APPLICATION OF WORK MOTIVATION, WORK DISCIPLINE, AND LOYALTY TO EMPLOYEE PERFORMANCE AT THE BUREAU OF FINANCE, HUMAN RESOURCES AND INFRASTRUCTURE OF IBNU SINA UNIVERSITY BATAM

Haji Mustaqim[1], Lukman Hakim[2], Suyatmi[3]*
[1,2]FEB Universitas Ibnu Sina, Indonesia
[3]STSIP Bunda Tanah Melayu, Indonesia
*Corresponding Author:
ms.syurah@gmail.com

Abstract

This study aims to obtain information about the relationship between the independent variables, namely; work motivation (X1), work discipline (X2), and work loyalty (X3), with the dependent variable, namely employee work performance (Y) Bureau of Finance, Human Resources and Infrastructure Facilities of Ibnu Sina University, both individually and together. The population of this study was all employees of the Bureau of Finance, Human Resources and Infrastructure of Ibnu Sina University, totaling 32 people. In this study, there was no classification of employee differences based on type or class status; both types of employment had the same treatment. Samples were taken from all existing populations, which amounted to 32 people. The results showed that there is a significant positive effect of work motivation (X1), work discipline (X2), and work loyalty (X3) on employee work performance (Y), as indicated by the Fcount value of 30.799. This value is much smaller than the Fcount value at the 0.05 alpha significance level, 2.95, or F = 30.799 < F0,05(3:28) = 2.95. Thus, it means that the better the work motivation where employees work, the higher the work discipline of employees, and the higher the work loyalty between employees, the higher the work performance of these employees. The relationship pattern of the four variables expressed by the multiple regression equation Yˆ = -11.443 + 0.497X1 + 0.079X2 + 0.937X3. Previously based on validity and reliability tests, all instruments met the validity and reliability requirements. If calculated per variable, the variable with the most influence is the work loyalty variable, which has a coefficient of determination of 64.2%. This means that job loyalty is the factor that most influence employee work performance.

Keywords: Motivation, Discipline, Loyalty, and Achievement

1. Introduction

The presence of employees in an organization is an essential factor that always plays an active and dominant role in every organizational activity and as planners, actors, and determinants in realizing organizational goals. Meanwhile, managing employees is difficult and complex because they have different thoughts, feelings, statuses, desires, and needs to be brought into the organization.

To achieve organizational goals, management must create mutually beneficial working conditions so that employees will voluntarily carry out their obligations as well as possible if they see that the implementation of the task gives meaning to themselves. Employees who know that their activities and work results are recognized and appreciated will increase their achievements for the organization's progress. With the achievement,

all activities will bring benefits and progress for realizing organizational goals. Therefore, the organization tries to foster the work motivation of employees to excel.

Employees, as the most crucial element in the company, are required to be planners, implementers, and controllers and play an active role in maintaining and improving the quality of management under *Quality Management System* (QMS) standards; one way is to apply corporate culture to be a high work motivation in their work activities. High work motivation is reflected by ethics, which is assessed through attitudes through work behavior, such as discipline, tenacity, hard work, diligence, highly dedicated, professionalism, trustworthiness and honesty, best service, and noble character. Through such work behavior, employees are expected to have high work motivation and work optimally, thereby encouraging the achievement of their work performance because, in the end, employee work performance will affect performance, performance, and achievement of company goals, namely providing the best service.

Work discipline is also related to employee performance. Employees with high work discipline are committed to their profession, which can result in reduced acts of indiscipline, such as absenteeism and late arrival. With employee commitment, it will increase organizational effectiveness.

On the other hand, employees without high work discipline cannot be expected to have high commitment to the organization. Employees tend to alienate themselves from their work, such as not involving themselves in work, having no enthusiasm for work, often rejecting organizational policies and values, not feeling at home, and tending to switch to other jobs or organizations if there is an opportunity. If this happens, it will affect their work performance.

