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*The 3rd Annual Malang
International Peace Conference*
VOICING PEACE
*"Harmony through
Multidisciplinary Perspectives"*

Universitas Islam Raden Rahmat Malang

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FOREWARD

Living in peace is a part of human rights; therefore, maintaining peace is a duty for people all over the world. Regardless our identity, profession and origin, achieving and preserving peace are the consensus to bring harmony for the world. The harmony can only be established when human can live side by side, not only among human beings but also with other creatures in the world, above all the differences. In each society level, differences are perceived as God's gift. Thus, human's noble attitude as *Khalifa* is essential for the peaceful life.

Based on that consideration, The 3rd Annual Malang International Peace Conference (AMIPEC) 2017 aims at bringing the theme of **VOICING PEACE: "Harmony Through Multidisciplinary Studies"** with three sub-themes: **Voicing Peace through Education, Voicing Peace Through Social Context, and Voicing Peace Through Technology**. This theme is chosen to gather various ideas, thoughts, views, best practices from multidisciplinary perspectives for constructing comprehensive anatomy about the importance of peace movement to be voiced in every level of human's life.

The discourse in peace is definitely a never-ending topic to be discussed. Peace will always be the desired topic to be discussed. Peace will be acculturated and assimilated in everything we do and say. Therefore, the presence of AMIPEC, the conference which is discussing mainly on peace, is essential. As the third year to be held in Universitas Islam Raden Rahmat Malang, AMIPEC is actually only the stepping stone as the endeavor to create a better world. Of course, the long way is still unfolding, may peace initiation continue to be expanded and the harmony of the ideal world can be realized. Hopefully when it is present, we all always be a part of the peace and also keep the harmony among us.

Malang, July 17 2017

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TABLE OF CONTENT

Title Page.....	i
Editor Team.....	ii
Foreword.....	iii
Table of Content.....	iv
Keynote Papers	
A Historical Value of Sunan Ampel (Raden Rahmad) and Sunan Boto Putih (Lanang Dhangiran) Surabaya.....	1
Perlunya Memahami Hadis Secara Tekstual Dan Kontekstual Untuk Mendapatkan Pemahaman Yang Moderat ‘Ala Madhhab Ahlisunnah Wal Jama’ah.....	6
Internalisasi Pendidikan Agama Islam Berwawasan Multikultural melalui <i>Hidden Curriculum</i>	21
Pendidikan Berbasis Multikultural dan Implementasi Kurikulumnya.....	31
Nilai-Nilai Tasawuf <i>Akhlaqi</i> dalam naskah <i>Al-washaya</i> dan <i>Al-Malhudlat</i> karya K.H. Achmad Asrori Al-Ishaqi.....	41
Brigade Penolong 13 Jawa Timur dan Pelestarian Lingkungan Hidup : Analisis Pengaruh Pengetahuan, Persepsi dan Sikap Terhadap Perhatian Lingkungan Hidup Melalui Citra Diri..	54
The Model Of The Relevance Of The Brand Characteristics, Company Characteristics, Consumer Characteristics (Trust In The Brand Against Brand Loyalty Through Reinforces Commitment.....	62
Analisis Pengaruh Variabel Makro Ekonomi Terhadap Kinerja Keuangan Perbankan Syariah.....	71
Anteseden Perilaku Pembelian Produk Ramah Lingkungan di Kota Ambon.....	79
<i>Triple Bottom Line</i> : Tanggung Jawab Korporasi Untuk Menjaga Perdamaian.....	87
Membangun Komunitas Pesisir dalam Manajemen Bencana Lingkungan Pesisir di Kabupaten Banyuwangi: Dari Penyadaran hingga Pelembagaan.....	94
Strategi <i>Competitive Advantage</i> : Melalui implementasi <i>Quality of Work Life</i> dan Optimalisasi Kinerja UMKM.....	107
Capaian Kepuasan Pelanggan Berbasis Strategi Pengembangan Kinerja Organisasi Koperasi Dengan Pendekatan <i>Importance Performance Analysis</i>	115
Dialogue of Forgiveness and Peace in Harriet Beecher Stowee’s Uncle Tom’s Cabin Novel..	128



