

Cultural Influence, Organizational Climate, Ability of Information Technology to Motivation and Satisfaction Employees of Bankaltim

Didik Hadiyatno

Universitas Balikpapan, Balikpapan, Indonesia

This research copes to study the relationship between cultural variables of organization, organizational climate, ability of information technology, motivation work to satisfaction of bank employees' performance and activity of BPD in East Kalimantan. This research addressed to analyze the cultural variable of organization, the ability of information technology, motivation and satisfaction. This research of the survey is done by using the approach of pad cross sectional study of 13 sub-provinces and town bank of BPD in East Kalimantan. Technique intake of the sample depends on random proportional sampling. Measurement is conducted with structural equation modeling (SEM) pass courses of AMOS 5 and 150 samples taken by bank employees of BPD in East Kalimantan. Result of examination with technique of SEM, indicated that the model has developed degree of axle. According to research data at moderating storey, result of evaluation of goodness of fit indices indicates result of the moderating to the overalls of constructs in the model. Partially developed constructs evaluate good fit of goodness. In general, all the exogenous variables (cultural of organization, the ability of information technology, and organizational climate) have significant effect on motivation and satisfaction of bank activity of BPD in East Kalimantan. Some hypotheses raised in this research can be accepted. Organizational culture has a significant effect on motivation work employees and satisfaction of activity, and ability of information technology has a significant effect on motivation and satisfaction of activity, while organizational climate does not.

Keywords: cultural of organization, the ability of information technology, organizational climate of motivation work, satisfaction of activity

Introduction

Background

Development of banking in the East Kalimantan region shows the promise accordance with the development of industrial sectors and services, both public and private national banks and foreign private. With the emergence of banks in East Kalimantan, it requires management skills and has reliable management personnel who are specialized so that they can face competition in banking.

The growth of banking in East Kalimantan has not only internal factors but also external factors that have

Didik Hadiyatno, dr., M.Si., SE, Faculty of Economics, Universitas Balikpapan, Balikpapan, Indonesia.

Correspondence concerning this article should be addressed to Didik Hadiyatno, Faculty of Economics, University Balikpapan, Balikpapan 764114, East Kalimantan, Indonesia.

the attention of the manager of the bank to make absorbing and distributing the funds raised, the bank's ability to cultivate the role of banks in East Kalimantan. The development required a specialization culture bank owned, in addition to the need to pay attention to internal sectors such as organizational culture, competence information technology, organizational climate, which could lead to a further motivation to make the job satisfaction of employees in the bank.

The growth and development of an organization coupled with the external and internal pressure, will require a change in human resource management. Human resource management programs, systems, and implementation need to be well organized to fit the needs and changes (Fisher, Schoendfelt, & Shaw, 1993). In an organization that is growing and developing, human resource is seen as a source for competitive advantage (competitive advantage) in which the competencies distinguish accomplished worker skills development, organizational culture, management processes and systems (Greer, 2001).

From the perspective of an employee, the employee culture provides guidelines for everything that is important to do. This is consistent with what is expressed by Nimran (1997), a number of the important roles played by culture in the company: (a) help develop a sense of identity for employees; (b) are used to develop a personal relationship with the organization; (c) help stabilize the organization as a social system; (d) present the code of conduct, as a result of behavioral norms that are already in shape.

Organizational culture is built from deeply held beliefs in depth about how the organization should be run or operated (Rois et al., 2003). Culture is the system of values of the organization and will influence the way work is done and the way employees behave (Cushway & lodge, 1993). As an illustration, one can be very capable and efficient without being dependent on others, but the behavior does not fit with the organizational culture.

Information technology capability is a characteristic/trait capable to improve the quality of life (Sira, 2002). Information technology capability is a characteristic that shows the difference one's motivation, initiative, ability to stand tall to face the task through to the end to solve the problem or how to adapt to the environment that will affect the performance of individuals. Someone influenced by information engineering capabilities as well as a manager or as a subordinate contribution to the decision-making and acting is strongly associated with the performance of the organization (Leonard et al., 2004).

In the understanding of individual behavior, it is necessary to study the characteristics inherent in the individual. Individual difference present in the people in the organization is an important factor in determining their response to something or behavior. The various technical skills' necessary information can be called as follows: the ability, skill, age, education level, and years of service (Suprihanto, 2003, p. 23).

Robbins (2001) proposed three techniques for improving the performance of employees, namely: (1) increase employees by improving skills; (2) increase motivation; (3) provide an opportunity.

Efforts to reach the destination on Bankaltim are supported by the vision and mission to guide their activities. Bankaltim Vision is "As Bank healthy, efficient and trustworthy", with reference to the vision that Bankaltim forms and nurtures all employees to boost motivation.

The Bankaltim mission is as follows: Bankaltim in East Kalimantan provides banking products and services dynamically sustained. The mission has been a sub Bankaltim guide and is believed to be the key to success Bankaltim, therefore any Bankaltim human resources should be utilized optimally so that they can work optimally to achieve organizational goals.

In particular there are some important things that underlie the research and are conducted in Bankaltim namely: First, the ability of individual employees Bankaltim is something that is important, both for employees and for the organization itself Bankaltim or Bankaltim concerned. Due to the ability of individual jobs, it is more likely to achieve personal goals and objectives of the organization. Second, underlying the importance of the analysis of the influence of the individual's ability to motivation and job satisfaction, Bankaltim job satisfaction is one who wants to be grown in Bankaltim orientation on performance. This means that all employees of both leaders and subordinates should always give their best performance on Bankaltim. To that end, each person must not only be satisfied enough with his work today. To achieve such conditions, it is in need of an organizational culture, organizational climate, information technology capabilities, and forms of motivation to increase employee job satisfaction.

Keith (1985, p. 96) argues that "the job satisfaction is the favorableness or unfavorableness with employees' view about their work" that job satisfaction is a feeling that supports or does not support the employee experienced in the work. Wexley and Yukl (1984, p. 98) define that job satisfaction, "is the way an employee feels his or her job about".

Based on the opinion of Davis and Newstrom (2006), Davis and Werther (1989), and Wexly and Yukl (1984) mentioned above, job satisfaction is a feeling of self-supporting or not supporting employee-related work as well as the condition itself (Locke, 1976). Feelings associated with work involve aspects such as wages or salary, career development opportunities, relationships with other employees, job placement, job type, company's organizational structure, the quality of supervision. Having feelings associated with him, such as age, health condition, ability, education, employees will feel satisfied at work when he supported aspects and vice versa if these aspects do not support, employees will feel dissatisfied.

