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The Influence of Organizational Culture, Individual Characteristics, and Transformational Leadership Style on the Job Satisfaction and Performance of Employees in Indonesia

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Abstract

The purpose of this quantitative descriptive explanatory survey study was to analyze the influence individual characteristics, transformational leaders, organization culture and job satisfaction on performance of employees on PT. Bank Aceh. The research was conducted at the Bank Aceh employees located at Jalan Darussalam, Banda Aceh. The population in this research are all members of the employees at the Bank Aceh 881 employees, the samples of this research 200 employees at Bank Aceh. The tool of analysis was SEM (Structural equation modeling) using AMOS, the method of data analysis with confirmatory factor analysis and structure model analysis. The test results showed that simultaneous that the individual characteristic and transformational leaders effect on the organization culture, and then individual characteristic, transformational leaders, organization culture and job satisfaction effect on performance of employees on Bank Aceh, otherwise characteristic individual and transformational leaders are not effect on job satisfaction of employees on Bank Aceh.

Keywords: individual characteristics, transformational leaders, organizational culture, job satisfaction and employee performance.

A. Introduction

PT. Bank Aceh is a commercial bank owned by the Government of Province, Regency/City, Bank of Aceh is the Regional Development Bank committed to strengthen itself to be the leading bank in the region with the business activities to collect funds, giving credit to the public and give financial services. Now, Bank Aceh as a financial intermediary also serves as the agent of trust, as an agent of economic development, as well as community service agencies which participate in the context of economic development of the Acehnese. Bank Aceh through competitive services with extensive network as well as a professionally managed improves regional economic growth that is expected to become a leading bank in Aceh. Regional Champion Bank will continue for the transformation of BPD throughout Indonesia to become a champion in his own area, so the Bank of Aceh can be a Leading Regional Bank in Aceh. To support the achievement of the transformation goals BPD as Regional Champion, the bank is based on three pillars, strong resilience, the ability as Agent of Regional Development and ability to serve the needs of the community. In 2014, Bank Aceh has been over 41 years old, growing and developing in providing financial services to customers, partners, stakeholders, as well as serving the people of Aceh and Medan. In 2014 in accordance with the stages of strategic planning five years (Corporate Plant), Bank Aceh still conducts strategic transformation, improves and builds the foundation of business growth, includes a cultural transformation, business transformation and the transformation of appearance within the frame of the risk-based management and the implementation of the principles of good corporate governance to achieve the performance excellence. A determination that confirms the vision of the future of the Bank of Aceh into a healthy, strong, powerful and reliable bank, and can provide high added value to our partners and the public as well as to realize its mission as a bank that is able to help and encourage economic growth and regional development in order to improve the standard of living society through the development of business and economic empowerment of the people, and give added value to the owner and employee benefits.

Bank Aceh continues to understand and try to realize what it takes to become a bank of choice. The management of Bank Aceh is grateful for the positive appreciation given by the people of Aceh as the bank of choice among the choices of banks in Aceh, consisting of 16 Commercial Bank, 12 Islamic Banks, 6 Sharia, 5 RBs and 10 BPRS with a network of 475 offices. In terms of quantity, the number of employees of Bank Aceh in 2014 increased compared to 2013, this was due to their recruitment. Employee development of Bank Aceh by the level of education can be seen in Table 1.

Human Resources Management of Bank Aceh has been done correctly. This can be seen from the training and education programs in career development for improved performance of employees, where management of the Bank Aceh realize that most companies fail in achieving its goals because of mistakes in managing Human Resources. Based on the above conditions in this study, the researchers wanted to examine more deeply about the role of human resources in Bank Aceh which has an important role in achieving corporate objectives, especially in the field of banking financial services through the measurement
of employee performance, job satisfaction, cultural organizations, individual characteristics and leadership style. This study is expected able to provide an analysis of the role of human resources in developing the institutional banking so as to create job satisfaction and performance of employees at the Bank Aceh. As the competition is competitive nowadays, the role of Human Resources is important in the development of the financial services in banking organization through the performance of its employees.

