

**EFFECT OF LEADERSHIP AND ORGANIZATIONAL COMMUNICATION ON
ORGANIZATIONAL CULTURE AND THEIR IMPACT ON EMPLOYEE
PERFORMANCE AT PT. WIRA KHARISMA PROPERTY**

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Abstract: *The purpose of this research is to know the partial and simultaneous influence of leadership and organizational communication to organizational culture, to know the influence of organizational culture on employee performance and to know the partial and simultaneous influence of leadership and organizational communication on employee performance. This research is associative with quantitative approach. Population in this research is all employees of PT. Wira Kharisma Property, while the sample used in this study as many as 100 respondents. Technique of collecting data by questionnaire, and technique of data analysis using instrument test, classical assumption test, path analysis, t test and f count test. The results showed, There is influence between leadership on organizational culture at PT. Wira Kharisma Property. This can be proved by the coefficient value of the path of 0.466 and the value of $5.499 > t$ table 1.984 with significant $0.000 < 0.05$, There is influence between organizational communication to organizational culture at PT. Wira Kharisma Property. This can be proven by the value of path coefficient of 0.263 and t count value $3.110 > t$ table 1.984 with significant $0.002 < 0.05$, There is a joint influence between leadership and organizational communication on organizational culture at PT. Wira Kharisma Property. This can be proved by the coefficient value of the path of 0.346 and the value of F arithmetic $25,697 > F$ table 3.09 with significant $0.000 < 0,05$, There is influence between leadership to employee performance at PT. Wira Kharisma Property. This can be proved by the coefficient value of the path of 0.391 and the value of t arithmetic $4.616 > t$ table 1.984 with significant $0.000 < 0.05$, There is influence between organizational communication on employee performance at PT. Wira Kharisma Property. This can be proved by the coefficient value of the path of 0.391 and the value of t arithmetic $2.390 > t$ table 1.984 with significant $0.019 < 0.05$, There is influence between organizational culture on employee performance at PT. Wira Kharisma Property. This can be proved by the coefficient value of the path of 0.325 and the value of t arithmetic $3.665 > t$ table 1.984 with significant $0,000 < 0.05$, and There is a joint influence between leadership and organizational communication on employee performance at PT. Wira Kharisma Property. This can be proved by the coefficient value of 0.439 and the value of F count $37,905 > F$ table 3.09 with significant $0.000 < 0,05$.*

Keywords: *Leadership, organizational communication, organizational culture and employee performance*

1. Introduction

Such a large population in a developing country such as Indonesia will have an impact on the country's economic growth. According to the 2020 population census, the head of BPS and the Secretary General of the Ministry of Home Affairs jointly released the results of SP2020 and announced that in September 2020 the total population of Indonesia was 270.20 million people, making Indonesia the country with the fourth largest population in the world after China, India, and America. In environmental conditions where population growth occurs, it will be followed by the development of new settlements so that facilities are needed to meet community needs. Under these conditions, it is certainly an opportunity for entrepreneurs/developers to play a role in conducting housing development. Currently, the business of building housing is one of the emerging business opportunities, marked by quite a number of entrepreneurs investing their capital, and the tendency of increasing housing developments in developing areas.

The property and real estate sector is an important sector for human life. All human activities are related to this sector, especially housing. The need for housing is one of the basic human needs in addition to food and clothing needs. With all his efforts, everyone will definitely try to fulfill this one need. In addition to the function of the house as a place of shelter and family gathering, a house can also be an investment that promises big profits. The benefits of investing in the property sector can be seen from the increase in land and building prices from year to year. This is because the existence of land is permanent but the demand for land to meet the needs of boards continues to increase along with the increase in population.

Overall, a survey of commercial property developments launched by Bank Indonesia showed that in the first to fourth quarters, growth was recorded despite the Covid-19 pandemic. The following is a comparison chart of property demand during the first and fourth quarters:

