

The Impact of Organizational Culture, and Work Motivation on Employee Performance Through Employee Job Satisfaction PT. Kasmar Tiar Raya

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Abstract: The purpose of this research is to examine the direct influence of Organizational Culture and Work Motivation directly and indirectly on Employee Performance. Sample of 120 employees. Data analysis techniques using SEM resulted that organizational culture has a positive effect on employee performance. Work motivation has a positive effect on Employee Performance. Organizational Culture has a positive effect on employee Job Satisfaction. Work motivation has a positive attitude towards employee job satisfaction. Job Satisfaction has a positive effect on the Employee Performance of PT Kasmar Tiar Raya. Perusahaan always maintains and aligns the Role of Organizational Culture in the life of the company's activities and focused on the interests and objectives of the company to improve the performance of employees and must be sensitive to things that can improve work motivation.

Keywords: *organizational culture, work motivation, job satisfaction, employee performance*

1. Introduction

In the face of competition in the global era, companies are required to work more effectively and efficiently. Increasingly tight competition causes companies to be able to improve competitiveness to maintain the company's survival. PT Kasmar Tiar Raya is one of the mining companies in Indonesia that has a policy of optimizing its employees to carry out the company's production business processes.

Employees are the most important element in determining the back and forth of a company. To achieve the company's objectives, employees are required under the requirements and needs of the company, as well as able to carry out tasks that have been determined by the company. In general, every company will always strive to improve the performance of its employees, in the hope that what the company aims to achieve.

Employees' ability is reflected in their performance, good performance is optimal performance. The performance of these employees is one of the capitals for the company to achieve its goals. So the performance of employees is something that should be considered by the company's leaders. Performance is generally defined as a person's success in carrying out a job. Employee performance is the result of the work achieved by a person in carrying out the tasks charged to him to achieve work targets. Employees can work well when they have high

performance so that they can produce optimal work. Employee performance is one of the determining factors of a company or organization's success in achieving its goals. Performance in the organization has defined as the level of achievement of the results "*the degree of accomplishment*" or performance is the level of achievement of the objectives of the organization on an ongoing basis (Keban, 2004, p. 192). Organizational performance is a level that shows how far the implementation of the task can be carried out in real-time and the mission of the organization is achieved (Steers & Porter, 2003, p. 160). Therefore, the performance of employees must get attention from the company's leaders, because the decrease in performance of employees can affect the company's performance or the overall performance of the organization.

Another factor that can affect employee performance is employee job satisfaction. Employee job satisfaction at PT Kasmar Tiar Raya needs to get attention from top management. Some things related to employee job satisfaction that should get such attention include the achievement of organizational targets, low awareness of employees' work for the organization, lack of appreciation for employees who perform well, and the level of discipline and motivation that tends to decrease.

Job satisfaction is an individual's general attitude towards his work, a person with a high level of job satisfaction shows a positive attitude towards the job, a person who is dissatisfied with his work shows a negative attitude towards the job (Robbins, 2001, p. 139). In line with this according to Umam (2010, p. 192) said that satisfaction is a positive attitude of the workforce towards his work, arising from the assessment of the work situation. Assessment is done as a sense of respect in achieving one of the important values in his work. Satisfied employees prefer their work situation over disgruntled employees, who do not like their work situation.

The results of previous research stated that job satisfaction proved to have a positive effect on employee work motivation, work motivation proved to have a positive effect on employee performance (Wibowo, 2008, p. v); (Brahmasari & Suprayetno, 2008, p. 124). Employee job satisfaction is an important factor because it can affect the overall course of the organization. The satisfaction that employees feel in working is a clue that employees have a feeling of pleasure in carrying out their duties. Job satisfaction is also a positive attitude of employees towards various situations in the workplace. For organizations, employee job satisfaction should be attended to, especially for organization leaders in taking policies. For employees, job satisfaction is an individual factor and a means to achieve work productivity. So in the scope of human resource management, the job satisfaction factor provides good benefits for organizations/companies, employees, even for the community.