Job satisfaction is the degree to which individuals feel positive or negative about their jobs. It is a response to one's duty, such as physical and social conditions in the workplace. The concept of job satisfaction also indicates the degree of fulfillment of the expectations of the psychological contract. Job satisfaction will be higher for people who received a contribution equal in their relationship with the organization benefits. Definition, there are three important dimensions of job satisfaction. First, the work is a response on the employment situation. Second, job satisfaction is often determined by agreement between results and expectations. Third, job satisfaction represents several related attitudes.

Analyzing and assessing the influence of organizational culture, information technology capabilities, motivation and job satisfaction of employees in Bankaltim, as well as increasing knowledge will be found what indicators should be maintained and even enhanced, as well as indicators of what to get attention for repair of variables studied so Bankaltim will get valuable inputs from the findings of this study so beneficial in improving organizational culture, information technology capabilities, and enhance work motivation and job satisfaction, which in turn can enhance the organization's goals in the future.

Koesmono (2005) in a summary of his dissertation, entitled "Effect of Organizational Culture, Job Satisfaction and Motivation on Performance in the Sub-sectors of Manufacturing Industry in East Java Wood Export" argued that:

- (1) Positive organizational culture significantly influences job satisfaction.
- (2) Motivation influences job satisfaction positively.
- (3) Organizational culture positively affects motivation.

Komariah (2006, p. 37) in a summary of his dissertation entitled "The Effect of Individual Characteristics,

Motivation and Organizational Climate on Job Satisfaction and Performance Headman the Era of Regional Autonomy in Sidoarjo” at Airlangga University Graduate argued as follows:

(1) Path coefficient analysis of organizational climate on job satisfaction has a value of 0.305 and obtained significant probability p (0.003) value which is less than the level of significant α (0.05), indicating the influence of climate significant between job satisfaction and organization of the village head.

(2) Path coefficient organizational climate on performance of 0.255 and earned significant probability p (0.013) is smaller than the standard significant α (0.05), indicating the influence of significant between organizational climate on the performance of village head.

Problem Formulation

Based on the background of the above problems, the formulation of the problem is as follows:

(1) Do organizational culture, information technology capabilities, organizational climate have a partial influence which institutions are significant to employee motivation Bankaltim in East Kalimantan?

(2) Do organizational culture, information technology capabilities, organizational climate have a partial influence significant to employee satisfaction Bankaltim in East Kalimantan?

(3) Does employee motivation have an influence on employee job satisfaction Bankaltim in East Kalimantan?

Based on the background and problem formulation, research aims to:

(1) Prove and analyze the effect of partial culture organization, information technology capabilities, organizational climate on employee motivation Bankaltim in East Kalimantan.

(2) Prove and analyze the influence of organizational culture partially, information technology capabilities, organizational climate on job satisfaction of employees Bankaltim in East Kalimantan.

(3) Prove and analyze the effect of motivation on job satisfaction of employees Bankaltim in East Kalimantan.

Literature Review

Understanding Organizational Culture

Organizational culture is the social glue that binds the members of the organization through the sharing of values, symbolic and social ideas. Strong or weak depends on the alignment of organizational culture, the deal values, and individual commitment to a common goal (Krietner & Kinichi, 2000, p. 206).

Robbins (2001) says that it will build a strong cultural alignment, loyalty, and responsibilities in the organization. In the end it will increase effectiveness organization. In general, organizational culture or management founded the pioneering company. Philosophy or strategy is set by the founders of this year to the instructions and guidelines in carrying out the duties of their subordinates.

When implementing this strategy that is proved successful and can survive same years, the philosophy or vision, is believed to be developing into the organizational culture. Culture of the organization by the founder or top management will be applied to all existing human resources within the organization, thus organizational culture can be defined as a form of assumption held, implicitly accepted by the group and determine how the proficiency level feel, think, and react to its environment diversity. Characteristics definition highlights three important organizational cultures. First, given the organizational culture to new employees through the process of socialization. Second, organizational culture affects behavior in the

workplace. Third, the effect of organizational culture on two different levels. Organizational culture can also foster commitment to exceed their own personal goals. Organizational culture is also a control mechanism that provides guidance and shaping attitudes and behaviors of employees. Just as organizational rules, organizational culture encourages consistency in the attitude of the employees. Both can support each other, when the rules stated that by the misuse of the assets forming the mental attitude of employees to refrain from misuse of assets of the organization, the rules on the matter can be very effective and do not need maximum control.

Glaser et al. (1987), organizational culture is often described in terms of a jointly owned. The patterns of beliefs, symbols, and rituals of the myths that evolved over time serve as the glue that involves the organization. Rich variety forms of organization, of course, have different cultures but this is simply because the organization is different also.

Many opinions attempt to characterize the culture of an organization. Robbins (2001) suggests seven primary characteristics that are used together to understand the nature of the culture of an organization, the masses now. The seven primary characteristics are as follows:

- (1) Innovation and risk-taking: A freedom for the members of the organization so motivated to perform actions that are innovative and willing to take risks.
- (2) Attention to details: Expectations of the organization to its members to act in a careful, analytical, and attention to details.
- (3) Orientation on the result: The extent of the organization's management to pay more attention the work of members of the organization rather than technique or process to achieve those results.
- (4) Orientation to the people: How an organization treats its members humanely.
- (5) Orientation on the team: Indicates whether the work processes of the organization is carried out in working groups, rather than individuals.
- (6) Aggressiveness: The extent to which members of the organization behave aggressive and competitive in the working process.
- (7) Stability: The power of seven members of the organization to uphold these characteristics indicates whether or not the organization is stable in laying her face changes that occur.

Understanding Information Technology Capabilities

Robbins (2001) explains that the capacity refers to an individual's capacity to do various tasks in a job. The ability of an individual is in fact composed of two sets of factors: the ability of intellectual and physical abilities. Intellectual ability is the ability required to perform mental activities. The seven dimensions that make up the most often cited are the intellectual ability numeracy skills, verbal comprehension, perceptual speed, inductive reasoning, deductive reasoning, visualization, and memory space. Physical ability is the ability required to perform tasks that require stamina, dexterity, strength, and similar skills.

Capabilities are the skills a person has. Capabilities are associated with a person's proficiency in performing a job and are a very important factor in improving the performance or productivity of labor, i.e. the extent to which one can achieve satisfactory results in the work depends on skill or capabilities.

Employees tend to prefer jobs that give them opportunities to use their skills and abilities, while less demanding jobs create boredom (Robbins, 2001). Further it said that the conditions are that most employees will experience pleasure and gratification.

Description above it can be concluded that the skill is an ability, skill, and ability of the individual to perform a job and take advantage of an opportunity to align and motivate yourself to achieve a goal.

The ability of information technology in general is more easily understood as information processing includes storing, accessing, communicating, informing, processing, and communicating information. As noted by Molloy and Schwenk (1995), information technology is defined as a computer-based technology to store, access, process, and communicate information.

Described by Syampurnajaya (2001), information technology is a factor that strongly supports the implementation of the information system, an organizational and management solution to solve management problems therefore management in most organizations today uses information technology to solve organizational problems.