Android- Based Customer To Customer (C2c) Portal.....	136
The Influence of Organizational Culture and Leadership Style Work Motivation of Employees	144
Potret Kontradiktif Transaksi Pinjaman Sebagai Solusi Masalah Keuangan.....	152
Landasan Filosofis Dan Psikologis Pengembangan Kurikulum Berbasis Multikultural.....	159

The Influence Of Organizational Culture And Leadership Style Work Motivation Of Employees

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Abstract

This study aims to determine the effect of organizational culture and leadership style simultaneous partial and on organizational culture and leadership style on work motivation of employees. The research subject was taken as many as 70 employees in the CV. Prima Indo Tuna Makassar, while the study data were collected using a questionnaire in the form of Likert scale. Data analysis and hypothesis verification used linear regression techniques, which result in Cultural Organization (X_1) 0.344 with 0.004 significance of the work motivation (Y). While the regression coefficient regression for Leadership Style (X_2) of 0.664 with 0.000 significance to work motivation (Y). Organizational Culture and Leadership Styles simultaneously affect the work employee motivation CV. Prima Indo Tuna. This is indicated by the results of $F_{count} > 83.063$ F_{table} of 3.13 with a significance of 0.000 or less than 0.05 (5%). In addition to the multiple regression analysis obtained by the R value of 0.844 indicates that all independent variables have a close relationship with work motivation variable (Y) of 0.704. Then the results R square obtained for 0.713 which indicates that the contribution of independent variables are Cultural Organization (X_1) and Leadership Styles (X_2) to variable work motivation (Y) amounted to 71.3%,

Keywords: Organizational Culture, Leadership Style, Motivation of work

Introduction

of Competition world today's highly competitive industry, especially for the industry with a market share of exports to various countries. In addition to the level of competition is very tight, exporting companies are also required to be able to meet the qualifications of commodities in accordance with the respective standards of export destinations. If you are not able to compete and qualify for the commodities of different countries, then the company would not survive, including fresh tuna fish exporter company that conducted the CV. Prima Indo Tuna Makassar.

To be able to survive and compete, and be proud of, then demanded more competitive company. Meanwhile, to be able to survive and compete, can not be separated from the Human Resources (HR) owned. HR is a very important factor in the business world, including efforts in the field of tuna. Hasibuan (2003: 244) mentions SDM is integrated capabilities of the intellect and physical power of the individual. HR became the first and foremost element in any activities conducted. Sophisticated equipment without the active role of HR does not mean anything. According to Ali (2009: 115), human resources is an important factor in a development process within an organization or company. HR factors considered important because human resources are not only the object but also to be the subject. Thus, HR is an element in the company that will be able to determine the existence of the company in the future.

SDM also need to be empowered to achieve its goals according to the vision and mission. Human resource development is shown by the performance of employees as a real form of employee motivation are very dependent on the culture of the organization and control of a leader. Employee motivation should be improved so that its performance is in accordance with the standard of work so that corporate objectives can be achieved. Various ways can be reached companies in improving the performance of employees, such as by adding employee motivation through organizational culture and leadership style.

One key to leadership success is the motivation of personnel (Finch and McGough, in Djatmiko, 2008: 66). From the utilization of human resources, the first variable is motivation. Thus, motivation is an impulse that makes a person would commit an act with a specific purpose. In this case, the motivation of an employee, the employee will make carry out the work which has been assigned to him, in order to give a contribution to the company so that the company is able to achieve the goal.

Related to the above figures, the object of this study were employees CV. Prima Indo Tuna Makassar. The reason for choosing these companies is the research object because the company has been growing rapidly in the middle of the swift competition with other similar companies. However, to keep growing it still requires endurance and high competitiveness by continuing to encourage increased employee performance based on organizational culture and leadership style, given the organizational culture and leadership style is an important factor in the improvement of the human resources of the company, so the company is able to achieve the goal as well as the vision and mission.

