

A B S T R A C T

THE EFFECTS OF LEADERSHIP, ORGANIZATIONAL CULTURE, AND INDIVIDUAL FACTORS ON EMPLOYEE WORKING BEHAVIOUR AND THE ORGANIZATIONAL PERFORMANCE (A Study Conducted at Three Bali-Based Headquarters of General Banks)

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The purpose of the study was to know the direct and indirect effects of three exogenous variables, i.e. leadership, organizational culture, and individual factors on the employee working behaviour and the overall organization performance. All employees working at Three Bali-based headquarters of general banks (BPD Bali, Bank Sinar Harapan, and Bank Sri Partha) were selected as the population of the study. The board of directors and the commissioners, however, were excluded. A systematic random sampling technique was employed, targeting employees that have been working for at least three years. A total of 210 questionnaires were distributed among the sampled employees. Although the returned rate was relatively high (86%), but only 170 were considered to be adequate for further analysis. Data analysis was done by employing the Structural Equation Modeling (SEM, AMOS Version 4.0). Result shows that the employee working behaviour was not significantly effected directly by the variable of leadership. The employee working behaviour, however, was directly influenced by organizational culture or individual factors alone. Indirect effects analysis revealed that all exogenous variables did not significantly influence the organizational performance. It has been noted, however, the indirect effects of the three exogenous variables on the organizational performance emerge when a “moderator variable” (i.e. employee working behaviour) was in place. Direct effect of the later variable on the organizational performance was evident. Additionally, it was found that the leadership effects organization culture, or *vice versa*.

Key words: Leadership, Organizational Culture, Individual Factor, Employee Working Behaviour and Organizational Performance.