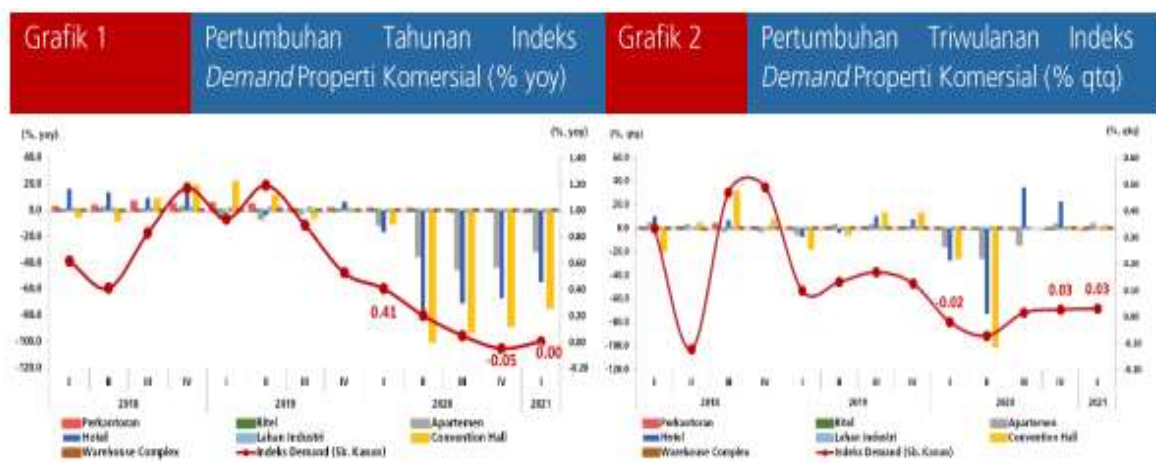


Figure 1.

Growth in Demand for Commercial Property in Quarter I, II and IV
 Source: Department of Statistics, Bank Indonesia, www.bi.go.id (2021)

Based on the graph, the commercial property demand index for the first quarter of 2021 recorded a growth of -0.05% (yoy) in the fourth quarter of 2020. Seen in graph 2, in line with the quarterly annual growth in demand for commercial property, which is indicated to be relatively stable, the commercial property demand index in the first quarter of 2021 grew 0.03% (qtq), the same as that in the fourth quarter of 2020.

PT. Wira Kharisma Properti is a company engaged in the property sector with Agung Development as the developer of housing and apartment projects. This company has been operating for several years in carrying out its company activities. PT. Wira Kharisma Properti has carried out housing projects from year to year to sell ready-to-live houses. While the number of employees working in 2010 until now is 100 people.

Table 1.
Housing Sales Level of PT. Wira Kharisma Properti 2015 to 2020

Year	Housing Project	Sales Target	Sold	Percentage (%)
2015	WKP Phase 1	105 units	110 units	104.76 %
2016	WKP Phase 1	105 units	93 units	88.57 %
2017	WKP Phase 2	105 units	95 units	90.47 %
2018	WKP Phase 2	105 units	83 units	79.04 %
2019	WKP Phase 3	105 units	79 units	75.23 %
2020	WKP Phase 3	105 units	73 units	69.52 %

Source : PT. Wira Kharisma Properti (2021)

Based on the data in table 1 above, it can be seen that housing sales for the last 6 years have fluctuated, employees have not been able to make sales with the planned sales targets. It can be seen from the data above in 2015 with a total percentage of 104.76%, from 100% of the planned target successfully exceeding the sales target, in 2016 sold 88.57%. In 2017 it rose to 90.47%. In 2018 experienced a decrease in sales with a percentage of 79.04%. And in 2018 sales fell again by 75.23%. And in 2019 sales decreased by 69.52%.

Employee performance that has not been maximized can be seen from the data on consumer complaints about the quality of development, complaint data can be seen in the following table:

Table 2.
Consumer Complaint Data on Development Quality

No	Complain	2018	2019	2020
1	Cracked Walls	4	5	7
2	Leaking/Seeing	1	3	5
3	Corrugated Wall	2	4	5
4	Broken & Drag Door	3	5	4
5	Cleaning	4	2	3
6	The kitchen set has not been installed	1	3	4
7	Miscellaneous (Shower leaking, Garden lights off, Tidying, Design error)	3	5	2
Total Complaints		18	27	30

Based on the table, it can be seen that the level of customer complaints about the quality of development has increased, in 2018 the number of complaints was 18 people, then in 2019 it

increased to 27 people then in 2020 it also increased to 30 people. From these data it can be concluded that the performance of employees at PT. Wira Kharisma Properti is not optimal yet. There are several factors that are thought to affect the decline in employee performance at PT. Wira Kharisma Properti, including the application of leadership. Leadership in the company can affect the running of the entire organization he leads. The figure of a leader is needed in the operations of an organization which aims to direct its members to be in line with the plan to achieve organizational goals.