Table 1. The Development of the Number of Bank Aceh Employees by the Level of Education in 2010-2014

<table>
<thead>
<tr>
<th>Education Level</th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elementary School</td>
<td>3</td>
<td>4</td>
<td>-</td>
<td>-</td>
<td>8</td>
</tr>
<tr>
<td>Junior High School</td>
<td>9</td>
<td>9</td>
<td>-</td>
<td>-</td>
<td>18</td>
</tr>
<tr>
<td>Senior High School</td>
<td>573</td>
<td>625</td>
<td>668</td>
<td>701</td>
<td>701</td>
</tr>
<tr>
<td>Under Graduate</td>
<td>265</td>
<td>242</td>
<td>259</td>
<td>288</td>
<td>303</td>
</tr>
<tr>
<td>Graduate</td>
<td>709</td>
<td>569</td>
<td>559</td>
<td>549</td>
<td>537</td>
</tr>
<tr>
<td>Master Program</td>
<td>47</td>
<td>38</td>
<td>32</td>
<td>21</td>
<td>18</td>
</tr>
<tr>
<td>Total</td>
<td>1,606</td>
<td>1,487</td>
<td>21</td>
<td>1,559</td>
<td>1,585</td>
</tr>
<tr>
<td>Addition</td>
<td>119</td>
<td>-13</td>
<td>-14</td>
<td>-26</td>
<td>25</td>
</tr>
</tbody>
</table>

Source: Bank Aceh Annual Report in 2014

Research Objectives and Benefits

I. Objectives

1. To identify and analyze the influence of individual characteristics of organizational culture at PT. Bank Aceh.
2. To know and analyze the influence of transformational leadership on organizational culture at PT. Bank Aceh.
3. To know and analyze the influence of individual characteristics on employee job satisfaction at PT. Bank Aceh.
4. To know and analyze the influence of transformational leadership on employee job satisfaction at PT. Bank Aceh.
5. To know and analyze the influence of individual characteristics on job satisfaction of employees at PT. Bank BPDAceh.
6. To know and analyze the influence of individual characteristics on the performance of employees at PT. Bank Aceh.
7. To know and analyze the influence of transformational leadership on employee performance at PT. Bank Aceh.
8. To know and analyze the influence of organizational culture on employee performance at PT. Bank Aceh.
9. To know and analyze the influence of job satisfaction on the performance of employees at PT. Bank Aceh.
10. The influence of individual characteristics on job satisfaction and organizational culture as a mediating variable in PT. Bank Aceh.
11. The influence of transformational leadership on job satisfaction and organizational culture as a mediating variable in PT. Bank Aceh.
12. The influence of individual characteristics on employee performance and job satisfaction as mediating variables in PT. Bank Aceh.
13. The influence of transformational leadership on employee performance and job satisfaction as mediating variables in PT. Bank Aceh.

II. Research Benefits

1. Theoretical Benefits
   a. For the development of science, especially concerning human resource management (HRM) so as to enrich the empirical evidence related to the variables for this kind of research.
   b. For other researchers, this study can be used as a reference for further research with different variables.

2. Practical Benefits
   a. For financial bank institutions, especially commercial banks belonging to the local government, this research is useful to determine the factors that influence job satisfaction and employee performance.
   b. For employees of PT. Bank Aceh, it is useful to give spirit and trigger its performance and future.

Literature Review

Performance

Bernadin & Russell (1998: 239) provides limitations on the performance as a "record of outcome produced on a specified job function or activity during, a specified time period". Then, the appraisal of performance is "a way of measuring the contributions of individuals to their organization". Bernadin & Russell (1998: 243) proposed six criteria for measuring the performance of employees, namely:
1. Quality: The degree to which the process or result of carrying out activity approaches, in term of either conforming to some ideal way of performing the activity or fulfilling the activity’s intended purpose.
2. Quantity: The amount produces, expressed in such terms as dollar value, number of unit, or number of completed activity cycles.
3. Timeliness: The degree to which an activity is completed, or a result produced, at the earliest time desirable from the standpoints of both coordinating with the outputs of others and maximizing the time available for other activities.
4. Cost-Effectiveness: The degree to which the use of the organization’s resources (e.g., human, monetary, technological, material) is maximized in the sense of getting the highest gain or reduction in loss from each unit or instance of the use of a resource.
5. Need for Supervision: The degree to which a performer can carry out a job function without either having to request supervisory assistance or requiring supervisory intervention to prevent an adverse outcome.
6. Interpersonal Impact: The degree to which a performer promotes feelings of self-esteem, goodwill, and cooperativeness among coworkers and subordinates.

