THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL CULTURE AND EMPLOYEE ENGAGEMENT

(Study on Employee of PT Pembangkitan Jawa Bali (PJB) – Unit Pembangkit (UP) Brantas at Karangkates – Malang, East Java)

UNDERGRADUATE THESIS

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ii

MOTTO

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مَنْ خَرَ جَ فِى طَلَبِ الْعِلْمِ فَهُوَ فى سَبِيْلِ اللهِ

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''Barang siapa keluar untuk mencari ilmu maka dia berada di jalan Allah ''

(HR.Turmudzi)

"I asked Allah for strength and Allah gave me difficulties to make me strong.

I asked Allah for wisdom and Allah gave me problems to solve.

I asked Allah for courage and Allah gave me obstacles to overcome.

I asked Allah for love and Allah gave me troubled people to help.

I asked Allah for favors and Allah gave me opportunities.

Maybe I received nothing I wanted, but I received everything I needed ."

(Yusuf bin Najmuddin al-Ayyubi)

MINOR THESIS ORIGINALITY STATEMENT

I truthfully declare to my knowledge, in this thesis there is no scientific papers that have been submitted by other party to get work or opinions ever written or published by another person, except that in writing this manuscript and cited the referred the sources of quotations and references.

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ABSTRACT

Fariz Alfan Azizi Permadi, 2018, Business Administrative Science Majoring in Human Resource Management, Administrative Science Faculty, Brawijaya University Malang, The Influence of Transformational Leadership On Organizational Culture And Employee Engagement (A Study on Employee of PT. Pembangkitan Jawa Bali (PJB) Unit Pembangkit (UP) Brantas at Karangkates - Malang, East Java, Mochammad Al Musadieq, Dr. MBA and Arik Prasetya, S.Sos, M.Si. Ph.D.

This research objectives are: (1) to analyze and explain the influence of transformational leadership on organizational culture. (2) to analyze and explain the influence of transformational leadership on employee engagement. (3) to analyze and explain the influence of organizational culture on employee engagement. (4) to analyze and explain the influence of transformational leadership on employee engagement through organizational culture.

This research used explanatory research with quantitative approach. The variables of the research are Transformational Leadership, Organizational Culture, and Employee Engagement. Total sample were 60 permanent employees of PT. Pembangkitan Jawa Bali (PJB) – UP Brantas in Karangkates, Malang and it elected by Total Sampling Technique. Data were collected valid and reliable by the answer of the respondent's questionnaire and analyzed by path analysis.

The research showed that: (1) Transformational Leadership and Organizational Culture have possitive effect on Employee Engagement, (2) Transformational Leadership and Organizational Culture have significant effect on Employee Engagement. Based on path coefficient, it can be concluded that the Organizational Culture has dominant influence on Employee Engagement. Therefore, the company expected to develop Organizational Culture in PT PJB that has dominant influence on Employee Engagement.

Key Word : Transformational Leadership, Organizational Culture, Employee Engagement.

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The final word, the author realized that in the writing of this undergraduate thesis is still far from perfection. Therefore, constructive thoughtful suggestion and critics are welcomed. Hopefully, this undergraduate thesis can be useful for us and the parties in need.

Malang, 23 January 2018

Fariz Alfan Azizi Permadi

TABLE OF CONTENT

LIST OF TABLE

LIST OF FIGURE

LIST OF APPENDICES

CHAPTER I

INTRODUCTION

A. Background of The Study

The ability of an organization to survive on uncertain situations strongly influenced by the human resources to run the organization. How to acquire, manage, and treat the employee in the organization is a key success factor for the organization can grow, develop and have a competitive advantage. Company as an organization not only compete to attract the best human resources to work in their company, but also must be able to retain employees who excel. Various methods are used by some organizations to retain the best employees in order to survive, have a high motivation to work, and make the maximum contribution to the organization. One of the policies that should be set, especially in the human resources department is with regard to the condition of existing resources, with the ability of leaders to manage employee as effectively and as efficiently as possible and support employees who greatly to the progress of the organization.

Organizations must be able to understand and meet the needs and create a conducive working environment for workers. To be able to understand and meet the needs of workers as well as creating a suitable work environment to workers, certainly needed a process, strategies, and innovations. One of the things that can encourage all the strategies implemented by the organization can deliver maximum results is an attachment member organizations by the organization, which is known as employee engagement.

1

To get employees to engage required the ability of a leader Northouse (2013:5) defines, "leadership is a process whereby an individual influence a group of individuals to achieve a common goal". An effective leader is able to influence his or her followers to reach the goals of the organization. The ability to lead and the desire to be followed by a subordinate is based on leadership style, leadership style is a consistent pattern of behavior that they apply to work with others and through others (Sumarsono, 2004). One style of leadership that can provide good impact in the development of the organization is a transformational leadership style, because style of leadership is to inspire and motivate subordinates to do more than expected (Bass, 1985:22).

Burns (1978) defines transformational leadership as a process that occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality. Transformational leaders are often highly visible and known for their passion and energy in all aspects of their work. They spend most of their time communicating with others and looking for initiatives that add value to their teams' future.

Transformational leaders motivate and empower their followers, often transcending short-term goals by focusing on higher order intrinsic needs (Meyer & Allen, 1997). Baron and Byrne, 2005, (in Nashori, 2009) adding, transformative leaders have a very strong impact on the group, because they are able to use their extraordinary ability to increase the motivation and commitment of their followers. So with interest subordinate to the organization, a commitment to leadership, and a sense of ownership of the organizations mission, which is

owned by subordinates from transformational leadership model results, it is also expected that the subordinate will have more attachment to his organization. Bono and June, 2003, (in Roberson and Stricklad, 2010:313), the research found that followers from transformational leaders generate more engagement subordinate or more tied to his job. Transformational leaders are not viewed as a power figure but as mutual support for a common purpose, the collective good of an organization. From this perspective, transformational leaders have the capacity to directly impact the engagement levels of their employees and able to meet the human and work needs of their employees, a dividend of a very unique and empowering style (Nohria, Groysberg, & Lee, 2008:78).

   In addition to leadership, organizational elements also play an important role as one of the drivers of employee engagement. Organizations have important elements in it, such as the structure and system of organization, vision and values, brand organization, and the organization's culture. Organizational culture is one element that can direct the workers on the conditions of engagement, organizational culture that either has openness and good attitude and good communication between colleagues, besides fairness and trust as the value of the organization is also a positive impact on the creation of employee engagement (McBain, 2007). The impact for the employees, they will feel got full support from the leader and the organization. Later, Robbins (2006) adds, an organization must also have values of a strong organizational culture, showing the agreement high among members about what is retained by that person, so unanimity that kind of build cohesiveness, loyalty, and organizational commitment. The

influence of organizational culture is beyond the influence of other elements in the organization, such as the structure and management system. Wood, Wallace, Zeffane, Schermerhorn, Hunt, Osborn (2001:391) (in Hermala 2009) defines organizational culture as a system of trust and values developed by the organization and be able to guide the behavior of members of the organization itself. According Flamholtz & Randle (2011:12) influence of organizational culture depends on the strength of the organization's culture. The strength of the organizational culture refers to how much and how the employees perform the dominant values and basic assumptions of the company. Seeing this, it can be said the organizational culture is a perception and invisible force, which can mobilize people in an organization to perform work activities. In addition, individuals may think, act and behave in accordance with the values of the organization.

Employee engagement itself is one of the developed concept from positive psychology and positive organizational behavior. This view sees human beings as members of an organization positively, has a potential or ability, mental strength and positive (Kong, 2009:65). Kahn (Albrecht, 2010:4) describes the theory of relationship and engagement that occurs close physical, cognitive and emotional between a person and his role in a job, which is then referred to as employee engagement. Employee engagement is closely linked to employee turnover, customer satisfaction, loyalty, productivity, safety and profitability criteria (Harter, Schmidt and Hayes, 2002:268-279). Branham in his book "The 7 Hidden Reasons Employees Leave: How to Recognize the Subtle Signs and Act Before It's Too Late", said that more than 85% of managers believe that employees leave

companies because they are attracted by higher salaries or better opportunities, However, more than 80% of employees say that the factor that kept them out of the company because it is driven by issues related to poor management practices or company culture is weak including the lead role in instilling values, norms, ethics in the behavior of employees (Agustian, 2012).

Robinson, Perryman, and Hayday (2004:9) relates the importance of employee engagement.

> A positive attitude held by the employee towards the organization and its values. An engaged employee is aware of the business context and works with colleagues to improveperformance within the job for the benefit of the organization. The organization must workto develop and nurture engagement, which requires a two-way relationship betweenemployer and employee.

Therefore, one of the factors that can increase engagement, which is behaviors that indicate support and motivation. Support and motivation at work can be provided by a leader to his subordinates because leadership is a mover and a determinant of an organization (Yukl, 2006). To create employee engagement, organizational leaders are expected to have some skills, some of which is the ability to communicate, especially the ability to listen, provide feedback and performance assessment, as well as recognition of the results of performance (McBain, 2007).In line with these opinions, the study by Development Dimensions International (DDI) revealed that the leader has a function in shaping employee engagement, the performance of good leaders improve employee engagement with the organization (Wellins, Bernthal, and Phelps, 2008:5). It can also be concluded that, the creation and maintenance of employee engagement in the organization inseparable from the role of leader of the organization. Leaders of

the organization must take an active role in the organization to create an environment that can make their employees emotionally, physically, and cognitively.

From the above explanation, can be seen that the way to lead an organization and culture that surrounds these organizations can have a considerable influence to the engagement of its employees. Then, it becomes important for an organization or company to be able to build employee engagement in their employees. Therefore, in this study, will be more focused on the study analyzes the influence of transformational leadership on organizational culture and employee engagement in PT Pembangkitan Jawa Bali (PJB) - Unit Pembangkit (UP) Brantas. UP Brantas is a business unit of PT PJB that moves in the business of power generation, which will continue to develop strategies to nurture human resources for the betterment of the company. One of the UP Brantas efforts in maintaining human resources strategy is to establish the company's values are strong and deeply implanted in members of the organization in UP Brantas. In conducting its business, the company is based on a system of leadership that includes the process of corporate governance and business governance. This system was adopted from the leadership system that has been implemented in PT PJB. The system is expected to encourage all business units to always comply with the law and ethical behavior, and simultaneously achieving performance excellence. UP Brantas also have values into organizational culturebased on the annual report of 2014 (2014:117), mentioned: 1 (one) Determination, 5 (five) Attitude and 11 (eleven) Behavior. The contents of these values are:

1 Determination: To Become a Trustworthy Electricity Producer Now and for the Future

5 Attitudes, namely: (1) Integrity, (2) Excellence, (3) Cooperation, (4) Service, (5) Environmental Awareness.

11 Excellent Behaviors, namely: (1) System perspective, (2) Visionary Leadership, (3) Customer-based Experience, (4) Individual and Organizational Learning, (5) Respect for employee and partners, (6) Agility, (7) Focus on the future, (8) Managing Innovation, (9) Management by fact, (10) Social Responsibility, (11) Focus on result and value creation.

These values become "superior concept" of the company and deeply internalized to employees UP Brantas. Then, with the planting of leadership models and cultural values that depth is expected to grow for the company's employee engagement. The study entitled **"The Influence of Transformational Leadership On Organizational Culture And Employee Engagement (A Study on Employee of PT. Pembangkitan Jawa Bali (PJB) Unit Pembangkit (UP) Brantas at Karangkates - Malang, East Java)"** is expected to be input, recommendations and evaluations for companies that employee engagement can be one alternative to improve employee performance, maintain employees and reduce employee turnover rates.

B. Problems of The Study

The problems of this research are:

1. Does the transformational leadership style have a positive influence and significantly on organizational culture?

2. Does the transformational leadership style have a positive influence and significantly on employee engagement?

3. Does the organizational culture have a positive influence and significantly on employee engagement?

4. Does the transformational leadership style have a postive influence and signifincantly on employee engagement with organizational culture as intervening variable?

C. Objectives of The Study

The objectives of this research are:

1. To analyze and explain the influence of transformational leadership on organizational culture.

2. To analyze and explain the influence of transformational leadership on employee engagement.

3. To analyze and explain the influence of organizational culture on employee engagement.

4. To analyze and explain the incluence of transformational leadership on employee engagement with organizational culture as intervening variable.

D. Research Contributions

1. Theoretical Aspect

This research is expected to provide information, complements and reinforces the theory of leadership and organizational culture, particularly relating to one of the working attitude that is employee engagement.

2. Practical Aspect

a. For Organization

This research is expected to provide input to the company regarding the strategy of the organization, especially in building the relationship between the organization and its employees, through employee engagement.

b. For Employee

This research is expected to provide input for employees, to evaluate the leadership style adopted by leader is already in line with the expectations and wishes of employees, so that they can influence the establishment of employee engagement.

c. For Company

The results of this research is also expected to provide information for leaders of the company to determine the level of employee engagement that can be used as an evaluation system of company organization. In addition, the research is expected to provide input to the leading companies on the characteristics of transformational leadership, whether transformational leadership style can be applied in these institutions or not.

d. For other researchers

For other researchers, this study can be used as input for further research, as well as serve as a point of comparison in future studies.

E. Systematic Discussion

Systematic discussion formed to obtain a full overview of the discussion in the form of chapters, as follows:

CHAPTER I: INTRODUCTION

This chapter outlines the background, problem formulation, research contribution, and systematic discussion.

CHAPTER II: LITERATURE REVIEW

This chapter describes the various theories regarding the minor thesis selected title. Leadership Style, Transformational Leadership, Organization Culture, and Employee Engagement.

CHAPTER III :   RESEARCH METHOD

This chapter describes the type of research, research sites, source of data, data collection techniques, and instruments research and data analysis.

CHAPTER IV :   RESEARCH RESULT AND DISCUSSION

This chapter describes general description of company, overview of the respondents, data analysis, and the result of this research.

CHAPTER V :   CONCLUSION AND SUGGESTION

This chapter describes conclusions and suggestions in this research.

CHAPTER II

LITERATURE REVIEW

A. **Empirical Study**

The previous study were included in this study reference has to do with research that is being carried out. In this chapter presented the things that concerned issues between transformational leadership, organizational culture and employee engagement, or issues that are still relevant to this concept. In this study, there are four previous studies that used as additional reference are as follows:

1. The study was conducted by Farah Rizkiana Novianti (2011) titled "The Relationship Between Perceived Leadership Style and Culture Organization With Employee Engagement On Employees In PT Triad Pustaka Mandiri Surakarta". With the following results:

   a. The total sample of 81 employees using regression analysis techniques.

   b. The independent variables namely Transformational Leadership (X1) and Cultural Organization (X2). Whereas for that Employee Engagement dependent variable (Y).

   c. Obtained p-value of $0.002 < 0.005$ and F-count $6.838 > 3.114$ F-table as well as the R of R 0.386. This means that there is a significant positive relationship between the perception of transformational leadership style and perception of organizational culture with employee engagement.

11

2. The study was conducted by Ni Wayan Yadnyawati (2012) with the title "Analysis of Effect of Organizational Culture Against Employee Engagement Case Study on the Indonesia Stock Exchange." With the following results:

   a. A total sample of 226 employees, data analysis using SPSS - GLM (General Linear Model)

   b. The independent variables consist of four traits culture / sub variable that is adaptability, mission, consistency, and the involvement of the sub variable employee engagement that vigor, dedication, and absorbtion.

   c. The results of this study indicate that all sub variable of organizational culture simultaneously have an influence on employee engagement is variable sub vigor of 13.3%, 18.8% dedication, and absorbtion of 12.4%, the rest is influenced by other variables , Sub variable mission has a significant positive influence on the variable sub dedication and absorbtion. Sub variable consistency have a significant effect on the variable vigor of employee engagement.

3. The study was conducted by A. Zafer Acar (2012) with the title "Organizational Culture, Leadership Style and Organizational Commitment in Turkish logistic industry". With the following results:

   a. A total sample of 334 employees used the multivariate data analysis technique – SPSS.

   b. The independent variables namely Leadership Style (X1). Organizational Culture (Y1) and Organizational Commitment as dependent variable (Y2).

c. According to the findings of this research supported the positive effects of leadership and organizational culture on the organizational commitment in context of logistics industry.

4. The study was conducted by Putu Pradiva Putra Salain (2013) with the title "The Influence of Leadership on the Culture of Organizational Innovation, and Employee Performance". With the following results:

a. A total sample of 131 employees using SEM analysis.

b. The independent variables namely Transformational Leadership (X1) and Transactional Leadership (X2), Organizational Culture (Y1) and Employee Performance (Y2).

c. The results showed that transformational leadership and transactional leadership has a positive effect on the performance of employees and organizational culture.

5. The study was conducted by Bryan Ariwi Tito (2013) with the title "Analysis of Effect of Transactional and Transformational Leadership Style Against Employee Engagement at the Head Office of PT Darma Henwa Tbk". With the following results:

a. The total sample of 50 employees using regression analysis techniques.

b. The independent variables namely Transactional Leadership (X1) and Transformational Leadership (X2). Whereas for that Employee Engagement dependent variable (Y).

c. Retrieved transactional leadership style has no significant effect on employee engagement expressed through the significant value of 0.061 t

and transformational leadership style have a significant effect on employee engagement with a significant t value of 0.000.

6. The study was conducted by Asep Rukmana (2014) with the title "The Effect of Transformational Leadership and Cultural Organization Against Employee Engagement In BPJS Employment". With the following results:

a. A total sample of 268 employees used the analytical techniques of structural equation modeling (SEM) which is operated through LISREL program.

b. The independent variables namely Transformational Leadership (X1) and Cultural Organization (X2). Whereas for that Employee Engagement dependent variable (Y).

c. With a value of 294.18 f-count is greater than f-table, illustrates that employee engagement in the Employment BPJS simultaneously influenced by transformational leadership and organizational culture.