According to Schein (1992) the information is knowledge gained from data technology called Artificial Intelligence which can produce quality information.

According to Kroenke (1989, p. 68) there are five characteristics of high quality information that: pertinence, timeliness, accuracy, and the element of surprised reducing uncertainty. Taken the quality of the private sphere(s) it should not just be applied to the public sector or civil. Of MIS obtained information, the information system includes several components only between different *hardware* and *software*.

According to Davis (1995) the technology itself and the IT change and grow more rapidly. Technology is a way and a specific tool in the hands of management to control changes and create something in such changes.

Technology is a new opportunity to explain the basis of the combination of economic development. Technology helps improve productivity and effectiveness. By using new combinations, new things (new innovations) can be found and developed, which are expected to increase the productivity of the company. (Noori, 1990, p. 67) means that the implementation of technology in the organization is expected to enhance the productivity or performance of the organization.

Understanding Organizational Climate

Describe the organizational climate and organizational internal environment rooted in the culture of the organization, if the organizational culture is relatively fixed in the long term, organizational climate is relatively temporary and can change quickly. Climate organization can easily be controlled by the leader or manager. Organizational climate is the perception of the organization's members climate organization dimensions, so that organizational climate can be either positive or negative, can negatively affect the nature of high work stress, motivation and job satisfaction are low, and vice versa which can give rise to positive low job stress, motivation employment, and high job satisfaction.

Davis and Newstrom (2006) state that the climate of an organization is the human environment in which the organization's employees do their jobs. Based on the definition above, it can be concluded that the climate of an organization is the perception of employees on all aspects of their work environment that affect motivation and behavior which can be measured employee perceptions.

Robert Stringer (2002) found that the characteristics or dimensions of organizational climate affect the motivation of organizational members to behave. Therefore, organizational climate can be described and measured in terms of the dimension. To measure the six dimensions of organizational climate is necessary:

(1) Structure. Structure reflects organizational feeling well organized and has a role and a clear responsibility within the organization. Structure will be low if there is no clarity as to who is doing the job

and has the decision-making authority.

(2) Standards. Standards in an organization to measure feeling pressure to raise their performance and degree of pride which is owned by members of the organization to do the job well. High standards mean that members of the organization are always trying to find ways to improve performance. Low standards reflect lower expectations for performance.

(3) Responsibility. Responsibility reflects feeling employees that they are being “of themselves” and does not require legal decision by members of the organization. Perceptions of responsibility show that members of the organization are encouraged to solve their own problem. Low responsibility indicates that risk-taking and experimentation on new approaches are not expected.

(4) Awards. It indicated that members of the organization feel valued if they can complete the task well. The award is a measure of reward and punishment faced with criticism upon completion of work. Organizational climate that values performance is characterized by the balance between reward and punishment. Low award means completion of work well rewarded inconsistently.

(5) Support. Support reflects the feeling trust and ongoing support among members of the working group. Support is high if the members of the organization feel that they are part of a team that works well and feels the help of his boss, if you have difficulty in performing their duties. If endorsement is low, members of the organization feel isolated or left out alone. The dimensions of organizational climate have become very important for business models that exist today, where resources are very limited.

(6) Commitment. Commitment reflects the feeling proud member of the organization and the degree of loyalty to the achievement of organizational goal. Feeling is associated with a strong commitment to personal loyalty. Low level commitment means employees feel apathetic about secret societies and objectives.

Understanding Motivation

Motivation comes from the Latin word meaning push or move. Motivation in the management of human resources aimed at the general and particular subordinate. Motivation questioned how to direct the power potential of subordinates in order to work together productively, and managed to achieve and realize the intended purpose. Motivation is a potential power that exists within a person, which can be developed alone, or developed by a number of external forces that essentially revolve around monetary reward, rather than monetary which may affect performance results that are positive or negative.

Deciphering motivation as a psychological process enhances and directs behavior to achieve a goal. Motivation by Mathis and Jackson (Nurhayani, 2004, p. 19) is a desire on the one that causes the person to act. One often takes action to achieve something. Motivation is drive that leads to the emergence of purpose rare motivation which requires managers to know how to always give information to the people, so that it provides a time and performs the necessary effort to obtain the tools and recommendations from the people on matters of mutual interest.

Theory—Theory of Work Motivation

(1) Hierarchy of Needs Theory

The most well known theory of motivation is better than Maslow’s Hierarchy of Needs (Robbins, 2001). It is hypothesized that within every human being there is a five-level requirement:

- Physiological needs, namely the need to eat, drink, physical protection, sexual. These needs are the lowest level requirement or the most basic needs.

- The need for security, the need for protection from threats, and environmental hazards.
- The need for a sense of belonging/social, namely the need to be accepted by the group, affiliated, interact, and the need to love and be loved.
- The need for self-esteem, namely the need to respect and respect of others.
- The need to actualize themselves, namely the need to use the abilities, skills, and potential.

(2) Theory X and Theory Y

McGregor proposed two distinct views of the people, the basis of one negative is marked as Theory X, and the other positive is basically characterized by Theory Y (Robbins, 2001). By looking at how managers about employees, McGregor concluded that a manager's view of human nature based on a certain grouping according to modality and managers tends to print behavior towards subordinates.

(3) Motivation-Hygiene Theory

Hygiene motivation theory is proposed by psychologist Herzberg (Robbins, 2001). Confidence that ties an individual at work is a basic relationship and his attitude towards work can determine the success or failure of an individual. Furthermore, Herzberg differentiates the factors that lead to job dissatisfaction (hygiene) including supervision, working conditions, interpersonal relations, salary, security, and company policies. Another factor is the factor that adds to the above job satisfaction (motivators) including achievement, recognition, work itself, responsibility, advancement, and growth.

Understanding Job Satisfaction

Job satisfaction is a matter of considerable interest and importance, because it proved to be beneficial both for the benefit of individuals, industry, and society. For individuals, knowing the sources of job satisfaction enables the emergence of businesses increase their happiness. For companies, it is useful for improving employee attitudes and behavior. The community will certainly enjoy the maximum capacity of the company and increase the value of humans in the context of the work.

Basically, job satisfaction is the individual. Each individual will have a level of satisfaction varies according to the system of values that apply to him. This is because of differences in each individual. The more aspects of the work in accordance with the wishes of the individual, the higher the level of satisfaction felt.

A more precise understanding of job satisfaction can be realized, if the analysis is related to job performance, absenteeism, the desire to move, working age, the rank, and the size of the organization.

For the determinants of job satisfaction, the writer limiting factors become determinants of job satisfaction in this study to be in accordance with the opinion of Smith, Kendall, and Hulin cited by Gibson, Ivancevich, and Donnelly (2005) and Steers (1991), namely:

(1) Work

The main source of job satisfaction is the work of an employee in the face. There are two important aspects that influence job satisfaction derived from work, namely variation and control of work methods and work steps (Arnold and Feldman, 1988).

