



The Influences of Organizational Culture, Job Satisfaction and Motivation on Employee Performances at PT Sumatra Sistem Integrasi Medan

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Abstract

Good and professional management is important for a company or organization in achieving the goals. The application of good values in organizational culture is needed in increasing cooperation between employees in the company. Satisfaction is an achievement of a good work environment that is in line with expectations. Good cooperation between employees and in accordance with expectations, it will provide a strong enthusiasm to work and provide the best performance. This study aims to analyze the influences of organizational culture, job satisfaction and motivation on employee performances at PT Sumatra Sistem Integrasi Medan. The populations in this study are the employees of PT Sumatra Sistem Integrasi Medan with a sample as much as 113 respondents. The sampling technique is simple random sampling and using a questionnaire as a research instrument. This research used multiple linear regression analysis methods to find out the influences of organizational culture, job satisfaction and motivation on employees performances at PT Sumatra Sistem Integrasi Medan. Based on the data, hypothesis were then tested using F-test and T-test. The results showed that organizational culture, job satisfaction and motivation partially and simultaneously had a positive and significant effect on employee performance. These results indicate that the better the organizational culture, the higher job satisfaction and motivation will improve employee performance.

Keywords: *Organizational Culture; Job Satisfaction; Motivation; Employees Performance*

Introduction

Organizations are formed from a complex system where activities are directed to achieve something (Gudono, 2012). Good and professional management is part of the life cycle of a company/ organization in achieving its goals. As long as the company is still able to continue to improve its performance, so far the company can still survive in the intense global competition. The level of success of a company in carrying out all activities to achieve goals effectively and efficiently is very dependent on the performance of its human resources in carrying out company activities through optimal utilization of information systems.

Performance is a picture of the level of achievement of the implementation of an activity/ program/ policy in realizing the goals, objectives, mission and vision of the organization contained in the strategic planning of an organization (Mahsun, 2006). To produce optimal employee performance is not easy because

performance can be created if the variables that influence it include organizational culture, job satisfaction and motivation can be well accommodated and accepted by all employees in an organization/ company. Research by (Cholifah, 2015) found that organizational culture, work motivation and job satisfaction significantly influence employee performance.

On this occasion, research was conducted to determine the effect of Organizational Culture, Job Satisfaction, and Motivation and Employee Performance on Sumatra Sistem Integrasi Medan (PT SSI) in Medan City, North Sumatra Province. PT SSI is a system integrator service company and IP-based broadband internet access service. PT SSI is obliged to provide the best quality services and on time according to its vision and mission, but based on the realization of project completion data during 2007 it was found that the performance of PT SSI's employees has decreased in view of project work that was not completed in accordance with the agreed time. Overall, it can be seen that the ability of the PT SSI team in project realization according to the deadline is only six projects per year. The realization of the completion of this project shows that the team's performance can be said to be low, as a company that prioritizes service quality, of course this will affect the customer's trust and assessment of the performance of PT SSI.

The inaccuracy in project completion experienced by PT SSI is one form of disruption in organizational behavior such as the disruption / problems in teamwork on project completion. Previously, the company leadership recruited new employees who had close relations with the leadership. Company leaders believe and feel calmer with the performance of new employees who are close friends of the company's leadership, and the recruitment is also expected to provide new innovations for the company and improve the performance of all employees in project work. But the leadership strategy is not fully acceptable to the old employees/ team because through the results of the author's interviews with several PT SSI employees, the recruitment of new employees by the company's leadership indirectly impacts on the disruption of habits and values that were originally embedded in permanent employees (employees/ old team), where the new team becomes more dominating the work (project) because it has a close relationship with the company director.

In addition, inaccuracies in project realization occur because of disruption in employee productivity as seen from the level of employee absenteeism. The fewer the number of absences (absences) of employees, shows that the culture of discipline, motivation and job satisfaction is good, so that it can improve employee performance. Project work certainly requires teamwork from determining project planning to direct project work. The absence of one team member is certainly an obstacle in the completion of the project, this will further impact on employee and team performance. This phenomenon is thought to be related to problems in the work environment of employees, namely disruption of organizational culture, low morale or employee motivation and lack of job satisfaction.

To support indications of interference in organizational culture, job satisfaction, and motivation for employee performance, the authors conducted a pre-survey of 30 employees of PT Sumatra Sistem Integrasi Medan to describe the condition of the organization.