In addition to work discipline, work loyalty is another equally important factor in achieving work performance. Work loyalty among employees needs to be fostered both individually and in groups. Because without good work loyalty among employees, work effectiveness will decrease. In addition, in achieving company goals, it is necessary to have work loyalty among employees because each job requires more than one person to complete.

Work motivation (morale) also affects the work performance achieved by employees. Employees who find the climate and work environment stimulating can accept and overcome their problems. For this reason, agencies must create a work environment that can be stimulating to increase work motivation (morale), ultimately improving employee performance.

Another factor that also affects employee work performance is work facilities. With adequate work facilities and per the needs, it will make it easier for employees to carry out the assigned tasks to improve their work performance.

Employee work performance is also influenced by motivation. Each employee has a different motivation at work, so given high motivation, an employee will be more motivated to achieve agency goals.

2. Theoretical Background

Based on observations made by the author, the level of employee performance at the Bureau of Finance, Human Resources and Infrastructure Facilities of Ibnu Sina University needs to be improved; this is evidenced by identification: The level of employee work attendance is still low. This is per the author's findings through interviews with leaders supported by secondary data as a recapitulation of employee attendance in the last six months. For more details, see the following table:

Table 1. Percentage of Average Six-Month Employee Attendance Last Period 2022/2023

No	Number of Employees	Month	%
1	33	August 2022	70
2	33	September 2022	75
3	34	October 2022	75
4	33	November 2022	75
5	32	December 2022	75
6	32	Januari 2022	75

Source: UIS HR Department, Year 2023

From the table above, the average attendance of employees is quite good, but based on the provisions/regulations, the average attendance percentage could be more optimal.

Starting from the problems related to work performance, the author will examine personnel management's physical and non-physical aspects, namely through work motivation, discipline, loyalty, and employee performance.

Based on the preliminary description that has been stated earlier, the research problem can be formulated as follows:

1. Does work motivation affect employee performance at the Bureau of Finance, Human Resources, and Infrastructure Facilities of Ibnu Sina University?
2. Does work discipline affect employee performance at the Bureau of Finance, Human Resources, and Infrastructure Facilities of Ibnu Sina University?
3. Does job loyalty affect employee performance at the Bureau of Finance, Human Resources, and Infrastructure of Ibnu Sina University?
4. Does work motivation, discipline, and loyalty influence employee performance at the Bureau of Finance, Human Resources, and Infrastructure Facilities of Ibnu Sina University?

In general, this study aims to obtain information about the relationship between the independent variables, namely; work motivation ($X1$), work discipline ($X2$), and work loyalty ($X3$), with the dependent variable, namely employee work performance (Y) Bureau of Finance, Human Resources and Infrastructure Facilities of Ibnu Sina University, both individually and together. Specifically, this research aims to:

1. To determine the effect of work motivation on employee performance at the Bureau of Finance, Human Resources and Infrastructure of Ibnu Sina University.
2. To determine the effect of work discipline on employee performance at the Bureau of Finance, Human Resources, and Infrastructure of Ibnu Sina University.
3. To determine the effect of job loyalty on employee performance at the Bureau of Finance, Human Resources and Infrastructure of Ibnu Sina University.
4. To determine the effect of work motivation, discipline, and loyalty on employee performance at the Bureau of Finance, Human Resources, and Infrastructure Facilities of Ibnu Sina University.