An organization can be said to be successful if the attitude of the leadership itself is supportive and can be imitated by its employees, so that the goals of the organization or company can be achieved without any sense of burden and compulsion in carrying out their respective duties because everything is done by good cooperation between the leadership and its members. . Therefore leadership is needed so that employees can understand the company's vision in achieving common goals. Based on this to describe the application of leadership at PT. Wira Kharisma Properti the author conducted a pre-study on 30 employees. The results of the initial questionnaire distribution can be seen in table 3 below:

Table 3.
 Pre-Survey Regarding Leadership at PT. Wira Kharisma Properti

No	Statement	Yes		No	
		Amount	%	Amount	%
1	Leaders can provide attractiveness to subordinates	10	33%	20	67%
2	Tasks are clearly stated	11	37%	19	63%
3	Have good managerial knowledge	18	60%	12	40%
4	Leaders give examples of how to complete tasks to subordinates	2	7%	28	93%
5	Leaders have the authority to give rewards or punishments	25	83%	5	17%
6	Leaders have legitimate power	28	93%	2	7%

Source: 2021 Research Pre-Survey Results

Based on Table 1.3, it can be seen that the leadership at PT. Wira Kharisma Properti as a whole has not been as expected, this is because there are still several indicators regarding leadership that get negative tendencies from employees, such as regarding the leadership being less clear in explaining the tasks given and the leadership lacking in providing examples in completing the assigned tasks. This causes the work to be given to be less attractive according to the employee's response.

Apart from leadership and organizational communication, another factor that affects employee performance is organizational culture. Organizational culture permeates organizational life and further affects every organizational life. Therefore, organizational culture has a very large influence on the fundamental aspects of organizational performance. This statement has been widely accepted and supported by several studies linking performance with organizational culture. If organizational culture is an important aspect in improving performance, then organizational culture must be managed properly.

Table 4 will describe the organizational culture at PT. Wira Kharisma Properti to describe more clearly the phenomena that actually occur. Pre-survey results of preliminary research on organizational culture can be seen in table 4 below:

Table 4.
 Pre-Survey Regarding Organizational Culture at PT. Wira Kharisma Properti

No	Statement	Yes		No	
		Amount	%	Amount	%
1	Satisfied with the current performance appraisal system	2	7%	28	93%
2	Submit work reports in accordance with the results of the work	27	90%	3	10%
3	Organizations help solve problems in the work environment	10	33%	20	67%
4	Organizations encourage filling free time with useful activities	5	17%	25	83%

Based on table 4, it can be seen that there are still problems with organizational culture, the problems that occur are regarding the dissatisfaction of employees in the performance appraisal that has been carried out by the agency, the lack of an organizational role in solving problems that occur in the work environment and the lack of organization in encouraging employees to fill free time with useful activities. This explains that the organizational culture at PT. Wira Kharisma Properti is still not good and does not meet the expectations of the Agency.

The objectives of this research are:

- a. To determine the influence of leadership on organizational culture.
- b. To determine the effect of organizational communication on organizational culture.
- c. To determine the simultaneous influence of leadership and organizational communication on organizational culture
- d. To determine organizational culture on employee performance.
- e. To determine the influence of leadership on employee performance.
- f. To determine the effect of organizational communication on employee performance.

2. Literature Review

Definition of Management

Hasibuan (2012: 50) reveals that "Management is a science (a systematic collection of knowledge, has been collected and generally accepted with a particular object or object) and art (a creativity, a strong personality and accompanied by skills) managing, utilizing human resources and other resources effectively and efficiently to achieve a certain goal". According to Griffin (2012:43) "management is a process of planning, organizing, coordinating, and controlling resources to achieve goals (goals) effectively and efficiently". Meanwhile, Assauri (2012:8) explains that "management is the process of coordinating work activities so that they can be completed efficiently and effectively with and through other people".

From these several definitions, it can be concluded that management is a joint effort to determine and achieve organizational goals by implementing the functions of planning, organizing, actuating, and controlling.

According to Henry Fayol in Safroni (2012:47), management functions include planning, organizing, commanding, coordinating, controlling. Meanwhile, according to Griffin in Safroni, (2012: 47), management functions include planning and decision making, organizing, leading and controlling.

From the comparison of several management functions above, it can be understood that all management begins with planning because planning will determine what actions should be taken next. After planning is organizing. Almost all experts place the organization in second place after planning. Organizing is a division of labor and is closely related to the planning function because organizing must also be planned.