Initial Survey Regarding Problems in Organizational Culture

The survey shows that organizational culture has a total score of 643 out of 840 or with a percentage of 76.5%. Through the pre-survey results it can also be seen that the dimension of team orientation with the indicator "trying to collaborate with other teams to provide the best results for the company" has the lowest value of 71 with a percentage of 59.1%. In the stability dimension with the indicator "the leader creates a harmonious and conducive working relationship between his employees" also has the lowest value of 72 with a percentage of 60%.

Brahmasari and Suprayetno (2008), suggested that organizational performance depends on individual performance or in other words individual performance will contribute to organizational performance, meaning that the behavior of organizational members both individually and in groups provides power over organizational performance. Research conducted by Tobing, et al (2016) regarding the influence of organizational culture on employee performance, found that organizational culture has a significant influence on employee performance. Disruptions arising in organizational culture namely lack of orientation towards the team and disruption of stability in the organization are factors that reduce employee job satisfaction.

Initial Survey Concerning Problems with Job Satisfaction

The pre-survey results show that job satisfaction has a total score of 478 out of 600 or with a percentage of 79.6%. Through the pre-survey results it can also be seen that the dimensions of co-workers with the indicator "in working on the project, working with partners as expected" has the lowest value of 66 with a percentage of 55%. In the promotion dimension with the indicator "every employee in the company has the same opportunity to get a promotion" also has the lowest value of 76 with a percentage of 63.3%.

Based on the results of the pre-survey it can be seen that the effect of collaboration with coworkers (teams in the organization) is something that disturbs employee job satisfaction. Which collaboration is important for increasing employee job satisfaction in order to provide the best performance. In addition, the opportunity for promotion is also a matter that gives satisfaction to employees to be able to develop themselves and provide better performance for the company. Sugiarto (2013) in his research found that job satisfaction has a significant effect on employee performance.

Initial Survey Concerning Problems with Work Motivation

The pre-survey results show that work motivation has a total score of 490 out of 600 or with a percentage of 81.6%. Through the pre-survey results it can also be seen that the dimensions of the need for awards or prestige with indicators I was compelled to work hard to get an award has the lowest value of 71 with a percentage of 59.1%. In the dimension of self-actualization with company indicators, it provides an opportunity for employees to develop their own potential to get ahead and also has the lowest value of 76 with a percentage of 63.3%.

Motivation will usually be shown by activities that are constantly increasing because of high enthusiasm in achieving the goals given by the company. Employees will be more honed in their potential if given the opportunity by leaders who indirectly this will also show the quality of the company's resources. The spirit of work is supported by the achievement of social needs in the employee environment. Increased employee motivation will indirectly affect employee performance improvement. Halomoan, et al (2016) in his research found that motivation has a significant effect on employee performance.

Employee performance according to Mangkunegara (2010) is the result of quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. Employees are also human resources who have the potential to behave in certain ways but the behavior is only actualized at certain times.

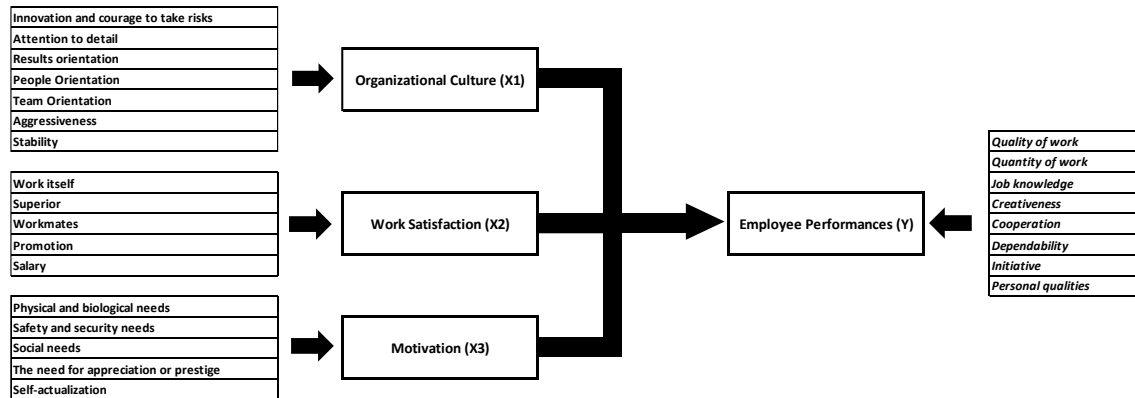


Figure 1. Conceptual Framework

Hypothesis

H₁ : Organizational culture influences employee performance

According to Robbins and Judge (2014) organizational culture is a system of shared meanings shared by members that distinguishes the organization from other organizations. Characteristics of organizational culture are as follows (1) Innovation and Courage take risks, (2) Attention to details, (3) Results orientation, (4) People orientation, (5) Team orientation, (6) Aggressiveness, and (7) Stability. According to Munandar (2014), Organizational culture consists of basic assumptions that are learned, both as a result of solving problems that arise in the process of adjusting to their environment or as a result of solving problems that arise in organizations, or organizational units related to integration. When the organizational culture in the company is well implemented among all employees and with a positive relationship, every employee has a strong motivation to work, so that maximum employee performance is achieved.

