

THE INFLUENCE OF WORK CULTURE AND REMUNERATION ON EMPLOYEE PERFORMANCE AT PT. X IN CIKARANG, INDONESIA

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Abstract

Employee performance is a key element in determining the success and competitiveness of a company in the global market. This research aims to identify and analyze the influence of work culture and the remuneration system on employee performance at PT. X in Cikarang, Indonesia. X in Cikarang, Indonesia. X in Cikarang, Indonesia. The research method used is a descriptive correlational design with a stratified random sampling technique, resulting in a sample of 51 employees. The data analysis technique employs multiple linear regression to evaluate the simultaneous influence of work culture and remuneration on employee performance. The study's results indicate that work culture significantly influences employee performance, with a beta coefficient of 0.443 and a significance of 0.000. Remuneration also influences employee performance with a beta coefficient of 0.324 and a significance of 0.003. The combination of work culture and remuneration explains 49.8% of the variability in employee performance, with an R Square value of 0.498 and an F value of 15.572 ($p < 0.001$). The conclusion of this study underscores the importance of synergy between a positive work culture and a fair remuneration system to enhance employee performance. The study's practical recommendations, including the development of work culture strategies that support collaboration and openness and a comprehensive review of the remuneration system to ensure competitive salary scales, benefits, and bonuses, will guide and empower the audience in their efforts to enhance employee performance. Further research is suggested to explore other variables, such as leadership, training, and career development, and to conduct longitudinal studies to understand performance changes over time. This emphasis on continuous learning and improvement will make the audience feel the importance of staying updated with the latest research in the field.

Keywords : Work Culture, Remuneration, Employee Performance, Human Resource Management.

1. INTRODUCTION

Employee performance holds substantial significance in determining a company's success and competitiveness in the global market. Optimizing individual performance not only supports the achievement of organizational goals but also contributes to the creation of a productive and harmonious work environment. In this regard, companies must pay attention to various determinants that can affect employee performance, such as work culture and remuneration systems. A positive work culture reflects the values, norms, and practices embraced in the workplace and can motivate employees to achieve their best performance. A strong work culture builds a sense of togetherness, commitment, and trust among employees, thereby enhancing work spirit and productivity. Additionally, a positive work culture can also reduce stress levels and conflicts among employees, which in turn creates a conducive work environment. On the other hand, the remuneration system, through fair and competitive compensation, plays a crucial role in motivating employees. It provides financial and non-financial incentives that can increase job satisfaction and employee loyalty to the company. An effective remuneration system should encompass various components, such as base salary, allowances, bonuses, and other benefits. These two elements, work culture and remuneration, are key factors that synergistically contribute to the achievement of optimal employee performance.

PT. X, located in Cikarang, Indonesia, is facing significant challenges related to employee performance. Despite various initiatives implemented to improve performance, the expected results have not been optimally achieved. Several key issues identified include low work spirit, ineffective inter-departmental communication, and dissatisfaction with the existing remuneration system. These issues can potentially hamper productivity and the achievement of the company's strategic goals. Additionally, the lack of a clear definition of corporate culture contributes to low employee motivation and performance. A remuneration system perceived as unfair and non-transparent exacerbates employee dissatisfaction, leading to high turnover rates and low loyalty. Therefore, this study aims to identify and analyze the impact of work culture and remuneration systems on employee performance at PT. X. By understanding the factors affecting employee performance, it is hoped that the company can design more effective strategies to improve work culture and remuneration systems. This study is expected to provide valuable insights for PT. X's management in developing policies and practices that enhance overall employee performance, thereby driving the company towards sustainable success. Additionally, this research is expected to contribute to the academic literature on human resource management, particularly concerning the importance of work culture and remuneration in the context of employee performance.

This research focuses on three main questions related to employee performance at PT. X in Cikarang. First, how does the company's work culture influence individual employee performance? This question aims to understand how the company's values, norms, and practices can enhance or hinder employee productivity and efficiency. Second, how does the company's remuneration impact employee performance? This research will explore various remuneration components, such as base salary, allowances, bonuses, and other incentives, and how these factors influence overall employee motivation and performance. Third, how does the work culture and remuneration combination affect employee

performance? This question is important to analyze the interaction between these two variables and how their synergy can create a more productive and competitive work environment.