3. Methods

From the theoretical explanation above, the variables in this study are work motivation, work discipline, and work loyalty as independent variables (free) and employee work performance as the dependent variable (bound).
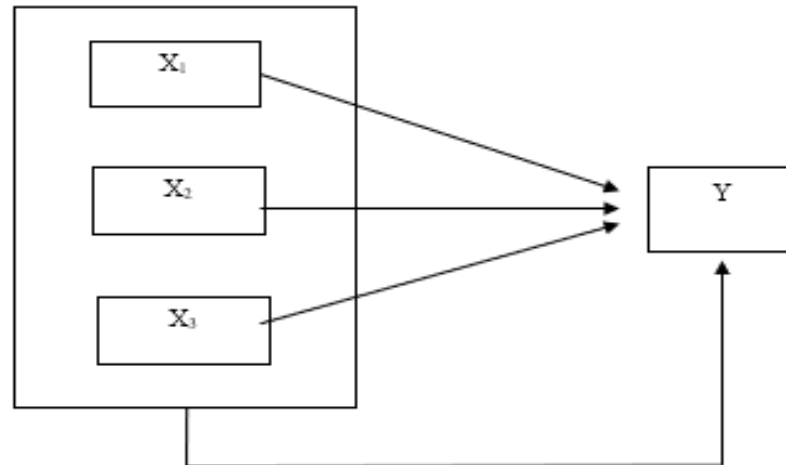
Picture 1. Conceptual Framework

Description:
X1 : Work motivation
X2 : Work Discipline
X3 : Job loyalty
Y   : Employee Work Performance

To obtain empirical data on the observed variables, this study used a set of instruments in the form of a questionnaire. The questionnaire was used to collect information about work motivation, work discipline, work loyalty, and employee performance.

The conception underlying the preparation of the instrument departs from the indicators of the research variables, which are derived from the dimensions based on the theory of each variable that has been built. Furthermore, from the indicator or grid, it is translated into several questions/statements according to the meaning contained in the indicator.

The research instrument in the form of a questionnaire (questionnaire) variable work motivation, work discipline, work loyalty, and employee performance in detail will be described as follows:

a. Conceptual Definition
   Employee work performance is the result achieved by an employee who works as an actualization of his ability about work to achieve the desired goals, taking into account the following: 1) initiative in work, 2) obedience to work rules, 3) accuracy in work, 4) ability to complete work, and 5) responsibility for work results.

b. Operational Definition
   Employee work performance is an activity to see employee attitudes about the level of work performance measured by a questionnaire, the value or score obtained using a Likert Scale in the form of a scale with five choices and consists of 5 statement items. The employee work performance score is obtained from the total score of 5 statement items with a theoretical range between 5 and 25.

c. Instrument Grid

From the conceptual definition described above, the indicator measured in this variable is work effectiveness which comes from: 1) initiative in work, 2) obedience to work rules, 3) accuracy in work, 4) ability to complete work, and 5) responsibility for work results.

a. Conceptual Definition

Work motivation is the values, norms, philosophies, and regulations that apply in groups at institutions to carry out work determined to achieve mutual success. The indicators used to measure organizational culture variables are; 1) the existence of an even distribution of tasks, 2) reporting on work that has been completed, 3) the existence of rules and working time, 4) work loyalty with others, and 5) recognition of the existence of employees.

b. Operational Definition

Work motivation is an activity to see employee assessments of values, norms, philosophies, and regulations that apply in groups at institutions whose measurements are carried out by questionnaires, values, or scores obtained using a Likert Scale in the form of a scale with five choices and consists of 5 statement items. The work motivation score is obtained from the total score of 5 statement items, ranging between 5 and 25.

c. Instrument Grid

From the conceptual definition and operational definition described above, the indicators measured in this work motivation variable are 1) the existence of an even distribution of tasks, 2) reporting on work completed, 3) the existence of rules and working time, 4) work loyalty with others, and 5) recognition of employee existence.

a. Conceptual Definition

Employee work discipline is compliance with the rules, norms, benchmarks, laws, and orders that apply in the work environment, where a person devotes himself to work as measured by; 1) adherence to working hours, 2) adherence to work regulations, 3) adherence to work procedures, 4) good use of facilities, and 5) responsibility in carrying out tasks.

d. Operational Definition

Work discipline is an activity to see employees' views on compliance with the rules, norms, benchmarks, laws, and orders that apply in the work environment, where a person devotes himself to work which is measured by a questionnaire, the value or score obtained using a Likert Scale in the form of a scale with five choices and consists of 5 statement items. The work discipline score is obtained from the total score of 5 statement items, ranging between 5 and 25.