Individual Characteristics

Rival (2006) states that "the individual characteristics are special characteristics, the properties of psychological, moral or character of a person who distinguishes with other people*. The most important resource in the organization is the human resource, the people who give you energy, talent, creativity, and their efforts to the organization for an organization to keep its existence. Every human being has individual characteristics that are different from one another. Mathieu & Zajac (1990) state that personal characteristics include age, gender, education level, ethnicity, and personality. Robbins (2006) states that the factors which are easily defined and available, data that can be obtained most of the information provided in the personnel file of an employee expressed in the individual characteristics include age, gender, marital status, number of dependents and tenure in the organization. Siagian (2008) states that, biographical characteristics can be seen on the age, sex, marital status, number of dependents and the work period. Based on several expert opinions about the instruments to measure variables individual characteristics, so in this study the author uses and adopts dimensions of the individual characteristics of the study conducted by Lumbanraja (2007), namely: the individual characteristics can be influenced by physical factors consisting of the shape of the body, the level of physical health, and the ability of the person while the differences in psychological factors include: intelligence, talent, personality and level of education. However, in the study of individual characteristic variables, it
measures the dimensions of the ability, attitudes, values, personality and learning.

Organizational culture

According to Schein (2004), he defined by the broader culture as: "A pattern of shared basic assumption that the group learner as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered invalid and therefore, to be taught to new members as the correct way to perceive, think and feel in relation to these problems". According to Mas'ud (2004), Organizational Culture is a system of meanings, values, and beliefs that are shared within an organization to be a reference to action and differentiate one organization to another organization.

Based on the theories, the results of previous research on organizational culture, and application of the concept of organizational culture in Bank Aceh, this study measures organizational culture done with some very popular concept. To be able to carry out this mission and the mission of the bank, its employees and Bank Aceh management embrace and believe, practice and implement cultural values that will be developed as CAYA PROFIT ASA BERSAMA KARYA. The dimensions of organizational culture in this research: trust (caya), professionalism and integrity (profit), customer satisfaction (asa), growing together (bersama) and continuous work (karya).

Transformational Leadership

Leadership style is developed in the context of the organization, where transformational leadership cares to the improved performance, and develops followers to the maximum potential (Avolio, 1999; Bass & Avolio, 1990a) in Northouse (2013). Burns (1978) suggested that transformational leadership is a process in which leaders and subordinates lift each other to the degree of morality and motivation higher. "Leaders and followers raise one another to higher levels of morality and motivation", where leaders are trying to change the followers' consciousness on ideals and moral values such as equality, justice, peace, as well as humanitarian and instead is based emotions, such as fear, jealousy, or hatred. In Roobins & Judge (2013), Transformational Leaders inspire followers to transcend their self-interest for the good of the organization and can have an extraordinary effect on their followers. In this study, the dimensional measure of transformational leadership is charisma and influence, inspirational motivation, intellectual stimulation and individual attention.

Job Satisfaction

Luthans (2011: 141) says "a comprehensive definition of job satisfaction as involving cognitive, affective, and evaluative reactions or attitudes and state" it is "a pleasurable or positive emotional state the resulting from the appraisal of one's job or job experience". Job satisfaction is a result of the employees' perception of how well their job provides those things that are viewed as important. The factors that determine job satisfaction according to Smith, Kendall, and Hulin (1969), quoted by Luthans (2002) in Siahaan (2007), namely:
1. The work itself;
2. Payroll system;
3. Promotion opportunities;
4. Supervision;
5. Coworkers;

In this study the indicators used to measure employee satisfaction at the Bank Aceh using indicators that have been done in Siahaan (2007), namely nature of the work, co-workers, supervision characteristics, payroll and opportunities for promotion.