The work could provide a broad autonomy to the employees to carry out its work, which will result in a high level of job satisfaction. Conversely, excessive attention by the management of the methods and steps terns of labor will lead to sustained job dissatisfaction.

(2) Salary

Salary or wages is known as an influential factor in determining the complex and job satisfaction. Salary

or wages was received by an employee not only to meet their basic needs, but also as a means to realize the satisfaction of the need for a higher level of education and professional workers, the higher the level of satisfaction of social comparison, the more likely he did the same with employees outside company. If the salary of the company is lower than the prevailing wages in similar companies, the same type of job dissatisfaction will arise for employees on salary.

(3) Opportunities Promotion

A higher level will cause job satisfaction. This variable is measured by responder opinion about the possibility to get better positions in the workplace.

(4) Oversight

Supervisors in overseeing policy tarot affect employee job satisfaction, which has two of the most important dimensions, namely:

- Attention of the supervisor of the employee who supervises.
- The number of employee participation allowed by the supervisor of the work itself.

This means that employees feel satisfied when given the opportunity to participate in making decisions that may affect their own work.

(5) Co-worker

A satisfied worker will work if the co-worker who had provided support, comfort, advice, and assistance to him, so that work is placed in him to do, with a sense of excitement. Co-workers either make the job more enjoyable.

Conceptual Framework

Based on the study of theoretical and empirical studies, this study hence can make a conceptual framework, the proficiency level of each variable has its constituent indicators outlined in the conceptual framework of study in Figure 1.

The Research Hypothesis

Based on the formulation of the problem, the theoretical basis of the research objectives can be stated as the following hypothesis:

(1) Organizational culture has an influence which institutions are the significant on motivation Bankaltim employee in East Kalimantan.

(2) Organizational culture has an effect on employee satisfaction Significantly Bankaltim in East Kalimantan.

(3) Organizational climate has a significant effect on employee motivation Bankaltim in East Kalimantan.

(4) Organizational climate has a significant impact on job satisfaction in East Kalimantan Bankaltim.

(5) The ability of information technology has a significant impact on employees' work motivation Bankaltim in East Kalimantan.

(6) The ability of information technology has a significant influence on job satisfaction Kary a wan Bankaltim in East Kalimantan.

(7) Employee motivation has a significant impact on job satisfaction in East Kalimantan Bankaltim.

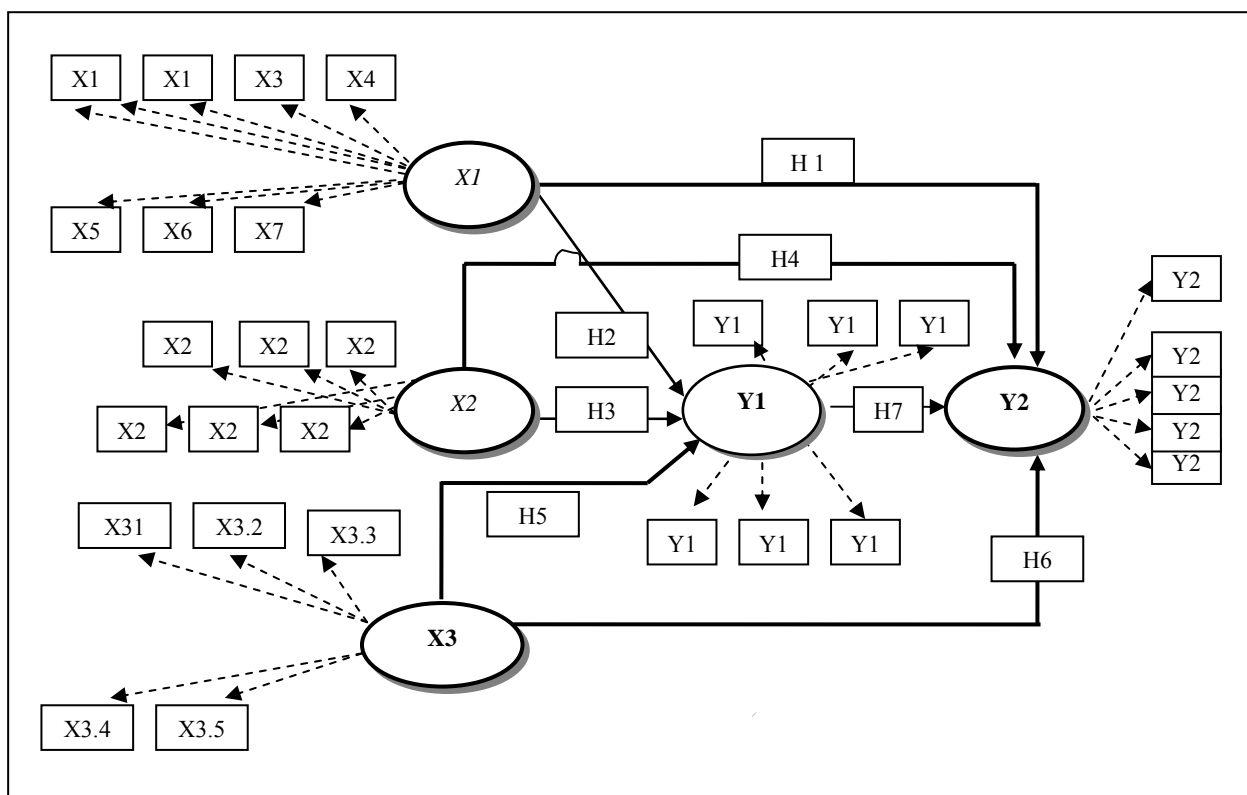


Figure 1. Conceptual framework for research.

Methods

Research Design

In designing a study, known explanatory and conclusive research, which can be classified more conclusive research on descriptive research and causal (Santoso & Tjiptono, 2001). Exploration conducted research if the research has limited information about a particular research problem, because previous studies that examined the problem are relatively not much done by other researchers.

As explained in the introduction, the general purpose of this study was to demonstrate and analyze the effect of job satisfaction variables, consisting of organizational culture, climate organization information technology capabilities, the work motivation and job satisfaction of employees Bankaltim in East Kalimantan.

Based on the research objectives, this study is the kind of research explanations (explanatory research), which would explain the causal relationship between the five variables through testing motivation and job satisfaction. In addition, based on the explanation Malhotra (Brahmasari, 2004), this study also includes conclusive research because it has the following characteristics:

- (1) The goal is to test hypotheses about the influence of the variables job satisfaction and performance of employees consisting of: organizational culture, information technology capabilities, organizational climate, employee motivation Bankaltim in East Kalimantan.
- (2) Data or information is required to be clearly defined.
- (3) The research process is formal and structured.
- (4) The sample used is large enough. In this study the total sample of 240 (two hundred and forty) using techniques Sloving.