e. Instrument Grid

From the conceptual definitions and operational definitions described above, the indicators measured in this work discipline variable are 1) adherence to working hours, 2) adherence to work regulations, 3) adherence to work procedures, 4) good use of facilities, and 5) responsibility in carrying out tasks.

a. Conceptual Definition

Work loyalty is a business activity carried out by several people or groups of

individuals from various levels and work units interacting to achieve common goals. The indicators of work loyalty that are per the objectives of this study are; 1) The level of willingness to work loyalty with coworkers, 2) The level of willingness to help between coworkers, 3) The level of activity in the group, 4) Encourage group decision making, and 5) Encourage motivation to do more than usual.

b. Operational Definition

Work loyalty is an activity to see employees' views on business activities carried out by several people or groups of individuals whose measurements are carried out by questionnaires, the value or score obtained using a Likert Scale in the form of a scale with five choices and consists of 5 statement items. The work loyalty score is obtained from the total score of 5 statement items with a score range between 5 and 25.

c. Instrument Grid

From the conceptual definition and operational definition described above, the indicators measured in this work loyalty variable are 1) The level of willingness to work loyalty with coworkers, 2) The level of willingness to help between coworkers, 3) The level of activity in the group, 4) Encouraging group decision making, and 5) Encouraging motivation to do more than usual. Furthermore, the scores will be summed up in the order of the statement numbers. In a questionnaire, testing must be carried out, as for the analysis used is as follows:

Descriptive Analysis
Descriptive analysis is a method concerned with the collection and presentation of a cluster of data so that it provides valuable information. This descriptive analysis is used for further analysis.

Validity Test
Validity as a data collection tool According to Sugiyono (2012), construct validity is a method used to assess the questionnaire through product-moment correlation between the score of each question item and the total score. The formula used is as follows:

$$r_{xy} = \frac{n\Sigma XY - (\Sigma X)(\Sigma Y)}{\sqrt{\{n\Sigma X^2 - (\Sigma X)^2\}\{n\Sigma Y^2 - (\Sigma Y)^2\}}}$$

Description:
r =Reliability coefficient
X =Score of Statement
Y =Total Score
n =Number of samples

Reliability Testing
The reliability test is carried out to determine the consistency of the degree of dependence and stability of the measuring instrument. The questionnaire is reliable from the reliability test results conducted with the SPSS 16.0 program if it provides Cronbach Alpha> 0.60. Decision-making criteria:
a. A variable is declared reliable if it provides a Cronbach Alpha value> 0.60.
b. A variable is declared unreliable if it provides a Cronbach Alpha value <0.60.

Simple Multiple Linear Regression Analysis
The research data used in this study are variables related to the hypothesis formulated. The basic model used in this study is:

$$Yi = \beta 0 + \beta\, X11i = \beta\, X22i + \beta\, X33i + ei$$

Description:
1. Variable Work motivation   (X)1i
2. Work Discipline Variable   (X)2i
3. Work loyalty variable   (X)3i
4. Work achievement variable   (Y)i

The coefficients $\beta 1$, $\beta 2$, and $\beta 3$ show the short-term coefficient values of the X1i, X2i, and X3i. The model is shown to determine the level of significance and the value of elasticity of changes in each explanatory variable that will affect the work performance of employees of the Bureau of Finance, Human Resources and Infrastructure Facilities of Ibn Sina University.

Hypothesis Test
The accuracy of the sample regression function in estimating the actual value can be measured by *its Goodness of Fit*. Statistically, this can at least be measured by the coefficient of determination, the F statistical value, and the t statistical value.

4. Results and Discussion
Instrument Validity and Reliability Test
The research instrument trial was carried out to select valid instrument items. By obtaining the validity of each item, it can be known with certainty which items are not eligible in terms of their validity.

