accordance with the vision and mission of the company is highly dependent on the competence of the expatriates, because of cross-cultural leadership competencies indispensable in the company influences the interaction between expatriates with local employees.

Based on the results of hypothesis testing are shown table 1 above, indicates that leadership style not significant effect on employee loyalty fourth hypothesis is accepted. The results support the idea Pratama (2012) and Khoung et al., (2014) autocratic leadership style led to employees are not loyal, According Ogbah (2013) autocratic leadership style is negatively related to employee commitment. And according Bogdanić (2013) employees expect an efficient and effective leader and reject autocratic leadership style. In contrast to the opinion Tumbol et al., (2014), Irawanto (2009), Rehman and Afsar (2012), suharti and Suliyanto (2012), that the leadership style influence employee loyalty.

In the opinion of Luthans (2006: 392) that there are some issues which contribute as difficulties in implementing the cross-cultural leadership, among others, issues of stereotypes tendency to judge others based on a class or category and the issues of ethnocentrism sense of superiority shared by members of a particular culture.

Based on the results of hypothesis testing are shown table 1 above, shows a significant difference between work motivation on employee loyalty, the fifth hypothesis is accepted. The results support the study of Moses (2013), Omar et al., (2010) the motivation of the employee benefits have an impact on employee loyalty. Trivellas et al., (2010) the recognition of work, awards and promotions to motivate employees to improve individual performance and employee loyalty. Sandhya and Kumar (2011) and Ashfaq et al., (2012) for retaining employees can be a source of motivation. The results of this study support the idea Hasibuan (2014: 95), work motivation is the driving force provision that creates the excitement of one's work to get them to cooperate, discipline, work effectively and integrated with all its resources to achieve high customer satisfaction and loyalty.

7. Conclusions and Recommendations

Based on the analysis and discussion that has been done before, so from this study can be concluded as: 1. The leadership style has a positive and significant impact on organizational culture, 2. The leadership style has significant influence on employee loyalty, 3. Leadership styles have significant influence on work motivation, 4. organizational culture has a significant influence on employee loyalty, 5. work motivation has a significant influence on employee loyalty.

Employee loyalty is one form of success in lead can be seen among others from the level of loyalty, employee's willingness to participate achieve organizational goals, employee behaviour is good, and the sense of belonging to the company. Employee loyalty depends on the employee's own self, but leaders need to make efforts to motivate its employees. Leaders expats should consider the needs of employees to improve the psychological satisfaction. By rewarding and a clear career path system will make employees increasingly tied up with the company.

Leaders expats need to support the organizational culture to bridge the cultural differences between local employees with leadership expats. By understanding the cultural differences will be easier to develop organizational culture and understand the expectations of employees.

Based on the results of the research on the influence of leadership styles, organizational culture, work motivation on employee loyalty karni rnerekomendasikan to further research, the study of leadership styles, organizational culture, work motivation on employee loyalty can further add to add variables such as the mastery of technology, employee benefits, employee performance and conduct in-depth research on the leadership styles of expatriates of other countries of organizational culture, motivation and loyalty of employees.

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