

Analysis of the Effects of Transformational Leadership, Organizational Culture and Work Loyalty on Employee Performance at PT. Hotel Citi Inn Medan

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Abstract: *This study aims to describe the effect of transformational leadership, organizational culture and work loyalty on employee performance at PT. Hotel Citi Inn Medan. This research was conducted at PT. Hotel Citi Inn Medan which lasted for 3 (three) months, starting from February 2019 to April 2019. This study used a simple random sampling method. The respondents of this study were all 64 employees at PT. Hotel Citi Inn Medan. The instrument used was a questionnaire to collect data on transformational leadership, organizational culture, work loyalty and employee performance variables. Data analysis techniques used are validity test, reliability test, descriptive analysis, multicollinearity test, normality test, heterokedasticity test, multiple linear regression analysis, multiple linear correlation coefficient test, partial hypothesis test or t test, simultaneous hypothesis test or F test, and calculation of the coefficient of determination. Descriptive analysis results for transformational leadership variables, organizational culture variables, work loyalty variables and employee performance variables are in both categories at PT. Hotel Citi Inn Medan. Based on partial analysis, transformational leadership, organizational culture, work loyalty has a positive and significant effect on employee performance at PT. Hotel Citi Inn Medan. Simultaneously, transformational leadership, organizational culture and work loyalty have a significant positive effect on employee performance at PT. Hotel Citi Inn Medan. Contributions from variables transformational leadership variables, organizational culture, and work loyalty explain employee performance variables of 0.833 or 83.3%. The remaining 0.167 or 16.7% is influenced by other independent variables not examined in this study such as motivation, discipline, communication, training and so on.*

Keywords: *Transformational Leadership, Organizational Culture, Work Loyalty, Employee Performance*

Date of Submission: 01-11-2019

Date of Acceptance: 16-11-2019

I. Introduction

The development of the industrial world in the era of globalization that is being experienced by Indonesia as it is currently making several companies engaged in the field of industry increasingly stringent in competition. It is not easy for companies to be able to increase production and profits received. There are many strategies used by companies to continue to improve business competition is the regulation of human resources. Therefore, human resources are not merely being objects of attainment of goals, but at the same time becoming actors to realize organizational goals.

In carrying out operational functions in achieving the company's goals, it does not only depend on capital, machinery and equipment, but also depends on the workforce or employees of the company to play an active and productive role in the production process. Employees who play an active and productive role will be very helpful the company in achieving its goals. The active role of employees is reflected in work performance in carrying out the tasks and jobs provided by the company. This requires a leader's effort in determining decisions for the interests of employees and the company.

Transformational leadership is very closely related to employee performance. Individual employee performance will support company productivity, therefore it is necessary to know things that can affect the workforce's performance. This performance is closely related to the level of job satisfaction and dissatisfaction and skills. In the context of human resource development, the above is the most important element that must be considered. Transformational leadership at PT. Hotel Citi Inn Medan has not been effective enough in the perspective of researchers.

Different perspectives of culture in organizations are emphasized as individuals interact with organizations, they interact with the norms of clothing, tell what is happening, formal organizational rules and procedures, formal codes of behavior, rituals, tasks, payment systems, jargon and terms that are only understood

by certain members of the organization. These elements are manifestations of organizational culture. In this case the organizational culture that is reflected through work culture is an important aspect that determines the work attitude of an employee, be it performance, job satisfaction and level of absenteeism. Therefore, organizational culture and discipline affect the performance, where the application is still less effective by employees of PT Hotel Citi Inn Medan.

Today the challenges of leaders not only increase employee productivity but also make employees who have a sense of loyalty towards the company. It is not easy to foster employee loyalty towards their work. Support from colleagues will help employees to improve their performance, coupled with support from leaders will help employees to remain loyal to their work. Therefore the company must be able to influence employee loyalty by providing work facilities, providing welfare benefits and providing sufficient wages. Work loyalty is needed by employees of every company, but work loyalty does not appear by itself but it takes the role of leaders and controllers of good management to create work loyalty. Companies need employees who have high loyalty, because with the high loyalty from employees, employees can work according to the standards given by the company and can improve work quality.