Furthermore, after implementing the planning and organizing function, it is to apply the directing function which is defined in different words such as actuating, leading, and commanding, but has the same goal, namely to direct all employees to cooperate and work effectively to achieve organizational goals. But there is also the addition of a coordinating function after the directing function. The coordinating function is to regulate employees so that they can work together so as to avoid chaos, squabbles and job vacancies. Furthermore, the last function in the management process is controlling.

Understanding Human Resource Management

Hasibuan (2012:244) defines that "human resources are the integrated capabilities of the individual's thinking power and physical power". The perpetrators and their nature are carried out by their descendants and their environment, while their work performance is motivated by the desire to fulfill their satisfaction. Meanwhile, according to Mathis and Jackson (2012:3) "human resources" is the design of formal systems within an organization to ensure the effective and efficient use of human talent to achieve organizational goals".

From the opinions of the experts above, it can be concluded that human resources are people who drive the company's wheels, with this HR must be managed properly, for the sake of releasing or emitting a good and profitable work ethic for the company.

Human Resources Management Functions

Systematically, human resource management has a function which is very important. Personnel management is basically a series of managerial functions and operational functions.

Human Resource Planning

Planning is likened to the core of management, because planning can help uncertainty in the future and therefore allows decision makers to use their limited resources most effectively and efficiently. Likewise, human resource planning is efficient in the recruitment, selection, training, development and other personnel activities of the organization. More narrowly, the human resources of the organization will work in the future. This allows personnel to provide manpower more precisely according to the needs of the organization. Ideally the organization should identify both short-term and long-term personnel needs through planning. Long-term plans indicate the various labor needs to be met over the next year. Whereas long-term planning of the human resource situation for the next two, five, or sometimes ten years.

Leadership

Wukir (2013:134) provides an understanding of leadership which is the art of motivating and influencing a group of people to act towards a common goal. According to Farland in Wijaya (2012:7) Leadership is a process in which the leader is described as giving orders or influences, guidance or the process of influencing the work of others in choosing and achieving the goals that have been set.

From the understanding according to experts, leadership is a person's ability to lead so that he is able to influence someone both individually and in groups to achieve common goals both within the organization and outside the organization. Leadership means involving other people or parties, an effective leader is someone who with his power is able to inspire his subordinates to achieve satisfactory work results.

Organizational Communication

Pace and Faules (2012:31) say organizational communication is defined as the display and interpretation of messages between communication units that are part of a particular organization. An organization consists of communication units in hierarchical relationships between one another and function in an environment. Meanwhile, according to Soedarsono (2012:87) organizational communication is understood as a network designed in a system and process to transfer information from a person or group of people to a person or group of people in order to achieve organizational goals.

Organizational Culture

Graham in Siswadi (2012:71) states that organizational culture is the norms, beliefs, attitudes and philosophies of the organization. Culture is a unique system of values, beliefs and norms shared by members of an organization. Culture is also an important cause for the effectiveness of the organization itself.

According to Robbins in Sunaryo (2014: 23) Organizational culture as a system of shared meaning of primary values shared and valued by the organization, which serves to create a clear distinction between an organization and other organizations, creates a sense of identity for members of the organization, facilitate collective commitment to the organization, increase social stability, and create meaning-making and control mechanisms that help shape the attitudes and behavior of organizational members.

Based on these experts, it can be concluded that organizational culture is the norms, beliefs, attitudes and values of an organization that is inspired by all its members to serve as an appropriate reference in doing their work, as well as in understanding, thinking and feeling related problems within the organization. so that it will become a rule or value in the organization for the purposes of the organization both individually and collectively.

3. Research Method

Types of Research

The types of data used in this study are:

- a. Qualitative data, namely data obtained from PT. Bank Victoria International Tbk 2015–2019 period. in the form of information that is not in the form of numbers. This qualitative data includes the history of the company's establishment, organizational structure, and job descriptions of each part of PT Bank Victoria International Tbk. This field study method

was used to obtain primary data. Primary data will be obtained by questionnaire or questionnaire. This technique is done by giving a list of statements to each employee to be answered then from the answers to each question the score can be determined using Likert. According to Sugiyono (2017: 193) the questionnaire is a data collection technique that. This is done by giving a set of questions or a written statement to the respondent to answer. Questionnaires are an efficient data collection technique if the researcher knows with certainty the variables to be measured and knows what to expect from the respondents. In addition, the questionnaire is also suitable for use when the number of respondents is quite large and spread over a wide area.