Job satisfaction for an employee is a very important factor because the satisfaction obtained will help determine a positive attitude towards work. Feeling satisfied at work can have a positive impact on behavior, such as the level of discipline and work spirit that tends to increase. Job satisfaction is also related to *outcomes such as* performance so that if job satisfaction is higher it will cause morale in work. Thus a person will more easily achieve high performance. Job satisfaction is closely related to a person's attitude towards his work because of the higher the level of job satisfaction a person will be reflected from the attitude of work in a positive direction. This does not mean that what the employees are doing at the moment is negative. On the contrary, work dissatisfaction will lead to negative work attitudes. The positives and negatives of a person's work attitude follow the perceived level of job satisfaction.

The fact that employees are faced with various rules and procedures of work as determined by the organization. Clarity of organization and reward system for employees are several factors that contribute to job satisfaction. Hal concerns their perception of the incentive system, the completeness of work facilities, as well as the warmth of working relationships with superiors and colleagues. These needs are sources of job satisfaction that need to be fulfilled better.

Another problem related to job satisfaction is the awareness of employees' work for the organization, where it is an obligation that needs to be further developed to achieve the objectives of the organization. Clarity of objectives and policies implemented by the organization also affects the commitment of employees in carrying out their duties.

Employees' level of commitment to the values and objectives of the organization will also affect job satisfaction. Therefore, clarity of goals and policies implemented by the organization is a very important factor and needs to be applied properly and correctly so that employees' commitment to the organization can grow. Of course, the commitment of the organization and its employees can grow along with the creation of a conducive organizational climate. The warmth of workplace relations, the organization's attention to increasingly adequate facilities and infrastructure, appreciation to employees who are getting better needs to get the attention of superiors because these factors contribute positively to the organizational climate. A positively formed organizational climate in the daily lives of employees can shape the organizational values that become the habits or habits of both employees and create a good organizational culture to support the success of the organization in achieving goals.

Organizational culture is a subjective aspect of what happens within a company that refers to abstractions such as values and norms covering the whole or part of a business. It may not be defined, discussed, or even noticed. But culture can influence a person's behavior at work. Organizational culture is indispensable to every company that needs to always be developed and adapted to the changing organizational environment. The organizational environment consists of human resources with different backgrounds and levels. Thus, organizational culture changes are carried out first through changing the mindset of all human resources in the organization.

Adha et al (2019, p. 47) stated that the work culture is positive and significant to employee performance. Organizational culture and employee job satisfaction can increase employee work motivation and Employee performance Culture is developed and express itself in different ways and in different organizations, therefore the organizational culture there is inequality in some ways. In general, there is no ideal culture, there is only a suitable culture. Every human being as being has provisions for life, called mind or reason and *culture*. Cultivation in the form of copyright, taste, and karst (Koentjaraningrat in Ndraha, 2005, p. 13). Man can be defined as a concept or a fact, an idea, or a reality, a group, or an individual (Ndraha, 2005, p. 13).

Another complex challenge is to change the old work culture that no longer conforms to the values of the new work culture in all employees voluntarily. One will not change by itself only by being commanded, and will only change if he realizes it and wants it voluntarily, the one who is willing to leave the old way very little in number, even when the situation warrants though (Osborne and Plastrik, 2000, p. 241).

Work motivation is one of the important elements for employees of an institution, meaning that motivation must be owned by every employee. Employees with good work motivation will carry out every job given as well as possible and exert all their abilities to complete a job. Low or

poor work motivation will harm the institution because with low work motivation the achievement of the institution's goals will be delayed. Therefore work motivation is something important that employees should have. The results of fachreza research, et al., (2018,p. 115) stated that work motivation has a significant effect on employee performance.

Work motivation is the provision of driving power that creates the excitement of one's work so that they will cooperate, work effectively, and integrate with all their efforts to achieve satisfaction (Hasibuan, 2014, p. 146). work motivation is an encouragement to work to achieve goals or satisfaction. Employee work motivation is not always in good condition, therefore there need to be efforts to increase work motivation at a time when employee work motivation is decreasing. Improving employee work motivation can be done by paying attention and meeting the needs of employees and appreciating the results of their work.