Conceptual Framework

Based on several previous studies which have been investigated by researchers previously against some of the variables that are related to this research, and also refers to some theories that have been presented by experts, it can be described the conceptual framework as follows:

![Figure 1. Conceptual Framework for Research](image)

Research Hypothesis

According to Sekaran (2007), Dalimunthe, et al., (2016), Lubis, et al. (2016), Muda, et al. (2014 & 2016), the hypothesis is defined as a relationship that is expected to logically between two or more variables are expressed in the form of a statement that can be tested, the relationship is estimated based network of associations that can be tested. This research is based on the formulation of the problem, the theoretical basis and previous studies, the hypothesis can be formulated as follows:
1. There is the influence of individual characteristics on organizational culture at PT. Bank Aceh.
2. There is the influence of transformational leadership on organizational culture at PT. Bank Aceh.
3. There is the influence of individual characteristics on employee job satisfaction at PT. Bank Aceh.
4. There is the influence of transformational leadership on employee job satisfaction at PT. Bank Aceh.
5. There is the influence of organizational culture on job satisfaction of employees at PT. Bank Aceh.
6. There is the influence of individual characteristics on the performance of employees at PT. Bank Aceh.
7. There is the influence of transformational leadership on employee performance at PT. Bank Aceh.
8. There is the influence of organizational culture on employee performance at PT. Bank Aceh.
9. There is the influence of job satisfaction on the performance of employees at PT. Bank Aceh.
10. Organizational culture mediates the influences between individual characteristics and job satisfaction of PT. Bank of Aceh.
11. Job satisfaction mediates the influence of individual characteristics with the performance of employees of PT. Bank Aceh.
12. Job satisfaction mediates the influence of individual characteristics with the performance of employees of PT. Bank Aceh.
13. Job satisfaction mediates the effect of transformational leadership with the performance of employees of PT. Bank Aceh.

B. Methods

Location and Time

The subjects in this study were employees of Bank of Aceh, which all employees who were at the bank branch in Aceh
 Province and North Sumatra, the location was done in Bank Aceh at TGG. H. Mohd. Daud Beureuh St. No. 24, Banda Aceh – Indonesia.

Types and Sources of Data

The type of data in this research is quantitative data. The data used in this study are primary data from the respondents’ perception of the variables used (Muda et al., 2016). Any form of communication with the respondents in this study used questionnaires submitted directly to the respondent.

Population and Sample Research

Population

Population is a combination of all the elements that have a series of similar characteristics which include the benefit of the research problem. (Malhotra, 2005 and Muda et al., 2016). Target population in Bank Aceh were employees, ie all employees who are on a bank branch in Aceh, both conventional and Sharia Branches in the province of Aceh and North Sumatra with a minimum term of one year, with a total population of 814 people.

Samples

The amount of samples taken at any branch of Bank Aceh is determined proportionally, based on the total population of employees at each branch of the Bank Aceh. In this study the number of samples is 305 respondents based on the condition of SEM 5 x 61 indicators, in (Ferdinand, 2014; Muda et al., 2016; Lubis et al., 2016; 2016).

Data Collection Techniques

Data collection method used in this research is by using questionnaire instrument, which is a set of written questions to elicit information from respondents (Malhotra, 2007). In this study a questionnaire sheet, there are two types of statements / questions: (1) statements relating to the measurement of the variables; (2) questions relating to the respondent data. Questionnaire is made of the statements / structured questions and provides an answer in the form of scale with answers that are tailored to the statements / questions to make respondents easier to answer and avoid bias. The measurement used is Likert scale where each statement has answers are 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree) to 5 (strongly agree).