(5) Engineering data analysis is using quantitative techniques. Technique used in this study is structural equation modeling (SEM).

Population, Sample

(1) Population

Hold elections in the data, then the first step is to determine in advance the study population. The population is a region consisting of generalization: the object/subject that has a certain quantity and characteristics applied by researchers to learn and then drawn conclusions (Sugiyono, 2010). Determination of different populations by determining the unit of analysis, is related to the units of the data being analyzed.

The population in this study were all employees Bankaltim office in East Kalimantan which includes 13 cities and counties in the province of East Kalimantan.

(2) Sample

The sample is part of the number and characteristics possessed by a population (Sugiyono, 2010). The samples are part of the population that are carefully selected to represent the population. Based on studies conducted on the samples, the researchers were able to draw conclusions that will be generalization to the population (Sekaran, 2000). Study using a representative sample (representative), will provide results that have the ability to generalize (Indriantoro & Supomo, 1999, p. 115). From Bankaltim in 13 cities and counties in East Kalimantan, sampling areas were selected, using the Slovin. The respondents of this study are around 240 employees working in the office Bankaltim.

Research Analysis Tool

Structural equations were formulated to express causality between various constructs. Structural equation was basically built with the following guidelines:

Exogenous Endogenous Variable = Variable + Endogenous Variables Error

Structural equation models used in this study are:

$$Y_1 = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \zeta_1$$

$$Y_2 = \beta_1 Y_1 + \zeta_2$$

Description:

Y_1 = Motivation employee Bankaltim East Kalimantan

Y_2 = Job Satisfaction of employees Bankaltim East Kalimantan

X_1 = Organizational Culture

X_2 = Organizational Climate

X_3 = Capability of Information Technology

$\beta_1 \dots \beta_1$ = Intercept

$\zeta_1 \zeta_2 \dots$ = Factor error

Equation specification measurement model. Researchers determine which variables to measure the construct and define a set of matrices showing hypothesized correlation between constructs or variables.

Results Analysis

Research

Testing Hypothesis 1: "Organizational culture has an influence on employee motivation Bankaltim in East Kalimantan".

Table 1

Results of Testing Significant Variables in Interpersonal

Variable relationships	Estimation	Estimated standard	Critical ratio	T critical	Probability	Conclusion
Organizational culture → Work motivation	1.167	0.418	2.788	1.961	0.005	Significant
Organizational culture → Job satisfaction	1.008	0.466	2.161	1.961	0.031	Significant
Organizational climate → Work motivation	-0.544	0.581	-0.936	1.961	0.349	Not significant
Organizational climate → Job satisfaction	-0.908	0.633	-1.434	1.961	0.152	Not significant
Capability TI → Motivation	0.370	0.097	3.792	1.961	0.000	Significant
Capability TI → Job satisfaction	0.221	0.095	2.261	1.961	0.031	Significant
Motivation → Job satisfaction	1.635	0.062	2.761	1.961	0.007	Significant

The findings of the study showed that organizational culture has a positive effect on employee motivation Bankaltim in East Kalimantan, it is shown that the t value (2.788) is greater than the critical t (1.961) with a probability of 0.005, thus, hypothesis 1 states that “organizational culture has an influence on employee motivation Bankaltim in East Kalimantan unsubstantiated”.

Testing Hypothesis 2: “Significant organizational culture has an influence on employee satisfaction Bankaltim in East Kalimantan”.

The findings of the study showed that organizational culture has a positive effect on job satisfaction of employees Bankaltim in eastern Kalimantan (Bankaltim), it is shown that the t value (2.161) is greater than the critical t (1.961) with a probability of 0.031, thus, hypothesis 2 states that “organizational culture has an influence on employee job satisfaction Bankaltim attested in East Kalimantan”.

Testing Hypothesis 3: “Organizational climate has a significant influence on employee motivation Bankaltim in East Kalimantan”.

The findings of the study showed that organizational climate had a negative influence employee motivation Bankaltim in Eastern Kalimantan (Bankaltim), it is shown that the t value (-0.963) is smaller than the critical t (1.961) with a probability of 0.391 thus, hypothesis 3 states that “organizational climate has an influence on employees’ motivation in Kalimantan Bankaltim EAST (Bankaltim) unsubstantiated”.

Testing Hypothesis 4: “Organizational climate has a significant influence on employee job satisfaction in East Kalimantan Bankaltim”.

The findings of the study showed that organizational climate had a negative influence on employee job satisfaction Bankaltim in East Kalimantan, it is shown that the t value (-1.434) is smaller than the critical t (1.961) with a probability of 0.152, thus, hypothesis 4 states that “organizational climate has an influence on employee job satisfaction in the East Kalimantan Bankaltim unsubstantiated”.

Testing Hypothesis 5: “Capabilities of information technology has a significant influence on employee motivation Bankaltim in East Kalimantan”.

The findings of the study showed that the ability of information technology has a positive effect on employee motivation Bankaltim in eastern Kalimantan (Bankaltim), it is shown that the t value (3.792) is greater than the critical t (1.961) with a probability of 0.000, thus, hypothesis 5, states that “the ability of information technology has an influence on employee motivation Bankaltim unsubstantiated East Kalimantan”.

Testing Hypothesis 6: “The ability of information technology has a significant influence on job satisfaction of employees in East Kalimantan Bankaltim”.

The findings of the study showed that the ability of information technology has a positive effect on job satisfaction of employees Bankaltim in East Kalimantan, it is shown that the t value (2.161) is greater than the critical t (1.961) with a probability of 0.031, thus, hypothesis 6, states that “the ability of Information technology has an influence on employee job satisfaction Bankaltim unsubstantiated East Kalimantan”.

Testing Hypothesis 7: “Employee motivation has a significant influence on employee job satisfaction Bankaltim in East Kalimantan”.

The findings of the study showed that employee motivation has a positive effect on job satisfaction of employees Bankaltim in East Kalimantan, it is shown that the t value (2.716) is greater than the critical t (1.961) with a probability of 0.007, thus, hypothesis 7, states that “Work motivation has an influence on employees’ job satisfaction in East Kalimantan Bankaltim unsubstantiated”.

Effect of Organizational Climate on Motivation

The study showed there was no significant effect between organizational climates on employee motivation is not tested.

Results of Confirmatory Factor Analysis (CFA) with the dimensions of organizational climate variables have the greatest value which is the dimension *loading factor* responsibility given the burden of leadership, responsibility and compliance leadership tasks assigned to employees.

Loading factors shown by the CFA produce more motivation variable which is determined by the dimensions or indicators opinion delivered recognition by employees either with co-workers, groups, and parties or opinion Bankaltim the initiative put forward by the employees.