2. Research Method

In this study, measurements were taken on real situations seen according to respondents' assessment of what was experienced and not desired. The instrument used in this study is in the form of a questionnaire as a measuring instrument to find out the data of respondents. The form of questionnaire items is arranged in questions answered by respondents. The instruments in this study were to measure Organizational Culture (ξ_1), Work Motivation (ξ_2), Job Satisfaction (η_1), and Employee Performance (η_2).

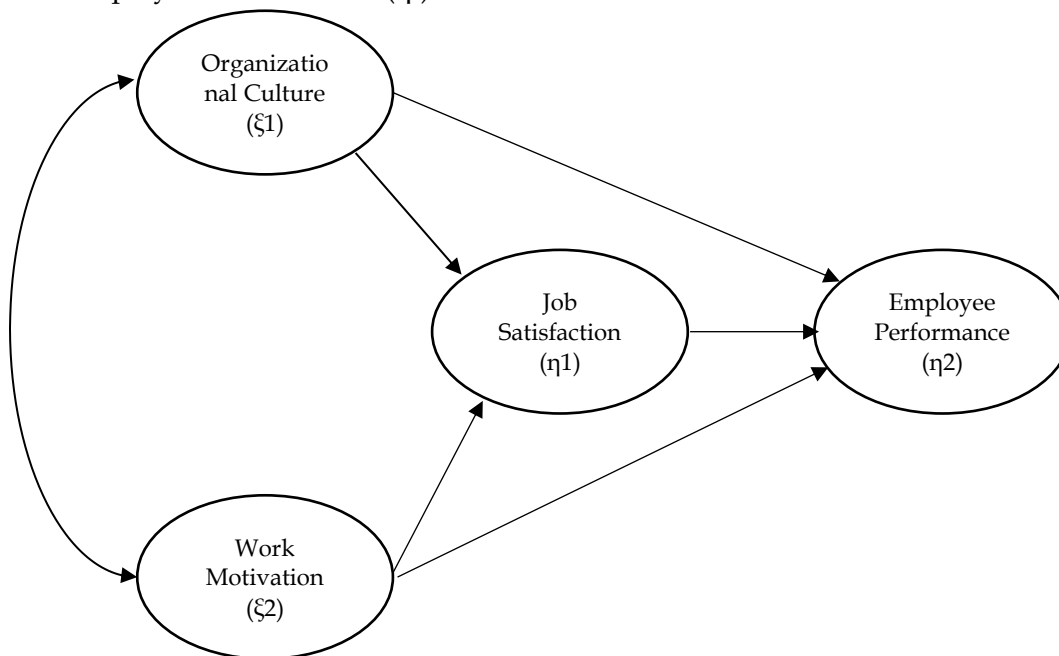


Figure 1. Constellation of Exogenous Variable Models (ξ_1 and ξ_2) and Endogenous Variables (η_1 and η_2)

Furthermore, the instrument is first tested to calculate its validity and reliability. The validity of this instrument is the validity of *the content* or the validity of the content. This is done to ensure the quality of the instrument in question. In this study, 117 employees of PT Kasmar Tiar Raya were sampled using *purposive sampling* techniques. But to facilitate the minimum sampling in Lisrel, the sample is equipped with 120 samples.

3. Results and Discussion

3.1. Results

Table 1.
Direct, Indirect, and Total Impact

Impact between variables	directly	indirectly	Total
Organizational Culture towards Work Complacency	0,59		0,59
Organizational Culture of Employee Performance	0,57	Through Job Satisfaction = $0,59 \times 0,51$ = 0,30	0,87
Work Motivation for Work Complacency	0,49		0,49
Work Motivation for Employee Performance	0,47	Through Job Satisfaction = $0,49 \times 0,51$ = 0,25	0,72
Job Satisfaction with Employee Performance	0,51		0,51

The direct impact of Organizational Culture on Work Satisfaction is 0.59 (59%), a direct influence of Work Motivation on Work Satisfaction is 0.49 (49 %), and the effect of Job Satisfaction on Employee Performance 0.51 (51%). The direct impact of Organizational Culture on Employee Performance is 0.57 (57%) while the indirect influence of Organizational Culture on Employee Performance through Job Satisfaction is 0.30 (30 %) the total influence of Organizational Culture on Employee Performance is 0.87 (87%). And The direct impact of Work Motivation on Performance was 0.47 (47%), while the indirect influence of Work Motivation on Employee Performance through Job Satisfaction was 0.25 (25%), so the total influence of Work Motivation on Employee Performance through Job Satisfaction was 0.72 (72%).