This study aims to identify and analyze the influence of work culture and remuneration on employee performance at PT. X in Cikarang. Firstly, this research will thoroughly examine how the work culture implemented by the company affects individual employee performance. Specific elements of work culture, such as corporate values, norms, managerial practices, and the work environment, will be analyzed to determine their contribution to employee effectiveness and productivity. Additionally, this research seeks to identify the impact of remuneration on employee performance by considering various remuneration components, including base salary, allowances, bonuses, and other incentives. This analysis will help understand how the implemented remuneration system can enhance employee motivation and performance. Furthermore, this research will analyze the simultaneous impact of the combination of work culture and remuneration on employee performance. By examining the interaction between these factors, it is hoped that more comprehensive and effective strategies can be found to improve overall employee performance. The findings from this study are expected to provide practical guidance for PT. X's management in developing more effective and evidence-based policies.

This research has significant theoretical and practical benefits. Theoretically, this study is expected to contribute to the literature on the influence of work culture and remuneration on employee performance, bridging existing knowledge gaps and providing a basis for further research in the field of human resource management. Practically, this research aims to provide concrete recommendations for PT. X in Cikarang to improve employee performance. These recommendations are based on empirical findings from the analysis of the impact of work culture and remuneration, which can assist company management in designing and implementing more effective and evidence-based strategies to enhance productivity and work efficiency.

2. LITERATURE REVIEW

Work Culture

Work culture is a concept that integrates values, norms, and practices implemented within the workplace and plays a crucial role in shaping employee behavior and attitudes. According to Schein (2010), work culture is a pattern of basic assumptions discovered or developed by a group of individuals as they learn to solve problems of external adaptation and internal integration. These basic assumptions are considered valid and are therefore taught to new members as the correct way to perceive, think, and act within the organization. Thus, work culture significantly influences individual and group behavior within the organization and serves as a foundation for the organization's long-term success and sustainability.

Elements composing work culture encompass various aspects that contribute to the working environment and employee performance. One of the main elements is organizational values, which include the beliefs and fundamental principles upheld by the organization and its members. These values often influence organizational decisions and

actions. Besides values, Arif, H. M (2023) norms or unwritten rules that guide employee behavior are also essential elements. These norms include how employees interact with each other and external stakeholders and their attitudes toward work, professional ethics, and work standards. Managerial practices, including leadership strategies, communication styles, decision-making processes, and employee development policies, are other crucial elements that either support or inhibit a positive work culture.

Organizational structure, encompassing how employee tasks and responsibilities are distributed, is also a key element in work culture. A clear and transparent structure can enhance operational efficiency and clarify role expectations for each employee. Opportunities for training and development are an integral part of the work culture as they allow employees to develop their skills and competencies, thereby enhancing the overall organizational performance. Lastly, the physical and psychological work environment, such as office layout, health and safety policies, and employee well-being initiatives, also significantly support a positive work culture. By effectively managing these elements, organizations can create a work culture that supports strategic objectives and individual employee development, ultimately enhancing overall organizational performance.

Remuneration

Remuneration is one of the critical elements in human resource management, referring to the total compensation provided to employees in return for their contributions to the organization. According to Armstrong (2012), remuneration involves direct financial payments such as salaries and wages and various non-financial rewards that can motivate employees and improve their performance. This concept encompasses organizational policies and practices in determining, managing, and distributing compensation to employees, reflecting work value, internal and external equity, and long-term business strategy. Well-designed remuneration not only serves as a tool for attracting and retaining quality labor but also functions as a mechanism for enhancing employee motivation, job satisfaction, and organizational commitment.

Relevant components of remuneration for employees can be classified into several main categories. The first component is the basic salary, which is a regular fixed payment received by employees periodically, usually monthly or weekly, reflecting the job value and the level of employee competence. The second component is allowances, which include various extra payments such as transportation allowances, meal allowances, and health allowances. These allowances are designed to cover specific costs employees incur while performing their duties. The third component is bonuses, which are additional compensation based on individual or team performance and achieving specific targets. These bonuses can be short-term incentives or annual rewards to increase employee motivation.

Besides these components, various forms of non-financial remuneration are important to employees, such as training and development opportunities, recognition and rewards for work achievements, and employee welfare programs encompassing health insurance, pension plans, and paid leave. Facilities like a comfortable work environment, work flexibility, and work-life balance also fall into this category. These components are crucial in fulfilling employees' psychological and social needs and supporting their overall

well-being. Hence, a comprehensive and balanced remuneration approach can enhance employee satisfaction and retention and contribute to long-term organizational productivity and success.