- b. Quantitative data, namely data obtained in the form of numbers. Quantitative data in this study sourced from the financial statements of PT Bank Victoria International Tbk which has been audited for the period 2012-2017 According to Sugiyono (2017:13) quantitative research is a research method based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, data analysis is quantitative or statistical, with the aim of to test the hypothesis that has been set. In this study, researchers used a lot of secondary data, according to Sugiyono (2017:137) explaining Secondary data is a data source that does not directly provide data to data collectors. This secondary data is data that supports the needs of primary data such as books, literature and readings related to and supporting this research.

Place and Time of Research

1. Research Object

In this study the object of research is PT. Bank Victoria International Tbk and is limited to Bank Victoria entities whose head office is on Jl. Tanah Abang Botanical Gardens, Central Jakarta DKI Jakarta, RT.3/RW.4, Kb. Kacang, Central Jakarta City, Special Capital Region of Jakarta 10240.

2. Research Time

Researchers conducted research for approximately four months, starting from December 3, 2019 to April 20, 2020.

3. Nature of Research

This research is a qualitative descriptive study to assess the soundness of banks at PT. Bank Victoria International Tbk with reference to Bank Indonesia Regulation No.13/1/PBI/2011 and Financial Services Authority Circular No. 14/SEOJK.03/2017. According to Sugiyono (2016:147) Descriptive method is a method used to analyze data by describing or describing the data that has been collected as it is without intending to make conclusions that apply to the public or generalizations.

Operational Research Variables

According to Sugiyono (2016: 38) Research variables are everything in any form determined by the researcher to be studied so that information is obtained about it, then conclusions are drawn. The variables used in the study can be classified into:

1. Independent variables (free), namely variables that explain and affect other variables. The dependent variable used in this study is the Bank Soundness Level Victoria for the period 2012-2017 with the RGEC method.

2. The dependent variable (bound), which is the variable that is explained and influenced by the independent variable. The independent variables used in this study are as follows:
 - a) Risk Profile: NPL Ratio and LDR Ratio.
 - b) Good Corporate Governance (GCG): Self Assessment GCG
 - c) Earnings: ROA Ratio and BOPO Ratio.
 - d) Capital: CAR Ratio.

4. Results and Discussion

In the Financial Services Authority Regulation No. 14/SEOJK.03/2017 and Bank Indonesia No.13/1/PBI/2011 Bank Soundness Level is the result of an assessment of the Bank's condition carried out on the risks and performance of the Bank and as a means of evaluating the conditions and problems faced by the Bank and determine follow-up actions to address the Bank's weaknesses or problems, either in the form of corrective action by the Bank or supervisory action by Bank Indonesia. In the regulation of the Financial Services Authority No. 14/SEOJK.03/2017 and Bank Indonesia No.13/1/PBI/2011 assessment of bank soundness includes the following factors:

1. Bank Central Asia's Health Level in terms of Risk Profile factors.
 - a) Credit Risk (NPL) In this study, credit risk is calculated using the NPL ratio obtained from non-performing loans (substandard, doubtful and bad) divided by total loans.

Table 5.
NPL Component Composite Rating

Period	NPL Ratio (%)	Rating	Information
2015	0.7	1	Very Healthy
2016	1.3	1	Very Healthy
2017	1.4	1	Very Healthy
2018	1.5	1	Very Healthy
2019	1.6	1	Very Healthy

Source: Secondary Data Processed by Researchers in 2018

- b) Liquidity Risk (LDR) In this study, Liquidity risk is calculated using the LDR ratio to assess Bank Victoria's liquidity by comparing the amount of credit provided by the bank and third party funds, including loans received, excluding subordinate loans. The credit provided does not include credit to other banks. Third party funds are demand deposits, savings deposits, periodic deposits, and certificates of deposit.

Table 6.
LDR . Component Composite Rating

Period	LDR Ratio (%)	Rating	Information
2015	81.1	2	Healthy
2016	78.5	2	Healthy
2017	80.4	2	Healthy
2018	85.4	3	Quite Healthy
2019	84.1	3	Quite Healthy

Source: Secondary Data Processed by Researchers in 2018

2. The level of soundness of commercial banks in terms of Good Corporate Governance (GCG) factors.

GCG assessment in the banking sector is carried out using a self-assessment system based on 5 basic principles of implementing Good Corporate Governance, namely transparency, accountability, responsibility, independence and fairness. The following is a self-assessment table for the assessment of Bank Victoria's Good Corporate Governance (GCG) factors for the 2015-2019 period.