Table 1. Mapping of Empirical Study

	Researcher	Research Title	Variable	Data Analysis	Research Result
1.	Farah Rizkiana Novianti (2011)	The Relationship Between Perceived Leadership Style and Culture Organization With Employee Engagement In PT Triad Pustaka Mandiri Surakarta	Independent Variable: Transformational Leadership (X1) and Organization Culture (X2) Dependent Variable: Employee Engagement (Y)	Multiple Regression Analysis	There was a significant influence of each independent variable on the dependent variable

Continue Table 1. Mapping of Empirical Study

2.	Ni Wayan Yadnyawati (2012)	Analysis of Effect of Organizational Culture Against Employee Engagement Case Study on the Indonesia Stock Exchange	Independent Variable: Organization Culture (X) Dependent Variable: Employee Engagement (Y)	GLM (General Linier Model)	There was a significant influence of each independent variable on the dependent variable
3.	A. Zafer Acar (2012)	Organizational Culture, Leadership Style and Organizational Commitment in Turkish logistic industry	Independent variable: Leadership Style (X1). Intervening Variable: Organizational Culture (Y1) Dependent Variable: Organizational Commitment (Y2).	Multiple Regression Analysis	There was a significant influence of each independent variable on the dependent variable
4	Putu Pradiva Putra Salain (2013)	The Influence of Leadership on the Culture of Organizational Innovation, and Employee Performance	Independent variable: Transformational Leadership (X1) and Transactional Leadership (X2), Intervening Variable: Organizational Culture (Y1) Dependent Variable: Employee Performance (Y2).	Structural Equation Modelling (SEM) Analysis	There was a significant influence of each independent variable on the dependent variable
5.	Bryan Tito	Analysis of	Independent	Multiple	There was a

	Ariwi (2013)	Effect of Transactional and Transformational Leadership Style Against	Variable: Transformational Leadership (X1) and Organization Culture (X2) Dependent	Regression Analysis	significant influence of each independent variable on the

Continue Table 1. Mapping of Empirical Study

		the Head Office of PT Darma Henwa Tbk	Engagement (Y)		dependent variable
6	Asep Rukmana (2014)	The Effect of Transformational Leadership and Cultural Organization Against Employee Engagement In BPJS Employment	Independent Variable: Transformational Leadership (X1) and OrganizationCulture (X2) Dependent Variable: Employee Engagement (Y)	Structural Equation Modelling (SEM) Analysis	There was a significant influence of each independent variable on the dependent variable

Source : Data Processed by Author in Januari 24, 2017

B. Theoretical Study

1. Transformational Leadership

a. Definition of Transformational Leadership

Robbins & Marry (2008:472) defines transformational leadership as a leader who inspires followers to overcome their own personal interests, which had a profound effect and outstanding on the followers. According to Bass (1990: 19), the style of leadership is the ability to affect a relationship that tends to follow the pattern or specific strategies for the achievement of

common goals. While Lewis (in Jewell and Siegall, 1998) stated that the leadership style is an influence of a leader or a follower of the group to improve compliance in order to achieve a common goal. Theories of the various styles of leadership has evolved, one focus will be discussed in this research is the study of theory of transformational leadership style.

Transformational leadership appeals to the moral values of followers in an attempt to raise their consciousness about ethical issues and to mobilize their energy and resources to reform institutions (Yukl, 2013: 321). Bass (1985) in Yukl (2013: 322) relates transformational leadership, "With transformational leadership, the followers feel trust, admiration, loyalty, and respect toward the leader, and they are motivated to do more than they originally expected to do". The leader transforms and motivates followers by (1) making them more aware of the importance of task outcomes, (2) inducing them to transcend their own self-interest for the sake of the organization or team, and (3) activating their higher-order needs.

Tichy and Devanna (in Jewell and Siegall, 1998), adding that transformational leaders are able to recognize the need for change in the organization, foresight, mobilization, commitment to the vision of the future, the establishment of corporate culture to support change, and see the signal the new changes.Furthermore, Nawawi (2003) describe the transformational leadership is a leadership approach to doing business alter consciousness, to excite and inspire subordinates or members of the organization to expend extra effort in achieving organizational goals without feeling pressured.

Transformational leadership is trying to instill and encourage subordinates or members of the organization to be critical of the opinions and views are already well established in the organization's environment or set by the leader, Nawawi (2003).

From the exposure of definition of transformational leadership style that expressed by some experts in the above, it can be concluded definition of transformational leadership style is the ability of a leader who sees his employees as an important element, put aside personal interests for the good of the organization, can be inspiring, be able to nurture mutual trust, mutual respect, and a great motivation to work more than expected.

b. Characteristics of Transformational Leadership

According to Bass (1985), the characteristics of the type of transformational leadership focuses on the establishment and achievement of organizational goals collectively, the target to be achieved is to be enjoyed by all members, build a trusting relationship between leaders and subordinates, provide motivation and encouragement to subordinates to work hard, increasing responsibility among members, and foster a shared commitment to the organization.

Then, Baron and Byrne, 2005, (in Nashori, 2009) describes the character of transformational leaders is:

1. State clearly the vision of the future that can and must be met by the organization
2. Transformational leaders do not merely express a vision, but they also offer a way to achieve it, what to do to achieve this vision clearly spelled out to followers

3. Defining the purpose of the group, thus giving meaning and intent more on the objectives and actions necessary to achieve it

From the above, it can be concluded the characteristics of transformational leaders, among others are focusing on the establishment and achievement of organizational goals, foster a shared commitment to the organization, to build a trusting relationship, able to motivate subordinates to work harder, have a vision and goals expressed clearly.

c. Aspects of Transformational Leadership

Bass, 1985 (in Yukl, 1994), initially reveals there are three components of transformational leadership that is charisma, intellectual stimulation, individualized consideration. Then, in 1990, Bass and Avolio (in Yukl, 1994) adds one more component in transformational leadership, which is inspirational motivation.

Aspects of each component of transformational leadership according to Bass and Avolio (in Yukl 2010:305), are as follows:

1. Charisma.
   Charisma is an important part of transformational leadership. Charisma means having confidence strong, always present in moments of difficulty, uphold the values of morality, cultivate pride in their followers, whose vision is clear, and steps always have a definite purpose, and that subordinates would follow him voluntarily, he established itself as the model for his followers.
2. Inspirational Motivation.
   Leaders communicate high expectations, uses symbols to focus on the business, describe the critical points with a simple. The leader gave an explanation of his ideas and views through example experiences, so that subordinates can get a picture of positive values and the right attitude. The picture can help subordinates understand the meaning and benefits of the tasks undertaken.
3. Intellectual Stimulation.
   Intellectual stimulation is a process conducted leaders to raise awareness subordinate to the problem, introducing the proposed solutions are

ingenious, rationally and carefully, so that the subordinate is able to think about problems in a new way and produce a creative solution. Leaders were able to push the intelligence, rationality, and problem solving carefully.

4. Individualized Consideration.
Leaders always give attention to the problems they face, understand the needs of the members of the organization, and helped solve the problem and trying to meet those needs. Leaders provide personal attention, treat employees personally, train, and advise.

The components mentioned above, become an aspect in the preparation of the measuring instrument transformational leadership style in this study, because these components are used by Bass and Avolio (1995) in the preparation of the questionnaire Multifactor Leadership Questionnaire (MLQ) is used to measure the type of transformational leadership and transactional.

2. Organizational Culture

a. Definition of Organizational Culture

Organizational culture is derived from two words, culture and organization. Regarding culture, Kottler & Heskett (1997:9) formally defines culture as the totality of behavior patterns, arts, beliefs, institutions and all other products of human work and thought that distinguish a society. Brown (1998: 9) stated the definition of organizational culture in his book Organizational Cultureis as follows, "Organizational culture refers to the pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organization's history, and which tend to be manifested in its material arrangements and in the behaviours of its members".

Robbins (2006) describes the organizational culture is a system of shared meaning held by members of the organization that distinguishes the organization with other organizations. Furthermore, Robbins explained, the organizational culture is a value system that is acquired and developed by the organization and habit patterns and the basic philosophy of its founder, which is formed into a rule that is used as a guide in thinking and acting in achieving organizational goals.

Furthermore, Schein (2004: 17) describe, organizational culture is a pattern of basic assumptions that formed jointly by a group of individuals, obtained from the study and ascertain the accuracy of the pattern of the assumptions as a way to resolve the various problems associated with external adaptation and internal integration, then the pattern of basic assumptions is taught to members of the new organization as the right way to think, and express their feelings in relation to the problems of the organization.

Andrew Pettigrew (in Sobirin, 2007) provide an understanding of organizational culture as a system of meaning that is accepted openly and collectively, which is valid for a certain time for a certain group of people. System of meaning is expected to give an idea of the identity of an organization to the members of the organization and the people who are outside the organization through the process of meaning to all aspects of organizational life. However, the system of meaning should be openly and

collectively accepted and served as guidelines, terms, or the reference for everyone or at least most of the members of the organization (Sobirin, 2007).

Tosi, Rizzo, Carroll, 1994 (in Munandar 2001) explains the definition of organizational culture are ways of thinking, feeling and reacting based on certain patterns that exist within the organization or on the parts of the organization, is a mental organization, which is a reflection of the basic personality of the organization.

Furthermore Ogbonna and Harris (in Sobirin 2007) defines organizational culture is, beliefs, values, meanings, and assumptions that are collectively formed by a social group to help reinforce the way they interact and in response to their environment. In line with this definition, Stoner, 1995, (in Robbins, 2006) describes the organizational culture is as a cognitive framework that includes the attitudes, values, norms of behavior, and anticipations donated by members of the organization.

From the various terms mentioned above, it was concluded that organizational culture is a system of values which are formed together from the beliefs, values, meanings, and assumptions, attitudes, norms of behavior, and expectations of members of the organization, is used as the identity of the organization to direct the behavior of members of his organization.

b. Characteristics of Organizational Culture

According to Bolman and Deal, 2003, (in Yuwono, et al.,2005), the culture within the organization at least play three important roles, namely: providing a sense of identity for its members, increasing commitment to the

mission of the organization, to clarify and reinforce the behavior.

Furthermore, Robbins (2006), divided the organizational culture into 5 (five),

namely:

1. Culture has the role set the boundary, meaning that culture creates a clear distinction between one organization and another.
2. Culture provides a sense of identity of the organization's membership.
3. Culture makes easier the emergence of a commitment to a more clearly than one's personal self-interest.
4. Culture increase the stability of the social system to provide appropriate standards regarding all the individual tasks to be performed within the organization.
5. Culture as a mechanism of meaning maker and controlling mechanisms that guide and shape the attitudes and behavior of individuals within the organization.

   Noe and Mondy 1996 (in Mardiyanto, 2009) describes the important role

of organizational culture, are:

1. Providing a sense of identity for the members of the organization to understand the mission and vision as well as being an integral part of the organization.
2. Generate and increase commitment to the vision of the organization.
3. Provide direction and strengthen standards of conduct to control society actors in order to carry out their duties and responsibilities effectively and efficiently to achieve the goals and objectives of the organization that has been agreed.

   Furthermore, Kreitner and Kinicki (2005) organizational culture has four

functions, namely:

1. Provide the identity of the organization to its employees
2. Facilitating the collective commitment
3. Promoting social stability system, which reflects the extent of perceived positive work environment and support, conflict and change is managed effectively.
4. Establish behavior by helping managers feel its existence. The function of this organization's culture helps employees understand why the organization does what it should do and how companies achieve long-term goals.

From the various functions of the organization described can be concluded that the function of organizational culture in general is as the identity of the organization that made the difference between an organization to one another, can build commitment to the organization, improve the stability of the social system, and shaping the behavior of members of the organization.

c. Aspects of Organizational Culture

Furthermore, Robbins (2006) reveal aspects that are used in the measurement of organizational culture, namely:

1. Innovation and Risk Taking
    The extent to which employees are encouraged to be creative and take risk.
2. Attention to Detail
    How the organization expects from its employees acted with care and detail to analyze.
3. Outcome Orientation
    This work focused on the extent to which managers are up on the process used the produce the desired result.
4. People Orientation
    The degree to which management decisions take into consideration the individuals within the organization.
5. Team Orientation
    The group observed many small organizations or departments of large organizations on organizational culture define groups.
6. Aggressiveness
    Although the extent and degree of attention to the dynamics of and the dynamics of competition and nationalism rather than simpple acts.
7. Stability
    What this means is that the degree of activity of organization insists and maintaining the stability and maintenance of the current situation is the opposite.

From the many aspects of organizational culture that has been described above, aspects of which will be used in the measurement of organizational culture in this study is the aspect presented by Robbins (2006), namely:

Innovation and risk taking, Attention to detail, Outcome orientation, People orientation, Team orientation, Aggressiveness, Stability. Selection using aspects revealed by Robbins (2006) was based on the consideration of many aspects that can be revealed, general, and is easy to apply in a variety of organizations.

3. **Employee Engagement**

   a. **Definition of Employee Engagement**

   Employee engagement is one of the developed concept of positive psychology and positive organizational behavior. Kahn (Albrecht, 2010:4) describes the theory of relationship and engagement that occurs close physical, cognitive and emotional between a person and his role in a job, which is then referred to as employee engagement.

   Schaufeli et al, 2002 (Albrecht 2010), defines employee engagement as a condition associated with the job, portrayed positively, and characterized by vigor, dedication, and absorption. Further, according to Schaufeli et al., 2002 (in James et al, 2011: 173-196) workers who engage are those who have a "sense of energetic" (feeling vigorous), act effectively with the activities on the job, and see themselves as individuals who are able to complete tasks in the job completely.

   McBain (2007) in its observations, find the common elements of the various definitions of employee engagement and then summarize it into a definition, namely that the definition of engagement in practice seen as the creation of a relationship between the objectives of the organization with the

company's image. This relationship has a rational and emotional aspects, and as a result of this engagement, employees of various levels are prepared to provide a greater effort on the demands of their jobs.

Wellins and Concelman (2005: 1) refer to employee engagement as the illusory strength (commitment to the organization, the pride of the employment, deployment time and effort, passion and interest) that motivate employees to work. Wellins & Concelman also refers to the term as a feeling or attitude of employees who get closer to the work and organization.

Besides the definition of such experts, some companies, consulting agencies, and institutions of the survey also provides some definitions of employee engagement. Intuit Inc. explained that employee engagement describe how employees think about, feel and behave towards work, experience in working and company. Caterpillar company, provides definitions of employee engagement is the level of employee commitment, effort in his work, and a desire to stay in the organization (in Vance, 2006).

Consulting firm Development Dimensions International (DDI) defines employee engagement as the level of a person to enjoy and believe in what he was doing, and consider what they are doing it is worth (in Wellins, Bernthal,& Phelps, 2008: 2). Institute for Employment Studies, 2004 (in Smoak and Endres, 2008: 71) gives the definition of employee engagement that is the positive attitude shown worker for the organization and values of the organization in which he worked, the employee is engaged sensitive to the situation of the business, willing to work together with their colleagues to

improve the working performance in order to increase profits for the organization.

Then, the Gallup Organization (2008: 2), the team that is famous for the development of tools measuring employee engagement called Gallup 12 Questions or Q12, defines engagement as the involvement and enthusiasm of workers at work, which can drive business outcomes, improve employee productivity and retain workers in the organization. Gallup also formulate a dimension that can show employee engagement, which is the fulfillment of the dimensions of the basic needs of workers, the support of your boss andcoworkers, acceptance in the workplace, as well as getting the chance of development and growth (in Buckingham and Coffman, 1999: 2).

From some explanations on the definition of employee engagement in the above, according to the author that the definition of employee engagement has a complex definition and individual experts and institutions have the concepts and definitions vary as well, but the notions basically have a framework in general same, which depicts an existence entirely on the workers to work and organization.

Thus, from the explanations some experts in the above it can be concluded the definition of employee engagement is a level of engagement and involvement of workers are emotionally, physically, and cognitively to the organization, which will lead to the positive attitude of workers to the organization and values of the organization, so that workers are able to work effectively and have a tendency to defend itself in the work environment, and

show the full involvement and enthusiasm in his work. Employee engagement is shown by the fulfillment of the basic needs of workers, have more contribution in the organization, received support and attention of superiors and co-workers, gain acceptance in the workplace, can do things in a better way, and have the opportunity to get development self and skills.

b.   Characteristics of Employee Engagement

Lockwood, 2005 (in Smoak and Endres, 2008:75) describes employee engagement is as a stage individuals to commit emotionally and intellectually in the organization or group, to show the behavior: talking about the organization in a positive way, have a great desire to become members of the organization and refuse to work elsewhere, and show more effort for the success of the organization.

Hewitt Associates (in Vance, 2006) points out the characteristics of workers with high levels of employee engagement are as follows:

1. Stay
   Workers have a great desire to be part of the organization and to remain in the organization.
2. Say
   Workers supporting the company with a relationship with labor and consumer potential, positive attitudes towards co-workers, and give constructive criticism.
3. Strive
   The workers showed more effort and engage in an effort to contribute to the success of the organization.

Furthermore, The Right Management (2009: 7) formulate, workers who have the characteristics of employee engagement are as follows:

1. Satisfied with the work that has been done by his organization.
2. Has a commitment to build on the work and organization to success.
3. Proud of the organization and the work they have done.

4. The willingness to speak positive things about the job and the organization.

Then, The Gallup Organization (in Vazirani, 2007:4) divides the characteristics of employee engagement into three levels, namely:

1. Engaged.
   Workers with at this level is a builder. They want to know what the wishes and expectations of their role within the organization, so that they can achieve it. They basically have a great curiosity to the organization. They also showed a consistently high performance, this is done by using the capabilities and strengths in their work every day. Then, they also work with passion and brings innovation to advance their organization.
2. Not Engaged.
   Workers at this level is more concentrated on their work and tasks undertaken rather than results and the expected goals to achieve. Workers who are not engaged tend to feel their contributions are not optimal and its potential is not fully used. They feel this because they do not have a productive relationship with employers or with a coworker.
3. Actively Disengaged.
   Workers at this level consistently opposed anything that exists in the organization. They are not happy in their work and seek to demonstrate their unhappiness. They do not care about what they accomplished in their work. The organization will receive a lot of problems when having actively disengaged workers.