H₂ : Job satisfaction influences employee performance

Sutrisno (2010), stated that job satisfaction is a pleasant or unpleasant emotional state for employees to view their work. Job satisfaction reflects a person's feelings towards his work and everything encountered in his work environment. Indicators of job satisfaction are as follows (1) The job itself, (2) Superior, (3) Workmates, (4) Promotion, and (5) Salary. Priansa (2014) states that job satisfaction is an employee's feelings about his work, whether happy/ like or disliked as a result of employee interaction with the work environment or as a perception of mental attitude, also as a result of employee assessment of his work. Employees' feelings about their jobs reflect their attitudes and behavior at work. Companies that give satisfaction to employees, this will form a feeling of satisfaction at work, high satisfaction in working indirectly will provide positive performance for the company.

H₃ : Motivation influences employee performance

According to Hasibuan (2009) motivation is the provision of the driving force that creates the excitement of one's work, so that they want to work together, work effectively and be integrated with all the power to achieve satisfaction. Indicators of motivation are as follows (1) Physical and biological needs, (2) Safety and security needs, (3) Social needs, (4) Needs for appreciation, (5) and (6) Self-actualization. Zainal *et al* (2011) mentioned motivation is a series of attitudes and values that influence

individuals to achieve specific things in accordance with individual goals. That attitude and value is an invisible that gives strength to encourage individuals to behave in achieving goals. If the employee can meet their economic needs by work, they will be eager to work. A sense of security in work also increase the work confidence, satisfaction in the work environment also can be established by a sense of kinship and good cooperation.

Methodology

This type of research is associative that aims to determine the relationship between two or more variables. The data sources used are primary data and secondary data. To measure the effect of independent variables on the dependent variable and measure a person's attitudes, opinions or perceptions using a Likert Scale. The research method used is descriptive analysis method (Sugiyono, 2010). The population is 156 employees of PT Sumatra Sistem Integrasi Medan. The number of samples used in this study uses the Slovin formula. A sample of 113 employees was determined through a simple random sampling technique.

Result and Discussion

The results of multiple regression testing aims to determine the relationship between variables in the study.

Table 1. Results of Multiple Linear Regression Analysis

Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	14,755	2,995
	Organizational culture	, 177	, 061
	Job satisfaction	, 313	, 116
	Motivation	, 301	, 109

Source: SPSS Processing Results, 2019

Based on Table 1, the Multiple Linear Regression equations are:

$$Y = 14.755 + 0,177X_1 + 0,313X_2 + 0,301X_3$$

The interpretation is:

- Constant a of 14.755 states that if the organizational culture, job satisfaction and motivation variables are considered constant, then the performance of employees at PT Sumatra Sistem Integrasi Medan is 14.755.
- Coefficient b_1 of 0.177 states that if there is an increase in every one unit of the organizational culture variable and the variable work satisfaction and motivation are considered constant, then the performance of consumers at PT Sumatra Sistem Integrasi Medan will increase by 0.177.
- Coefficient b_2 of 0.313 states that if there is an increase in every one unit of the variable job satisfaction while organizational culture and motivation variables are considered constant, then the performance of employees at PT Sumatra Sistem Integrasi Medan will increase by 0.313.

- d. Coefficient b_3 of 0.301 states that if there is an increase in every one unit of the motivational variable while organizational culture variables and job satisfaction are considered constant, then the performance of employees at PT Sumatra Sistem Integrasi Medan will increase by 0.301.

Partial Test and Simultaneous Test

The classic assumption test aims to ensure that the model obtained must meet the requirements in the basic assumptions. Partial test results can be seen in the table 2.