The piloted instrument was analyzed to select valid items. Analysis of the instrument provides information on items answered with an assessment similar to most employees of the Bureau of Finance, Human Resources and Infrastructure of Ibn Sina University, as well as informing which items provided can represent indicators of the variables being measured.

To see the relationship between the score of each item and the total score in this variable, the Pearson "*Product Moment*" formula is used. Whether an item is valid is determined by comparing the correlation coefficient and the r table. If the correlation coefficient is greater than the r table, the item is declared valid; otherwise, if the correlation coefficient is lower or equal to the r table, the item is declared invalid.

Reliability indicates an understanding that an instrument can be trusted enough to be used as a data collection tool because the instrument is good. A good instrument will not direct respondents to choose specific answers. An instrument that can be trusted and reliable will also produce reliable data. If the data is accurate according to reality, it will remain the same no matter how often it is taken. Reliable means trustworthy, so reliable. (Suharsimi Arikunto, 2016)

The research instrument is reliable if it has an alpha value greater than 0.60. to test the reliability of the instrument, the Alpha Cronbach reliability coefficient is used, the calculation of which uses the reliability procedure in the SPSS for Windows version 17.00 program package. Of all the questions asked by the researcher, namely 20 questions from 3 independent variables and one dependent variable, each with five questions, the results

showed that all questionnaire questions were declared RELIABLE. So that all questions of the questionnaire can be appropriately processed.

Table 2. Reliability Test Result

No	Variables	Reliability Value (Cronbach Alpha)	Table Parameters	Description
1	Work Motivation	0,733	0.600	Reliable
2	Work Discipline	0,745	0,600	Reliable
3	Work Loyality	0,689	0,600	Reliable
4	Employee Work Performance	0,773	0,600	Reliable

Source: SPSS Viewer processed data

Descriptive Data

In this study, the data collected are from four variables: employee work performance as the dependent variable, work motivation, work discipline, and work loyalty as the independent variables. Implementation of research by distributing research instruments to employees of the Bureau of Finance, Human Resources and Infrastructure of Ibnu Sina University, as many as 32 employees. The description of each research variable can be explained as follows:

Employee work performance is obtained from distributing research instruments to employees, which include; 1) initiative in work, 2) obedience to work rules, 3) accuracy in work, 4) ability to complete work, and 5) responsibility for work results—of the five items of the instrument, then obtained data as many as 44 respondents. After being processed statistically, it shows the following results: The minimum value obtained is 14, and the maximum is 22 from the calculated range. Further calculations provide an average value (Y) of 18.63, the middle value or Median (Me) of 18.50, and Mode (Mo) of 18, 21, and 22, a standard deviation of 2.52, and a variance of 6.37.

Work motivation as the first independent variable is described in the instrument items as follows; 1) the existence of an even distribution of tasks, 2) reporting on work that has been completed, 3) the existence of work rules and time, 4) work loyalty with others, and 5) recognition of employee existence. The following results are shown based on the data obtained after being statistically processed: The minimum value obtained is 14, and themaximum value is 24 from the calculated range. Further calculations give an average value (X1) of 19.03, a median value of 19 and a mode of 19, a standard deviation of 2.06, and a variance of 4.23.

Work discipline as the second independent variable is described in the instrument items as follows; 1) adherence to working hours, 2) adherence to work rules, 3) adherence to work procedures, 4) good use of facilities, and 5) responsibility in carrying out tasks. The following results are shown based on the data obtained after being statistically processed: the minimum value obtained is 14, and the maximum value is 24 from the calculated range. Further calculations provide an average value (X2) of 19.69, the middle value or Median (Me) of 20 and Mode (Mo) of 21, and a standard deviation of 2.18.