Loyalty is the mental attitude of employees which is shown in the existence of the company. Employees who have low loyalty to the company can interfere with company performance, the company cannot reach the expected target. Low work loyalty can have an impact on decreasing company productivity, high absenteeism, and employee non-compliance with their leaders. If the employee is no longer loyal to the company, the employee does not have the passion to work optimally and tends to have no responsibility for the work done. Low loyalty in the company can lead to behavior that is contrary to company goals so that it can damage the vision and goals of the company. This low employee loyalty to the company at PT. Hotel Citi Inn Medan is one of the triggers of this research.

Performance is the result of quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. In addition, performance can also be interpreted as a result and a person's efforts achieved by the ability and actions in certain situations.

PT. Hotel Citi Inn Medan, a company engaged in services, more precisely hospitality. Of course employees are placed differently according to the background of each employee. Every employee has a difference that includes the ability to do work, motivation to create morale and the difference in the opportunity to have a better job all of which are related to the employee's performance. Employees' performance and discipline are judged to be lacking in terms of carrying out their respective work, for example a room boy who has a duty to clean the room and do a room check, negligent in carrying out his duties. This can be judged by the number of complaints from guests regarding the cleanliness of the room.

II. Literature Review

2.1 Transformational Leadership

The term transformational leadership is built from two words, namely leadership and transformational. Burns (1978) in Sudaryono (2014:208) describes transformational leadership as a process in which leaders and followers basically raise one another to a higher level of morality and motivation. Therefore, transformational leaders are leaders who can be said to be visionary leaders Bass and Avolio in Sudaryono (2014:206) suggesting transformational leadership is a leadership where leaders motivate their subordinates to do more than expected by increasing the subordinate's importance and importance Occupation. Transformational leaders are leaders who are able to make their subordinates aware of a broader perspective so that individual interests will be subordinated to interests

According to Yulk in Sudaryono (2014), transformational leadership is a process in which leaders and members raise one another to a higher level of morality and motivation. Leaders try to change the behavior of their members to become people who feel capable and highly motivated and strive to achieve high work performance and high quality in order to achieve organizational goals. Transformational-led organization members will feel the trust, admiration, loyalty and respect for the leader and they are motivated to do the work better than expected.

The dimensions of transformational leadership according to Bass and Avolio alam Sudaryono (2014) are as follows:

1. Idealized influence. Where the first is described as the behavior of leaders who make followers admire, respect and trust at the same time.
2. Inspirational motivation. In this dimension, transformational leaders are described as leaders who are able to articulate clear expectations of the achievements of subordinates, demonstrate their commitment to all organizational goals, and are able to arouse team spirit in organizations through growing enthusiasm and optimism.

3. Intellectual stimulation. Transformational leaders must be able to foster new ideas, provide creative solutions to the problems faced by subordinates, and provide motivation to subordinates to look for new approaches in carrying out organizational tasks.

4. Individualized consideration. In this dimension, the transformational leader is described as a leader who is willing to listen attentively to subordinate inputs specifically wanting to pay attention to subordinates' needs for career development.

2.2 Organizational Culture

Robbins (in Fahmi 2014:117) states that organizational culture is a shared perception held by members of the organization in giving meaning to an existing value system. This perception of equality is important given that organizations have different backgrounds and levels. Furthermore, Robbins stated that there are 10 characteristics that differentiate organizational culture, including:

1. Member identity, employees identify themselves as part of the organization, not part of their job or part of their area of professional expertise.

2. Group emphasis, work activities organized in a group rather than individuals or individuals.

3. Focus on humans, the decisions made by management will always pay attention to the impact of outcomes for humans in the organization

4. Integration of units within the organization is supported to operate in a coordination or complementarity.

5. Supervision, regulations, restrictions, and direct supervision that is used to supervise and control employee behavior.

6. Tolerance of risk, employees are encouraged to be aggressive, innovative, and dare to take risks

7. Criteria for awards, that rewards such as wage increases and promotions are allocated according to employee performance or performance and not based on seniority, favoritism or other non-performance factors.

8. Tolerance to conflict, employees are encouraged in an atmosphere of conflict and copy accepts criticism.

9. Orientation on the final result, management focuses on the outcome or outcome, not on the techniques and processes to achieve it.

10. Prioritizing open systems, organizations always monitor and respond to any changes that occur outside the organizational environment.