The results of the analysis showed that organizational climate had no effect and have a negative effect mean that the dimensions of the organizational climate dimensions of motivation opposite direction. This means that the dimensions of responsibility with the dimensions of motivation have inconsistent support. Where the liability provided employees with recognition of the results the employee is not in line with the responsibilities imposed by the employee Bankaltim.

Thus, these results cannot be said to prove the theory, and the study results presented by Steers (1985) said that potentially organizational climate is the number of individuals in organization due to employee collection of individual participation in the form of personal characteristics of employees that includes the ability, motivation, performance requirements for achievement and job satisfaction.

This result is quite interesting because generally it is studied theoretically and by researchers who have carried influence of organizational climate on motivation has always been positive. CR is negative numbers indicating if the climate in the organization will increase motivation decrease, and vice versa. According to researchers, this condition occurs because the dimensions of organizational climate dimensions do not affect the linear dimensions of motivation.

The findings of the study were presented by Stringer (2002) who states that the climate of the organization focuses on common perceptions and can be assessed primarily the motivation. Similarly, researchers have also rejected what has been proposed by previous researchers.

Foster (1999) states that the results of the study creates good working environment, the employees will be motivated to do the job as well as possible in accordance with the capabilities and satisfaction of a surround. Motivating employees does offer non-cash prizes such as an employee party, celebrate holidays, employee programs monthly, or annual employee motivation programs.

Study both theoretically and empirically from the results of a study conducted states that organizational climate had no effect on motivation and this is because:

(1) The working conditions of employees in that area Bankaltim development, for example in the area of sand Penajam North Malinau Melak, Nunukan, Sangata, Bontang working conditions of the infrastructure is still far when compared with cities and counties such as in Balikpapan, Berau, Samarinda, and Tanjung Selor, for employee respondents give a neutral answer and do not agree there is still a small percentage.

(2) Employee responsibilities relating to compliance and decision-making employees stating they are neutral and not in accordance with the recognition of the responsibility of the employee.

(3) Suitability regulations are applied in Bankaltim for employees in performing their duties, there are employees who give neutral answers and do not agree with a percentage of 32%.

(4) Giving awards over the employee and the employee promotion efforts to a higher level cannot motivate employees because the employees are not able to feel the appreciation of works.

The results of the mean value of organizational climate indicator show a value between 2.8 to 3.6 which has a neutral meaning. Appreciation was shown by indicator indicators working conditions, responsibilities, rules, feelings, and commitment to addressing the statement agreed indicators, showed responses agreed dominate. However, when associated with a mean value of motivation indicators that have an average value between 2.8 to 3.6 dominates, it can also be used as an excuse from this study that organizational climate had no effect on employee motivation Bankaltim in East Kalimantan.

Effect of Organizational Climate on Job Satisfaction of Employees

The study states that there is no significant effect between organizational climate on employee not proven.

Results of CFA with the dimensions of organizational climate variables that have the greatest value are the dimension loading factor responsibility given the burden of leadership, responsibility and compliance leadership tasks assigned to employees.

The results of the CFA showed job satisfaction variable indicating dimensions or indicators of value that has the largest value of loading factor, and salary is related to an understanding of the salary, the salary received conformity and methods of remuneration received by employees Bankaltim.

The results of factor loading values of the dimensions of organizational climate dimensions of job satisfaction showed an imbalance between the load of responsibility with salary and payroll systems and methods provided by the Bankaltim.

Thus the results of this study can be said to have not been able to prove the theory and the study results presented by Steers (1991) that potentially organizational climate is the number of individuals in organization due to employee collection of individual participation in the form of personal characteristics of employees that include the ability, motivation, needs, and performance for achievement and job satisfaction.

Keuter et al. (2000) state that the organizational climate affects job satisfaction. As'ad (2001) states that factors affect job satisfaction including environmental conditions employee.

This result is quite interesting because generally studied theoretically and by researchers who have carried influence of organizational climate on motivation has always been positive. CR is negative numbers indicating if the organizational climate will be improved lower job satisfaction, and vice versa. According to researchers, this condition occurs because the dimensions of organizational climate dimensions do not affect the linear dimensions of satisfaction.

The results of this study are theoretically rejected by Steers (1991), As'ad (2000) and Keuter et al. (2000) stating that organizational climate can be a yardstick to determine the amount of job satisfaction. Similarly the premise of the study states that organizational climate influences job satisfaction:

Komariah (2006) states that organizational climate has an influence on job satisfaction headman in Kabupatenm Sidoarjo. Distinguishing this research is to study the object Komariah village chief object by researchers with employees Bankaltim in East Kalimantan.

From the results of both studies based on theory and previous research, research findings were earlier rejected.

(1) The authors suggested this difference in opinion, fueled by the difference in the study area and the object of study. In fact the study area has a condition that is not the same from one place to another in this case between cities and counties in East Kalimantan that have different characteristics.

(2) The award is given to employees Bankaltim who raise still disagreement on the amount of salary received by the employee because the respondent's answer was neutral and disagree which gives answer of organizational climate dimensions associated with the award given by the employee.

(3) Still there are feelings of employees who do not agree with the conditions of work in performing their duties.

Summary of Findings

Based on the previous description, it can be seen that this study produced several findings as follows:

(1) Variable organizational culture and information technology capabilities, have a positive and significant effect on motivation Bankaltim in East Kalimantan. Thus hypothesis 1 (H1) and Hypothesis 5 (H5) can be accepted as true.

(2) Variables of organizational culture, information technology skills, and motivation variable have a positive and significant effect on job satisfaction of employees Bankaltim in East Kalimantan. Thus hypothesis 2 (H2), Hypothesis 6 (H6), and Hypothesis 7 (H7) can be accepted as true.

(3) Organizational climate variables have a negative and significant effect on motivation Bankaltim in East Kalimantan. Thus hypothesis 3 (H3) is not accepted as true.

(4) Organizational climate variables have a negative and significant effect on job satisfaction of employees Bankaltim in East Kalimantan. Thus Hypothesis 4 (H4) is not accepted as true.

Theoretical Findings

As discussed in the previous chapter that the study is expected to clarify the influence of organizational culture, organizational climate, the ability of information technology on employee motivation, and job satisfaction Bankaltim in East Kalimantan, the expected results of this study can contribute to the development of science as well as for the leadership Bankaltim input to be considered in policy making.

These findings have implications theoretically that organizational culture and traffic information technology have a positive and significant effect in increasing motivation and job satisfaction of employees with existing cultural and set by Bankaltim that can be used as a motivator for employees Bankaltim, the thing with upgrades capability information technology with program-controlled program by employees for the challenges of the future will build a better motivation of employees in accordance with the individual goals and objectives of the organization. Thus, this study supports the theory/findings of Robbins (2001), Robbins (2003), Gito Sudarsono (2001), and Kinichi (2003).