Work loyalty as the third independent variable is described in the instrument items as follows; are; 1) The level of willingness to work loyalty with coworkers, 2) The level of willingness to help between coworkers, 3) The level of activity in the group, 4) Encouraging group decision making, and 5) Encouraging motivation to do more than usual. The following results are shown based on the data obtained after being statistically

processed: the minimum value obtained is 18, and the maximum value is 23 from the calculated range. Further calculations provide an average value (X3) of 20.34, the middle value or Median (Me) of 21 and Mode (Mo) of 21, and a standard deviation of 1.41. A more detailed picture of the data can be seen in the following table.

Hypothesis Testing

Based on the results of multiple linear regression analysis between data pairs of work motivation (X1), work discipline (X2), and work loyalty (X3) on employee work performance (Y), as shown in the appendix, it is known that the value of the multiple regression coefficient b1 = 0.497, b2 = 0.079, b3 = 0.937, with a constant value an of -11.443. Thus the form of influence of work motivation (X1), work discipline (X2), and work loyalty (X3) on employee work performance (Y) can be described by the regression equation, namely: = -11.443 + 0.497X1 + 0.079X2 0.937X3. To determine whether the regression line equation model can be used to conclude or whether the regression line equation is significant, it can be tested using analysis of variance (F-test). The results showed that the regression equation was highly significant because Fcount was smaller than Ftable (3.28) (30.799 > 2.95). Ŷ

Double correlation analysis of data pairs of work motivation (X1), work discipline (X2), and work loyalty (X3) to employee work performance (Y) resulted in a double R correlation coefficient of 0.876. This means that these independent variables influence employee work performance. Thus, it means that the better the work motivation where employees work (X1), the higher the employee work discipline (X2), and the higher the work loyalty between employees (X3), the higher the employee's work performance.

To determine the magnitude of the contribution of work motivation variables (X1), work discipline (X2), and work loyalty (X3) to employee work performance (Y) can be done by squaring the amount of the correlation coefficient. The result of squaring the amount obtained is an amount of 0.767. Thus it can be concluded that the contribution of work motivation (X1), work discipline (X2), and work loyalty (X3) together to employee work performance (Y) is 76.7%, meaning that the other 23.3% is influenced by other variables not observed in this study.

The following calculation is to find the correlation coefficient of each variable with the following results;

The results of the calculation of simple linear regression analysis of work motivation data pairs with employee work performance obtained the regression coefficient value b obtained is 0.927, and the constant value a is 0.988. Thus the regression equation between simple correlation calculations on pairs of data on work motivation variables with employee work performance (Y) produces a correlation coefficient r of 0.755. To determine whether the correlation coefficient r obtained is significant, testing is carried out using the "t" test analysis. The "t" test analysis results obtained a count value of 6.300. If this value is consulted with the table value (0.05), the table value 1.697 is obtained. This shows a significant correlation coefficient between work motivation (variable X1) and employee work performance (variable Y).

1. The results of the simple correlation analysis mean that there is an influence of work motivation on employee performance. The strength of the relationship between work motivation (variable X1) and employee work performance (variable Y) can be seen from the calculation of the coefficient of determination. The coefficient of determination is 0.570. This value means that work motivation variables explain 57% of the variation in employee work performance variables.

2. The results of the calculation of simple linear regression analysis of work discipline data pairs with employee work performance obtained the regression coefficient value b obtained is 0.751, and the constant value a is 3.847. Simple correlation calculation on the pair of work discipline variable data with employee work performance resulted in a correlation coefficient r of 0.647. To determine whether the correlation coefficient r obtained is significant, testing is carried out using the "t" test analysis. The "t" test analysis results obtained a count value of 4.652. If this value is consulted with the t table value (0.05), the table value 1.697 is obtained. This shows a significant correlation coefficient between work discipline (variable $X2$) and employee work performance (variable Y). The results of the simple correlation analysis mean that there is an influence of work discipline on employee performance. The strength of the relationship between work discipline (variable $X1$) and employee work performance (variable Y) can be seen from the calculation of the coefficient of determination. The coefficient of determination is 0.419. This value means the work discipline variable explains 41.9% of the variation in employee work performance variables.