Literature Review

Organizational Culture

Cushway and Dodge (in Nawawi, 2003) states that organizational culture is a belief and values that become the main philosophy adhered to by members of the organization in carrying out and operationalize activities of the organization. While Schermerhorn Hurn and Osborn (in Nawawi, 2003) said that organizational culture is a system of dissemination of beliefs and values that are developed within an organization to guide the behavior of its members. Robbins means that organizational culture as a) the dominant values espoused in the organization, b) philosophy that guided the discretion of the employee organization (employees) and customers (consumers), c) how to do the job.

Gibson, Ivacevick, and Donnelly (in Nawawi, 2003) states that organizational culture is a system of values, beliefs and norms are unique and are shared by members of the organization. According to Pawito (2008), the definition of the organizational climate or culture of the organization is some of the trends in the general situation can be felt by all members of the organization in carrying out their duties every day. That trend has two possible trends, which is good and bad. Meanwhile, according to Poole and McPhee (in Sunarto, 2009), organizational culture is a collective attitude that is sustainably produced and reproduced by all members within an organization through a relationship between one another.

Tosu, Rizzo and Carroll (in Nawawi, 2003) states that organizational culture is a pattern or way of thinking, feeling and reacting contained within an organization or sub-sectors of an organization. Characterize the organizational culture that distinguishes an organization with other organizations. Furthermore posited also that there are three main ideas developed in the organizational culture, the three key points that are a) culture of the organization includes three important aspects that comprise a source of organizational culture, organizational culture itself and its manifestations, b) a model of multi-level organizational culture is a pyramid inverted containing four stages, which consist of basic values, the main strategy, the second strategy and implementation models, c) cultural management organization devoted to the achievement of organizational effectiveness.

According to Pines (in Pujiastuti, 2012; 19), there are four dimensions to measure the work climate of an organization, hereinafter referred to cultural organizations exist, among others:

- a. Dimensions psychological, variables include workload, lack of autonomy, lack of fulfillment and the lack of innovation in an organization.
- b. Structural dimensions, including physical variables, sound, and level of harmony between work purposes with the existing physical structures in an organization.
- c. The social dimension, covering aspects of interaction with customers, co-workers, and others.
- d. Bureaucratic dimension, including laws and regulations that have been set.

Leadership Style

While Koontz, O'Donnell, and Wehrich (in Nawawi, 2003) says that leadership is the art or process of influencing others (members of the organization) so that child attaining the goals of the organization with willingness and enthusiasm. Leadership as an art statement basically means the ability to create human relationships in the form of influence fun and rewarding for the members of the organization (others), so willing to do an activity or job responsibility. There is no definite pattern in realizing these effects As with art because it depends on the potential and character of use traditional leaders in social skills. Between leadership and management is something different, though often assume that the two terms are the same. Thoha (2013) says there are some differences between leadership and management. Although the leadership and management of different but both of these can not be separated from one another. According to Terry (2006) comprises management functions of planning, organizing, actuating, and controlling. So that's the actuating function which contains leadership (leadership) which then contains other functions. More specifically stated Lussier and Christopher (2001) that the means (tools) to drive (actuating) it is leadership (leadership), human relations (human relations) and communication.

The leadership style is the norm of behavior used by someone when that person tries to influence the behavior of others as she sees. There are two styles of leadership to the extreme, the autocratic leadership style and the democratic style. (Thoha, 2013). Nawawi (2003) mentions that the type of leadership can be defined shape or pattern or type of leadership, which includes implementation of one or more behavior or style of leadership as supporters. While the leadership style is defined as any behavior or the way chosen and used a leader in influencing the thoughts, feelings, attitudes, and behavior of members of the organization or subordinates.

According to Nawawi (2003) Flow Theory of Interest (Path-Goal Theory) proceed from the assumption that an effective leader must be able to influence the perception of subordinates to be personal, job objectives and goals of the organization can be achieved through one groove (the same way). The basis of this model is the motivation theory experimentally. This leadership model popularized by Robert House is trying to predict the effectiveness of leadership in various situations. In principal, Path-Goal Theory seeks to explain the influence of leader behavior to motivation, satisfaction, and execution of staff's work.