3.2. Discussion

Influence of Organizational Culture on Employee Performance at PT Kasmar Tiar Raya

Theoretically, Organizational Culture influences Employee Performance. A good and conducive organizational culture in an organization will also have a good impact on employee performance. The results of research on the influence of Organizational Culture on Employee Performance at PT Kasmar Tiar Raya show that in general there is a positive influence between Organizational Culture on Employee Performance. This indicator was obtained based on the results of research through field studies of the spread of questionnaires, wherefrom the perception of the respondents studied showed a good culture in the company, these results were evidenced from statistical tests wherefrom the value of beta coefficient obtained a value of 0.57 or almost 57% Organizational Culture affects Employee Performance. Similarly, from the hypothetical test results where the value of t calculates 6.81 or greater than the value of t table 1.960 (n = 120, = 5%). Indicators of good relations can also be seen several variable indicators, especially in terms of values, morality, norms, and ethics, and how to communicate in serving customers become an important part of the organizational culture in the company. Although

there are certainly some things that are less like patterns of behavior and ways of working that are still less patterned to be less maximal to performance.

Aspects such as values, morality, habits or culture in this organization are very important as Wirawan (2007) said that organizational culture is how norms, values, assumptions, beliefs, philosophies, organizational habits, and so on work or develop. Here the role of the leadership and members of the organization is very important, thus the mindset, attitude, and behavior of the members of the organization can affect the performance of employees or can increase production, or also how employees serve the consumers of the organization. The same thing Robbins said (2002) that organizational culture is a common perception embraced by members of the organization, a system of shared meaning.

The results of this study are relevant to some of the results of previous research, such as that conducted by H.M. Affandi (2002), which in his research entitled "The Influence of Organizational Climate on Job Satisfaction, Commitment, and Performance of employees in the Semarang city government". It is concluded that the Organizational Climate affects job satisfaction and the Organizational Climate affects Employee Performance. Likewise, research conducted by Ahim Surachim and Taofik Firdaus (2008), on The Influence of Organizational Climate on Employee Job Satisfaction in pt Parmaservise Division. Combiphar, Jakarta, which concluded the Organizational Climate has a positive influence on Employee Job Satisfaction.

Effect of Work Motivation on Employee Performance at PT Kasmar Tiar Raya

From the statistical test results, there is a positive influence of Work Motivation on Employee Performance at PT Kasmar Tiar Raya. This indicator is obtained based on statistical test results, from the beta coefficient value obtained a value of 0.47 or almost 47% of employee performance influenced by work motivation. Similarly, from the hypothetical test results obtained t-value of 6.04 or greater than the value of t table 1,960 ($n = 120, = 5\%$). From several indicators, variables studied that play a role in the existence of Work Motivation to employees such as rank, career or position, work procedures, social status, freedom in carrying out work, as well as desired achievements. Nevertheless, some indicators are less influential, such as incompetent in the task, and assessment of the work.

The positive relationship between Work Motivation and Employee Performance is in line with the definition as stated by G.R. Terry quoted by Hasibuan (2006) that "motivation is the desire in self that encourages actions". Thus, motivation can be likened to a driving force that creates activities to work optimally, both individually and together, working effectively, and integrated with all its efforts to achieve as desired.

In the world of work, there are at least some things that motivate employees, such as to earn a monthly salary and this monthly salary is often the main motivation, then career goals. Those who have this kind of motivation will work well and even exceed the job description because there are higher positions that it targets, but there are also employees who work for the company just to find experience. Generally, the work motivation of this model is only owned by those who have *just graduated (fresh graduate)* before being able to work in a better place.

The results of this study are almost the same as some previous studies, such as those conducted by Zulkifli (2015), Siswantara (2009), Diana (2009), and other research on the influence of motivation on performance, which concluded the influence of motivation on employee

performance. Although it is not closed the possibility in a study there is a low relationship between motivation and employee performance.