Based on the above, it was concluded that the characteristics of workers who have employee engagement can be seen from the efforts of workers to lead the organization to success, speak positive things about the organization, and the desire of workers to survive and become part of the organization in the long term. Characteristics of employee engagement is divided into three levels, namely engaged, not engaged, actively disengaged.

c. **Aspects of Employee Engagement**

Some experts and researchers have different concepts regarding aspects of employee engagement. According to Schaufelli, 2002 (Bakker and Demerouti, 2008: 220-236), employee engagement has three aspects, namely:

1. Vigor
   Characterized by high energy and a healthy mental condition in the work, the desire to give maximal effort on the situation, accompanied by perseverance.
2. Dedication
   Characterized by a sense of the enthusiasm, inspiration, pride, and challenge.
3. Absorption
   Characterized by the interest of workers to work with pleasure, so feel time is running fast even though there are difficulties in its work.

From various formulations on these aspects of employee engagement, which will be used for the preparation of the measuring instrument employee engagement in this study using aspects formulated by Schaufelli, 2002 (Bakker and Demerouti, 2008) namely: Vigor, Dedication dan Absorption.

C. The Relationship Among Variables

1. Relationship Between Transformational Leadership with Organizational Culture

Transformational leadership always began with a vision that reflects the shared goals, and explained to all employees in a clear and simple, always trying to raise the awareness of employees about the value and importance of the task and their work for the organization, oriented to the achievement of the vision by preserving and maintaining the commitment built together, dare to make and respond to changes if necessary, and explained to all employees about the benefits of the changes made, and develop themselves continuously through various instructional media to improve the competence of its leadership.

Much research has been done that the behavior of transformational leaders also significantly influence organizational culture. According to Bass and Avolio (1993), organizational culture is often a result of the creation of its founders. In particular, the leadership of which is applied the founders of the organization and their successors helped establish a culture with regard to values and shared assumptions are guided by personal beliefs of the founders and leaders of the organization. According to Bass and Avolio (1993) that transformational leadership has an influence on the formation of a positive culture within the organization. More Bass and Avalio (1993) stated that transformational leadership will produce transformational culture. Transformational culture is a culture that encourages and supports innovation and open discussion of issues and ideas that make the challenge as an opportunity rather than a threat. The leaders act as role models, mentors and coaches. They consistently emphasize the goals of the organization so that all employees are an important part in realizing the vision of the organization. In a transformational culture there is the same sense of purpose and a sense of family. The employees are not selfish and putting personal interests, but on the organization's objectives.

According to Lloyd C. Ogbonna and Harris (2000), organizational culture can also mediate a leadership role on the performance of employees. While Sarros et al (2005) proves most no clear relationship between aspects of leadership to organizational culture. Backed by research conducted by

Salain (2013) who found that transformational leadership has positive influence on organizational culture.

2. Relationship Between Transformational Leadership with Employee Engagement

Leaders have a very important role in the organization. Leadership is a mover and a trip determinant of an organization (Yukl, 2013: 23). Without a leader, the organization cannot run, can be likened to a car that will not run if there is no driver. Leaders have important functions in the organization that is guided, give, or build motivation to work, driving the organization, establish communication networks, providing efficient supervision, and to bring his followers to target, in accordance with the provisions of time and planning (Kartono, 2005).

The ability to lead and the desire to be followed by a subordinate is based on leadership style, leadership style will greatly affect the effectiveness of the work of a leader (Sumarsono, 2004). Transformational leadership style is the type of leader who inspires followers to go beyond their personal interests for the good of the organization and is able to bring profound and extraordinary impact on the followers (Jewell and Siegal, 1998). Bass (1985: 21), reveals that transformational leaders lead their subordinates in three ways, namely: increasing the level of awareness of subordinates regarding the importance of planning steps to achieve the results intended, encouraging people to be more concerned with the team and organization than of self-interest, and activate subordinate to the higher level of demand.

The transformational leader has four major components, namely: charisma, intellectual stimulation, individual attention, and inspirational motivation (Bass, 1985: 22). Charisma become an important part of transformational leadership, but charisma alone is not sufficient for the process of transformational (Bass, 1985). Charismatic leaders will be able to foster enthusiasm and loyalty among members of the organization, encouraging them to express their opinions and their views freely and be able to direct their attention to the vision to anticipate the situation and conditions in the future (Yukl, 2013: 310). Strickland, 2007 (in Roberson and Strickland, 2010: 60), conduct research on the relationship between charismatic leadership style with work engagement, and the result is a charismatic leadership style has a positive correlation with work engagement and showed a negative correlation between the charismatic leadership with turnover intention. This relationship of high-quality positive in turn makes followers feel more involved, perhaps because they felt supported by their leaders in their abilities, and build confidence that they will be spared from organizational sanctions if they engage in their workplace (Macey and Schneider, 2008, in Albrecht, 2010).

From the exposure of the positive effects generated models of transformational leadership, then workers who have a positive view of a transformational leader is expected to be directed also to the behavior of employees to be more bonded with organization's physical, cognitive, and

emotional that employees ultimately be at levels engaged with the organization and its work.

3. Relationship Between Organizational Culture with Employee Engagement

Organizational culture is a system accepted openly and collectively, which is valid for a certain time for a certain group of people. This system is expected to provide an overview of the identity of an organization to the members of the organization and the people who are outside the organization through the process of meaning to all aspects of organizational life (Andrew Pettigrew, in Sobirin, 2007). Organizational culture gives a lot of influence on the individual and the organization, its culture puts pressure on individuals to act in a certain direction, think, and act in a manner consistent with the culture (Yuwono, et al., 2005). Cultural organization not only serves as a symbol or a corporate philosophy that is abstract, the organizational culture as well placed as a strategy to achieve corporate objectives.

Organizational culture making a positive impact on their employees because organizational culture will lead individuals on their behavior. Organizational culture involves expectations, values and attitudes, then it is given effect to an individual, group, and organizational processes (Ivancevich, et al., 2007). In the study conducted Nurjanah (2008) showed that the existing organizational culture at an institution has a significant effect on organizational commitment and shows that the organizational culture make the employee's performance is increasing.

The positive effects of the organizational culture, it can be one of the elements that could encourage the creation of employee engagement on employees. This is also supported by the formulation delivered by McBain (2007), that one of the things that play an important role in encouraging employee engagement is an organization, in which the essential elements, such as the structure and system of organization, vision and values, brand organization, and organizational culture. The formula is also supported by the explanation given by the team of researchers Scottish Executive Social Research (2007: 14), that one of mover employee engagement is when an individual can harmonize and align themselves with the products, services and values of the organization. The approach of this organizational culture, focusing on the creation of the alignment of values and a conducive working environment in fostering employee engagement (in Hermala, 2011).

It can be concluded that organizational culture has a relationship in the formation of employee engagement with the organization. Positive employee perceptions of organizational culture can redirect his behavior at the level of worker commitment to bind itself to the organization's physical, cognitive and emotional, or so-called employee engagement.

4. **Relationship Between Transformational Leadership on Employee Engagement with Organizational Culture as Intervening Variable**

The establishment of employee engagement requires the existence of three important elements in the company, ie individual employees, leaders, and organizational culture. The transformational leader direct positive

behaviors, admiration, loyalty, and respect to the leadership and is motivated to do more than expected. Meanwhile, a strong and internalized organizational culture within the worker can lead workers' behavior to improve performance and bind themselves to the organization (Asep Rukmana, 2014: 10)

Bass (1985) explains that the transformational leadership style tends to build awareness of their subordinates about the importance of their work value and tasks, leaders seek to expand and increase the need beyond personal interests and push the change toward common interests including the interests of the organization.

In the process of building this employee engagement, in addition to requiring a leader role, it can also be built through an organizational approach. As expressed by McBain (2007: 19), organizations become one of the driving forces in employee engagement, organizational elements such as values, mission vision, organizational image, organizational systems and structures, and organizational culture.

Thus, a positive worker's perception of his organizational culture can lead to positive behavior in his organization, since organizational culture is the norm and values that can direct the behavior of the members of the organization. It can mean that, the stronger the corporate culture, the stronger the drive for achievement and increased employee performance. Thus, employees will increasingly increase commitment to the organization and increasingly have an attachment to the organization.

D. The Model of Concept and Model of Hypothesis

1. The Model of Concept

Based on this concept model is known indicator variable Transformational Leadership, includes: Charisma, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration. While variable Organization Culture indicators that include: Individual Initiative, Risk Tolerance, Direction, Control, Integration, Management Support, Identity, Reward System, Conflict Tolerance, Communication Patterns. Furthermore, variable Employee Engagement has several indicators, namely: Vigor, Dedication and Absorption.

The concept model of "The Influence of Transformational Leadership on Organizational Culture and Employee Engagement" which has been described in the previous section, can be illustrated in the following diagram:
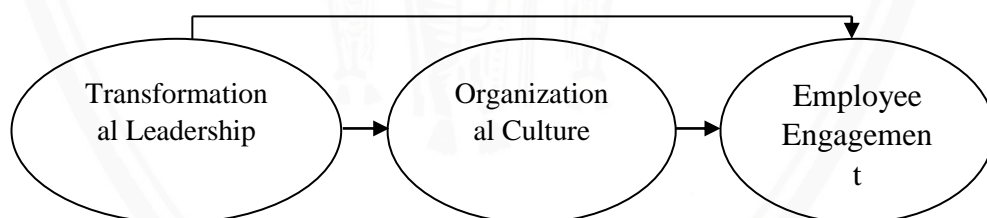
Figure 1. The Model of Concept

2. The Model of Hypothesis

According to Sarwono (2006:65) hypothesis is a temporary truth that remains to be tested. Therefore, the hypothesis serves as a possibility to test the truth of a theory. While Nasution (2003:38) put forward a hypothesis is each statement on a matter that is temporary unsubstantiated empirically.

From the above description, it can be concluded that the hypothesis is a statement about opinion of the researcher that is temporary and still needs to be tested truth that serves to test the truth of a theory.
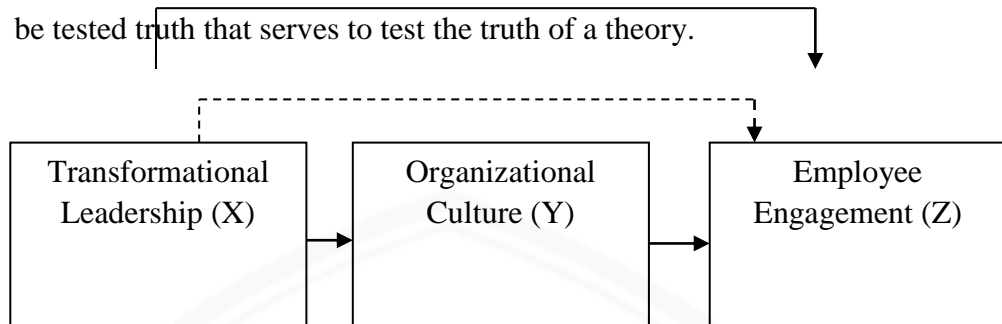
Figure 2.The Model of Hypothesis

The hypothesis of this study are:

H1: Transformational Leadership (X) has positive and significant influence on Organizational Culture(Y)

H2: Transformational Leadership (X) has postive and significant influence on Employee Engagement (Z)

H3: Organizational Culure (Y) has positive and significant influence on Employee Engagement (Z)

H4: Transformational Leadership (X) has positive and significant influence on Employee Engagement (Z) through Organizational Culture (Y)

CHAPTER III

RESEARCH METHOD

A. Research Design

Viewed on its kind, the study of "Influence of Transformational Leadership on Organizational Culture and Employee Engagement in Unit Pembangkit (UP) Brantas (Study on Employee of PT Pembangkitan Jawa Bali (PJB) Unit Brantas in Karangkates - Malang, East Java)", author uses explanatory research through a quantitative approach. Quantitative methods according to Sugiyono (2011: 8) can be interpreted as a research method that is based on a philosophy of positivism, is used to examine the population or a particular sample, the data collection using research instruments data analysis is a quantitative or statistical, with the aim to test the hypothesis that has been set.

B. Research Location

This research will be conducted at PT. Pembangkitan Jawa Bali - UP Brantas at Jl. Basuki Rakhmad No. 271 Karangkates-Sumberpucung, Malang 65165, unit of analysis is the individual, which is the employees who have positions under the manager of PT. Pembangkitan Jawa Bali - UP Brantas. The reasons for selecting the location because PT PJB also focused on improving employee's involvement with the company in order to prepare itself to face the future of electricity supply industry in the future, especially in overcoming business competition with the Independent Power Producers (IPPs). The focus has been realized by, among others, building employee's pride to the Company.

C. **Concept, Research Variable, Operational Definition and Variable Measurement Scale**

1. **The Concept**

In the study, the researchers use the concept to describe precisely the phenomenon that is going to be observed. According to Singarimbun and Effendi (2008: 34) the role of concept is very important because concept connects theory with observation between abstract and reality. Therefore, the concept of this research is the transformational leadership, organization culture, and employee engagement. Based on the title, "The Influence of Transformational Leadership on Organizational Culture and Employee Engagement" there are three concepts contained, namely:

a. Transformational Leadership

Transformational leaders transform the personal values of followers to support the vision and goals of the organization by fostering an environment where relationships can be formed and by establishing a climate of trust in which visions can be shared

b. Organization Culture

Organization culture is the body of solution to external and internal problems that has worked consistenly for a group and that is therefore taught to new members as the correct way to perceive, think about and feel in relation to those problem.

c. Employee Engagement

Employee engagement is described as a concept that is considered to organize the efforts of employees voluntary, that is, when employees have choices, they will act further to the benefit of their organizations.

2. Research Variable

Research variable is an atrribute or value of a person, object or activity which may have certain variation defined by the researcher to be learned and conclusion drawn. There are three variables in this study, namely the independent variable, intervening variable, and dependent variable. The independent variable in this study is Transformational Leadership (X). Intervening variable in this study is Organizational Culture (Y). While the dependent variable is Employee Engagement (Z).

3. Operational Definition of Variable

According to Sekaran (2009: 115) variable is anything that can distinguish or bring variation in value. Values can be different at different times for the same object or person, at the same time for different objects or persons. Agung (2012: 18) variable research is an attribute or the nature or value of a person, object or activity which may have certain variations defined by the researchers to be learned and conclusions drawn.

This study has three variables used, namely:

1. Independent Variable (X)

Independent variables are variables that affect the dependent variable, affected both positively and negatively (Sekaran, 2009: 117). The independent variables in this study is:

Transformational Leadership Style (X)

Transformational leadership is a style of leadership where a leader works with subordinates to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group. Transformational leadership serves to enhance the motivation, morale, and job performance of followers through a variety of mechanisms; these include connecting the follower's sense of identity and self to a project and to the collective identity of the organization; being a role model for followers in order to inspire them and to raise their interest in the project; challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, allowing the leader to align followers with tasks that enhance their performance.The aspects that are used to measure the transformational leadership style is used aspects proposed by Bass (1985), namely: a) Charisma, b) Inspirational Motivation, c) Intellectual Stimulation, and d) Individual Consideration.

2. Intervening Variable (Y)

According ro Tuckman (in Sugiyono, 2007) intervening variable are variable that theoretically affect the relationship and cannot be observed and measured. This variable is a variable interrupter or between independent variable and the dependent variable, so the independent variable indirectly

affect the change or the emergence of the dependent variable. The intervening variables in this study is:

Organizational Culture (Y)

Organizational Culture is a way of view of the individual against the system of values which are formed together from the beliefs, values, meanings, assumptions, attitudes, norms of behavior, and expectations of members of the organization, which is then used as the identity of the organization to guide the behavior of members of the organization. Aspects that are used in the measurement of organizational culture uses aspects revealed by Robbins (2005), namely creativity and risk, attention to detail, outcome orientation, people orientation, team orientation, agrresiveness, stability.

3. Dependent Variable (Z)

The dependent variable is the main variable being the prevailing factor in the investigation. Through analysis of the dependent variable is to find answers or solutions (Sekaran, 2009). In this study, which is the dependent variable is:

Employee Engagement (Z)

Employee engagement is a level of engagement and involvement of workers on the job and organization shown by the fulfillment of the basic needs of workers, have more contribution in the organization, to feel the support and attention of superiors and colleagues, to gain acceptance in the workplace, can do everything things with a better way, and have the opportunity to gain self-development and skills. The aspects that are used to measure employee engagement using dimensional measurement of employee engagement expressed by Schaufelli & Bakker (2003; 04), the Vigor,

Dedication and Absorption. The higher the score obtained subject, means that the higher the level of engagement of the subject, and vice versa, the lower the scores of the subject, the lower the level of engagement of the subject.