Meanwhile, according to Luthans in Tobari (2015:49), organizational culture has a number of characteristics that are mostly more accepted, including:

1. Daily Behavior That Can Be Observed

Members of the organization interact with one another using the same procedures, terms and language that reflect a good attitude and mutual respect.

2. Norms

A standard regarding the behavior displayed includes guidelines on what needs to be done, which is not excessive but also not lacking.

3. Dominant Values

The most important values in the organization are expected to be shared by its members. Examples are high product quality, low absenteeism, or high levels of efficiency.

4. Philosophy

There are policies or regulations that direct the organization about how to treat employees and / or customers.

5. Rules

There are guidelines to be followed when joining an organization. New members must learn to be accepted into the organization.

6. Organizational Climate

Feelings about the organization as a whole are reflected by the physical layout, the way members interact, and the way they deal with customers or the environment outside the organization.

Luthans (1989) in Tika (2018: 109) states that the main factors that determine the strength of organizational culture are:

1. Togetherness is the extent to which members of the organization have core values that are shared jointly. The degree of similarity is influenced by the elements of orientation and reward. The orientation is intended to foster new members, especially through training programs, while rewards can be in the form of salary increases, positions (promotions), gifts and other actions that strengthen the cultural values of the organization.

2. Intensity is a result of the structure of the employee's desire to carry out cultural values and work increases when they are rewarded, therefore the leadership of the organization needs to pay attention and obey the structure of rewards given to members of the organization in order to instill core values organizational culture.

2.3 Work Loyalty

In general, loyalty can be interpreted by loyalty, service and trust given or directed to someone or institution in which there is a sense of love and responsibility to try to provide the best service and behavior

(Rasimin in Handayani, 2011). According to the team composing the Big Indonesian Dictionary, loyalty is loyalty, obedience and obedience. There is a sense of love and responsibility to try to provide the best service and behavior.

Jusuf in Resti (2013:13) argues that loyalty is an attitude that arises as a result of the desire to be loyal and devoted both to his work, groups, superiors, and at his workplace that causes someone to be willing to sacrifice to satisfy other parties or the community. Loyalty is an attitude that arises as a result of the desire to be loyal and devoted both to his work, groups, superiors and at his workplace which causes a person to be willing to sacrifice to satisfy other parties or the community.

The description of loyalty to the company according to Poerwopoespito in Resti (2013:13) includes:

1.Honesty.

Honesty has many dimensions and fields. In the context of being loyal to the company, dishonesty in the company will harm many people, not only the company, but the owners, directors, employees, employees' families, communities, suppliers, and others will ultimately suffer losses.

2.Having a sense of belonging to the company.

Giving an understanding that employees have a sense of belonging to the company is to understand that the company is an imaginary body, where all the individuals involved in it are members.

3.Understand the company's difficulties.

Understand that what is best for the company is essentially the best for employees. And the best for employees is not necessarily the best for the company. The wise action taken by employees in understanding and understanding the company's difficulties is to work hand in hand to help the company recover rather than leaving it and moving to another company immediately.

4.Work more than the company asks for. This seems difficult because doing work in the job description alone is difficult let alone do the others. Working more than the company asks is a great concept and in the long run gives large benefits to the individual employees themselves. Companies can go bankrupt, but qualified and competitive people are unlikely to go bankrupt.

5.Creating a pleasant atmosphere in the company. An atmosphere that is not conducive greatly affects employee performance, which results in productivity. The most decisive means in the company is the leader. The higher the position of leader the more influential in creating an atmosphere in the company because they have more power and authority.

6. Keeping company secrets. Company secrecy is all data or information from the company that can be used by other parties, especially competitors for the company.

7. Maintain and enhance the company's image.

The obligation of each employee to maintain a positive image of the company. Logically, if the company's image is positive, the image of every employee in it also looks positive.

2.4 Performance

The term performance or work performance comes from the english word "performance". According to Khan in Busro (2018:87), performance is defined as work ability in terms of quality and quantity. Performance is a work performance both in quantity and quality achieved by someone during a certain period, usually within one year.

According to Ivancevich, Konopaske and Matteson (Busro, 2018: 88) that performance shows the abilities and skills of workers. Opinions emphasize the competence of human resources possessed by organizations, ranging from the ability of employees' cognition, affection, and psychomotor.