Employee Performance

Employee performance is a key concept in human resource management that refers to the level of achievement of tasks and responsibilities given to individuals within an organization. According to Bernardin and Russell (2013), employee performance is the outcome of a series of work activities related to the organization's goals and can be measured based on certain standards such as efficiency, effectiveness, and quality. Employee performance encompasses the quantitative output regarding the amount of work completed and qualitative aspects such as relevance, accuracy, and consistency in task execution. Arif, H. M., and Wibowo, E. P. (2023) This concept is important because the collective performance of individual employees affects the overall organizational performance and the organization's success in achieving its strategic goals.

Indicators of employee performance can be categorized into several main categories. First is productivity, which measures the number of outputs produced per input unit. Productivity is often assessed by the quantity of work completed within a certain timeframe, such as the number of products made or services completed. Second is work quality, which includes the level of accuracy, reliability, and appropriateness of work against established standards. This can be observed from error rates, customer complaints, or quality inspections. Third, time efficiency evaluates the ability of employees to complete tasks within set time limits. This efficiency reflects time management and the capability of employees to prioritize work tasks.

Moreover, knowledge and skills serve as crucial markers of employee performance, encompassing both technical and non-technical capabilities essential for completing tasks competently. The aspect of cooperation and collaboration assesses the extent to which employees can work together with colleagues and contribute to teams. Lastly, commitment and loyalty measure the degree of employee involvement and dedication to the organization, often reflected in attendance, active participation in organizational activities, and low levels of absenteeism and turnover. By utilizing these various indicators, organizations can conduct comprehensive and objective performance assessments, ultimately used to develop more effective performance improvement strategies.

The Relationship Between Work Culture, Remuneration, and Employee Performance

Several previous studies have examined the relationship between work culture, remuneration, and employee performance, indicating that these three variables are interrelated and significantly influence each other. Research by Denison (2000) revealed that a strong work culture, including healthy values, norms, and practices, positively improves employee performance. A positive work culture creates a supportive environment that motivates employees to achieve better results. Meanwhile, Milkovich and Newman's (2008) research highlights the importance of remuneration as a key factor in determining employee performance. They found that competitive remuneration, comprising basic salary, allowances, and bonuses, can increase employee motivation and job satisfaction, thereby

positively impacting performance. These studies suggest that both a strong work culture and adequate remuneration individually enhance employee performance, but their combination often produces a greater synergistic effect.

This study employs a theoretical model integrating motivation theory and organizational theory to explain the relationship between work culture, remuneration, and employee performance. Herzberg's motivation theory (1959) positions intrinsic factors such as achievement and recognition associated with work culture as the primary drivers of employee motivation. Meanwhile, Vroom's expectancy theory (1964) emphasizes that remuneration, as an extrinsic component, enhances employee motivation by creating the expectation that hard work will be financially rewarded. This model assumes that a positive work culture improves performance by creating an environment supportive of proactive and innovative behavior, whereas fair and competitive remuneration improves performance by fulfilling basic needs and providing incentives. The combined influence of work culture and remuneration is believed to enhance employee performance more significantly than the influence of each factor individually, as both create a balance between intrinsic and extrinsic motivation. By integrating these two approaches, the theoretical model of this study provides a comprehensive framework for analyzing and understanding how work culture and remuneration together contribute to improving employee performance.

3. RESEARCH METHOD

Research Design

This study employs a descriptive correlational research design to examine the relationship between work culture, remuneration, and employee performance at PT. X in Cikarang. The objective of a descriptive research design is to systematically and accurately depict phenomena or events, whereas a correlational approach is used to determine the degree of relationship or association between two or more variables. In this context, a descriptive correlational study allows the researcher to describe the characteristics of work culture, remuneration systems, and employee performance and identify and analyze the relationships between these variables.

This approach is suitable given the study's aim to understand how work culture and remuneration influence employee performance. Data for this research is collected through surveys using questionnaires designed to measure the three main variables. The correlational analysis will be used to test the hypotheses regarding the relationships between the variables, while multiple linear regression will be applied to evaluate the simultaneous influence of work culture and remuneration on employee performance. Through this descriptive correlational design, the results are expected to provide a clear and in-depth picture of the dynamics of the relationships between work culture, remuneration, and employee performance, as well as offer practical recommendations for improvements at PT. X Indonesia.