Table 7.

GC Component Composite Rating

Period	Self-Assessment Results	Rating	Information
2015	2	2	Well
2016	2	2	Well
2017	2	2	Well
2018	2	2	Well
2019	2	2	Well

Source: Bank Central Asia Annual Report at www.bcabank.co.id

3. Soundness of Commercial Banks in terms of Profitability (Earning).

In this study, the profitability factor was measured using two ratios, namely the ratio of Return On Assets (ROA), and Operating Costs of Operating Income (BOPO). Both ratios are used to measure the effectiveness of the company in obtaining profit as the company's main goal.

- a) Return On Assets (ROA), is used to measure the effectiveness of the company's total assets to be able to generate company profits, by calculating the net profit before tax (Earning before tax) divided by the average total assets of the company.

Table 8.

ROA Component Composite Rating

Period	ROA Ratio (%)	Rating	Information
2015	3.8	1	Very Healthy
2016	3.8	1	Very Healthy
2017	3.9	1	Very Healthy
2018	4.0	1	Very Healthy
2019	3.1	1	Very Healthy

Source: Secondary Data Processed by Researchers in 2019

- b) Operating Costs to Operating Income (BOPO), the Ratio of Operating Costs to Operating Income (BOPO) is used to measure how efficient a company/bank is in reducing operating costs to its operating income by calculating operating expenses divided by operating income.

Table 9.
BOPO Component Composite Rating

Period	BOPO Ratio (%)	Rating	Information
2015	45.4	1	Very Healthy
2016	43.5	1	Very Healthy
2017	44.2	1	Very Healthy
2018	43.9	1	Very Healthy
2019	43.0	1	Very Healthy

Source: Secondary Data Processed by Researchers in 2019.

4. The soundness level of commercial banks is viewed from the capital factor. The level of soundness of capital (Capital) in a bank can be measured using the ratio of Capital Adequacy Ratio (CAR) by dividing the total capital (core capital & complementary capital) with the Risk Weighted Assets (RWA) for credit, market and operations.

Table 10.
CAR Component Composite Rating

Period	CAR Ratio (%)	Rating	Information
2015	18.7	1	Very Healthy
2016	21.9	1	Very Healthy
2017	23.6	1	Very Healthy
2018	24.0	1	Very Healthy
2019	24.6	1	Very Healthy

Source: Secondary data processed by researchers in 2019

5. Determination of Bank Central Asia's Soundness Level Using the RGEC Method

Table 11.
Average Weighting of Bank Central Asia's Composition Rankings
for the 2015-2017 period

Year	R		G	E		C	Weight	Composite Rank	Information
	NPL	LDR	GCG	ROA	BOPO	CAR			
2015	0.7%	81.1%	2	3.8%	45.1%	18.7%	93.33%	1	Very Healthy
2016	1.3%	78.5%	2	3.8%	43.5%	21.9%	96.67%	1	Very Healthy
2017	1.4%	80.4%	2	3.9%	44.2%	23.6%	93.33%	1	Very Healthy
2018	1.5%	85.4%	2	4.0%	43.9%	24.0%	93.33%	1	Very Healthy
2019	1.6%	84.1%	2	4.1%	43.0%	24.6%	96.67%	1	Very Healthy
Weighting Average Over The Period Of 2012-2017							94.67%	1	Very Healthy

Source: Secondary Data Processed in 2019



Figure 2.

The weight of the composite ranking of Bank Central Asian for the 2015-2019 period

5. Conclusion

Based on the discussion above, the writer can conclude several important things, namely:

- Leadership has a positive and significant effect on organizational culture at PT. Wira Kharisma Properti.
- Organizational communication has a positive and significant effect on organizational culture at PT. Wira Kharisma Properti
- Leadership and organizational communication have a positive and significant impact on organizational culture at PT. Wira Kharisma Properti.
- Organizational culture has a positive and significant effect on employee performance at PT. Wira Kharisma Properti.
- Leadership has a positive and significant effect on employee performance at PT. Wira Kharisma Properti.
- Organizational communication has a positive and significant effect on employee performance at PT. Wira Kharisma Properti.

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