Organizational climate has a negative effect on motivation and job satisfaction, it has resulted in the reverse effect that if the climate worsened organizations increase employee motivation and satisfaction of this does not fit with the theory proposed by Steers (1991) and Robert Stringer (2002).

Limitations of the Study

The results of this study cannot fully answer all outstanding issues relating to economics, especially its relation to the study variables of organizational culture, organizational climate, information technological capabilities, motivation, and job satisfaction. This is due to several limitations that arise when the study includes:

(1) Primary data were obtained through a questionnaire study, the answer choices based on perceptions of the respondents, as well as other studies on the perception, the study was not able to control fully the sincerity and honesty of the respondent to choose a response option in accordance with the circumstances and facts.

(2) Data retrieval respondents (sample) could not be performed on the entire division, filling the questionnaire results for each group of respondents who are very diverse allowing the appreciation of very diverse respondents to the question, however, the research is still quite valid and reliable having been represented throughout 13 cities and counties in Eastern Kalimantan.

(3) Inability to observe the factors beyond the variable of research may have the possibility of dominant influence on the studied variables. This may affect the significance level of hypothesis testing results which are available.

References

- Abubakr, M. S., & Hanan, A. O. (2011). Organizational climate and turnover in Islamic banking in the UAE. *International Journal of Islamic and Middle Eastern Finance and Management*, 4(4), 308-324.
- Armstrong, M. (1998). *Manajemen Sumber Daya Manusia*. Terjemahan, PT. Alex Media Komputido, Jakarta.
- Andre, W. (2002). *Pengaruh Faktor budaya Organisasi terhadap kepuasan Kerja karyawan PT. Valgua Indonesia*.
- Andrian F., Andreas E., & Tomas, C.-P. (2009). Personality, motivation and job satisfaction: Hertberg meets the Big Five. *Journal of Managerial Psychology*, 8, 765-779.
- Arifin. (2006). Pengaruh Iklim Organisasi terhadap Kepuasan Kerja Pegawai Dinas Kimprasos Banjarmasin.
- Arnold, H. J., & Feldman, D. C. (1988). *Organization behavior* (1st ed.). Singapore: McGraw Hill Book Co.
- As'ad, M. (2000). *Psikologi Industri*. Edisi ke 4, Liberty, Yogyakarta.
- Ashmos, D. P., Huonker, J. W., & McDaniel Jr., R. R. (1998). Participation as complicating mechanism: The effect of clinical professional and middle manager participation on hospital performance. *Health Care Manage Review Journal*, 23(4), 7-20.
- Bigliardi, B., Dormio, A. I., Galati, F., & Schiuma, G. (2012). The impact of organizational culture on the job satisfaction of knowledge workers. *VINE*, 42(1), 36-51.
- Bernardin, J. H., & Joice, F. A. R. (1993). *Human resource management*. Singapore: McGraw-Hill, Inc.
- Brahmasari. (2004). Pengaruh variable Budaya perusahaan terhadap komitmen karyawan dan kinerja perusahaan kelompok penerbit Pers Jawa pos. Surabaya.
- Boran, T. (2011). Job satisfaction of academic staff: An empirical study on Turkey. *Quality Assurance in Education*, 19(2), 156-169.
- Catherine, T. K. (2009). Culture, job satisfaction and organizational commitment in India and the United States. *Journal of Indian Business Research*, 1(4), 196-212.
- Cooper, D. R., & dan Emory, C. W. (1999). Metode Penelitian Bisnis. Alih Bahasa Widyono Soetjipto dan Uka Wikarya, Erlangga, Jakarta.
- Cheney, P. H. (1984). Effects of individual characteristics, organizational factor and task characteristics on computer program productivity and job satisfaction. *Journal of Information & Management*, 7, 209-214.
- Churchill, G. A., Ford, N. M., & Walker, O. C. (1979). Personal characteristic of salespeople and the attractive reward. *Journal of Business Research*, 1, 25-50.

- Dany Ayu Putribarsari. (2005). Pengaruh Fariabel Budaya Perusahaan eterhadap Motivasi Kerja dan Prestasi Kerja Karyawan. Bank jatim di Surabaya.
- Dartono, U. (2007). Pengaruh Budaya organisasi dan lingkungan kerja serta Motivasi kerja terhadap kepuasan kerja dan kinerja. Direktorat Pengolahan lahan otorita Batam pada Universitas Airlangga Surabaya
- Davis, K., & Newstrom, J. W. (2006). *Human behavior at work: Organizational behavior* (7th ed.). Alih Bahasa Agus Dharma, "Perilaku Dalam Organisasi", Erlangga, Jakarta.
- Davis, K., & Werther Jr, W. B. (1989). *Human resources and personnel management* (3rd ed.). Singapore: McGraw Publishing Ltd.
- Daulatram, B. L. (2003). Organizational culture and job satisfaction. *Journal of Business & Industrial Marketing*, 18(3), 219-236.
- Dessler, G. (2008). *Human resources management*. Alih Bahasa Benyamin Molan, "Manajemen Sumber Daya Manusia", Prenhalindo, Jakarta.
- Farkas, A. J., & Tetrick, L. E. (1989). A three ware longitudinal analysis of the casual ordering of satisfaction and commitment on turnover decision. *Journal of Applied Psychology*, 74(6), 855-868.
- Flipo, E. B. (1984). *Personel Manajemen*. Alih Bahasa Moh. Masud, "Manejemen Personalialia", Erlangga, Jakarta.
- Foster, R. (1999). Coconing the company with a Schumpeterian field. Interview with Richar Foster Mc Kinsey & Co.
- Gomes, F. C. (2000). Manajemen Sumber Daya Manusia. Andi Offset, Yogyakarta.
- Glisson, C., & Durick, M. (1988). Predictors of job satisfaction and organization commitment in human service organization. *Administrative Quarterly*, 33(5), 61-81.
- Gibson, J. L., Ivancevich, J. M., & Donnelly Jr, J. H. (2005). Organisasi, Edisi Bahsa Indonesia. Jakrta Binarupa Aksara.
- Greer. (2001). Human resources & organizational behavior. University of Greenwich.
- Hamid. (2002). Pengaruh Budaya Organisasi Terhadap Motivasi dan Prestasi Kerja di PT. PTP Nusantara IV (Persero) Sumatra Utara.
- Hasibuan, M. S. P. (1999). *Manajemen Sumber Daya Manusia*. Gunung Agung, Jakarta.
- Hian, C. K., El'fred, H. Y. B. (2004). Organisational ethics and employee satisfaction and commitment. *Management Decision*, 42(5), 677-693.
- Igbaria, J., & Roussel, P. (1999). Antecedents and commitment, job involvement and turnover: A substantive and methodological analysis. *Journal of Applied Psychology*, 76(3), 380-391.
- Jansen, P. G., Kerstra, A., Abu-Saad, H. H., & van der Zee, J. (1996). The effect on job characteristics and individual characteristics on job satisfaction and bournut in community nurse. *International Journal Nurs Stud*, 33(4), 407-421.
- Jeni, D., & Theivananthampillai, P. (2011). Motivation, pay satisfaction, and job satisfaction of front-line employees. *Qualitative Research in Accounting & Management*, 8(2), 161-179.
- Jonathan, H. W., & Jeannette, T. (2010). International differences in job satisfaction: The effects of public service motivation, rewards and work relations. *International Journal of Productivity and Performance Management*, 59(8), 811-828.
- Kinicki, A. (2003). Prilaku Organisasi. Salemba Empat, Jakarta.
- Koesmono, H. T. (2005). Pengaruh Budaya Organisasi terhadap Motivasi dan Kepuasan Kerja serta Kinerja pada sub sector Industri Pengolahan Kayu Ekspor di Jawa Tmur.
- Keuter, K., Byrne, E., Voel, J., & Larson, E. (2000). Nurses job satisfaction and organizational climate in a dynamic work enviroment. *Applied Nursing Research*, 13(1), 46-49.
- Liu, B. C., Tang, N. Y., & Zhu, X. M. (2008). Public service motivation and job satisfaction in China: An investigation of generalisability and instrumentality. *International Journal of Manpower*, 29(8), 684-699.
- Landy, F. J. (1978). An opened process theory of job satisfaction. *Journal of Applied Psychology*, 63(5), 533-534.
- Locke E. A. (1976). The nature and cause of job satisfaction. In M. D. Dunnette (Ed.), *Hand book of industrial psychology*. New York: John Wiley & Sons.
- Luthan, F. (1992). *Organization behavior* (6th ed.). Singapore: Mc Graw Hill Book Co.
- Mangkunegara, A. A., & Anwar, P. (2000). Manajemen Sumber Daya Manusia Perusahaan. PT. Remaja Rosdakarya, Bandung.
- Martin, O. G., & George, R. H. H. (2011). Examining culture and performance at different middle school level structures. *International Journal of Education Management*, 26(2), 205-222.
- Muhadjir, N. (2001). *Filsafat Ilmu: Positivisme, PostPositivisme, dan PostModernisme*. Rake Sarasin, Yogyakarta.
- Muslih, M. (2006). *Filsafat Ilmu: Kajian Atas Asumsi Dasar Paradigma dan Kerangka Teori Ilmu Pengetahuan*. Belukar, Yogyakarta.
- Namara, C. (1999). Overview of leadership in organization. *Journal of Management*.