Population and Sample

The population for this study includes all PT employees. X is located in Cikarang, totaling 104 individuals. The Slovin formula with a 5% margin of error is used to obtain a representative sample, resulting in a sample size of 51 individuals. Additionally, stratified random sampling ensures a proportional representation of each subgroup within the population. This method divides the population into several strata based on specific criteria, such as position or department, and samples are randomly selected from each stratum. This approach aims to reduce bias and enhance the validity and reliability of the research findings by ensuring that key characteristics of the population are reflected in the sample. Consequently, the analysis conducted will provide a more accurate and comprehensive overview of the relationship between work culture, remuneration, and employee performance.

Data Collection Techniques

The data collection technique utilized in this research involves a specifically designed questionnaire to measure the main variables: work culture, remuneration, and employee performance at PT. X in Cikarang. The questionnaire consists of a series of closed-ended questions with a Likert scale to quantitatively capture respondents' perceptions and experiences. Each item in the questionnaire has been validated to ensure accuracy and relevance to the concepts being measured. The questionnaires are distributed directly to the 51 employees selected through the stratified random sampling method. Using a questionnaire as a data collection tool enables the researcher to gather information quickly and conduct statistical data analysis. The questionnaire results will be used to test hypotheses and answer the research questions concerning the relationships between work culture, remuneration, and employee performance.

Data Analysis Techniques

In this study, the data analysis technique employed is multiple linear regression analysis. This approach is chosen to test and measure the simultaneous influence of the independent variables, namely work culture, and remuneration, on the dependent variable, which is employee performance. Multiple linear regression analysis allows the researcher to identify the extent to which each independent variable contributes to variations in employee performance and understand the interaction between these two variables. Data collected through the questionnaire will be processed using statistical software to conduct the regression analysis, providing regression coefficients, significance values, and other relevant statistical indicators. The results of this analysis are expected to provide deep insights into the dynamics of the relationships between work culture, remuneration, and employee performance and assist in formulating practical recommendations for performance enhancement at PT. X in Cikarang.

4. RESULTS AND DISCUSSION

Data Description

The characteristics of the research respondents include gender, age, tenure, and educational level. Of the 51 respondents who participated, 47.1% were male, and 52.9% were female, indicating a predominance of female employees within the sample population. Based on age, the respondents were divided into several groups: 21.6% were aged 18-25 years, 13.7% were aged 26-30 years, 47.1% were aged 31-35 years, 15.7% were aged 36-40 years, and 2.0% were over 40 years old. From the data, most of the respondents were in the age range of 31-35 years. In terms of tenure, 27.5% of employees had worked for 1-3 years, 45.1% had worked for 4-6 years, and 27.5% had worked for more than 6 years, with a predominance in the group with tenure of 4-6 years. Regarding educational levels, 43.1% of respondents had a high school education, 15.7% held a diploma, and 41.2% held a bachelor's degree.

The data description regarding the key variables in this study, namely organizational culture, remuneration, and employee performance, was measured through a questionnaire using a Likert scale. Organizational culture was measured in terms of prevailing values and norms within the organization; remuneration was measured in terms of base salary, allowances, and bonuses, while employee performance was measured in terms of productivity, work quality, and time efficiency. The data obtained showed variation in employees' perceptions of these three variables, which were then analyzed using multiple linear regression techniques to evaluate the simultaneous impact of organizational culture and remuneration on employee performance. These descriptive results provide a robust foundation for further analysis and help understand PT's internal dynamics. X in Cikarang.

Table 1. Model Summary
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.706 ^a	.498	.466	5.493

a. Predictors: (Constant), Remuneration, Work Culture

b. Dependent Variable: Employee Performance

Table 2. ANOVA
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1409.685	3	469.895	15.572	.000 ^b
	Residual	1418.236	47	30.175		
	Total	2827.922	50			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Remuneration, Work Culture

Table 3. Coefficients Test
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.684	7.787		-.088	.930		
	Work Culture	.651	.156	.443	4.173	.000	.948	1.055
	Remuneration	.320	.102	.324	3.124	.003	.992	1.008

a. Dependent Variable: Employee Performance

Analysis of the Influence of Work Culture on Employee Performance

The results of the multiple linear regression analysis indicate that work culture has a significant influence on employee performance. The standardized beta coefficient for work culture is 0.443 with a t-value of 4.173 and a significance level of 0.000, indicating that work culture significantly and positively contributes to employee performance at PT. X Indonesia. This beta coefficient suggests that increasing one unit in work culture will enhance employee performance by 0.443 units, assuming the remuneration factor remains constant. This finding is supported by a VIF value of 1.055, indicating that there are no multicollinearity issues. Consequently, these results suggest that a positive and conducive work culture enhances employee performance. These findings align with previous theories stating that a positive work environment can improve employee productivity and efficiency.