According to Bernardin and Russel (2011: 382), there are six criteria for assessing employee performance:

1.Quality is the level at which the process or adjustment to the ideal way of carrying out activities or fulfilling activities as expected.

2.Quantity is the amount generated is realized through the value of the currency, the number of units, or the number of activity cycles that have been completed.

3.Timeliness is the level at which an activity has been completed with a time that is faster than specified and maximizes the time available for other activities.

4.Cost effectiveness is the level where the use of company resources in the form of human, financial, and technology is maximized to get the highest yield or reduce the loss of each unit

5.Supervision needs are the level at which an employee can do his work without needing to ask for help or guidance from his superiors.

6.Personal influence is the level that shows an employee feels confident, has good desires, and works together among colleagues.

III. Research Methods

This research was conducted at PT. Hotel Citi Inn Medan located at Jalan Sun Yat Sen No.77 Kel Sei Rengas I, Medan Kota.

The study was conducted on employees of several sections at PT. Hotel Citi Inn Medan, which later will become the population in this study. The population in this study amounted to 64 people. According to Arikunto (2016), if the total population is smaller than 100 then the number of samples taken is the same as the total population. Based on this theory, the number of samples in this study were 64 people. The sampling technique using the census method. The method used in this study is the survey method. In survey research methods, data are collected from samples of the population and use a questionnaire as a primary data collection tool (Singarimbun and Effendi, 1995).

The determined survey method is explanatory survey, because it will explain the relationship between the variables studied (Cooper, 2005). The type of relationship between variables is causal, that is, the independent variable influences the dependent variable. Explanatory research refers to the hypothesis theory that will be tested as the cause of the phenomenon. The phenomenon is seen in an object of research as a unit of analysis at PT. Hotel Citi Inn Medan.

The study was conducted at a certain time (cross sectional) that reflects the phenomenon of a situation at a time in 2019. In accordance with its purpose, this study is to explain the causality relationship between research concepts and hypothesis testing in order to make decisions inductively or generatively, the research this is descriptive and verification.

Descriptive analysis that illustrates the independent variables and dependent variables that will be the basis of theory or study theory in research that contains the arguments or arguments of the variables under study. While the verification analysis is done to test the hypothesis by using a statistical test tool (Sekaran, 2005). In this study, verificative analysis used multiple linear regression analysis tools.

The measurement scale of the variables used in this study is a Likert scale. To test models and hypotheses, multiple linear regression analysis is used. This research uses SPSS version 24. Hypothesis testing is done through t test and F test.

IV. Results and Discussion

PT. Hotel Citi Inn Medan was established in 2007 located on Jalan Sun Yat Sen no. 77. Building as high as 16 floors and the location not far from the city center makes this hotel one of the hotels that are in great demand by local and foreign tourists. The first floor has a lobby, and the receptionist is on the second floor. Hotel rooms are provided as services ranging from the fifth floor to the sixteenth floor. Each floor has 13 rooms: 2 junior rooms, 1 business room, 2 family rooms and 8 superior rooms. Superior rooms with a capacity of 2 people, junior and business rooms for 4 people and the difference is the living room in business that can not be found in a junior room while the family capacity of 6 people and is suitable for guests who bring families.

Starting in 2016, renovations were carried out in stages starting from the 10th floor and continued to the other floors until the renovation was completed in 2018. Until now PT. Hotel Citi Inn Medan is still operating and making many changes for the better.

Based on the analysis of the frequency distribution table for transformational leadership variables, it can be concluded that the transformational leadership variable consists of 8 bullet statements with the following details:

From the overall answers of these respondents, there were 73.25% of respondents who chose answers strongly agree and answers agree where the percentage is between the assessment scores between 70 to 79. This shows the transformational leadership at PT. Hotel Citi Inn Medan is in the good category, while from all respondents' answers there are 0.79% of respondents who choose disagree answers. This shows that there are still weaknesses in PT. Hotel Citi Inn Medan is related to the problem, namely leaders who have not been able to fully serve as role models, there is still a lack of leaders' ability to motivate their members to work and leaders who are still lacking in providing challenging targets for their members.