Work Motivation

Sedarmayanti (2014) defined that motivation is the willingness to expend a high level of effort toward organizational goals is conditioned by the effort's ability to meet individual needs. In Sedarmayanti (2014) reveals some motivation defines according to some experts, among Terry mentioned that motivation is the desire contained in an individual that stimulate action. Steers also mentioned that motivation is the strength of the tendency of an individual engaging in goal activities in employment. This is not the sense of excitement that is relative to the results of a variety of jobs as well as satisfaction, but more of a feeling ready/willing to work to achieve the purpose of employment. Then Siagian also mentioned that the motivation is the whole process of motivation to work in such a way that their subordinates are willing to work with sincerity in order to achieve organizational goals with efficient and economical.

According to Robbins (2003) gives the following definition: Motivation is the willingness to issue a high level of effort toward organizational goals, conditioned by the effort's ability to satisfy the suit individual requirements. Herzberg (in Sedarmayanti, 2014; 236) found that a series of extrinsic conditions are not good and no, it will result in employees feels dissatisfied with the work of the environmental. They complain and if conditions deteriorate so will result in them not working in the organization stage. This factor is called climate factors, both factors hygiene and also called maintenance factor. Known climatic factors or good hygiene due to this factor reflects the environment that can give satisfaction, and called the maintenance factor for a good climate to be maintained so as not to cause dissatisfaction.

Research Methods

Research Subjects

According to Sugiyono (2011), the population can be defined as a generalization region consisting of the objects or subjects that have a certain quantity and characteristics defined by the researchers to learn and then draw conclusions. Therefore, the population in this study were employees CV. Prima Indo Tuna is located at Jln. Dr. Ir. Sutami No. 32 Makassar, South Sulawesi. Employee CV. Prima Indo Tuna Makassar numbered 70 people, consisting of permanent and contract employees. Meanwhile, according to the sample definition Bungin (2010) is the object of a smaller study that is part of a population. In this study, the samples used were employees CV. Prima Indo Tuna Makassar.

Data retrieval

According to the Silalahi (2009), the data for the study may be collected from different backgrounds. Data can also get from the research object organization. In this study, data were collected through a closed questionnaire. The questionnaire is detailed questionnaire filled out by the respondents (Nasir, 2005). Hence the questions given to respondents already provided the answer, then the data used in this study using the ordinal level Likert scale. Likert scale is a scale technique to measure attitudes, opinions, or one's perception of himself or a group of people associated with a case (Silalahi, 2009)

Data Analysis

Sulistyo (2010) mentions the purpose of data analysis are as follows: (a) the data can be given a meaning which is useful in solving the problems of research, (b) shows the relationships between phenomena contained in the study, (c) to provide an answer to the hypothesis proposed in the study, (d) material to make conclusions and implications and saran- useful suggestions for future research policy.

The results of data processing using SPSS 16.0, the result of the test multiple linear regression equation as follows:

$$Y = X_1 + 0419 - 1.892 + 0.693X_2 + e$$

Based on the regression equation above means that:

a = constant = -1892. If the organizational culture variables (X_1) and the Leadership Style (X_2) is constant or equal to zero, then the work motivation (Y) is approximate -1892

β_1 = regression coefficients for X_1 = 0419. Shows the value of the regression coefficients for the variables of organizational culture (X_1), namely 0419 and having a positive regression coefficient. This indicates a change in direction of the organizational culture by 1 unit, can enhance work motivation (Y) by 0419, and vice versa if there is a decrease in the variable Organizational Culture (X_1) by 1 unit, can reduce work motivation (Y) of 0419 as well, with assuming that leadership style variable (X_2) is constant.

β_2 = regression coefficient X_2 = 0.693. Shows the value of the regression coefficients for the variables Leadership Style (X_2) is 0.693 and has a positive regression coefficient. It shows a change in direction of the dependent variable. So whenever there is an increase in the variable style of leadership (X_2) of the unit, can increase increase work motivation (Y) of 0.693, and vice versa if there is a decrease in the variable Organizational Culture (X_1) by 1 unit, can reduce work motivation (Y) of 0693 also, assuming that leadership style variable (X_2) is constant.