Analysis of the Influence of Remuneration on Employee Performance

The multiple linear regression analysis results reveal that remuneration significantly affects employee performance, as demonstrated in the SPSS output. The standardized beta coefficient for remuneration is 0.324, with a t-value of 3.124 and a significance level of 0.003. This indicates that remuneration significantly and positively enhances employee performance at PT. X Indonesia. The beta coefficient implies that an increase of one unit in remuneration will increase employee performance by 0.324 units, assuming the work culture factor remains constant. A VIF value of 1.008 indicates the absence of multicollinearity issues, thus rendering the regression results reliable. This positive and significant influence indicates that a well-designed remuneration system, which includes competitive base salaries, allowances, and bonuses, can enhance employee motivation and productivity. This result underscores the importance of remuneration as an effective tool for improving employee performance. These findings are consistent with compensation theories, which state that fair and competitive remuneration is crucial in motivating employees to perform better. Therefore, companies need to ensure that their remuneration systems are fair and competitive to achieve optimal performance.

Analysis of the Combined Influence of Work Culture and Remuneration on Employee Performance

The results of the simultaneous regression analysis demonstrate that the combination of work culture and remuneration significantly influences employee performance. The SPSS output reveals an R Square value of 0.498, indicating that 49.8% of the variation in employee performance can be collectively explained by work culture and remuneration variables. An F-value of 15.572 with a significance level of 0.000 indicates that this regression model is statistically sound. The standardized beta coefficient for work culture is 0.443 with a t-value of 4.173 and a significance level of 0.000, while for remuneration, it is 0.324 with a t-value of 3.124 and a significance level of 0.003. These results show that both individually and in combination, work culture and remuneration contribute significantly and positively to enhancing employee performance. This analysis emphasizes that implementing a positive work culture and competitive remuneration can create a conducive work environment and motivate employees to achieve optimal performance. These findings are consistent with the literature stating that the synergy between intrinsic factors, such as work culture, and extrinsic factors, such as remuneration, can maximize productivity and work quality. Therefore, companies should develop a strong work culture and a fair and competitive remuneration system to encourage superior employee performance.

Discussion

The research findings indicate that both work culture and remuneration significantly influence employee performance, consistent with Herzberg's and Vroom's motivation theories, which emphasize the importance of intrinsic and extrinsic factors in enhancing performance. These findings also align with Denison's (2000) and Milkovich and Newman's (2008) research, which state that a positive work culture and competitive remuneration significantly contribute to employee productivity and efficiency. The practical implications for PT. X includes the importance of building and maintaining a healthy work culture while providing fair and competitive remuneration. To enhance employee performance, it is recommended that the company adopt training and development programs focused on skill enhancement and employee involvement in decision-making. Furthermore, increasing transparency in the remuneration system can boost employee trust and motivation. The company should also periodically evaluate work culture and remuneration policies to ensure that the strategies implemented effectively promote optimal performance. Additional recommendations include strengthening internal communication to create a more collaborative and supportive work environment. By implementing these recommendations, PT. X can sustainably improve employee performance.

5. CONCLUSION

This study concludes that work culture and remuneration significantly influence employee performance at PT. X Indonesia. The regression analysis results indicate that work culture has a beta coefficient of 0.443 and remuneration of 0.324, both with very high significance levels. These findings confirm that work culture and remuneration improvements are directly correlated with employee performance enhancements. The solutions to the study's research questions demonstrate that a positive and fair work environment coupled with competitive remuneration policies are key factors in boosting employee productivity and efficiency. Empirical data support the hypothesis that the synergy between a conducive work culture and a fair remuneration system significantly contributes to performance. Therefore, for PT. X Indonesia, developing and strengthening these two aspects—work culture and remuneration—is a strategically effective step to achieving optimal company performance. These conclusions provide a strong foundation for management to make policy improvements and adaptations to optimize employee performance.

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