The Influence of Organizational Culture on Job Satisfaction at PT Kasmar Tiar Raya

From the statistical test results, there is a positive influence of Organizational Culture on Job Satisfaction at PT Kasmar Tiar Raya. This indicator is obtained based on statistical test *results*, from the beta coefficient value obtained a value of 0.59 or almost 59% Job Satisfaction influenced by Organizational Culture, this is reinforced from the hypothetical test results obtained t calculated value of 7.57 or greater than the value of t table 1,960 (n = 120, = 5%).

Indicators of a good relationship can be seen several variable indicators, especially from variable indicators of satisfaction, attitude in work, the interaction between employees with superiors or between employees with other employees, and encouragement to excel. This indicates job satisfaction is also not only due to the influence of salary or benefits but also because of the influence of organizational culture in the company. The culture of this organization relates to the behaviors that occur within the company, how each employee acts, thinks, and feels in an organization. This is in line with Wirawan's opinion (2007), that organizational culture is as norms, values, assumptions, beliefs, philosophies, organizational habits, and so on developed over a long time by founders, leaders, and members of the organization that are socialized and taught to new members and applied in organizational activities to influence the mindset, attitudes, and behavior of organization members in producing products, serving consumers, and achieving organizational goals. Based on this, it is clear that a good organizational culture will have a great influence on the behavior of its members due to the high level of togetherness and intensity to create an internal climate. Conversely, if the culture is not good then it will lower the level of togetherness and intensity to create a good organizational climate. Organizational culture can also improve performance. Where a conducive organizational culture creates job satisfaction, work ethic, and employee work motivation. All of these factors are indicators of the creation of high performance from employees that will result in high organizational performance.

The results of this study are almost relevant to research conducted by H.M. Affandi (2002), Agung Wibowo (2008), Sudarmadi (2007) who researched the influence of culture or organization and its influence on employee satisfaction and performance, were from the results of his research on average concluded that the culture or climate of climate organizations have a positive influence on job satisfaction and employee performance.

The Effect of Work Motivation on Job Satisfaction on PT Kasmar Tiar Raya

Based on the statistical test results there is a positive influence of Work Motivation on Employee Job Satisfaction at PT Kasmar Tiar Raya. This indicator is obtained based on statistical test results, from the beta coefficient value obtained a value of 0.49 or almost 49% Job Satisfaction influenced by Work Motivation, this is reinforced from the results of the hypothesis test where obtained t calculated value of 5.46 or greater than the value of t table 1.960 (df=n-2, 120-2 = 118, = 5%). α

Indicators of good relations can be seen in several variable indicators, especially from variable indicators of satisfaction, attitude in work, the influence of salary/allowances, social security, and facilities provided by the company. This is in line with Hasibuan's opinion (2003) which states that "A person tends to work vigorously if satisfaction can be obtained from his work

and employee job satisfaction is the key driver of morale, discipline, and employee work achievement in supporting the realization of the company's goals". Similarly, Wirawan (2015) stated that Job satisfaction is the perception of people's feelings and attitudes regarding various aspects of their work.

So in this case satisfaction is an expression of one's feelings and attitudes or in this case the employee regarding various aspects of his work. Such perceptions can be positive that cause job satisfaction and can also cause dissatisfaction. Positive perception can cause positive that is growing motivation and automatic performance also rises, on the contrary, if the perception of negative then it can cause low performance. Estuary than job satisfaction can be seen from the high low performance of employees which further affects the high low performance of the organization. Her motivation has a close relationship with the level of job satisfaction.

Effect of Job Satisfaction on Employee Performance at PT Kasmar Tiar Raya

Based on the statistical test results there is a positive influence of Job Satisfaction on Employee Performance at PT Kasmar Tiar Raya. This indicator is obtained based on statistical test results, from the beta coefficient value obtained value of 0.51 or almost 51% employee performance influenced by Job Satisfaction, this is reinforced from the results of the hypothesis test where obtained t calculated value of 7.08 or greater than the value of t table 1.960 ($df=n-2$, $120-2 = 118$, $= 5\%$).