**Table 2. Partial Test Results (t test)
Coefficients ^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14,755	2,995		4,926	,000
	Organizational culture	,177	,061	,248	2,879	,005
	Job satisfaction	,313	,116	,240	2,688	,008
	Motivation	,301	,109	,239	2,770	,007

a. Dependent Variable: Employee_Performance

Source: SPSS Processing Results, 2019

The first hypothesis in this study is organizational culture has a positive and significant effect on employee performance at PT Sumatra Sistem Integrasi Medan. The test results show a coefficient value of b_1 of 0.177 with a significance value of $0.005 < 0.05$ which means that there is a positive and significant influence of organizational culture variables on employee performance. The test results are in line with the hypothesis that has been made where there is a positive and significant influence of organizational culture on employee performance. The t-value is 2.879 while the t-table is 1.982. If t-count $>$ t-table, the significance value is less than 5% and the first hypothesis is accepted. This means that the closer the organizational culture that exists between employees, the performance of these employees will be.

The second hypothesis in this study is that job satisfaction has a positive and significant effect on employee performance at PT Sumatra Sistem Integrasi Medan. The test results show a coefficient value of b_2 of 0.313 with a significance value of $0.008 < 0.05$ which means that there is a positive and significant influence on job satisfaction variables on employee performance. The test results are in line with the hypothesis that has been made where there is a positive and significant effect on job satisfaction on employee performance. The t-value is 2.688 while the t-table is 1.982. If t-count $>$ t-table, the significance value is less than 5% and the second hypothesis is accepted. This means that the higher employee job satisfaction will improve the performance of these employees.

The third hypothesis in this study is that motivation has a positive and significant effect on employee performance at PT Sumatra Sistem Integrasi Medan. The test results show a coefficient value of b_3 of 0.301 with a significance value of $0.007 < 0.05$ which means that there is a positive and significant influence of motivation variables on employee performance. The test results are in line with the hypothesis that has been made where there is a positive and significant influence of motivation on employee performance. T-count value of 2.770 while t-table of 1.982. If t-count $>$ t-table, the significance value is less than 5% and the first hypothesis is accepted. This means that the higher employee motivation or morale will improve the performance of the employee.

Partially, organizational culture variables are more influential and more dominant than motivation and job satisfaction variables. Its mean, organizational culture variables are more influential in employee performance (Ghozali, 2012).

The F statistical test is basically to see if all of the independent variables included in the regression model have a joint effect on the dependent variable (Ghozali, 2012). The results of the F statistical tests can be seen in table 3.

**Table 3 . Concurrent Test Results (Test F)
ANOVA ^b**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	370,784	3	123,595	11,813	,000 ^a
	Residual	1140,437	109	10,463		
	Total	1511,221	112			

a. Predictors: (Constant), Culture_Organization, Job_Dis satisfaction, Motivation

b. Dependent Variable: Employee_Performance

Source: SPSS Processing Results, 2019

Based on the regression results in table 3. it can be seen that the statistical value of F is 11,813 ($> F_{table} = 2,688$) with a significance value of $0,000 < 0,05$. The following results show that there is a positive and significant influence on the variables of organizational culture, job satisfaction and motivation on employee performance at PT Sumatra Sistem Integrasi Medan simultaneously. The fourth hypothesis in this study is organizational culture (X1), job satisfaction (X2) and motivation (X3) have a positive and significant effect on employee performance (Y). Based on the results of the F test, it can be stated that the fourth hypothesis is accepted.

Determination Coefficient Test

The coefficient of determination (R^2) is used to measure the magnitude of the influence of organizational culture variables, job satisfaction, and motivation on employee performance at PT Sumatra Sistem Integrasi Medan (Ghozali, 2012).

**Table 4 . Test Results The determinant coefficient (R^2)
Summary Model**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.762 ^a	,581	,569	5,250

a. Predictors: (Constant), Motivation, Organizational Culture, Job Satisfaction

Source: SPSS Processing Results, 2019

Based on Table 4, the *Adjusted R Square* value is 0.569. This shows that the influence of organizational culture variables, job satisfaction, and motivation on Employee Performance (Y) variables at PT Sumatra Sistem Integrasi Medan amounted to 56.9%. While the remaining 43.1% is the influence of other independent variables not examined in this study such as organizational commitment, work environment and others.

The Influence of Organizational Culture on the Employee Performance of PT Sumatra Sistem Integrasi Medan

Based on the results of testing on the first hypothesis (H_1) it is proven that organizational culture has a positive and significant effect on employee performance. This means that a well-formed organizational culture in an organization will improve employee performance. This is consistent with research conducted (Mukhtar 2018; Paais 2018; Ilham 2018; Nasution et al 2018; Giantari 2017; Narayana 2017; Pawirosumarto et al 2017; Muhtasom et al 2017; Tobing et al 2016; Isa et al 2016, Rantesalu et al 2016 al 2016; Amiroso et al 2016) found that organizational culture influences employee performance.