Table 2. Operational Definitions of Variables

Variable	Indicator	Item
Transformational Leadership Style (X) Bass (1985)	1. Charisma	1. Trust in work 2. Proud to be co-worker 3. Symbol of success and achievement
	2. Inspirational Motivation	1. According expectation 2. Spirit at work 3. Motivator
	3. Intelectual Stimulation	1. Encourage task completion in new ways 2. Use of reasoning and confidence 3. Bring up new ideas
	4. Individual Consideration	1. Attention to subordinates 2. Listen to subordinates 3. Awards
Organizational Culture (Y) Robbins (2006)	1. Innovation and Risk Taking	1. Freedom to develop ideas 2. Freedom of expression 3. Motivate to take risk

Continue Table 2. Operational Definitions of Variables

	2. Attention to Detail	1. More detail on work 2. More carefull on work 3. Accurate
	3. Outcome Orientation	1. Organization goals 2. Focus on objectives 3. Measure of success
	4. People Orientation	1. Communication and referrals

		2. Actively take a chance
		3. Independent
	5. Team Orientation	1. Cooperation
		2. Support
		3. Dissent
	6. Aggresivenss	1. Freedom to expression
		2. Decision making
		3. Healthy competition
	7. Stability	1. Organizational conditions
		2. Two-way communication
		3. Career
Employee Engagement (Z) Schaufelli & Bakker (2003)	1. Vigor	1. The High Energy
		2. Desire to give the best
		3. Persistent in Overcoming Any Dificulties
	2. Dedication	1. The Significance of The Work
		2. Enthusiasm
		3. Proud of The Job
	3. Absorption	1. Totality in Work
		2. Enjoy The Job
		3. Responsible for the job

Source: Processed by Author on March 05, 2017

4. Variable Measurement Scale

According to Sugiyono (2014: 92) measurement scale is an agreement that is used as a reference for determining the length of the short interval in the measuring tool, so that the instruments when used in the measurements will produce quantitative data. This research using Likert Scale. Sugiyono (2014: 93) Likert Scale used to measure attitudes, opinions, perceptions of a person,

or a group of social phenomenon. The composition of Likert Scale in this study as follows:

Table 3. Likert Scale Score

No.	Respondent Answer	Code	Score
1	Strongly Disagree	SDA	1
2	Disagree	D	2
3	Neutral	N	3
4	Agree	A	4
5	Strongly Agree	SA	5

Source : Supranto in Arikunto (2006: 64)

Based on Likert scale score above, it can be determined in class sizes (long interval) by the formula, Supranto in Arikunto (2006: 64)

$$c = \frac{Xn - X1}{k}$$

Information :

c = The estimated of amount (class width, class size, class length)

k = the amount of class

Xn = the largest observed values

X_1 = the smallest observed values

$$c = \frac{5 - 1}{5} = 0,8$$

D. Population and Sample

1. Population

Population is a group of complete element, which is usually a person, an object of transactions, or event in which we are interested to learn or become the object of research (Kuncoro, 2009: 118). Meanwhile, according to Sugiyono cited by Agung (2012:32)population is the generalization region

consisting of objects or subjects that have certain qualities and characteristics defined by the researchers to be learned and then pulledthe conclusion. The population in this study were 60 employees at PT. Pembangkitan Jawa Bali - UP. Brantas.The population of the research was described in table 4.

Table 4. Population of research

No.	The department of work	The number of permanent employees
1.	Finance & Administration	21
2.	Engineering & Quality Assurance	14
3.	Operations & Maintenance	25
	Total	60

Source: PT Pembangkitan Jawa Bali – UP Brantas (2017)

2. Sample

The sample is a part of the population (Sugiyono, 2006: 90). In this study all members of the population used as a source of data, ie as a sample of researchers. The author took the sample by using the total sampling technique in which the total sampling here is the researcher using all the population as the sample, as revealed by Sugiyono (2008: 124) "Total sampling is the technique of determining the sample when all members of the population are sampled".

Thus the research sample here is all employees of PT. PJB - UP Brantas which amounted to 60 people and formed into one group.

E. **Data Collection**

1. **Source of Data**

In this study, researcher used two sources of data, namely:

a. Primary Data

Primary data is data obtained directly from the object of study, the researchers collected data directly through questionnaire. The object of research is 60 employees of PT Pembangkitan Jawa Bali - UP Brantas.

b. Secondary Data

Secondary data is data collected by someone to serve as a supporting study. In this study the source of secondary data is literature, articles, as well as the report notes. The researcher also obtained data on the organization's history, vision, mission, and core values of the organization.

2. **Data Collection Method**

Data collection techniques used in this research are:

a. Questionnaire

Questionnaire is a method by asking a set of questions prepared by the researcher to the respondents so that data obtained is accurate in the form of direct feedback from respondents. The collection of data by distributing a questionnaire containing a questions to the 60 respondents consisted of employees of PT Pembangkitan Jawa Bali – UP Brantas whohave been designated as research samples.

b. Documentation

Documentation method is the collection of data through the organization records or document according to the research that includes the organization's history, organizational structure and rules relating to the research and finishing.

3. Research Instrument

According to Arikunto (2006: 149) research instruments are tools used byresearcher in data collection for research activities to become systematic. In thisstudy, the research instruments used were:

1. Questionnaire

One of the instrument to collect data in this study was a questionnaire compiledby the theoretical lattice in the form of Likert scale. Form of the questionnaireused is in closed form in which respondents were asked to choose one amongsome of alternative answers. Likert scale consists of a set of questions (items)evaluation of the scale of owned objects. Each question or statement made in thescale varies from one study to another study, depending on how much thecharacteristic attitude of the objects that are relevant to the research.

F. Validity and Reliability Test

1. Validity Test

Validity is a measure that indicates the levels of validity instrument (Arikunto, 2013: 211). The validity test is useful to know whether there are the questions on the questionnaire that must be removed / replaced as irrelevant (Umar, 2013: 166). High or low validity of the instrument indicates the extent of the data collected does not deviate from the image on the validity. In this study, an instrument used to measure the validity is SPSS version 23 for windows.

To test the validity of the data, then to correlate between scores (grades) were obtained from each of the questions and statements using the formula proposed by Pearson correlation, known as product moment correlation formula as follows:

$$r_{xy} = \frac{N\sum XY - (\sum X)(\sum Y)}{\sqrt{\{N\sum X^2 - (\sum X)^2\}\{N\sum Y^2 - (\sum Y)^2\}}}$$

Information:

r_{xy} : the correlation coefficient independent and dependent variables
n : samples
x : item
y : total variable

The valid research instruments means in measuring instruments used to obtain data is a valid data.The minimum requirement to be considered valid is the value of r count > r table of values or if the correlation coefficient ≥ 0.3 with $\alpha = 0.5$, Masrun in Sugiyono(2002: 106).

2. **Reliability Test**

Arikunto (2006: 178) argues that reliability refers to an understanding that an instrument is trustworthy enough to be used as a data collecting because the instrument is already good. Reliable measurement tool will generate data that canbe trusted, Santoso (2000: 280). The technique used for reliability is cronbach alpha formula.

Because research is using vulnerable value, then the formula is used as follows:

$$r = (\frac{k}{(k-1)})(1 - \frac{\sum Si}{St})$$

Information:

r   : Value instrument reliability

k   : The number of the questions

$\sum \sigma_{b^2}$: Total variance score for each of the questions

$\sigma^2 t$: Total variance

Based on the above formula, a data can be said to be reliable if it has a value of Cronbach Alpha coefficients greater than or equal to 0.6 Arikunto (2010 : 171-172).

3. The test result of Validity and Reability

Table 5. Validity test of variable

Item	r Value	Sig.	r Table	Information
X1.1	0.844	0.000	0.3	Valid
X1.2	0.683	0.000	0.3	Valid

Continue table 5. Validity test of variable

X1.3	0.742	0.000	0.3	Valid
X1.4	0.829	0.000	0.3	Valid
X1.5	0.684	0.000	0.3	Valid

X1.6	0.770	0.000	0.3	Valid
X1.7	0.725	0.000	0.3	Valid
X1.8	0.806	0.000	0.3	Valid
X1.9	0.777	0.000	0.3	Valid
X1.10	0.722	0.000	0.3	Valid
X1.11	0.766	0.000	0.3	Valid
X1.12	0.720	0.000	0.3	Valid
Y1.1	0.692	0.000	0.3	Valid
Y1.2	0.612	0.000	0.3	Valid
Y1.3	0.615	0.000	0.3	Valid
Y1.4	0.600	0.000	0.3	Valid
Y1.5	0.730	0.000	0.3	Valid
Y1.6	0.750	0.000	0.3	Valid
Y1.7	0.752	0.000	0.3	Valid
Y1.8	0.730	0.000	0.3	Valid
Y1.9	0.734	0.000	0.3	Valid
Y1.10	0.723	0.000	0.3	Valid
Y1.11	0.676	0.000	0.3	Valid
Y1.12	0.660	0.000	0.3	Valid
Y1.13	0.504	0.000	0.3	Valid
Y1.14	0.706	0.000	0.3	Valid
Y1.15	0.642	0.000	0.3	Valid
Y1.16	0.692	0.000	0.3	Valid
Y1.17	0.785	0.000	0.3	Valid
Y1.18	0.654	0.000	0.3	Valid
Y1.19	0.634	0.000	0.3	Valid
Y1.20	0.455	0.000	0.3	Valid

Y1.21	0.644	0.000	0.3	Valid
Z1.1	0.595	0.000	0.3	Valid
Z1.2	0.854	0.000	0.3	Valid
Z1.3	0.866	0.000	0.3	Valid
Z1.4	0.799	0.000	0.3	Valid
Z1.5	0.880	0.000	0.3	Valid
Z1.6	0.789	0.000	0.3	Valid
Z1.7	0.636	0.000	0.3	Valid
Z1.8	0.851	0.000	0.3	Valid
Z1.9	0.811	0.000	0.3	Valid

Source : Primary Data Processed on July 15, 2017

Valid means that all the instruments can be used to measure what is to be measured. The minimum requirement to be considered valid is the value of r_{value} > from the value of r_{table} if the correlation coefficient > 0.3, Sugiyono (2010: 166). The table above explains that all the items in the variable Transformational Leadership (X), Organizational Culture (Y), Emplyee Engagement (Z) is valid because each item has a value of r_{count} > 0.3.

Table 6. Realiability Test of Variable

No.	Variable	Reliability Coefficient	Information
1	Transformational Leadership (X)	0.931	Reliable
2	Organizational Culture (Y)	0.935	Reliable
3	Employee Engagement (Z)	0.914	Reliable

Source : Primary Data Processed on July 13, 2017

Table 6 shows that the value of Alpha Cronbach variable of Transformational Leadership (X) is 0.931, the value of Alpha Cronbach variable of Organizational Culture (Y) is 0.935, the value of Alpha Cronbach

variable of Employee Engagement (Z) is 0914. It can be concluded that the variable of Transformational Leadership (X), Organizational Culture (Y), and Employee Engagement (Z) declared reliable because the value of Alpha Cronbach is qualified as mentioned > 0,6.

G. Data Analysis Method

1. Descriptive Statistical Analysis

Descriptive analysis is a statistical technique used to analyze the data in ways that describe or depict the data that has been collected as it is without intending to apply to general conclusions or generalizations. One of the descriptive analysis method which is often used in social research is descriptive percentage. Descriptive analysis ofthe percentage is calculated by the total frequency of observations divided by thenumber of respondents multiplied by 100 percent, as stated by Nasution (2006) in Pradana (2012). The steps that must be done in a descriptive analysis include:

a. Grouping the appropriate questions and correspondence between Transformational Leadership Style, Organizational Culture and Employee Engagement.

b. Furthermore, the scoring using a Likert scale consisting of five categories: 1,2,3,4 and 5. Scoring is meant to measure the level of the questionnaire answers by the respondents. Then the questionnaire was given to the respondent to fill the draft questionnaire.

c. From the result of filling the questionnaire, we get the answer in the form of a Likert scale which is divided into 5 categories: 1,2,3,4 and 5. Then we performed tabulation of data.

d. To calculate the percentage then use the following formula:

$$P = \frac{f\ (frequency)}{N\ (total\ of\ respondent)}\ x\ 100\%$$

Information :

P : percentage
F : frequency
N : total of respondents
100% : fixed number

2. Classical Assumption Test

This study uses path analysis, to test the effect of the independent variable on the dependent variable. Variables used will be analyzedfurther by using the classical assumption test in order to determine if there is adeviation from the existing variables and to obtain statistical conclusions that canbe justified. Classical assumption test include:

a. Normality Test

Normality test aims to test whether the data a regression model of dependentvariable, independent variable, or both have a normal distribution or not. A good regression model is normal or nearly normal distribution. How to detect thenormality assumption is based on the graphs and statistical tests. Detection of normality through charts is to look at the histogram lines, a data comparing the observation data is approximately

normally distributed, ghozali (2011:160). Basisfor a decision are as follows:

1. If the data is spread around the diagonal line and follow the direction of the diagonal line and follow the direction of the diagonal line, the regression meet normality.

2. If the data is spread far from the diagonal line and did not follow the direction of the diagonal line, the regression does not meet normality, ghozali (2011:163).

b. Linearity Test

Linearity test is used to see if the specifications of the model used is correct or not. What is the function used in an empirical preferably in the form of linear, quadratic or cubic (Ghozali, 2002: 80). With this test will obtain empirical information on whether the model should be linear, quadratic or cubic. There are several methods to do to make linearity testing, but in research to make linearity testing using methods Langrange multiplier which is an alternative test of Ramsey test developed by Engle in (Ghozali, 2002: 80).

3. Hypothesis Test

The hypothesis is defined as logically expected relationship between two or more variables are expressed in the form of a statement to be tested. The relationship is estimated based on the network of associations that are set within the framework of teorits formulated for research studies.

a.   Partial Test (t-Test)

The t-test is a test to see the effect of partially independent variable on the dependent variable. Significance level αthat can be tolerated in this study was 5%. The hypothesis to be tested are:

H_0 : no partial influence of independent variables on the dependent variable

H_a : there is a partial influence of independent variables on the dependent variable

As for seeing the effect partially, researchers used a significance value of t, then compared with significant value with the following criteria:

1.   Significance t ≤ 0.05, then null hypothesis (H0) is rejected and Ha accepted. This means independent variables significantly influence on the dependent variable.

2.   Significance t> 0.05, then the null hypothesis (H0) is accepted and Ha rejected. This means that no partial effect of independent variables on the dependent variable.

b.   Sobel Test

In this research there is intervening variable that is organizational culture. According to Imam (2011), a variable is called an intervening variable if the variable influences the relationship of independent variable and dependent variable. Testing of hypothesis mediation can be done by procedure developed by Sobel (1982) known as Sobel Test.

The sobel test is done by testing the influence of the indirect effect of X to Y through M. The indirect effect of X to Y via M is calculated by multiplying the path X ─ M (a) by the path M─Y (b) or the ab path. So, the coefficient ab = (c '- c), where c is the effect of X against Y without controlling M, while c' is the coefficient of influence X against Y after controlling M. Standard error coefficients a and b are written with Sa and Sb and the standard error indirect is the Sab which is calculated by the formula:

$$\text{Sab} = \sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}$$

To test significant indirect effects, then we need to calculate the value of t of ab coefficient with the formula:

$$t = \frac{ab}{Sab}$$

3. Path Analysis

The analysis used in this research is path analysis. Path analysis is a technique of development of linear regression. This technique is used to examine the contribution which is shown by the path coefficient for each path diagram of causal relationships between variables X to Y and its impact on Z. "Path analysis is a technique for analyzing the causal relationship that occurs in multiple regression if the variable the independent variables influence depends not only directly but also indirectly ". (Robert D. Retherford 1993). Meanwhile, another definition says: "Analysis of a development pathway indirect forms of regression with the aim to provide an estimate of the level of

interest (magnitude) and significance (significance) hypothetical causal relationship in a set of variables." (Paul Webley 1997).

Statistically path analysis is used to determine the influence of Transformational Leadership Style (X1), Organizational Culture(Y1), on Employe Engagement (Y2). The formula used is:

$$Y = \beta \ YX + e$$

$$Z = \beta \ ZX + \beta ZY + e$$

Information :
β   = Constant
e   = Error level in reasearch
Z   = Employe Engagement
X   = Transformational Leadership Style
Y   = Organizational Culture

CHAPTER IV
RESEARCH RESULT AND DISCUSSION

A. Brief Description of PT Pembangkitan Jawa Bali – Generation Unit Brantas

1. The History of Generation Unit Brantas

Generation Unit Brantas is one unit of PT. PJB which operates 12 hydropower plants spread over 5 districts in East Java. Capacity is quite small, only 281 MW or 4.1 percent of all installed capacity of PT. PJB. Deployed to the system of Java, Madura, Bali (Jamali) only about 2 percent. Its existence is more functioning as an initial charging when the system loses power (black out) and improve the voltage system in the southern part of East Java system.

The twelve hydropower plants are Sengguruh, Sutami, Selorejo, Ngebel, Tulungagung, Wlingi, Lodoyo, Medalan, Siman, Giringan, Galang, and Wonorejo. In 2008 and 2009 it was named the best hydro generation unit in PJB.
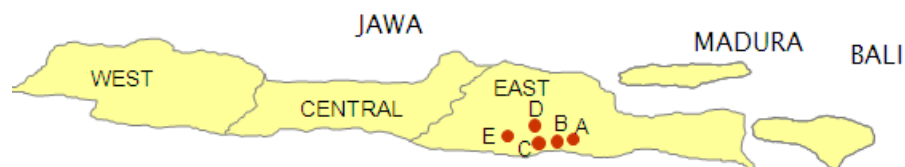
Figure 3: Geographical Location of Hydropower

Source: Annual Report PT Pembangkitan Jawa Bali 2016

2. **Vision and Mission of PT PJB**

In an organization or a company there must be a Vision and Mission that becomes the goal to be achieved by the company. The Vision and mission to be achieved by PT PJB as follows:

Vission: To become a trusted company in integrated generation business with world-class standards.