Indicators of this significant influence can be seen in several variable indicators, especially from employee performance such as work achievement, quality of work, work initiatives, although some indicator variables are less significant. The better the level of employee satisfaction, the better the employee performance will also increase, on the contrary, if the level of satisfaction decreases then automatically the employee performance will also decrease. Therefore, job satisfaction factor is an important aspect of the company. In reality, many company leaders are not yet fully aware of the influence and importance of job satisfaction. Even the company still considers HR as a cost (*cost*) for the company, so the management of existing human resources has not been maximally done. Hasibuan (2014) said that a person tends to work vigorously if satisfaction can be obtained from his work and employee job satisfaction. The results of research on the influence of satisfaction on employee performance are relevant to some previous research results, such as Agung Wibowo (2008), and Diana Devi (2009) who examined the Influence of Job Satisfaction And Motivation on Employee Performance With Organizational Commitment as Intervening Variables (Study on Outsourcing Employees of PT Semeru Karya Buana Semarang). In his research concluded that job satisfaction variables have a significant positive effect on employee performance, but motivation variables show insignificant positive results to organizational commitments. Furthermore, variable job satisfaction and motivation showed a significant positive influence on employee performance. Here shows that the satisfaction factor has a direct and significant influence on employee performance.

4. Conclusion

Efforts to improve Employee Performance through Organizational Culture

The results of the analysis and conclusions of the study state that there is a positive influence of Organizational Culture on Employee Performance. This means that Organizational Culture is one of the factors that support the achievement of optimal Employee Performance.

From the results of the study, it is known that the value of organizational culture influence on employee performance is not likely because it is not optimal Organizational Culture is carried out properly, especially corporate cultural factors such as values, morality, behavior patterns, work ethic, how to communicate and serve customers. Therefore, it is necessary to grow awareness of the importance of Organizational Culture for companies so as not optimal Organizational Culture brings an impact on improving Employee Performance.

Efforts to improve Employee Performance through Work Motivation

The results of the analysis and conclusions of the study stated that there is a positive influence of Work Motivation on Employee Performance. This means that Work Motivation is one of the factors that support the achievement of optimal Employee Performance. From the results of the study, it is known that the value of the influence of Work Motivation on employee performance is not likely because of the lack of work motivation as it should be, especially aspects of competence, work procedures, and careers in the organization. Therefore, it is necessary to rearrange matters related to company procedures or regulations to increase Work Motivation that leads to improved Employee Performance.

Efforts to improve Employee Performance through Job Satisfaction

The results of the analysis and conclusions stated that there is a positive influence of Job Satisfaction on Employee Performance. This means that Job Satisfaction is one of the factors that support the achievement of optimal Employee Performance. From the results of the study, it is known that the value of the influence of Job Satisfaction on employee performance is very significant and needs to always be improved, especially related to salary, career opportunities, work environment, and working relationships between employees. Increased Job Satisfaction has a direct impact on improving Employee Performance.

Based on the discussions and conclusions that have been put forward previously, the Company always maintains and aligns the Role of Organizational Culture in the life of the company's activities and focused on the interests and objectives of the company to improve employee performance. Some things that need to be done to further optimize the culture of the organization as follows: (1) develop organizational culture, especially learning culture and innovating culture to answer the challenges of insurance in the future; (2) complete cultural behavior to serve well with the pattern of behavior of introducing and marketing the company's products. This pattern of behavior must be adhered to by all employees of the company; and (3) employees' work toss is further enhanced by sticking to the spirit of hard work, smart work, complete work, and workspace.

Companies must be sensitive to things that can increase Work Motivation. Work Motivation that is directed, clear, and structured that is always oriented to the interests and aims of the company is expected to improve employee performance. Several things can be done: (1) active leadership to better motivate employees in the implementation of their daily duties; and (2) evaluate and improve the company's provisions so as not to overlap, especially those concerning provisions on organizational work systems and procedures, provisions on human resources.

Increasing Employee Job Satisfaction will have an impact on improving employee performance. Some things that the Company can do: (1) created a conducive working climate;

(2) evaluate and analyze the needs of facilities and infrastructure work adequately and adjusted to the capabilities of the company; and (3) evaluate and analyze the compensation provided tailored to the needs and capabilities of the company.

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