Data Analysis Techniques

Inferential statistic is a method related to sample analysis to draw conclusions about the characteristics of the population. After collecting the data and information in the field, then to manage data and information, the writer used the Structural Equation Model (SEM) in the model and hypothesis testing. This study used two kinds of analysis techniques, with the PLS model based on measurement predictions that has the non-parametric as follows (Ghozali, 2014):

1. Measurement Model or Outer Models has indicators reflecting evaluated by Convergent validity of significant P value <0.05 and Average variance Extracted (AVE) > 0.50 and Cronbach Alpha (CA) >0.60 and Composite Reliability (CR) with Restrictions >0.70 to qualify the model.
2. Structural Model or Inner model is evaluated by using the R-square for CONSTRUCTS dependent, Stone-Geisser Q-Square test for predictive relevance and model fit indices and the P value by featuring three indicators fit that average path coefficient (APC), and average R-square (ARC) with a P value >0.05 and the average variance inflation factor (AVIF) with values > 5 has met the criteria for a model.

C. Results and Discussion

1. Measurement Model Analysis Results or Outer model

Convergent validity is part of the measurement model within SEM-PLS and is usually referred to as outer models while the covariance-based SEM-called confirmatory factor analysis (CFA) in Sholihin and Ratmono, (2013: 64). There are two criteria to assess whether the outer models (measurement model) is eligible to construct reflective convergent validity, namely (1) loading should be above 0.70 and (2) p value a significant (<0.05) in the study of these requirements have all been fulfilled. (Hair et al. In Mahfud and Ratmono, 2013: 65). Then to test discriminant validity can be seen in Table 1 below are as follows:

<table>
<thead>
<tr>
<th>Table 1. Results of Testing of Composite Reliability (CR), Average Variance Extracted (AVE) and Cronbach Alpha (CA)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Variable</strong></td>
</tr>
<tr>
<td>---------------</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Employee Performance (KK)</td>
</tr>
<tr>
<td>Individual Characteristics</td>
</tr>
<tr>
<td>Transformational Leadership</td>
</tr>
<tr>
<td>Cultural Organization</td>
</tr>
<tr>
<td>Job Satisfaction (KP)</td>
</tr>
</tbody>
</table>

Source: Bank Aceh (data processed by WarpPLS 2015)

Based on testing discriminant validity, the value of Average Variance Extracted (AVE) suggested is above 0.50 then the results of the analysis of reliability evaluation by Cronbach Alpha (CA) and Composite Reliability (CR), the value of Cronbach alpha (CA) suggested is above 0.60 while the value limits of Composite Reliability (CR) of 0.70 based on Table 1 above, it can be summed up all that these variables have been eligible limit to the corresponding value of discriminant validity and Ratmono Sholihin’s opinion, (2013).

2. Structural Model Analysis Results or Inner Model

Structural evaluated by looking at the test results Average Path Coefficient (APC), and Average R-square (ARS) with significance > 0.05 and the value of Average Variance Inflation Factor (AVIF) should have values below 5, in this study the model does not happen multikoi Kline (1998) in Sholihin (2013), WarpPLS provide model test (goodness of fit) as shown in Table 2.
Based on Table 2 above, the result of testing of model fit (goodness of fit) shows that the average path coefficient (AFC) of 0.247 with a \( P \) value of 0.001 is below the significant value in 0.05, and the average \( R^2 \) (ARS) of 0.464 with a \( P \) value of 0.001 is below the significant value in 0.05, while the average variance inflation factor (AVIF) of 2.753 with good if value below 5 it can be concluded this output results indicate that criteria goodness of fit the model have been met. To see how big the influence of exogenous variables that individual characteristics, transformational leadership and organizational culture on endogenous variables namely job satisfaction and employee performance can be seen in Figure 2 below is as follows:

**Table 2. Suitability Model (Goodness of fit)**

<table>
<thead>
<tr>
<th>Fit Model Fit Indices</th>
<th>( P ) value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Path Coefficient (APC)</td>
<td>0.247</td>
</tr>
<tr>
<td>Average ( R^2 ) (ARS)</td>
<td>0.464</td>
</tr>
<tr>
<td>Average Variance Inflation Factor (AVIF)</td>
<td>2.753</td>
</tr>
</tbody>
</table>

Source: Bank Aceh (data processed by WarpPLS 2015)