Mission:

1. To provide solutions and added values in integrated generation business to maintain national electricity sovereignty

2. To conduct a quality, competitive and environmentally-friendly generation business

3. To develop Human Capital competency and productivity for a sustainable growth

4. **Organization Structure Generation Unit Brantas**
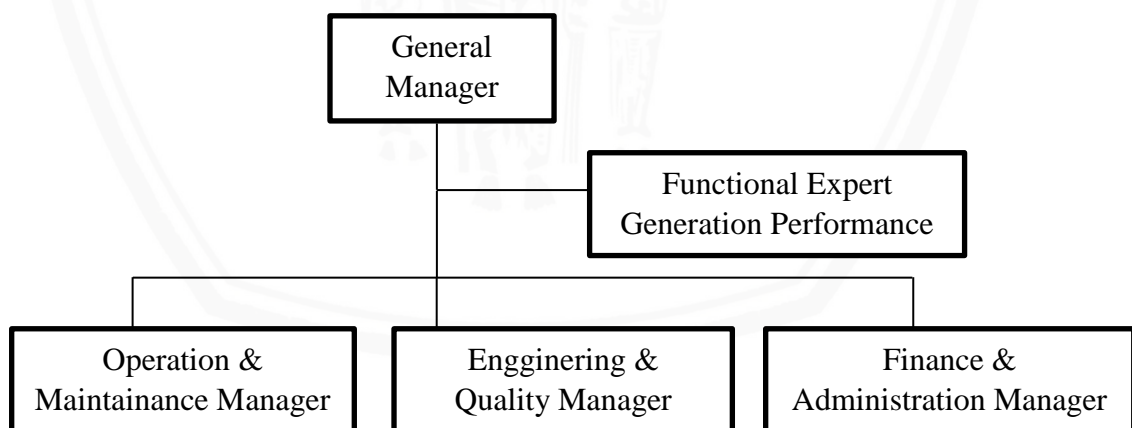
Source : Primary data is processed, 2017

B. **The Overview of the Respondents**

From the results of the distribution of questionnaires to all employees who amounted to 60 respondents, it can be obtained a description of the characteristics

of respondents based on the age of respondents and gender of respondents. Detailed

characteristics of respondents are as follows:

1. **Description of Response Rate**

   This research was conducted by distributing questionnaires to respondents

of Generation Unit Brantas employees, amounting to 60 people. Here's the

return rate of the questionnaire that is distributed:

Table 7. Description of Response Rate

No	Information	Amount
1	Distributed questionnaire	60
2	The questionnaire did not return	5
3	Questionnaires with incomplete data	0
4	Questionnaire not filled	0
Number of Questionnaires that can be analyzed		**55**

Source : Primary data is processed, 2017

Response rate from this result are:

$$\text{Response rate} = \frac{\text{Amount data can be processed}}{\text{Initial amout}} \, x \, 100$$

$$\text{Response rate} = \frac{55}{60} x \, 100$$

$$\text{Response rate} = 91,6\%$$

Based on Table 7 shows that out of 60 questionnaires distributed, 5 sheets

did not return, and has data returned as many as 55 sheets are ready to be

analyzed. This shows the response of employees of PT PJB - Generation Unit

Brantas very well to the questionnaires distributed by researchers.

2. **Description of Respondents by Age**

   Data description of respondents by age can be seen in table 8 below:

Table 8. Description of respondents by Age

No.	Age	Amount of respondents	Precentage (%)
1	20 – 40 years old	40	72.72%
2	> 40 years old	15	27.27%
Amount		**55**	**100%**

Source : Primary data is processed, 2017

Based on table 8 above, it can be seen that the respondents aged over 20 years to 40 years as many as 40 people or 73%, while aged over 40 years as many as 15 people or 27%. Based on these data, the age of most respondents are in the age range 20-40 years. In this case, it can be interpreted that most employees of PT PJB - Generation Unit Brantas are dominated by employees aged 20-40 years.

3. **Description of Respondents by Sex**

The data description of respondents by sex can be seen in table 9:

Table 9. Description of Respondents by Sex

No.	Sex	Amount of respondents	Precentage (%)
1	Male	40	72,72%
2	Female	15	27,27%
Amount		**55**	**100%**

Source : Primary data is processed, 2017

Based on table 9 above, the respondents who have sex male as much as 40 respondents or 73%, while female as many as 15 respondents or 27%. Based on

these data, the most respondents are respondents with male gender as much as 40 people or 73%.

C. Data Analysis

1. Descriptive Statistical Analysis

Description of the distribution of these items are used to determine the frequency and variation of the respondents' answers to the items to questions in the questionnaire. Through the frequency table, it can be seen the percentage of the final score of the respondents to the items obtained from the statements in the questionnaire.

a. Distribution of Frequency Transformational Leadership Variable (X)

Transformational Leadership variables contain twelve items of questions given to respondents to be answered. Respondents' answers can be seen in Table 10.

Table 10. Distribution of Frequency Transformational Leadership Variable (X)

Item	5 SA		4 A		3 N		2 DA		1 SDA		Item mean	Indicator mean
	f	%	f	%	f	%	F	%	f	%		
X1	10	18.18	39	70.91	4	7.27	2	3.64	0	0.00	4.04	
X2	22	40.00	31	56.36	1	1.82	1	1.82	0	0.00	4.35	4.13
X3	11	20.00	35	63.64	8	14.55	1	1.82	0	0.00	4.02	
X4	8	14.55	36	65.45	7	12.73	4	7.27	0	0.00	3.87	
X5	10	18.18	39	70.91	6	10.91	0	0.00	0	0.00	4.07	4.00
X6	11	20.00	38	69.09	5	9.09	1	1.82	0	0.00	4.07	
X7	13	23.64	33	60.00	8	14.55	1	1.82	0	0.00	4.05	
X8	8	14.55	40	72.73	6	10.91	1	1.82	0	0.00	4.00	4.01
X9	11	20.00	35	63.64	7	12.73	2	3.64	0	0.00	4.00	
X10	8	14.55	35	63.64	11	20.00	1	1.82	0	0.00	3.91	
X11	8	14.55	41	74.55	5	9.09	1	1.82	0	0.00	4.02	3.9
X12	7	12.73	36	65.45	10	18.18	2	3.64	0	0.00	3.87	
Grand mean variable of Transformational Leadership											4.02	

Source: Primary Data Processed on September 06, 2017

Based on Table 10, it shows the answer from 55 respondents. The first item, namely Trust in work there are 10 respondents or 18.18% stated strongly agree, there are 39 respondents or 70.91% stated agree, there are 4 respondents or 7.27% stated neutral, there are 2 respondents or 3.64% stated disagree, meanwhile there are 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.04 which indicates that the employee of PJB agree that they trust their boss's leadership.

The second item, namely Proud to be co-worker there are 22 respondents or 40.00% stated strongly agree, there are 31 respondents or 56.36% stated agree, there is 1 respondent or 1.82% stated neutral, there is 1 respondent or 1.82% stated disagree, meanwhile there are 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.35 which indicates that the employee of PJB strongly agree that they respect their leader.

The third item, namely Symbol of success and achievement there are 11 respondents or 20.00% stated strongly agree, there are 35 respondents or 63.64% stated agree, there are 8 respondents or 14.55% stated neutral, there is 1 respondent or 1.82% stated disagree, meanwhile there are 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.02 which indicates that the employee of PJB agree that their leader can be as symbol of success and achievement.

The fourth item, namely According expectation there are 8 respondents or 14.55% stated strongly agree, there are 36 respondents or 65.45% stated agree, there are 7 respondents or 12.73% stated neutral, there are 4 respondents or 7.27% stated disagree, meanwhile there is 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 3.87 which indicates that the employee of PJB agree that their leader already as their expectation.

The fifth item, namely Spirit at work there are 10 respondents or 18.18% stated strongly agree, there are 39 respondents or 70.91% stated agree, there are 6 respondents or 10.91% stated neutral, there is 0 respondents or 0% stated disagree, also there is 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.07 which indicates that the employee of PJB agree that their leader could raised their spirit at work.

The sixth item, namely Motivator there are 11 respondents or 20.00% stated strongly agree, there are 38 respondents or 69.09% stated agree, there are 5 respondents or 9.09% stated neutral, there are 1 respondents or 1.82% stated disagree, meanwhile there is 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.07 which indicates that the employee of PJB agree that their leader could motivate them.

The seventh item, namely Encourage task completion in new ways there are 13 respondents or 23.64% stated strongly agree, there are 33 respondents or 60.00% stated agree, there are 8 respondents or 14.55% stated neutral, there

are 1 respondents or 1.82% stated disagree, meanwhile there is 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.05 which indicates that the employee of PJB agree that their leader always encourage them to completing the task in new ways.

The eight item, namely Use of reasoning and confidence there are 8 respondents or 14.55% stated strongly agree, there are 40 respondents or 72.73% stated agree, there are 6 respondents or 10.91% stated neutral, there are 1 respondents or 1.82% stated disagree, meanwhile there is 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.00 which indicates that the employee of PJB agree that their leader motivate them to resolve work issues rationally.

The ninth item, namely Bring up new ideas there are 11 respondents or 20.00% stated strongly agree, there are 35 respondents or 63.64% stated agree, there are 7 respondents or 12.73% stated neutral, there are 2 respondents or 3.64% stated disagree, meanwhile there is 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.00 which indicates that the employee of PJB agree that their leader eager to listen new ideas.

The tenth item, namely Attention to subordinates there are 8 respondents or 14.55% stated strongly agree, there are 35 respondents or 63.64% stated agree, there are 11 respondents or 20.00% stated neutral, there are 1 respondents or 1.82% stated disagree, meanwhile there is 0 or 0% stated

strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 3.91 which indicates that the employee of PJB agree that their leader have attention to subordinates.

The eleventh item, namely Listen to subordinates there are 8 respondents or 14.55% stated strongly agree, there are 41 respondents or 74.55% stated agree, there are 5 respondents or 9.09% stated neutral, there are 1 respondents or 1.82% stated disagree, meanwhile there is 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.02 which indicates that the employee of PJB agree that their leader willing to listen employee difficulties.

The twelfth item, namely Awards there are 7 respondents or 12.73% stated strongly agree, there are 36 respondents or 65.45% stated agree, there are 10 respondents or 18.18% stated neutral, there are 2 respondents or 3.64% stated disagree, meanwhile there is 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 3.87 which indicates that the employee of PJB agree that their leader give reward according employee achievement.

Based on the analysis per item above, it can be concluded the average level of respondents answer (grand mean) is 4.02 which the average of respondent who answered are agree or satisfied about the transformational leadership. The leadership style in term of transformational leadership can already be declared good, especially in proud to be co-worker who earn the highest points in item mean 4.35 at the indicator mean of charismatic 4.13.

2. Distribution of Frequency Organizational Culture Variable (Y)

Organizational Culture Variables there are twenty-one questions given to respondents to be answered. Respondents' answers can be seen in Table 11:

Table 11. Distribution of Frequency Organizational Culture Variable (Y)

Item	5 SA		4 A		3 N		2 DA		1 SDA		Item mean	Indicator mean
	f	%	f	%	f	%	F	%	f	%		
Y1	8	14.55	41	74.55	4	7.27	2	3.64	0	0.00	4.00	
Y2	7	12.73	40	72.73	5	9.09	3	5.45	0	0.00	3.93	3.95
Y3	8	14.55	37	67.27	8	14.55	2	3.64	0	0.00	3.93	
Y4	11	20.00	35	63.64	5	9.09	4	7.27	0	0.00	3.96	
Y5	10	18.18	37	67.27	6	10.91	2	3.64	0	0.00	4.00	4.03
Y6	12	21.82	40	72.73	2	3.64	1	1.82	0	0.00	4.15	
Y7	10	18.18	39	70.91	5	9.09	1	1.82	0	0.00	4.05	
Y8	10	18.18	40	72.73	5	9.09	0	0.00	0	0.00	4.09	3.99
Y9	8	14.55	34	61.82	9	16.36	4	7.27	0	0.00	3.84	
Y10	6	10.91	37	67.27	9	16.36	3	5.45	0	0.00	3.84	
Y11	8	14.55	39	70.91	6	10.91	2	3.64	0	0.00	3.96	3.91
Y12	7	12.73	40	72.73	6	10.91	2	3.64	0	0.00	3.95	
Y13	13	23.64	37	67.27	4	7.27	1	1.82	0	0.00	4.13	
Y14	10	18.18	35	63.64	7	12.73	2	3.64	1	1.82	3.93	3.98
Y15	9	16.36	34	61.82	9	16.36	3	5.45	0	0.00	3.89	
Y16	8	14.55	41	74.55	4	7.27	2	3.64	0	0.00	4.00	
Y17	6	10.91	45	81.82	2	3.64	2	3.64	0	0.00	4.00	3.93
Y18	5	9.09	37	67.27	10	18.18	3	5.45	0	0.00	3.80	
Y19	6	10.91	31	56.36	13	23.64	5	9.09	0	0.00	3.69	
Y20	7	12.73	36	65.45	10	18.18	2	3.64	0	0.00	3.87	3.77
Y21	9	16.36	30	54.55	11	20.00	4	7.27	1	1.82	3.76	
Grand mean variable of Organizational Culture											3.94	

Source: Primary Data Processed on September 06, 2017

Based on Table 11, it shows the answer from 55 respondents. The first item, namely Freedom to develop ideas there are 8 respondents or 14.55% stated strongly agree, there are 41 respondents or 74.55% stated agree, there are 4 respondents or 7.27% stated neutral, there are 2 respondents or 3.64% stated disagree, meanwhile there are 0 or 0% stated strongly disagree. Based

on the results of the respondents answers can be obtained an average frequency of respondents is 4.00 which indicates that employee of PJB agree if the companies give employees the freedom to develop new ideas.

The second item, namely Work tolerance there are 7 respondents or 12.73% stated strongly agree, there are 40 respondents or 72.73% stated agree, there are 5 respondent or 9.09% stated neutral, there are 3 respondent or 5.45% stated disagree, meanwhile there are 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 3.93 which indicates that the employee of PJB agree if the company frees to express an opinion.

The third item, namely Motivate to take risk there are 8 respondents or 14.55% stated strongly agree, there are 37 respondents or 67.27% stated agree, there are 8 respondent or 14.55% stated neutral, there are 2 respondent or 3.64% stated disagree, meanwhile there are 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 3.93 which indicates that the employee of PJB agree if the companies are motivate employees to be ready to take risks.

The fourth item, namely More detail on work there are 11 respondents or 20.00% stated strongly agree, there are 35 respondents or 63.64% stated agree, there are 5 respondent or 9.09% stated neutral, there are 4 respondent or 7.27% stated disagree, meanwhile there are 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 3.96 which indicates that the employee of PJB agree that the company encourages employees to be more detailed about the job.

The fifth item, namely More careful on work there are 10 respondents or 18.18% stated strongly agree, there are 37 respondents or 67.27% stated agree, there are 6 respondent or 10.91% stated neutral, there are 2 respondent or 3.64% stated disagree, meanwhile there are 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.00 which indicates that the employee of PJB agree that the company encourages employees to be more careful about the job.

The sixth item, namely Accurate there are 12 respondents or 21.82% stated strongly agree, there are 40 respondents or 72.73% stated agree, there are 2 respondent or 3.64% stated neutral, there is 1 respondent or 1.82% stated disagree, meanwhile there are 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.15 which indicates that the employee of PJB agree that the company requires employees to complete the job accurately.

The seventh item, namely Organization goals there are 10 respondents or 18.18% stated strongly agree, there are 39 respondents or 70.91% stated agree, there are 5 respondent or 9.09% stated neutral, there is 1 respondent or 1.82% stated disagree, meanwhile there are 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.05 which indicates that the employee of PJB agree that companies deliver its objectives

The eighth item, namely Focus on goals there are 10 respondents or 18.18% stated strongly agree, there are 40 respondents or 72.73% stated agree,

there are 5 respondent or 9.09% stated neutral, there are 0 respondent or 0% stated disagree, meanwhile there are 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.09 which indicates that the employee of PJB agree that companies motivate employees to focus on goals

The ninth item, namely Measure of success there are 8 respondents or 14.55% stated strongly agree, there are 34 respondents or 61.82% stated agree, there are 9 respondent or 16.36% stated neutral, there are 4 respondent or 7.27% stated disagree, meanwhile there are 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 3.84 which indicates that the employee of PJB strongly agree that companies inform about the measure of success.

The tenth item, namely Communication and referrals there are 6 respondents or 10.91% stated strongly agree, there are 37 respondents or 67.27% stated agree, there are 9 respondent or 16.36% stated neutral, there are 3 respondent or 5.45% stated disagree, meanwhile there are 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 3.84 which indicates that the employee of PJB agree that the company provides clear guidelines.

The eleventh item, namely Actively take a chance there are 8 respondents or 14.55% stated strongly agree, there are 39 respondents or 70.91% stated agree, there are 6 respondent or 10.91% stated neutral, there are 2 respondent or 3.64% stated disagree, meanwhile there are 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an

average frequency of respondents is 3.96 which indicates that the employee of PJB agree that companies encourage employees to be active in taking a chance

The twelfth item, namely Independent there are 7 respondents or 12.73% stated strongly agree, there are 40 respondents or 72.73% stated agree, there are 6 respondent or 10.91% stated neutral, there are 2 respondent or 3.64% stated disagree, meanwhile there are 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 3.95 which indicates that the employee of PJB agree that companies require employees to independently complete the job.

The thirteenth item, namely Cooperation there are 13 respondents or 23.64% stated strongly agree, there are 37 respondents or 67.27% stated agree, there are 4 respondent or 7.27% stated neutral, there is 1 respondent or 1.82% stated disagree, meanwhile there are 0 or 0% stated strongly disagree. Based on the results of the respondent's answers can be obtained an average frequency of respondents is 4.13 which indicates that the employee of PJB agree that work completed by cooperation according to the assignment.

The fourteenth item, namely Support there are 10 respondents or 18.18% stated strongly agree, there are 35 respondents or 63.64% stated agree, there are 7 respondents or 12.73% stated neutral, there are 2 respondent or 3.64% stated disagree, meanwhile there is 1 or 1.82% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 3.93 which indicates that the employee of PJB agree that companies provide solutions and help when employees find obstacles.

The fifteenth item, namely Dissent there are 9 respondents or 16.36% stated strongly agree, there are 34 respondents or 61.82% stated agree, there are 9 respondent or 16.36% stated neutral, there are 3 respondent or 5.45% stated disagree, meanwhile there are 0 or 0% stated strongly disagree. Based on the results of the respondent's answers can be obtained an average frequency of respondents is 3.89 which indicates that the employee of PJB agree that companies allow dissent.

The sixteenth item, namely Freedom to expression there are 8 respondents or 14.55% stated strongly agree, there are 41 respondents or 74.55% stated agree, there are 4 respondents or 7.27% stated neutral, there are 2 respondents or 3.64% stated disagree, meanwhile there are 0 or 0% stated strongly disagree. Based on the results of the respondent's answers can be obtained an average frequency of respondents is 4.00 which indicates that the employee of PJB agree that companies give freedom to argue.

The seventeenth item, namely Decision making there are 6 respondents or 10.91% stated strongly agree, there are 45 respondents or 81.82% stated agree, there are 2 respondent or 3.64% stated neutral, there are 2 respondent or 3.64% stated disagree, meanwhile there are 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.00 which indicates that the employee of PJB agree that companies motivate employees to take decisions.