Organizational culture is one important factor in improving employee performance. In a company the implementation of organizational culture is forgotten in the form of behavior, employee behavior in accordance with the culture of the organization. This will have an effect on improving employee performance, due to the organizational culture set by the company in order to realize company goals.

Through the distribution of questionnaires to 113 respondents, it was found that the majority of respondents agreed to think creatively in doing their work, correct their work, and be consistent in working according to regulations. This shows that in general the organizational culture has been created well, it's just that in the practice of internalization the culture is still not done by employees who have not worked there for a long time so they are unable to follow the work flow and thoughts of old employees. This is indicated from the existence of respondents who answered less agree and disagree with the statement in the questionnaire.

The Effect of Job Satisfaction on the Employee Performances of PT Sumatra Sistem Integrasi Medan

Based on the results of testing on the second hypothesis (H_2) it is proven that job satisfaction has a positive and significant effect on employee performance. This means that employees who are satisfied in their work will improve the performance of these employees. This is consistent with research conducted (Nikmah et al 2019; Shalihin et al 2018; Almusaddar et al 2018; Saputra et al 2017; Pawirosumarto et al 2017; Amiroso et al 2016; Julianto 2014) that job satisfaction affects employee performance. Job satisfaction is an achievement in work practices on the conditions of the work environment and the work performed. Through the distribution of questionnaires to 113 respondents, it was found that the majority of respondents agreed that the tasks given were in accordance with their competencies, received guidance in working on the project, and received a salary as expected. This shows that in general job satisfaction has been achieved well. It's just that in the practice of internalizing the perceived satisfaction is still lacking where there are employees who have not felt teamwork is not in line with expectations and have not been given the opportunity to get a promotion. This is indicated from the existence of respondents who answered less agree and disagree with the statement in the questionnaire.

Effect of Motivation on the Employee Performances of PT Sumatra Sistem Integrasi Medan

Based on the results of testing on the third hypothesis (H_3) it is proven that motivation has a positive and significant effect on employee performance. This means that employees who are motivated in carrying

out their work will improve the performance of these employees. This is in accordance with research conducted (Nikmah et al 2019; Bangun et al 2018; Prabowo et al 2018; Shalihin et al 2018; Halomoan et al 2016; Amiroso et al 2016; Baskoro 2013) that motivation influences employee performance.

Motivation is an encouragement that comes from within employees and encouragement from outside to work better. Through the distribution of questionnaires to 113 respondents, it was found that the majority of respondents agreed that the basic needs of employees had been met, felt calm with the provision of old age insurance, and were well received among other coworkers. This shows that in general employees are well motivated. It's just that in practice internalization of employee motivation is reduced because employees do not get credit for the hard work done and are not given the opportunity to develop their potential. This is indicated from the existence of respondents who answered less agree and disagree with the statement in the questionnaire.

The Effect of Organizational Culture, Job Satisfaction and Motivation on Employee Performance of PT, Sumatra Sistem Integrasi Medan

Based on the results of testing on the fourth hypothesis (H₄) it is proven that there is an influence of organizational culture, job satisfaction, and motivation has a positive and significant effect on employee performance. These results are consistent with research conducted (Sulastri et al 2017; Cholifah 2015; Julianto 2014) that organizational culture, job satisfaction and work motivation simultaneously influence employee performance.

These results prove that as a resource that drives an organization/ company, leaders need to foster a good and professional relationship with employees. Organizational culture, job satisfaction and motivation are variables that have an influence in improving employee performance. A good organizational culture can be a driver or motivation for individuals in the company which is more conducive to the relationship between leaders and employees and employees and fellow employees and the support of the company's management environment, thus increasing the sense of comfort in the work environment so as to encourage work motivation the employee.

Feeling comfortable and safe at work is what every employee expects. This will then be the basis for employees to feel satisfied at work. With this event, activities related to training employee intimacy such as outbound or soft skills seminars will certainly build a cooperative relationship and enthusiasm for the employees. A conducive work environment situation, with close brotherhood, satisfaction in work and high motivation or enthusiasm will certainly increase productivity and good performance by employees.

Conclusion

Based on the results of research and discussion, the conclusions of this study are organizational culture variables, job satisfaction, and motivation have a positive and significant effect on the performance of employees of PT Sumatra Systems Integration both partially and simultaneously.

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