3. The results of the calculation of simple linear regression analysis of work loyalty data pairs with employee work performance obtained the regression coefficient value b obtained is 1.440, and the constant value a is -10.660. The results of the simple correlation analysis mean that there is an influence of work loyalty on employee performance. The strength of the relationship between job loyalty (variable $X1$) and employee work performance (variable Y) can be seen from the calculation of the coefficient of determination. The coefficient of determination is 0.642. This value means the work loyalty variable explains 64.2% of the variation in employee work performance variables. Thus, the variable that contributes the most is the work loyalty variable, which is 64.2%.

Discussion of Research Resluts

Based on the results of the hypothesis testing above, the alternative hypothesis proposed is significantly acceptable. The results obtained can be explained as follows:

Hypothesis testing concluded that there is a significant positive effect of work motivation ($X1$), work discipline ($X2$), and work loyalty ($X3$) on employee work performance (Y), as indicated by the Fcount value of 30.799. This value is much smaller than the Fcount value at the 0.05 alpha significance level, 2.95, or $F = 30.799 < F_{0,05(3:28)} = 2.95$. The relationship pattern of the four variables expressed by the multiple regression equation $\hat{Y} = -11.443 + 0.497X1 + 0.079X2 + 0.937X3$. This equation provides information that any change in one unit of value in the independent variable will result in a change in employee work performance.

The results of the multiple correlation analysis obtained a multiple correlation coefficient value of Ry of 0.876. This value indicates that the influence of work motivation ($X1$), work discipline ($X2$), and work loyalty ($X3$) on employee work performance is very high. The amount of contribution or contribution of work motivation variables ($X1$), work discipline ($X2$), and work loyalty ($X3$) together can be known through the coefficient of determination of 0.767. The results of this analysis indicate that approximately 76.7 percent of variations in changes in employee work performance are determined/explained by work motivation ($X1$), work discipline ($X2$), and work loyalty ($X3$) together with the functional relationship pattern as shown by the regression equation above. This means that if all employees of the Bureau of Finance, Human Resources and Infrastructure Facilities of Ibn Sina University are studied about work motivation, work

discipline, and work loyalty together with employee work performance (Y), then approximately 76.7 percent of the variation in the pair of scores of the three variables will follow the pattern of the regression equation = - 11.443 + 0.497X1 + 0.079X2 + 0.937X3. Yˆ

If calculated per variable, the variable with the most influence is the work loyalty variable, which has a coefficient of determination of 64.2%. This means that work loyalty is the factor that most influence employee performance

5. Conclusion

The conclusion contains a brief summary of the research results and a discussion that answers the research objectives.

References

Arikunto, Suharsimi. 2010. *Prosedur Penelitian Suatu Pendekatan Praktik*. Jakarta: Rineka Cipta.

Ary, Donald, L. Ch, Yacobs and Razavich. 2019. *Introduction in Research in Education.* Sydney: Hott Rinehart and Winston.

Atmosudirdjo, Prajudi. 2012. *Dasar-dasar Administrasi dan Manajemen.* Jakarta: Ghalia Indonesia.

Dharma, Agus. 2015. *Manajemen Prestasi Kerja*. Jakarta: CV. Rajawali.

Gondokusumo, A.A. 2015. *Komunikasi Penugasan*. Jakarta: Gunung Agung.

Hamalik, Oemar. *2013*. *Proses* Belajar Mengajar. Jakarta. Bumi Aksara.

Hasibuan, Malayu SP. 2013. *Manajemen Sumber Daya Manusia*. Jakarta: Haji Masagung.

Kolb, David A., Joyce S. Osland, and Irwin M. Rubin. 2015. *The Organizational Behavior Reader*. New Jersey: Englewood Cliff Prentice Hall.

Komaruddin. 2013. *Ensiklopedi Manajemen*. Bandung: Alumni.

Kotter, John P. and James L. Hasket. 2012. *Corporate Culture and Performance*. New York: The Free Press A Division of McMillan Inc..