The eighteenth item, namely Healthy competition there are 5 respondents or 9.09% stated strongly agree, there are 37 respondents or 67.27% stated agree, there are 10 respondent or 18.18% stated neutral, there are 3 respondent

or 5.45% stated disagree, meanwhile there are 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 3.80 which indicates that the employee of PJB agree that companies motivate employees to be able to compete with healthy.

The nineteenth item, namely Organizational conditions there are 6 respondents or 10.91% stated strongly agree, there are 31 respondents or 56.36% stated agree, there are 13 respondent or 23.64% stated neutral, there are 5 respondent or 9.09% stated disagree, meanwhile there are 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 3.69 which indicates that the employee of PJB agree that all elements of the company are very comfortable with the condition of the company

The twentieth item, namely two-way communication there are 7 respondents or 12.73% stated strongly agree, there are 36 respondents or 65.45% stated agree, there are 10 respondent or 18.18% stated neutral, there are 2 respondent or 3.64% stated disagree, meanwhile there are 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 3.87 which indicates that the employee of PJB agree that companies promoting two-way communication between superiors and subordinates.

The twenty first item, namely Carrier there are 9 respondents or 16.36% stated strongly agree, there are 30 respondents or 54.55% stated agree, there are 11 respondent or 20.00% stated neutral, there are 4 respondent or 7.27%

stated disagree, meanwhile there is 1 or 1.82% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 3.74 which indicates that the employee of PJB strongly agree that companies have a clear strategy for employee careers.

Based on the analysis per item above, it can be concluded the average level of respondents answer (grand mean) is 3.94 which the average of respondent who answered are agree or satisfied about the organization culture. The organization culture can already be declared good, especially in item Accurate who earn the highest points in item mean 4.15 at the indicator of attention of detail with score 4.03.

3. Distribution of Frequency Employee Engagement Variable (Z)

Employee Engagement variable there are nine items of questions given to the respondent to be answered. Respondents' answers can be seen in Table 12:

Table 12. Distribution of Frequency Employee Engagement Variable (Z)

Item	5		4		3		2		1		Item mean	Indicator mean
	f	%	f	%	f	%	f	%	F	%		
Z1	15	27.27	37	67.27	3	5.45	0	0.00	0	0.00	4.22	4.30
Z2	22	40.00	32	58.18	0	0.00	1	1.82	0	0.00	4.36	

Continue Table 12. Distribution of Frequency Employee Engagement Variable (Z)

Item	5		4		3		2		1		Item mean	Indicator mean
Z3	20	36.36	34	61.82	0	0.00	1	1.82	0	0.00	4.33	
Z4	14	25.45	35	63.64	4	7.27	2	3.64	0	0.00	4.11	
Z5	18	32.73	33	60.00	3	5.45	1	1.82	0	0.00	4.24	4.20
Z6	20	36.36	31	56.36	3	5.45	1	1.82	0	0.00	4.27	
Z7	7	12.73	24	43.64	13	23.64	11	20.00	0	0.00	3.49	3.95
Z8	12	21.82	32	58.18	8	14.55	3	5.45	0	0.00	3.96	

Z9	24	43.64	30	54.55	0	0.00	1	1.82	0	0.00	4.40	
Grand mean variable of Employee Engagement											4.15	

Source: Primary Data Processed on September 06, 2017

Based on Table 12, it shows the answer from 55 respondents. The first item, namely The high energy there are 15 respondents or 27.27% stated strongly agree, there are 37 respondents or 67.27% stated agree, there are 3 respondents or 5.45% stated ne1utral, there is 0 respondents or 0.0% stated disagree, meanwhile there is 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.22 which indicates that the employee of PJB strongly agree that they have a passion for work at morning.

The second item, namely Desire to give the best there are 22 respondents or 40.00% stated strongly agree, there are 32 respondents or 58.18% stated agree, there is 0 respondent or 0.0% stated neutral, there is 1 respondent or 1.82% stated disagree, meanwhile there is 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.36 which indicates that the employee of PJB strongly agree that they try to give the best.

The third item, namely Persistent in overcoming any dificulties there are 20 respondents or 36.36% stated strongly agree, there are 34 respondents or 61.82% stated agree, there is 0 respondent or 0.0% stated neutral, there is 1 respondent or 1.82% stated disagree, meanwhile there is 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be

obtained an average frequency of respondents is 4.33 which indicates that the employee of PJB strongly agree that they persistent in completing the work.

The fourth item, namely The significance of the work there are 14 respondents or 25.45% stated strongly agree, there are 35 respondents or 63.64% stated agree, there are 4 respondent or 7.27% stated neutral, there are 2 respondent or 3.64% stated disagree, meanwhile there is 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.11 which indicates that the employee of PJB agree that the work they do has significance.

The fifth item, namely Enthusiasm there are 18 respondents or 32.73% stated strongly agree, there are 33 respondents or 60.00% stated agree, there are 3 respondent or 5.45% stated neutral, there is 1 respondent or 1.82% stated disagree, meanwhile there is 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.24 which indicates that the employee of PJB strongly agree that they are enthusiastic about their work.

The sixth item, namely Proud of the job there are 20 respondents or 36.36% stated strongly agree, there are 31 respondents or 56.36% stated agree, there are 3 respondent or 5.45% stated neutral, there is 1 respondent or 1.82% stated disagree, meanwhile there is 0 or 0% stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.27 which indicates that the employee of PJB strongly agree that they are proud of their work.

The seventh item, namely Totality in work there are 7 respondents or 12.73% stated strongly agree, there are 24 respondents or 43.64% stated agree, there are 13 respondent or 23.64% stated neutral, there are 11 respondent or 20.00% stated disagree, meanwhile there are 0 or 0% stated strongly disagree. Based on the results of the respondent's answers can be obtained an average frequency of respondents is 3.49 which indicates that the employee of PJB agree that their totality in works.

The eighth item, namely Enjoy the job there are 12 respondents or 21.82% stated strongly agree, there are 32 respondents or 58.18% stated agree, there are 8 respondents or 14.55% stated neutral, there are 3 respondents or 5.45% stated disagree, meanwhile there is 0 or 0% stated strongly disagree. Based on the results of the respondent's answers can be obtained an average frequency of respondents is 3.96 which indicates that the employee of PJB agree that they feel happy and enjoy the job.

The ninth item, namely Responsible for the job there are 24 respondents or 43.64% stated strongly agree, there are 30 respondents or 54.55% stated agree, there is 0 respondent or 0.0% stated neutral, there is 1 respondent or 1.82% stated disagree, meanwhile there are 0 or 0% stated strongly disagree.

Based on the analysis per item above, it can be concluded the average level of respondent's answer (grand mean) is 4.15 which the average of respondent who answered are agree or satisfied about the employee engagement. The employee engagement can already be declared good, especially in item Desire to give the best who earn the highest points in the variable of Vigor with score 4.30.

D. Result of Classical Assumption Test

This study uses path analysis, to test the effect of the independent variable on the dependent variable. Variables used will be analyzed further by using the classical assumption test in order to determine if there is a deviation from the existing variables and to obtain statistical conclusions that can be justified. Classical assumption test include:

1. Normality Test

Normality test aims to test whether the data a regression model of dependent variable, independent variable, or both have a normal distribution or not. A good regression model is normal or nearly normal distribution. How to detect the normality assumption is based on the graphs and statistical test. Detection of normality through charts is to look at the histogram lines, a data comparing the observation data is approximately normally distributed, Ghozali (2011:160). Basis for a decision are as follows:

a. If the data is spread around the diagonal line and follows the direction of the diagonal line and follows the direction of the diagonal line, the regression meet normality.

b. If the data is spread far from the diagonal line and did not follow the direction of the diagonal line, the regression does not meet normality, ghozali (2011:163).

Tabel 13. Normality Test

Table 13. One-Sample Kolmogorov-Smirnov Test

	Unstandardized Residual	Unstandardized Residual
N	55	55
Normal Parameters[a,b] Mean	,0000000	,0000000
Std. Deviation	6,66064560	3,03951487
Most Extreme Differences Absolute	,084	,106
Positive	,040	,106
Negative	-,084	-,072
Test Statistic	,084	,106
Asymp. Sig. (2-tailed)	,200[c,d]	,182[c]

a. Test distribution is Normal.

Source : Primary Data Processed on July 13, 2017

The calculation results obtained, the value of **sig.** is bigger than 0,05, then the provisions of H0 is accepted that means the normality assumption is fulfilled.

2. Linearity Test

Linearity test aims to determine the linearity of the relationship between independent variables and dependent variables. Linearity test in this research use test for linierity with the help of SPSS program version 24, two variables are said to have a linear relationship when the significance (on linierity column) less than 0.05 (Priyatno, 2010).

Table 14. Linearity test results between variable transformational leadership with organizational culture

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Y * X	Between Groups	(Combined)	3062.422	18	170.135	4.602	.000
		Linearity	1997.679	1	1997.679	54.035	.000
		Deviation from Linearity	1064.743	17	62.632	1.694	.090
	Within Groups		1330.924	36	36.970		
	Total		4393.345	54			

Table 15. Linearity test result between variable transformational leadership with employee engagement

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Z * X	Between Groups	(Combined)	692.006	18	38.445	2.785	.004
		Linearity	480.574	1	480.574	34.812	.000
		Deviation from Linearity	211.432	17	12.437	.901	.578
	Within Groups		496.976	36	13.805		
	Total		1188.982	54			

Table 16. Linearity test result between variable organizational culture with employee engagement

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Z * Y	Between Groups	(Combined)	938.248	24	39.094	4.678	.000
		Linearity	648.783	1	648.783	77.626	.000
		Deviation from Linearity	289.466	23	12.585	1.506	.145
	Within Groups		250.733	30	8.358		
	Total		1188.982	54			

Based on the table above, the linearity test results for the variable transformational leadership with organizational culture obtained by the Sig. on a linearity column of 0,000 (0,000 <0.05). As for the variable transformational leadership with employee engagement obtained Sig value. on a linearity column of 0,000 (0,000 <0.05). Thus, for organizational culture variable with employee engagement obtained Sig value. on a linearity column of 0,000 (0,000 <0.05). Significant value between independent variables with dependent variable is less than 0.05, it can be concluded that the relationship between each independent variable with dependent variable is linear.

E. Result of Hypothesis Testing

1. Transformational leadership on organizational culture

The test results, influence of transformational leadership on organizational culture can be seen in Table 17. The research hypothesis tested were as follows:

H_1: Transformational leadership has positive and significance influence on organizational culture

Table 17. Result of Transformational leadership on organizational culture

Independent Variable	Dependent Variable	Beta	t	*p-value*	Info
Transformational Leadership	Organizational Culture	0.674	6.648	0.000	Sig.
R *square* $(R^2) = 0.455$					

Source: Primary data is processed on September 13, 2017

The influence of transformational leadership on organizational culture show with beta coefficient in the amount of 0.674 has a positive sign which shows that if the transformational leadership variable has increased, so the organizational culture variable will be increased as well, t_{count} a number of 6.648 with probability of 0,000 (p<0.05) so the decision is H_0 rejected. . Thus, the results of the t test supported the first hypothesis, that is transformational leadership has positive and significantly influence on organizational culture.

The coefficient of determination (R-*square*) in the amount of 0.455 or 45.5%. These results show that the contribution of transformational leadership to organizational culture is 45.5%, while the contribution of other variables outside of this research model is 54.5%.

2. Transformational Leadership on Employee Engagement

The test results, influence of transformational leadership on employee engagement can be seen in Table 18. The research hypothesis tested were as follows:

H_2: Transformational leadership has positive and significance influence on employee engagement

Table 18. Result of Transformational Leadership on Employee Engagement

Independent variable	Dependent variable	Beta	t	*p-value*	Info
Transformational Leadership	Employee Engagement	0.252	2.075	0.043	Sig.
R *square* $(R^2) = 0.580$					

Source: Primary data is processed on September 13, 2017

The influence of transformational leadership on employee engagement show with beta coefficient in the amount of 0.252 has a positive sign which shows that if the Transformational Leadership variable has increased, so the Employee Engagement variable will be increased as well, t_{count} a number of 2.075 with probability of 0.043 (p<0.05) so the decision is H_0 rejected. . Thus, the results of the t test supported the second hypothesis, that is transformational leadership has positive and significantly influence on employee engagement.

The coefficient of determination (R-*square*) in the amount of 0.580 or 58%. These results show that the contribution of transformational leadership to employee engagement is 58%, while the contribution of other variables outside of this research model is 42%.

3. Organizational Culture on Employee Engagement

The test results, influence of organizational culture on employee engagement can be seen in Table 19. The research hypothesis tested were as follows:

H_3: Organizational Culture has positive and significance influence on Employee Engagement

Table 19. Result of Organizational culture on employee engagement

Independent variable	Dependent variable	Beta	t	*p-value*	Info
Organizational Culture	Employee Engagement	0.568	4.673	0.000	Sig.
R *square* (R^2) = 0.580					

Source: Primary data is processed on September 13, 2017

The influence of organizational culture on employee engagement show in beta coefficient in amount of 0.568 has a positive sign which shows that if the organizational culture variable has increased, so the employee engagement variable will be increased as well, t_{count} a number of 4.673 with probability of 0.000 (p<0.05) so the decision is H_0 rejected. Thus, the results of the t test supported the third hypothesis, that is organizational culture has positive and significantly influence on employee engagement.

The coefficient of determination (R-*square*) in the amount of 0.580 or 58%. These results show that the contribution of organizational culture to employee engagement is 58%, while the contribution of other variables outside of this research model is 42%.

4. **Sobel Test**

The amount of indirect influence or influence of mediation can be done by using the Sobel Test. Here is how to calculate:

$$Sab = \sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}$$

$$Sab = \sqrt{(0,568)^2(0,159)^2 + (0,674)^2(0,063)^2 + (0,159)^2(0,063)^2}$$

$$Sab = \sqrt{0,0001} = 0,01$$

To test the significance of indirect effect, it is necessary to calculate the t value of the ab coefficient with the following formula:

$$t = \frac{ab}{Sab}$$

$$t = \frac{(0,674)(0,568)}{0,01}$$

$$t = \frac{0,382832}{0,01}$$

$$t = 3,828$$

Based on Sobel test calculation above, there is the influence mediation. The value of t research = 3.82832 greater than t table with a significance level of 0.05 that is equal to 1.675. this supported the fourth hypothesis, that is transformational leadership has a positive and significantly influence on employee engagement through organizational culture.

The summary of the findings for each research hypothesis is presented in table 20.

Table 20. Summary for Hypothesis Testing

Hypothesis	Beta Coefficient	t_{count}	Sig. (p<0.05)	Result
H1: X on Y	0.674	6.648	0.000	Supported
H2: X on Z	0.252	2.075	0.043	Supported
H3: Y on Z	0.568	4.673	0.000	Supported

H4: X on Z through Y	0.382	3.828	0.001	Supported

Source: Processed by Author on April 29, 2018

F. Result of Path Analysis

Based on the result of hypothesis testing seen that each independent variable either intervening has a significant effect to the dependent variable therefore the path analysis testing stage can be done immediately. In general, the stages of doing path analysis are as follows:

1. Path coefficient of Transformational Leadership on Organizational Culture and Employee Engagement

Direct effect (DE)   = PZX

= 0.252

Indirect effect (IE)   = PYX x PZY

= 0.674 x 0.568

= 0.382

Total effect (TE)   = PZX + (PYX x PZY)

= 0.252 + 0.382

= 0.634

The calculation show that Direct Effect (DE) of transformational leadership variable on employee engagement in the research are PZX in the amount of 0,252. Indirect effect (IE) of transformational leadership variable on organizational culture

and employee engagement in the amount of 0.382 and then the Total effect (TE) with formulas DE+IE are $= 0.252 + 0.382 = 0.634$

2. Path analysis result diagram

The result of path coefficients calculation obtained in the research, resulted path coefficient between variables as described in Figure 4.
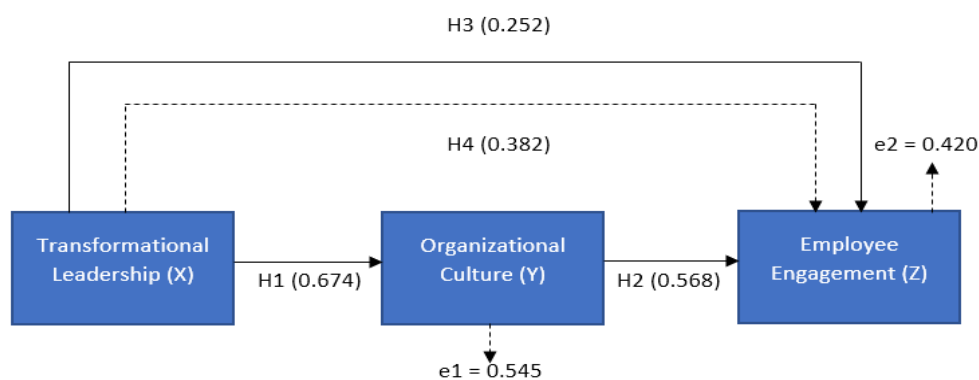
Figure 4. Path analysis diagram of Transformational Leadership, Organizational Culture, and Employee Engagement

Based on the calculation that have been done, the research result path analysis between variable that explain in the figure 3. Variable coefficient of transformational leadership on organizational culture in the amount of 0,674. Variable coefficient of organizational culture on employee engagement in the amount of 0,568. Variable coefficient of transformational leadership on employee engagement in the amount of 0.252.

Based on the results described previously, it can be concluded that the indirect effect between variables have a greater influence than the direct effect with a percentage of 38.2%.