**Path Model**

<table>
<thead>
<tr>
<th>Path Model</th>
<th>Coefficients</th>
<th>( P )</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural Organization (BO) &lt;- ---</td>
<td>Characteristics of Individuals (KI), 0.409</td>
<td>0.001</td>
</tr>
<tr>
<td>Cultural Organization (BO) &lt;- ---</td>
<td>Transformational Leadership (KT), 0.259</td>
<td>0.003</td>
</tr>
<tr>
<td>Job Satisfaction (KP) &lt;- ---</td>
<td>Organizational Culture (BO), 0.240</td>
<td>0.001</td>
</tr>
<tr>
<td>Job Satisfaction (KP) &lt;- ---</td>
<td>Characteristics of Individuals (KI), 0.187</td>
<td>0.019</td>
</tr>
<tr>
<td>Job Satisfaction (KP) &lt;- ---</td>
<td>Transformational Leadership (KT), 0.268</td>
<td>0.001</td>
</tr>
<tr>
<td>Employee performance (KK) &lt;- ---</td>
<td>Characteristics of Individuals (KI), 0.172</td>
<td>0.019</td>
</tr>
<tr>
<td>Employee performance (KK) &lt;- ---</td>
<td>Organizational Culture (BO), 0.208</td>
<td>0.005</td>
</tr>
<tr>
<td>Performance employees (KK) &lt;- ---</td>
<td>Transformational Leadership (KT), 0.253</td>
<td>0.037</td>
</tr>
<tr>
<td></td>
<td>Job Satisfaction (KP), 0.231</td>
<td>0.008</td>
</tr>
</tbody>
</table>

**Table 3. Effect of Variable Against Endogenous exogenous variable**

Sources: Primary data are processed by WarpPLS, 2015

**Table 4. Directs Effect, Indirects Effecs dan Total Effects**

<table>
<thead>
<tr>
<th>Effect</th>
<th>Individual Characteristic</th>
<th>Transformational Leadership</th>
<th>Organizational Culture</th>
<th>Job Satisfaction</th>
<th>Employee Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Effect</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational Culture</td>
<td>0.409</td>
<td>0.259</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>0.280</td>
<td>0.330</td>
<td>0.240</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>0.323</td>
<td>0.427</td>
<td>0.263</td>
<td>0.231</td>
<td>0</td>
</tr>
<tr>
<td><strong>Direct Effect</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational Culture</td>
<td>0.409</td>
<td>0.259</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>0.187</td>
<td>0.268</td>
<td>0.240</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Employee performance</td>
<td>0.172</td>
<td>0.253</td>
<td>0.208</td>
<td>0.231</td>
<td>0</td>
</tr>
<tr>
<td><strong>Indirect Effect of 2 segments</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational Culture</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>0.098</td>
<td>0.062</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
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<td><strong>Indirect Effect (Indirect Influence) 3 segments</strong></td>
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</tbody>
</table>

Sources: Primary data are processed by WarpPLS, 2015
3. Discussion

H1 There is a positive and significant effect of the individual characteristics on organizational culture at PT. Bank Aceh.

Based on Figure 2 and Table 3, the known value of P-value between individual characteristics on organizational culture was 0.001, which is smaller than the significance level of 0.05. These results can be concluded that the individual characteristic variable significantly influences the organizational culture of the Bank Aceh. Based on the results of path coefficient value of the individual characteristics on organizational culture has a positive effect on the Bank Aceh. Hypothesis 1 in this research is the influence of individual characteristic on organizational culture PT. Bank Aceh is accepted. Worth mentioning that the research results are not consistent with studies conducted Lumbanraja (2007), the research results show that the individual characteristic has no effect on the organizational culture.

H2 There is a positive and significant effect of transformational leadership on organizational culture at PT. Bank Aceh.

Based on Figure 2 and Table 3, the known value of P-value between transformational leadership on organizational culture was 0.003, which is smaller than the significance level of 0.05. These results can be concluded that transformational leadership significantly influences the organizational culture of the Bank of Aceh. Based on the results of path coefficient value of transformational leadership on organizational culture is 0.259 positive coefficient path meaning transformational leadership positively affects organizational culture at the Bank of Aceh. Thus it can be said that the hypothesis 2 compiled that there are significant transformational leadership on organizational culture of PT. Bank Aceh. In this study, it can be accepted. The result supports the research Yousef (2000); Schein (1992); Bass and Avolio (1993).