Based on the analysis of the frequency distribution table for organizational culture variables, it can be concluded that the organizational culture variable consists of 6 statement items with the following details:

Of all the respondents' answers, there were 77.61% of respondents who chose answers that strongly agree and answers agree where the percentage is between the assessment scores between 70 to 79. This shows the organizational culture at PT. Hotel Citi Inn Medan is in the good category, while from all respondents' answers there are 1.32% of respondents who choose disagree answers. This shows that there are still weaknesses in PT. Citi Inn Medan Hotel is related to a problem, namely not all employees have a specific language in interacting with other employees, standards of behavior that are not yet realized by all employees, making company policies that are not always based on the values in the company and not all employees know the SOP which regulates the way employees provide services to customers

Based on the results of the frequency distribution table analysis for work loyalty variables, it can be concluded that the work loyalty variable consists of 6 bullet statements with the following details:

From the overall answers of these respondents, there were 77.08% of respondents who chose answers strongly agree and answers agree where the percentage is between the assessment scores between 70 to 79. This shows the loyalty of work at PT. Hotel Citi Inn Medan is in the good category, while from all respondents' answers there are 0.27% of respondents who choose disagree answers. This shows that there are still weaknesses in PT. Citi Inn Medan Hotel is related to the problem, namely the lack of emotional control of employees in carrying out their work and employees are less proud to be part of the company.

Based on the analysis of the frequency distribution table for performance variables, it can be concluded that the performance variable consists of 12 statement items with the following details:

From the overall answers of these respondents, there were 77.63% of respondents who chose answers strongly agree and answers agree where the percentage is between the assessment scores between 70 to 79. This shows the loyalty of work at PT. Hotel Citi Inn Medan is in the good category, while from all respondents' answers there are 0.53% of respondents who chose disagree answers. This shows that there are still weaknesses in PT. Citi Inn Medan Hotel is related to problems, namely the lack of supervision of employees at work, lack of cooperation between employees in carrying out work.

The equations of multiple linear regression analysis in this study are as follows:

$$Y = 11,486 + 0,210X_1 + 0,510X_2 + 0,745X_3$$

Based on the above equation it can be seen that the value of component a or constant of 11.486 is the value of Y if the values of X_1 , X_2 and $X_3 = 0$, the component value of b_1 or the regression coefficient for transformational leadership variables of 0.210 indicates that the transformational leadership variable has a direct relationship with the variable employee performance which means the higher the transformational leadership, the employee's performance will increase and conversely the lower the traditional leadership, the employee's performance will decrease.

The component value b_2 or the regression coefficient for organizational culture variables is 0.510, indicating that organizational culture variables have a direct relationship with employee performance variables, which means the higher the organizational culture, the employee's performance will increase and conversely the lower the organizational culture, the employee's performance will be increasingly decreased. The component value of b_3 or the regression coefficient for the work loyalty variable of 0.745 indicates that the work loyalty variable has a direct relationship with the employee performance variable which means the higher the loyalty, the employee's performance will increase and conversely the lower the loyalty, the employee's performance will decrease.

The significance value in multiple linear regression analysis shows that the value of p value Sig or the significance value of the influence between transformational leadership variables on employee performance is 0.014 where the value of p value Sig or the resulting significance value is < 0.05 , it can be concluded that the regression the influence between transformational leadership variables on employee performance variables in this study was significant. The value of p value sig or the significance value of the influence between organizational culture variables on employee performance is 0,000 where the p value of Sig or the resulting significance value is < 0.05 , it can be concluded that the regression of influence between organizational culture variables on employee performance variables in This research is significant, while the p value of Sig or the significance value of the influence between the loyalty variables on employee performance is 0,000 where the p value of Sig or the resulting significance value is < 0.05 , it can be concluded that the regression effect between the loyalty variables on the variable Employee performance in this study was significant.

The results of the calculation of the coefficient of determination (R Square) from IBM SPSS Statistics 24.0 for contributions between transformational leadership variables, organizational culture, and work loyalty to employee performance variables are 0.833 or 83.3%. This shows that the contribution of transformational leadership variables, organizational culture, and work loyalty to improve employee performance variables is 0.833 or 83.3%, while the rest of 0.167 or 16.7% is influenced by other variables not examined in this study such as motivation, discipline communication and so on.