Results

F test was conducted to determine the effect of independent variables on the dependent variable simultaneously. Based on the analysis of hypothesis testing known that Fhitung 83.063 values greater than 3.13 F table with a significant value of 0.000 are smaller than alpha (0.05) H_0 is rejected and H_1 accepted. These results indicate that the initial hypothesis is acceptable. It can be concluded that the Culture Organization (X_1) and the Leadership Style (X_2) a whole (simultaneously) has a significant influence on work motivation (Y).

Then to determine the dominant variable affecting work motivation variable can be seen that the relationship between organizational culture (X_1) with work motivation (Y) has the effect of 0.697 or 69.7%, while the Leadership Style (X_2) with work motivation (Y) has an

influence of 0.821 or 82.1%. It can be concluded that the Leadership Style (X2) have a greater influence or dominant than organizational culture (X1).

Furthermore, the test results can be seen partially hypothesis as follows.

From the results of the t test, it can be seen that:

- a. Influence of Organizational Culture (X1) work motivation (Y). Obtained the r value of 0344 and r² for organizational culture variables (X1) with work motivation (Y) is equal to (0344)² = 0118, or 11.8%, which means that the value of the influence exerted by the Cultural Organization (X1) to Work Motivation (Y) is 11.8% or have a low impact. Cultural Organizations (X1) has a value of 2,995 t is greater than 1.6679 ttable with significant values smaller than 0.004 alpha (0.05) H₀ is rejected and H₁ accepted. These results suggest that partially organizational culture has an influence on work motivation so that the initial hypothesis can be accepted.
- b. Influence of Leadership Styles (X2) work motivation (Y). Obtained the r value of 0664 and r² for Leadership Style variables (X2) with work motivation (Y) is equal to (0664)² = 0.440 or 44.0%, which means that the value of the influence exerted by the leadership style (X2) to Work Motivation (Y) amounted to 44.0% or have a moderate effect. Leadership style (X2) has a value of 7.269 t count greater than ttable 1.6679 with 0.000 significant value less than alpha (0.05) then H₀ rejected and H₁ accepted. These results suggest that partially leadership style had an influence on work motivation so that the initial hypothesis can be accepted.

Discussion

From the results of research conducted by the statistics, it can be seen that essentially variable Organizational Culture and Leadership Style has a significant role in improving the Working Motivates employees. Most respondents stated that a good leadership style will be able to increase employee motivation. It can be seen from the responses given by respondents mostly said that the style of leadership where leaders often give explanations and directives on employees, leaders are asking for input in the form of advice - the advice of subordinates before making a decision, the leader who always keep a good relationship with a subordinate, the leader who gives credence to the employees, leaders are paying attention to the needs and rights of employee welfare, it is able to be motivating work of employees. Only a small proportion of respondents who stated that the leadership style does not increase the motivation of employees in the CV. Prima Indo Tuna Makassar.

Through statistical analysis using path analysis method, it is known that the total effect of variable leadership style on employee motivation 44.0% and included in significant influence. Style of leadership is an even greater need in the CV. Prima Indo Tuna Makassar to increase employee motivation. The high influence of leadership style on the work motivation will also be able to improve the performance and productivity of employees CV. Prima Indo Tuna. The corresponding statement Sari opinion Pujiastuti (2012) in the research stated that leadership style has a positive impact on employee motivation. The study used 32 samples of employees in the company PT Karunia Independent Consultant. The results of the research together with research conducted this research. Therefore, the style of leadership had a significant influence on employee motivation.

As for the variables of Organizational Culture, also has a significant influence on work motivation. Cultural variables influence given to the Organization of Work Motivation 11.8% is still in the low category. The effect occurs could be a reference to the head of the company CV. Prima Indo Tuna for more attention to the existing organizational culture. For Organizational culture plays an important role in improving employee work motivation. This can be seen from tcount 2995> ttable 1.6679 with significant value 0.004 <alpha (0.05). That is a significant and positive organizational culture influence on work motivation.