H3 There is a positive and significant influence of individual characteristics on employee job satisfaction on PT. Bank Aceh.

Based on Figure 2 and Table 3, the known value of P-value between individual characteristics on job satisfaction is 0.019, which is smaller than the significance level of 0.05. This means that the individual characteristic variable significantly influences employee satisfaction at the Bank of Aceh. Based on the results of path coefficient value of the individual characteristics on job satisfaction is 0.172 which is positive coefficient meaning that the variable of characteristic of individual positively influences on job satisfaction of employees at the Bank of Aceh. Thus it can be said that the hypothesis 3 arranged that there is the influence of individual characteristics of employee job satisfaction on PT. Bank of Aceh, and it is accepted. The results support the research studies conducted by Lumbanraja (2007).

H4 There is a positive and significant impact of transformational leadership on employee job satisfaction on PT. Bank Aceh.

Based on Figure 2 and Table 3, the known value of P-value between transformational leadership on job satisfaction is 0.011, which is smaller than the significance level of 0.05. This means that the variable transformational leadership significantly influences employee job satisfaction on PT. Bank Aceh. Based on the results of path coefficient value of transformational leadership on job satisfaction is 0.268 coefficient that is positive meaning transformational leadership has a positive effect on job satisfaction on PT. Bank Aceh. On the other hand it needs to be delivered that transformational leadership variable is the most dominant factor to job satisfaction other variables. Thus it can be said that the hypothesis 4 which have been formulated that there is the influence of transformational leadership on employee satisfaction PT. Bank of Aceh and it is not rejected. The results of this study do not support the research studies conducted by Lumbanraja (2007).

H5 There is a positive and significant influence of organizational culture on job satisfaction of employees at PT. Bank Aceh.

Based on Figure 2 and Table 3, the known value of P-value between organizational culture on job satisfaction is 0.001, which is smaller than the significance level of 0.05. This means that the organizational culture variable has a significant effect on employee job satisfaction at PT. Bank Aceh. Based on the results of path coefficient value of organizational culture on job satisfaction is 0.240 positive coefficient path meaning organizational culture positively influences on job satisfaction at the Bank of Aceh. Thus it can be said that the hypothesis 5 were arranged that there is the influence of organizational culture on job satisfaction of employees of PT. Bank Aceh and it is accepted, it means that organizational culture affects job satisfaction PT. Bank Aceh, the results of this study support Lumbanraja (2007), Lock Crawford (2001; 2003) and Yuan and Tind (1997).

H6 There is a positive and significant impact on the performance of the individual characteristics of employees at PT. Bank Aceh.

Based on Figure 2 and Table 3, the known value of P-value between individual characteristics on the performance of employees is 0.019, which is smaller than the significance level of 0.05. This means that the individual characteristic variable significantly influences employee performance in PT. Bank Aceh. Based on the results of path coefficient value of the individual characteristics of the performance of employees is 0.172 which is positive coefficient means that the individual characteristics has a positive influence on the performance of
employees at PT. Bank Aceh. Thus it can be said that the hypothesis 6 arranged that there is the influence of individual characteristics on the performance of employees of PT. Bank of Aceh and it is accepted. The results support the research of Sure, et.al. (2013).

H7 There is a positive and significant effect of transformational leadership on employee performance at PT. Bank Aceh.

Based on Figure 2 and Table 3, the known value of P-value between transformational leadership on employee performance is 0.037, which is smaller than the significance level of 0.05. This means that the variable transformational leadership significantly influences employee performance in PT. Bank Aceh. Based on the results of path coefficient value of transformational leadership on employee performance is 0.253 which is positive coefficient means that the transformational leadership positively affects the performance of employees at PT. Bank Aceh. Thus it can be said that the hypothesis 7 arranged that there is influence of transformational leadership on employee performance of PT. Bank of Aceh and this study can be accepted, it means that the transformational leadership influences on the performance of employees of PT. Bank Aceh. The results support the research of Ogbonna and Harris (2000) showing the influence of leadership style on job satisfaction which impact on improving the performance of employees.