V. Conclusion and Suggestion

5.1 Conclusion

1. Based on the results of descriptive analysis for transformational leadership variables, organizational culture, loyalty and employee performance are in both categories at PT. Citi Inn Hotel Medan. But there are still some weaknesses associated with the variables studied. As for the weaknesses of the transformational leadership variable, namely leaders who have not been able to fully serve as role models, there is still a lack of leaders' ability to motivate their members to work and leaders who are still lacking in providing challenging targets for their members; weaknesses of organizational culture variables, namely: not all employees have a specific language in interacting with other employees, standards of behavior that have not been realized by all

employees, company policy making that is not always based on the values in the company and not all employees know the SOP that governs the way employees in providing services to customers; loyalty variable weaknesses, namely: still lack of emotional control of employees in carrying out their work; employees feel less proud to be part of the company and the weaknesses of employee performance variables are: lack of supervision of employees in working, lack of cooperation between employees in carrying out work.

2. Based on the results of a partial hypothesis test or t test, for transformational leadership variables on employee performance at PT. Citi Inn Medan Hotel is $t_{count} > t_{table}$ which means that transformational leadership has a positive and significant impact on employee performance at PT. Citi Inn Hotel Medan. Partial hypothesis test results or t test, for organizational culture variables on employee performance at PT. Citi Inn Medan Hotel is $t_{count} > t_{table}$ which means that organizational culture has a positive and significant influence on employee performance at PT. Citi Inn Hotel Medan. Partial hypothesis test results or t test, for the variable loyalty to employee performance at PT. Citi Inn Medan Hotel is $t_{count} > t_{table}$ which means that loyalty has a positive and significant influence on employee performance at PT. Citi Inn Hotel Medan

3. Based on the results of the simultaneous hypothesis test or F test for the influence between transformational leadership, organizational culture and loyalty to employee performance is $F_{count} > F_{table}$, meaning that transformational leadership, organizational culture and loyalty have a positive and significant effect on employee performance at PT. Citi Inn Hotel Medan

4. The calculation of the coefficient of determination shows that the contribution between transformational leadership variables, organizational culture and loyalty to employee performance variables is 0.833 or 83.3%. This shows that the contribution of transformational leadership variables, organizational culture and loyalty to improve employee performance is 0.833 or 83.3%, while the remaining 0.167 or 16.7% is influenced by other variables not examined in this study such as motivation, discipline communication and so on.

5.2 Suggestion

1. For transformational leadership variables; leaders who cannot be fully role models, are expected to learn to be leaders with role models for their members. The lack of ability of leaders to motivate their members to work, where leaders should listen to the complaints of members to be able to motivate their members and leaders who are still lacking in providing challenging targets, providing challenging targets for members by providing training on leadership by bringing experts or experts expert in the field of leadership

2. For organizational culture variables; Responding to the problem, not all employees have a specific language in interacting with other employees. It is expected that employees use language that is more polite in interacting with other employees. Standards of behavior that have not been realized by all employees, the company should regulate how employees provide services to customers. Company policy making that is not always based on the values in the company, should make decisions that must always be based on company values and all employees who do not know the SOP that regulates how employees provide services to customers must apply employee behavior standards and all employees must know the SOP that regulates the way employees provide services to customers by means of regular and ongoing socialization and internalization of organizational culture from leaders to their members.

3. For the variable work loyalty, there is still a lack of emotional control from employees in carrying out their work, increasing the emotional control ability of employees in carrying out their work by providing training related to EQ (Emotional Quotient) to the leaders and employees by involving experts in the field of EQ and opening channels good communication between management and employees, especially related to problems - problems that can cause stress or emotional pressure for employees; for employees feel less proud to be part of the company given socialization or direction in the form of reasons the employee's luck can be accepted and work at the company and the benefits derived from working within the company.

4. Weaknesses of employee performance variables, namely the lack of supervision of employees at work, it is hoped that there will be an increase in supervision of employees at work, for example by conducting a computerized supervision system to see the timeliness of employees present at work, and the lack of cooperation between employees in carrying out work cooperation between employees can be enhanced in carrying out work for example by providing outbound training or employee gatherings to increase a sense of brotherhood and cooperation between employees.

5. For further researchers it is recommended to conduct research using other independent variables that have not been examined in this study, such as training, communication and work motivation.

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Calen. " Analysis of the Effects of Transformational Leadership, Organizational Culture and Work Loyalty on Employee Performance at PT. Hotel Citi Inn Medan." IOSR Journal of Business and Management (IOSR-JBM), Vol. 21, No. 11, 2019, pp. -.77-84