Path analysis result diagram on figure 3 has following the equation:

    a.   Sub Structural I: Y= 0.674

b. Sub Structural II: Z= 0.252 + 0.568

3. Assessment Model

Assessment model in the research are measured by using determination coefficient (R^2) in both equation. Assessment calculation of the model hypothesis as follows:

$$R^2 \text{model} = 1 - (1 - R_1^2)(1 - R_2^2)$$
$$= 1 - (1 - 0.455)(1 - 0.580)$$
$$= 1 - (0.545)(0.420)$$
$$= 1 - 0.2289$$
$$= 0.7711 \text{ or } 77.11\%$$

The result of assessment model calculation in the amount of 77.11%. It explained that the contribution of structural model to describe relationship of the three variables studied amounted 77.11%. While the remaining amount 22.89% explain in the other variable that are not included in the research model.

G. Discussion of Research Result

The result of research from transformational leadership, organizational culture and employee engagement has four results hypothesis testing. The hypothesis are the influence of transformational leadership on organizational culture, the influence of transformational leadership on employee engagement, the influence of organizational culture on employee engagement, and the influence of

transformational leadership on employee engagement through organizational culture. Here are the results of three test.

1. The influence of transformational leadership on organizational culture

Based on the data from Table 17, it can be seen the result of path analysis from the positive variable of transformational leadership on organizational culture. Thus, the results of the t test supported the first hypothesis, that is transformational leadership has positive and significantly influence on organizational culture.

The results of this research support by previous research conducted by Salain (2013) The Influence of Leadership on Organizational Culture of Innovation and Employee Performance (Case Study At Regional Offices of PT Pegadaian (Persero) Denpasar. In his research resulted that transformational leadership positively influence to organizational innovation culture to employees in regional office PT Pegadaian (Persero) Denpasar. Agree with research conducted by Acar (2012): Organizational culture, leadership styles and organizational commitment in Turkish logistics industry. The purpose of this study is to explore the impact caused by organizational culture and leadership style on employee commitment. The results of his research suggest that the transformational leadership style empowers employees to face challenges in the future, or when they feel that their leadership vision is in line with their expectations, or support their efforts to achieve goals, so that their affective culture level is higher. It also strengthens the results of this study can be seen in table 11, the indicator inspirational motivation which led PT PJB

can establish a good organizational culture as in accordance with the expectations of employees, spirit at work as well as the ability to motivate employees.

2. The influence of transformational leadership on employee engagement

Based on the data from Table 18, it can be seen the result of path analysis from the positive variable of transformational leadership on employee engagement. Thus, the results of the t test supported the second hypothesis, that is transformational leadership has positive and significantly influence on employee engagement.

The results of this study contradict with the results of research Rukmana (2014: 11) The Influence of Transformational Leadership and Organizational Culture Against Employee Engagement in BPJS Employment. The results of this research states that the results of research in BPJS Employment is not in line with the results of these studies. The implementation of transformational leadership in BPJS Employment has no direct effect on the employee engagement employee level.

The results of this study also reinforce the theory that charisma is an important indicator for employee engagement. This can be seen in table 11, on the charismatic indicator obtaining the highest average. Strickland (Roberson & Strickland, 2010: 313-326), conducted a study of the relationship between charismatic leadership style and work engagement, and the result is that the charismatic leadership style has a positive correlation with work engagement.

Bono (Roberson & Strickland, 2010: 313) reinforces Strickland's research results that followers of transformational leaders produce individuals who are more attached to their work.

3. The influence of organizational culture on employee engagement

Based on the data from Table 19, it can be seen the result of path analysis from the positive variable of organizational culture on employee engagement. Thus, the results of the t test supported the third hypothesis, that is organizational culture has positive and significantly influence on employee engagement.

This result is also supported by research of Farah Rizkiana Novianti (2011: 143) about The Relationship Between Perceived Leadership Style and Organizational Culture with Employee Engagement In PT Triad Pustaka Mandiri Surakarta, there is a positive and significant relationship between the perception of organizational culture with employee engagement. The higher the perception of organizational culture, the higher the level of employee engagement in employees.

Based on research by Ni Wayan Yadnyawati (2012 : 79) about Analysis of Effect of Organizational Culture Against Employee Engagement Case Study on the Indonesia Stock Exchange, the result indicate that all sub variables of organizational culture have influence on all sub variables of employee engagement: vigor, dedication, and absorption. Sub variable mission showed the significant influence on dedication and absorption. Consistency showed the significant influence on vigor.

Based on result of Table 12, it can be seen that all sub variables of organizational culture have influence on employee engagement, specially in the indicator attention of detail. This shows that employees of PT PJB feel more attached to the company while the existing organizational culture requires them to be more detailed and carefull at work.

4. The Influence of Transformational Leadership on Employee Engagement with Organizational Culture as Intervening Variable

The result of this study support the fourth hypothesis, based on the calculation of the Sobel test, there is influence of mediation because the value of t research greater than t table. This can be interpreted the result of Sobel test supported the fourth hypothesis that is Transformational Leadership has a positive and significantly influence on Employee Engagement through Organizational Culture.

The result of this study are also supported by Asep Rukmana (2014; 10) which states that the joint implementation of transformational leadership and organizational culture will strongly increase employee engagement. Therefore, this research showed that organizational culture as intervening variabel has a greater influence on employee engagement, this can be known from indirect effect value of 0.382 whereas direct effect from transformational leadership to employee engagement is only 0.252. It means that with existence of organizational culture could forming engagement towards employee especially related with attention to detail and outcome orientation. It is because most of the employee have a reason they feel more motivated to carry out superior

orders because the attention given by superiors is not only great things but also small things. In addition, a clear corporate objective to make employees can focus on doing the job. They can adjust their business level with the target to be achieved.

Therefore, a good organizational culture can make employees feel more attached to the company and they will strive more to meet company goals. This strenghthens the previous analysis result as expressed by McBain (2007; 19), organizations become one of the driving forces in forming employee engagement, elements of the organization such as values, vision, mission, organization image, system and organizational structure, and organizational culture.
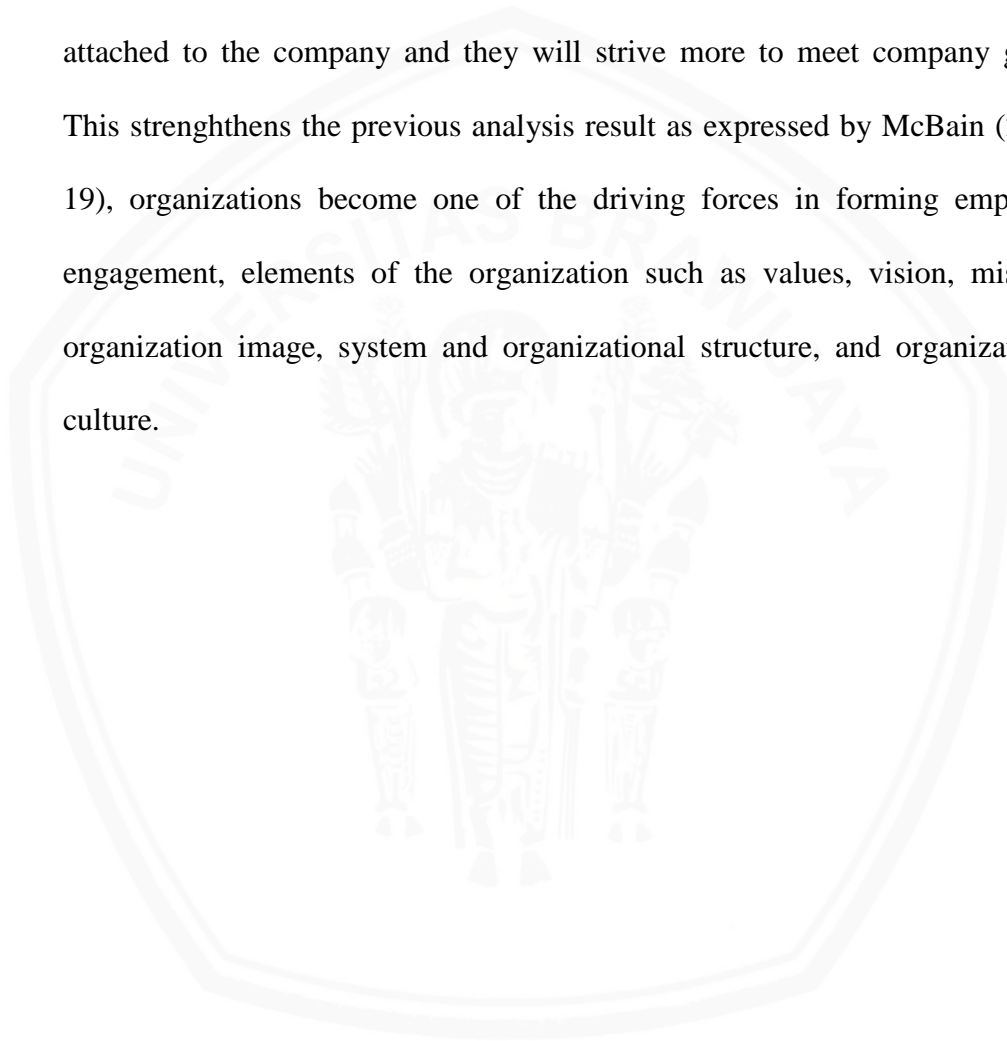
CHAPTER V

CONCLUSION AND SUGGESTION

A. Conclusions

Based on data analysis result and the discussion related to The Influence of Transformational Leadership on Organizational Culture and Employee Engagement obtained some conclusions such as:

1. The results showed that the variable Transformational Leadership (X) has a positive and significant influence on Organizational Culture (Y), which means that the transformational leadership style in PT PJB can form a good organizational culture.

2. The results showed that the variable Transformational Leadership (X) has positive and significant influence on Employee Engagement (Z), which means transformational leadership style that applied by the leadership of PT PJB makes the employees become more engage to the company.

3. The results showed that Organizational Culture (Y) variable has positive and significant effect to Employee Engagement (Z), which means organizational culture that applied in company can increase employee engagement of employee at company.

4. Based on calculation of the sobel test, there is influence of mediation because the value of t research bigger than t table. This result supported the fourth hypothesis that Transformational Leadership has positive and significantly influence on Employee Engagement through Organizational Culture.

B. Suggestions

Based on the conclusions above, some suggestions are delivered from the researcher which are expected to be useful for the company as well as for others. The advice given, among others:

1. PT PJB should maintain and improve the application of leadership style of Transformational Leadership in the company, because Transformational Leadership has a significant influence on Organizational Culture and Employee Engagement.

2. The company should be able to provide education to all employees of the importance of following the existing organizational culture in the company, so that employees will be able to feel more attached to the company.

3. For the future researchers, it is expected to do the same research by using different of object and population to validity the research. Moreover, it can be examined with other variables to get more varied result.

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APPENDICES

APPENDIX 1 Research Questionnaire

SURAT PENGANTAR ANGKET PENELITIAN

Kepada Yth   : Bapak/Ibu karyawan PT. Pembangkitan Jawa Bali (PJB) – Unit Pembangkit (UP) Brantas

Dengan Hormat,

Dalam rangka menyelesaikan tugas akhir skripsi dan meraih gelar S1 jurusan Administrasi Bisnis, Fakultas Ilmu Administrasi Universitas Brawijaya Malang yang berjudul "Pengaruh Kepemimpinan Transformasional terhadap Budaya Organisasi dan Keterikatan Karyawan", saya sebagai peneliti memohon bantuan Bapak/Ibu untuk dapat mengisi angket yang telah disediakan.

Angket ini bukan tes psikologi dari atasan atau dari pihak manapun, maka dari itu Bapak/Ibu tidak perlu ragu-ragu dalam memberikan jawaban yang sejujurnya. Jawaban yang diminta adalah sesuai dengan kondisi yang dirasakan oleh Bapak/Ibu selama bekerja.

Setiap jawaban yang Bapak/Ibu berikan merupakan bantuan yang tak ternilai harganya bagi penelitian ini. Atas perhatian dan bantuannya, peneliti mengucapkan banyak terima kasih.

Hormat saya,

(Fariz Alfan Azizi Permadi)

Data Diri Responden

Lengkapilah informasi berikut ini :

Nama   : _____ (boleh tidak

diisi)

Jenis Kelamin   : ☐ Laki-laki   ☐ Perempuan

Usia   : _____ tahun

Masa Kerja   : _____ tahun

Tingkat Pendidikan   : ☐ SMP   ☐ S1

                                ☐ SMA/sederajat   ☐ S2

                                ☐ Diploma

Petunjuk Pengisian Kuesioner

1. Berilah tanda centang (√) pada jawaban yang Bapak/Ibu anggap benar atau sesuai dengan keyakinan.
2. Pilih hanya satu jawaban pada setiap pernyataan.

   Berikut ini adalah pilihan jawaban dari pernyataan angket ini:

   STS   : Sangat Tidak Setuju

   TS   : Tidak Setuju

   RG   : Ragu - Ragu

   S   : Setuju

   SS   : Sangat Setuju

Pilihlah jawaban dengan menggunakan tanda (√) pada kolom yang tersedia.

Berikut ini adalah pernyataan terkait kondisi yang dirasakan saat Bapak/Ibu bekerja di PT. Pembangkitan Jawa Bali – UP Brantas.

1. Kepemimpinan Transformasional

No.	Indikator	Pernyataan	STS	TS	RG	S	SS
1.		Saya mempercayai kepemimpinan atasan saya					
2.	Karismatik	Saya bangga menjadi rekan kerja atasan saya					
3.		Pimpinan saya adalah panutan saya					
4.		Tindakan yang dilakukan pimpinan sesuai dengan harapan saya					
5.	Inspirasional	Pimpinan membangkitkan antusiasme saya untuk melakukan pekerjaan					
6.		Pimpinan menumbuhkan rasa percaya diri saya dalam melakukan pekerjaan					
7.		Pimpinan mendorong saya untuk selalu inovatif dalam menyelesaikan pekerjaan					
8	Stimulasi intelektual	Pimpinan memotivasi saya untuk menyelesaikan masalah pekerjaan secara rasional					
9		Pimpinan saya bersemangat untuk mendengarkan ide-ide baru					
10	Perhatian secara	Pimpinan saya memahami gaya					

No.	Indikator	Pernyataan	STS	TS	RG	S	SS
	individual	kerja saya dengan baik					
11		Pimpinan bersedia mendengarkan kesulitan yang saya alami					
12		Pimpinan memberikan penghargaan sesuai dengan prestasi saya					

2. Budaya Organisasi

No.	Indikator	Pernyataan	STS	TS	RG	S	SS
1.	Inovasi dan keberanian pengambilan resiko	Perusahaan memberikan kebebasan kepada saya untuk mengembangkan ide baru dalam pekerjaan					
2.		Perusahaan membebaskan saya untuk mengemukakan pendapat					
3.		Pihak manajemen memotivasi saya untuk siap mengambil risiko dalam melakukan pekerjaan					
4.	Perhatian terhadap hal-hal yang rinci	Perusahaan mendorong saya untuk lebih perhatian terhadap detail dalam melakukan pekerjaan					
5.		Pihak manajemen memotivasi saya untuk lebih cermat dalam melakukan pekerjaan					
6.		Perusahaan menuntut saya untuk menyelesaikan pekerjaan dengan akurat					

No.	Indikator	Pernyataan	STS	TS	RG	S	SS
7.	Orientasi hasil	Perusahaan menyampaikan tujuan perusahaan kepada saya					
8		Perusahaan memotivasi saya untuk fokus pada hasil yang ingin dicapai					
9		Pihak manajemen menginformasikan dengan jelas mengenai ukuran keberhasilan dalam pekerjaan saya					
10	Orientasi orang	Pihak manajemen memberikan arahan yang jelas mengenai pekerjaan yang harus saya lakukan					
11		Manajemen perusahaan mendorong saya untuk aktif mengambil kesempatan yang ada					
12		Perusahaan menuntut saya untuk mandiri dalam menyelesaikan pekerjaan					
13	Orientasi tim	Di dalam perusahaan tempat saya bekerja, pekerjaan diselesaikan dengan kerjasama tim sesuai penugasan dari atasan					
14		Pihak manajemen memberi solusi dan bantuan jika saya menemukan kendala dalam melakukan pekerjaan					
15		Perusahaan mengizinkan adanya perbedaan pendapat dalam pekerjaan					
16	Keagresifan	Saya diberi kebebasan mengeluarkan saran yang membangun kepada pimpinan					
17		Manajemen perusahaan memotivasi saya untuk berani					

No.	Indikator	Pernyataan	STS	TS	RG	S	SS
		mengambil sebuah keputusan					
18		Perusahaan memotivasi saya melakukan persaingan yang sehat antar karyawan dalam melakukan pekerjaan					
19		Seluruh elemen perusahaan sangat nyaman dengan kondisi organisasi saat ini					
20	Stabilitas	Perusahaan mengedepankan komunikasi dua arah antara atasan dan bawahan					
21		Perusahaan ini memiliki strategi yang jelas untuk masa depan karir karyawan					

3. Keterikatan Karyawan

No.	Indikator	Pernyataan	STS	TS	RG	S	SS
1.	*Vigor*	Ketika saya bangun di pagi hari, saya bersemangat untuk berangkat bekerja					
2.	(Merupakan karakter pegawai yang memiliki energi tinggi, kemauan bekerja, dan mampu menghadapi kesulitan)	Saat bekerja saya terus berusaha memberikan yang terbaik					
3.		Ketika menghadapi kesulitan dalam pekerjaan, saya berusaha untuk menyelesaikannya					
4.	*Dedication* (Karakter pegawai yang memiliki keterkaitan yang kuat dengan	Pekerjaan yang saya lakukan memiliki makna tersendiri bagi saya					

No.	Indikator	Pernyataan	STS	TS	RG	S	SS
5.	pekerjaanya)	Saya antusias terhadap pekerjaan saya					
6.		Saya bangga dengan pekerjaan yang saya lakukan					
7.	*Absorption* (Merupakan karakter pegawai yang menikmati pekerjaannya, berkonsentrasi penuh dalam bekerja dan tidak tepisahkan dengan pekerjaanya)	Saat bekerja saya seakan lupa akan hal-hal lain di sekeliling saya selain pekerjaan yang saya hadapi					
8		Saya merasa senang meski banyak pekerjaan yang masih harus saya hadapi					
9		Hal yang sudah menjadi tanggung jawab saya dalam pekerjaan, akan saya selesaikan hingga selesai					