- Peter, L., & Crawford, J. (2004). The effect of organisational culture and leadership style on job satisfaction and organisational commitment: A cross-national comparison. *Journal of Management Development*, 23(4), 321-338.
- Rachid, Z., Mohamed, E. I., & Rashid, A. M. (2008). Exploring the differential impact of job satisfaction on employee attendance and conduct: The case of a utility company in the United Arab Emirates. *Employee Relations*, 30(3), 237-250.
- Robbins, S. P. (2001). *Organizational behavior*. Alih Bahasa Hadyana Pujaatmaka, "Perilaku Organisasi", Prenhalindo, Jakarta.
- Rashid, M. Z. A., Sambasivan, M., & Rahman, A. A. (2004). The influence of organizational culture on attitudes toward organizational change. *Leadership & Organization Development Journal*, 25(2), 161-179.
- Sekaran U. (2000). *Research methods for business: A skill building approach*. Singapore: John Willey & Sons Inc.
- Schein, E. H. (1992). *Organization culture and leadership* (2nd ed.). San Fransisco: Jossey Bass Publishers.
- Schuler, R. S., & Susan, E. J. (1999). *Human resource management*. Alih Bahasa Abdul Rosyid, "Manajemen Sumber Daya Manusia", Erlangga, Jakarta.
- Schermerthorn, J. R., Hunt, J. G., & Osborn, R. N. (1991). *Managing organization behavior* (4th ed.). New York: John Wiley and Son, Inc.
- Singodimejo, M., & dan Sulistyorini, D. S. W. (1999). *Human resources*. Management, Asosiasi Institute Management Indonesia, Jakarta.
- Smither, J. W. (1998). *Performance appraisal state of the art in practice*. San Francisco: Jossey-Bass Publisher.
- Solimun. (2002). *Structural equation modeling, Lisrel Dan Amos*. Diklat Angkatan II, Program Pasca Sarjana Universitas brawijaya Malang, Tanggal 11-13 March 2002.
- Soumendu, B., & Arup, V. (2007). Psychological climate and individual performance in India: Test of a mediated model. *Employee Relations*, 29(6), 664-676.
- Steers, R. M. (1991). *Efektifitas Organisasi* (H. Pujaatmoja, Pengalih Bahasa). Jakarta Airlangga.
- Sugiyono. (2010). *Statistika Penelitian*. Cetakan Keua, CV. Alfabeta, Bandung.
- Sunarko. (2006). Pengaruh Budaya Organisasi terhadap Kepuasan Kerja Karyawan Pada. Kantor Wilayah Jenderal pajak Jawa Timur di Surabaya.
- Sujono. (2005). Pengaruh Budaya Organisasi terhadap Kinerja Organisasi dan Kepuasan Kerja pada. Terminal Penumpang Umum di Surabaya.
- Triwijono, A. (2000). Pengaruh Perilaku Pemimpin, Motivasi Kerja Dan Lingkungan Kerja Terhadap Prestasi Kerja Karyawan. Pasca Sarjana Universitas Brawijaya, Malang.
- White, R. P., Philip, H., & Stuart, C. (1997). *The future of leadership*. Alih Bahasa Hari Suminto, "Masa Depan Kepemimpinan", Interaksara, Batam.
- Wether, W. B., & Davis, K. (1975). *Human resources and personal management* (5th ed.). The United State of America: McGraw Hill, Inc.
- Walker, J. W. (1977). *Human resources strategy*. Schaum Division, McGraw Hill Inc.
- WexLey, K. N., & Yulk, G. A. (1984). *Organization behavior and personnel psychology*. Home Wood, Illinois Richad D Irwin.
- Wirawan. (2007). *Budaya dan Iklim Organisasi*. Teori Aplikasi dan Penelitian, Penerbit salemba Empat, Jakarta.
- Yong, H., & Nada, K. K. (2009). Job satisfaction: What is its true meaning in Greater China?. *Asia-Pacific Journal of Business Administration*, 1(2), 155-164.
- Yukl, G. (1998). Managerial leadership: A review of theory and research. *Journal of Management*, 15(2).