With these findings, it can be concluded that the organizational culture and leadership style affect work motivation, either partially or simultaneously. Based on these two variables Leadership Style has a value that is more dominant compared to the Organizational Culture. If the leadership style CV. Prima Indo Tuna are in accordance with what is expected of the employees, the employees work motivation will increase. It would be even better if it is supported by the Cultural Organization of the good and conducive so that employees work motivation will be much better. Work Motivation for improvement which can also spur

increased productivity and performance of employees, the management of CV. Prima Indo Tuna should be aware that the Organizational Culture and Leadership Styles affect employees work motivation either partially or simultaneously. The existence of this effect, it could make it the focus of management in order to improve the strategy and various children's decision-making by management CV. Prima Indo Tuna. The existence of this study could also be a separate consideration in the framework of strategic planning Organizational Culture and Leadership Styles that can support increasing work motivation of employees. Thus, employee Work Motivation will rise and give a better impact on the performance and productivity of employees so as to increase company profits.

Conclusion

Based on the research discussed in the previous chapter, it can be concluded as follows:

- a. Organizational Culture and Leadership Styles partial effect on employee work motivation CV. Prima Indo Tuna. Regression analysis showed regression coefficient of Organizational Culture (X_1) 0.344 with 0.004 significance of the work motivation (Y). While the regression coefficient regression for Leadership Style (X_2) of 0.664 with 0.000 significance to work motivation (Y). This reinforces the results of research conducted Pujiastuti Sari (2012) entitled "The Influence of Organizational Culture and Leadership Styles Toward Employee Motivation PT. The gift of Independent Consultant ". That the Organizational Culture and Leadership Styles had a partial effect on Employee Work Motivation.
- b. Organizational Culture and Leadership Styles simultaneously affect the work motivation of CV. Prima Indo Tuna employee. This is shown by the results of $F_{83.063} > 3,13$ F table with a significance of 0.000 or less than 0.05 (5%) so H_0 is rejected and H_1 accepted. In addition to the multiple regression analysis obtained by the R value of 0.844 indicates that all independent variables have a close relationship with work motivation variable (Y) of 0.704. Then the results obtained for 0.713 square R which indicates that the contribution of independent variables is Cultural Organization (X_1) and Leadership Styles (X_2) to variable work motivation (Y) amounted to 71.3%, while the rest influenced by others who do not address the issue this research. This result reinforces previous studies conducted Sari Pujiastuti (2012) entitled "The Influence of Organizational Culture and Leadership Styles Toward Employee Motivation PT. The gift of Independent Consultant ".
- c. Variable Leadership Style has dominant influence compared with the variables of Organizational Culture on work motivation of employees in the CV. Prima Indo Tuna. It can be seen the value of β in a linear regression on the variables obtained Organizational Culture β_1 = regression coefficient for Cultural Organizations (X_1) = 0.419, whereas the regression coefficient for β_2 = Leadership Styles (X_2) = 0.693, while. Thus β regression on Leadership Styles higher or more dominant than in the Organizational Culture. It also can be seen from the table that the relationship between the linear regression Cultural Organization (X_1) with work motivation (Y) has the effect of 0.697 or 69.7%, while the Leadership Style (X_2) with work motivation (Y) has the effect of 0.821 or 82.1%. It can be concluded that the Leadership Style (X_2) have a greater influence or dominant than organizational culture (X_1).

Recommendations

Based on these results, the following suggestions:

- a. Based on this study, should Leader CV. Prima Indo Tuna order to give more attention and keep improving leadership style. Therefore, the leadership style had a significant role in increasing employee motivation. Leader CV. Prima Indo Tuna should do more research to find the dominant type of leadership style and a big impact on employee motivation.
- b. Indo Prima CV Management should give more attention to the Tuna Cultural Organization because the culture of the organization also has a role in increasing employee motivation. How that can be done is by providing training on organizational culture that includes team building, discipline, and cooperation among employees. Thus,

it is able to increase employee motivation CV. Prima Indo Tuna. In addition, the management of CV Prima Indo Tuna also should do more research to find strata and cultural dimensions of organizations that have influence significant to increase employee motivation.

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