Terima kasih atas kesediaan Bapak/Ibu/Saudara dalam mengisi jawaban pada kuesioner ini

APPENDIX 2 Results of Validity and Reliability Test

a. **Results of Validity and Reliability Transformational Leadership (X)**

Correlations   **Reliability**

Correlations

		X
X1	Pearson Correlation	.844**
	Sig. (2-tailed)	.000
	N	55
X2	Pearson Correlation	.683**
	Sig. (2-tailed)	.000
	N	55
X3	Pearson Correlation	.742**
	Sig. (2-tailed)	.000
	N	55
X4	Pearson Correlation	.829**
	Sig. (2-tailed)	.000
	N	55
X5	Pearson Correlation	.684**
	Sig. (2-tailed)	.000
	N	55
X6	Pearson Correlation	.770**
	Sig. (2-tailed)	.000
	N	55
X7	Pearson Correlation	.725**
	Sig. (2-tailed)	.000
	N	55
X8	Pearson Correlation	.806**
	Sig. (2-tailed)	.000
	N	55
X9	Pearson Correlation	.777**
	Sig. (2-tailed)	.000
	N	55
X10	Pearson Correlation	.722**
	Sig. (2-tailed)	.000
	N	55
X11	Pearson Correlation	.766**
	Sig. (2-tailed)	.000
	N	55
X12	Pearson Correlation	.720**
	Sig. (2-tailed)	.000
	N	55

**. Correlation is significant at the 0.01 level

Case Processing Summary

		N	%
Cases	Valid	55	100.0
	Excluded[a]	0	.0
	Total	55	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.931	12

b. Results of Validity and Reliability Organizational Culture (Y)

Correlation

Reliability

Correlations

		Y
Y1	Pearson Correlation	.692**
	Sig. (2-tailed)	.000
	N	55
Y2	Pearson Correlation	.612**
	Sig. (2-tailed)	.000
	N	55
Y3	Pearson Correlation	.615**
	Sig. (2-tailed)	.000
	N	55
Y4	Pearson Correlation	.600**
	Sig. (2-tailed)	.000
	N	55
Y5	Pearson Correlation	.730**
	Sig. (2-tailed)	.000
	N	55
Y6	Pearson Correlation	.750**
	Sig. (2-tailed)	.000
	N	55
Y7	Pearson Correlation	.752**
	Sig. (2-tailed)	.000
	N	55
Y8	Pearson Correlation	.730**
	Sig. (2-tailed)	.000
	N	55
Y9	Pearson Correlation	.734**
	Sig. (2-tailed)	.000
	N	55
Y10	Pearson Correlation	.723**
	Sig. (2-tailed)	.000
	N	55
Y11	Pearson Correlation	.676**
	Sig. (2-tailed)	.000
	N	55
Y12	Pearson Correlation	.660**
	Sig. (2-tailed)	.000
	N	55
Y13	Pearson Correlation	.504**
	Sig. (2-tailed)	.000
	N	55
Y14	Pearson Correlation	.706**
	Sig. (2-tailed)	.000
	N	55
Y15	Pearson Correlation	.642**
	Sig. (2-tailed)	.000
	N	55
Y16	Pearson Correlation	.692**
	Sig. (2-tailed)	.000
	N	55
Y17	Pearson Correlation	.785**
	Sig. (2-tailed)	.000
	N	55
Y18	Pearson Correlation	.654**
	Sig. (2-tailed)	.000
	N	55
Y19	Pearson Correlation	.634**
	Sig. (2-tailed)	.000
	N	55
Y20	Pearson Correlation	.455**
	Sig. (2-tailed)	.000
	N	55
Y21	Pearson Correlation	.644**
	Sig. (2-tailed)	.000
	N	55

**. Correlation is significant at the 0.01 level

Case Processing Summary

		N	%
Cases	Valid	55	100.0
	Excluded[a]	0	.0
	Total	55	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.935	21

c. Results of Validity and Reliability Employee Engagement (Z)

Correlations

Reliability

Correlations

		Z
Z1	Pearson Correlation	.595**
	Sig. (2-tailed)	.000
	N	55
Z2	Pearson Correlation	.854**
	Sig. (2-tailed)	.000
	N	55
Z3	Pearson Correlation	.866**
	Sig. (2-tailed)	.000
	N	55
Z4	Pearson Correlation	.799**
	Sig. (2-tailed)	.000
	N	55
Z5	Pearson Correlation	.880**
	Sig. (2-tailed)	.000
	N	55
Z6	Pearson Correlation	.789**
	Sig. (2-tailed)	.000
	N	55
Z7	Pearson Correlation	.636**
	Sig. (2-tailed)	.000
	N	55
Z8	Pearson Correlation	.851**
	Sig. (2-tailed)	.000
	N	55
Z9	Pearson Correlation	.811**
	Sig. (2-tailed)	.000
	N	55

**. Correlation is significant at the 0.01 level

Case Processing Summary

		N	%
Cases	Valid	55	100.0
	Excluded[a]	0	.0
	Total	55	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.914	9

APPENDIX 3 Results of the calculation of the frequency distribution

a. **The frequency distribution of Transformational Leadership**

Frequency Table

X1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	10	18.2	18.2	18.2
	4.00	39	70.9	70.9	89.1
	3.00	4	7.3	7.3	96.4
	2.00	2	3.6	3.6	100.0
	Total	55	100.0	100.0	

X2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	22	40.0	40.0	40.0
	4.00	31	56.4	56.4	96.4
	3.00	1	1.8	1.8	98.2
	2.00	1	1.8	1.8	100.0
	Total	55	100.0	100.0	

X3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	11	20.0	20.0	20.0
	4.00	35	63.6	63.6	83.6
	3.00	8	14.5	14.5	98.2
	2.00	1	1.8	1.8	100.0
	Total	55	100.0	100.0	

X4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	8	14.5	14.5	14.5
	4.00	36	65.5	65.5	80.0
	3.00	7	12.7	12.7	92.7
	2.00	4	7.3	7.3	100.0
	Total	55	100.0	100.0	

X5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	10	18.2	18.2	18.2
	4.00	39	70.9	70.9	89.1
	3.00	6	10.9	10.9	100.0
	Total	55	100.0	100.0	

X6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	11	20.0	20.0	20.0
	4.00	38	69.1	69.1	89.1
	3.00	5	9.1	9.1	98.2
	2.00	1	1.8	1.8	100.0
	Total	55	100.0	100.0	

X7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	13	23.6	23.6	23.6
	4.00	33	60.0	60.0	83.6
	3.00	8	14.5	14.5	98.2
	2.00	1	1.8	1.8	100.0
	Total	55	100.0	100.0	

X8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	8	14.5	14.5	14.5
	4.00	40	72.7	72.7	87.3
	3.00	6	10.9	10.9	98.2
	2.00	1	1.8	1.8	100.0
	Total	55	100.0	100.0	

X9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	11	20.0	20.0	20.0
	4.00	35	63.6	63.6	83.6
	3.00	7	12.7	12.7	96.4
	2.00	2	3.6	3.6	100.0
	Total	55	100.0	100.0	

X10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	8	14.5	14.5	14.5
	4.00	35	63.6	63.6	78.2
	3.00	11	20.0	20.0	98.2
	2.00	1	1.8	1.8	100.0
	Total	55	100.0	100.0	

X11

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	8	14.5	14.5	14.5
	4.00	41	74.5	74.5	89.1
	3.00	5	9.1	9.1	98.2
	2.00	1	1.8	1.8	100.0
	Total	55	100.0	100.0	

X12

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	7	12.7	12.7	12.7
	4.00	36	65.5	65.5	78.2
	3.00	10	18.2	18.2	96.4
	2.00	2	3.6	3.6	100.0
	Total	55	100.0	100.0	

b. **The frequency distribution of Organizational Culture**

Y1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	8	14.5	14.5	14.5
	4.00	41	74.5	74.5	89.1
	3.00	4	7.3	7.3	96.4
	2.00	2	3.6	3.6	100.0
	Total	55	100.0	100.0	

Y2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	7	12.7	12.7	12.7
	4.00	40	72.7	72.7	85.5
	3.00	5	9.1	9.1	94.5
	2.00	3	5.5	5.5	100.0
	Total	55	100.0	100.0	

Y3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	8	14.5	14.5	14.5
	4.00	37	67.3	67.3	81.8
	3.00	8	14.5	14.5	96.4
	2.00	2	3.6	3.6	100.0
	Total	55	100.0	100.0	

Y4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	11	20.0	20.0	20.0
	4.00	35	63.6	63.6	83.6
	3.00	5	9.1	9.1	92.7
	2.00	4	7.3	7.3	100.0
	Total	55	100.0	100.0	

Y5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	10	18.2	18.2	18.2
	4.00	37	67.3	67.3	85.5
	3.00	6	10.9	10.9	96.4
	2.00	2	3.6	3.6	100.0
	Total	55	100.0	100.0	

Y6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	12	21.8	21.8	21.8
	4.00	40	72.7	72.7	94.5
	3.00	2	3.6	3.6	98.2
	2.00	1	1.8	1.8	100.0
	Total	55	100.0	100.0	

Y7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	10	18.2	18.2	18.2
	4.00	39	70.9	70.9	89.1
	3.00	5	9.1	9.1	98.2
	2.00	1	1.8	1.8	100.0
	Total	55	100.0	100.0	

Y8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	10	18.2	18.2	18.2
	4.00	40	72.7	72.7	90.9
	3.00	5	9.1	9.1	100.0
	Total	55	100.0	100.0	

Y9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	8	14.5	14.5	14.5
	4.00	34	61.8	61.8	76.4
	3.00	9	16.4	16.4	92.7
	2.00	4	7.3	7.3	100.0
	Total	55	100.0	100.0	

Y10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	6	10.9	10.9	10.9
	4.00	37	67.3	67.3	78.2
	3.00	9	16.4	16.4	94.5
	2.00	3	5.5	5.5	100.0
	Total	55	100.0	100.0	

Y11

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	8	14.5	14.5	14.5
	4.00	39	70.9	70.9	85.5
	3.00	6	10.9	10.9	96.4
	2.00	2	3.6	3.6	100.0
	Total	55	100.0	100.0	

Y12

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	7	12.7	12.7	12.7
	4.00	40	72.7	72.7	85.5
	3.00	6	10.9	10.9	96.4
	2.00	2	3.6	3.6	100.0
	Total	55	100.0	100.0	

Y13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	13	23.6	23.6	23.6
	4.00	37	67.3	67.3	90.9
	3.00	4	7.3	7.3	98.2
	2.00	1	1.8	1.8	100.0
	Total	55	100.0	100.0	

Y14

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	10	18.2	18.2	18.2
	4.00	35	63.6	63.6	81.8
	3.00	7	12.7	12.7	94.5
	2.00	2	3.6	3.6	98.2
	1.00	1	1.8	1.8	100.0
	Total	55	100.0	100.0	

Y15

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	9	16.4	16.4	16.4
	4.00	34	61.8	61.8	78.2
	3.00	9	16.4	16.4	94.5
	2.00	3	5.5	5.5	100.0
	Total	55	100.0	100.0	

Y16

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	8	14.5	14.5	14.5
	4.00	41	74.5	74.5	89.1
	3.00	4	7.3	7.3	96.4
	2.00	2	3.6	3.6	100.0
	Total	55	100.0	100.0	

Y17

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	6	10.9	10.9	10.9
	4.00	45	81.8	81.8	92.7
	3.00	2	3.6	3.6	96.4
	2.00	2	3.6	3.6	100.0
	Total	55	100.0	100.0	

Y18

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	5	9.1	9.1	9.1
	4.00	37	67.3	67.3	76.4
	3.00	10	18.2	18.2	94.5
	2.00	3	5.5	5.5	100.0
	Total	55	100.0	100.0	

Y19

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	6	10.9	10.9	10.9
	4.00	31	56.4	56.4	67.3
	3.00	13	23.6	23.6	90.9
	2.00	5	9.1	9.1	100.0
	Total	55	100.0	100.0	

Y20

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	7	12.7	12.7	12.7
	4.00	36	65.5	65.5	78.2
	3.00	10	18.2	18.2	96.4
	2.00	2	3.6	3.6	100.0
	Total	55	100.0	100.0	

Y21

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	9	16.4	16.4	16.4
	4.00	30	54.5	54.5	70.9
	3.00	11	20.0	20.0	90.9
	2.00	4	7.3	7.3	98.2
	1.00	1	1.8	1.8	100.0
	Total	55	100.0	100.0	

c. **The frequency distribution of Organizational Culture**

Z1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	15	27.3	27.3	27.3
	4.00	37	67.3	67.3	94.5
	3.00	3	5.5	5.5	100.0
	Total	55	100.0	100.0	

Z2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	22	40.0	40.0	40.0
	4.00	32	58.2	58.2	98.2
	2.00	1	1.8	1.8	100.0
	Total	55	100.0	100.0	

Z3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	20	36.4	36.4	36.4
	4.00	34	61.8	61.8	98.2
	2.00	1	1.8	1.8	100.0
	Total	55	100.0	100.0	

Z4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	14	25.5	25.5	25.5
	4.00	35	63.6	63.6	89.1
	3.00	4	7.3	7.3	96.4
	2.00	2	3.6	3.6	100.0
	Total	55	100.0	100.0	

Z5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	18	32.7	32.7	32.7
	4.00	33	60.0	60.0	92.7
	3.00	3	5.5	5.5	98.2
	2.00	1	1.8	1.8	100.0
	Total	55	100.0	100.0	

Z6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	20	36.4	36.4	36.4
	4.00	31	56.4	56.4	92.7
	3.00	3	5.5	5.5	98.2
	2.00	1	1.8	1.8	100.0
	Total	55	100.0	100.0	

Z7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	7	12.7	12.7	12.7
	4.00	24	43.6	43.6	56.4
	3.00	13	23.6	23.6	80.0
	2.00	11	20.0	20.0	100.0
	Total	55	100.0	100.0	

Z8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	12	21.8	21.8	21.8
	4.00	32	58.2	58.2	80.0
	3.00	8	14.5	14.5	94.5
	2.00	3	5.5	5.5	100.0
	Total	55	100.0	100.0	

Z9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	24	43.6	43.6	43.6
	4.00	30	54.5	54.5	98.2
	2.00	1	1.8	1.8	100.0
	Total	55	100.0	100.0	

APPENDIX 4 Results of path analysis

Descriptive Statistics

	Mean	Std. Deviation	N
Y	78.8909	9.01988	55
X	48.2727	5.76854	55

Correlations

		Y	X
Pearson Correlation	Y	1.000	.674
	X	.674	1.000
Sig. (1-tailed)	Y	.	.000
	X	.000	.
N	Y	55	55
	X	55	55

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	X[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Y

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.674[a]	.455	.444	6.72319

a. Predictors: (Constant), X

b. Dependent Variable: Y

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1997.679	1	1997.679	44.195	.000[a]
	Residual	2395.667	53	45.201		
	Total	4393.345	54			

a. Predictors: (Constant), X

b. Dependent Variable: Y

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	27.993	7.710		3.631	.001
	X	1.054	.159	.674	6.648	.000

a. Dependent Variable: Y

Descriptive Statistics

	Mean	Std. Deviation	N
Z	37.3818	4.69235	55
X	48.2727	5.76854	55
Y	78.8909	9.01988	55

Correlations

		Z	X	Y
Pearson Correlation	Z	1.000	.636	.739
	X	.636	1.000	.674
	Y	.739	.674	1.000
Sig. (1-tailed)	Z	.	.000	.000
	X	.000	.	.000
	Y	.000	.000	.
N	Z	55	55	55
	X	55	55	55
	Y	55	55	55

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Y, X[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Z

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.762[a]	.580	.564	3.09742

a. Predictors: (Constant), Y, X

b. Dependent Variable: Z

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	690.095	2	345.047	35.965	.000[a]
	Residual	498.887	52	9.594		
	Total	1188.982	54			

a. Predictors: (Constant), Y, X

b. Dependent Variable: Z

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.139	3.969		1.043	.302
	X	.205	.099	.252	2.075	.043
	Y	.296	.063	.568	4.673	.000

a. Dependent Variable: Z

APPENDIX 5

Curriculum Vitae

Fariz Alfan Azizi Permadi

Jl. Kauman No. 13 RT 12/ RW 01,
Kecamatan Sumberpucung, Kabupaten
Malang

Jawa Timur, Indonesia

Fariz4lfan@gmail.com

+62 85755944492

Professional Objectives	To pursue a challenging career where I could utilize my excellent practival analytical ability, problem solving, and coordinating skills within a progressive company that allow me to develop ideas, expertise, and experience.
PERSONAL DETAILS	
Name	Fariz Alfan Azizi Permadi
Place/Date of Birth	Bengkulu/August 29, 1993
Marital Status	Single

EDUCATIONAL BACKGROUND	
2012-present	Brawijaya University Malang, Indonesia • College Student at Faculty of Administrative Science, majoring in Business Administration. • Course Studied include Marketing, Management, Leadership, etc. • Recent GPA 3.2
2009-2012	SMAN 1 KEPANJEN Malang, Indonesia

LANGUAGE PROFICIENCY		
	Written	**Spoken**
English	Good	Good

	Note	
	TOEFL PBT 437 (2016)	

ORGANIZATION EXPERIENCE	
2012-2013	BEM FIA • Active member
2009-2010	SMAN 1 Kepanjen Basketball Team • Active member • Coordinator
2006-2008	SMPN 4 Kepanjen Basketball Team • Active member • Coordinator

SKILLS AND INTEREST
Native speaker of Indonesian, fluent both in written and oral English, Frequent user of Microsoft Word and Power Point. Enjoy travelling, listening music, reading, learning foreign language and culture and some kind of outdoor activities

PERSONALITY
Good attitude, easy going, simple, polite, understanding, target oriented, responsible

OTHER INFORMATION	
Items	**Information**
Sex	Male
Religion	Muslim
Hobbies & Interests	Reading, traveling.