H8 There is a positive and significant influence of organizational culture on employee performance at PT. Bank Aceh.

Based on Figure 2 and Table 3, the known value of P-value between organizational culture on employee performance is 0.005, which is smaller than the significance level of 0.05. This means that the organizational culture variables significantly influence employee performance in PT. Bank Aceh. Based on the results of path coefficient value of organizational culture on employee performance is 0.208 which is positive coefficient means the organizational culture has a positive effect on the performance of employees at PT. Bank Aceh. Thus it can be said that the hypothesis 8 arranged that there is influence of organizational culture on employee performance of PT. Bank Aceh and this study can be accepted, it means that organizational culture affects the performance of employees of PT. Bank Aceh. The results support the results of Chen (2004).

H9 There is a positive and significant effect of job satisfaction on the performance of employees at PT. Bank Aceh.

Based on Figure 2 and Table 3, the known value of P-value between job satisfaction on the performance of employees is 0.008, which is smaller than the significance level of 0.05. This means that job satisfaction variable significantly influences employee performance in PT. Bank Aceh. Based on the results of path coefficient value of job satisfaction on the performance of employees is 0.231 which is positive coefficient means that job satisfaction has a positive influence on the performance of employees at PT. Bank Aceh. Thus it can be said that the hypothesis 9 arranged that there is influence of job satisfaction on the performance of employees of PT. Bank Aceh and this study can be accepted meaning that job satisfaction affects the performance of employees of PT. Bank Aceh.

H10 The Influence of Individual Characteristics on Job Satisfaction through Organizational Culture

Based on Figure 4 and Table 5, the results of testing the effect of mediation (intervening) using WarpPLS to analyze the relationship between the variable of organizational culture with the variable employee performance mediated by cultural variables known to the indirect effects of 0.128 and P-value between individual characteristics on the performance of employees is 0.033, which is smaller than the significance level of 0.05. It can be concluded the indirect effect of transformational leadership on employee performance through significant job satisfaction, in other words, job satisfaction significantly mediates the relationship between transformational leadership with employee performance.
QUALITY MANAGEMENT

D. Conclusions and Recommendations

I. Conclusions

1. The result of the first hypothesis testing showed that the influence of individual characteristics on organizational culture at the Bank Aceh.
2. The result of 2nd hypothesis testing showed the influence of transformational leadership on organizational culture at the Bank Aceh.
3. The result of 3rd hypothesis testing showed individual characteristics did not influence employee satisfaction at the Bank Aceh.
4. The result of 4th hypothesis testing showed there was no influence of transformational leadership on employee satisfaction at the Bank Aceh.
5. The result of 5th hypothesis testing showed the influence of organizational culture on employee job satisfaction at the Bank Aceh.
6. The result of 6th hypothesis testing showed the influence of individual characteristics on the performance of employees at the Bank Aceh.
7. The result of hypothesis testing of transformational leadership affects the performance of employees at the Bank Aceh.
8. The result of 8th hypothesis testing showed organizational culture affects the performance of employees at the Bank Aceh.
9. The result of 9th hypothesis testing showed job satisfaction affects the performance of employees of the Bank Aceh.
10. Organizational culture mediates the relationship between individual characteristics and employee satisfaction at the Bank Aceh.

II. Suggestions

1. The variables of individual characteristics and transformational leadership influence on job satisfaction of employees at the Bank Aceh, it needs the attention of Bank Aceh management to continue improving the individual characteristics and leadership behaviors in order employee satisfaction to continue rising as well.
2. The individual characteristics, transformational leadership and organizational culture affect the performance of employees at the Bank Aceh, it also needs the attention of the management of Bank Aceh to continue maintaining and improving the behavior of its leadership, employee characteristics and organizational culture so that employees feel close and got the attention of management, and maintain the value - cultural values that had been occupied, it will have an impact on employee performance improvement at the Bank Aceh.

References