Lateiner, A.R. dan I.E. Levine. 2012. *Teknik Memimpin Pegawai dan Pekerjaan.* terjemahan Imam Soedjono. Jakarta: Aksara Baru.

Lawler, E.E. 2016. High Involvement Mangement Participative Startegies for Improving Organization Performance in Scott, T. W. dan Tiessen, P., 1999, Managerial Team and Performance Measurement, *Accounting, Organizations and Society,* 24.

Martoyo, Susilo. 2012. *Manajemen Sumber Daya Manusia*. Yogyakarta: BPFE.

McNamara, Carter. 2013. *Organizational Culture: Applies to NonProfits andfor Profits Unless Noted*. (http://www-mapnp.org.thry/culture/ culture.htm).

Moenir, A.S. 2013. *Pendekatan Manusia dan Organisasi terhadap Pembinaan Kepegawaian.* Jakarta: Gunung Agung.

Musanef. 2012. *Manajemen Kepegawaian di Indonesia.* Jakarta: Gunung Agung.

Nainggolan, H. 2012. *Pembinaan Pegawai Negeri Sipil*. Jakarta.

Ndraha, Taliziduhu. 2017. *Budaya Organisasi.* Jakarta: Rineka Cipta.

Prijodarminto, Soegeng. 2012. *Disiplin Kiat Menuju Sukses.* Jakarta: Pradnya Paramita.

Robbins, Stephen P. 2013. *Teori Organisasi: Struktur, Desain dan Aplikasi*. Terjemahan Jusuf Udaya. Jakarta: Arcan.

Robbins, Stephen P. 2016. *Perilaku Organisasi.* Jakarta: PT. Prenhallindo.

Robbins, Stephen P. and Mary Coulter. 2019. *Manajemen.* Terjemahan T. Hermaya. Jakarta: PT. Prenhallindo.

Robbins, Stephen P. dan Judge, Timothy A. 2018. *Perilaku Organisasi*, edisi 12 Buku 1. Jakarta: Salemba Empat.

Santoso, Singgih. 2013. *SPSS Versi 10 Mengolah Data Statistik Secara Profesional.* Jakarta: PT. Elex Media Komputindo

Sarwono, Jonathan. 2016. *Analisis Data Penelitian Menggunakan SPSS 13.* Yogyakarta: Andi Offset

Schein, Edgar H. 2012. *Organizational Culture and Leadership: A* Dynamic *View.* San Francisco: Jousrey-Bass Publisher.

Sembel, Roy dan Prijosuksono, Aribowo. (2015). Komunikasi Yang Efektif. www.sinarharapan.co.id, 14 Januari 2015.

Siswanto, Bedjo. 2012. *Manajemen Tenaga Kerja, Rancangan dalam Pendayagunaan dan Pengembangan unsur Tenaga Kerja.* Bandung: Sinar Baru.

Spencer, Lyle. M. Dan Spencer, Signe M. 2013. *Competence at Work Models for Superior Performance.* New York: John Wiley and Sons, Inc.

Sugiyono. 2019. *Metode Penelitian Kuantitatif dan Kualitatif.* Bandung: Alfabeta

Suprihanto, John. 2018. *Penilaian, Pelaksanaan Pekerjaan dalam Pengembangan Karyawan*. Yogyakarta: BPFE.

The Liang Gie. 2012. *Ensiklopedia Administrasi.* Jakarta: Gunung Agung.

Triguno. 2014. *Budaya Kerja*, Jakarta: PT Golden Terayon Press.

Walker, Jemes W. 2012. *Human Resource Strategy.* Singapore: Mc Grew-Hill.

Wursanto, I.G. 2019. *Dasar-dasar Manajemen Personalia.* Jakarta: Pustaka Dian.

Yuwono, S. 2013. *Kepemimpinan dalam Organisasi Aparatur Pemerintah*. Yogyakarta: Liberty.