

Research Article

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The Influence Of Organizational Culture And Job Satisfaction On Organizational Commitment (Hermina Hospital Case Study)

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Abstract: *This study aims to determine and analyze the influence of Organizational Culture and Job Satisfaction on Organizational Commitment at Hermina Hospital. This type of research used is Quantitative and Associative. The population in this study amounted to 150 employees and the sample used was the Slovin formula. After the sample was withdrawn, the results for a sample were 109 employees. The data source used was primary data using questionnaires as an instrument for data collection and using survey methods. This study uses a multiple linear analysis model for statistical analysis and the regression model has been tested beforehand in the classical assumption test. The results of the partial t-test study show that organizational culture has a positive and significant effect on organizational commitment and job satisfaction. It also has a positive and significant effect on organizational commitment. The results of the f test also show that organizational culture and job satisfaction have a positive and significant effect on organizational commitment at Hermina Hospital.*

Keywords: *organizational culture, job satisfaction, organizational commitment*

Introduction

A strong organizational culture supports company goals, whereas a weak or negative one hinders or conflicts with company goals. In a company with a strong organizational culture, shared values are deeply understood, embraced and fought for by most members of the employee organization (Sutrisno, 2010: 21). Human resources in an organization are a very important determinant of the effectiveness of activities within the organization. A person's success and performance in their field of work is largely determined by organizational culture, commitment to the field of work they are involved in, and the satisfaction they feel while working. A person's performance is influenced by the level of job satisfaction they have. Job satisfaction is an important factor in every job. Job satisfaction is an affective or emotional side. As stated by Martoyo (2000), job satisfaction is an employee's emotional state that occurs or does not occur at a meeting point between the value of remuneration for the employee's work and the organization and the level of remuneration that is desired by the employee concerned.

According to Martoyo (2014), job satisfaction is basically a psychological aspect that reflects a person's feelings towards their work, they will feel satisfied with the suitability of their abilities, skills and expectations with the job they are facing. Wibowo (2013) a person definitely wants to get a job because by working he hopes to get rewards to support himself and his family. However, it often happens that just getting a reward is not enough. They want to get satisfaction from their work. Organizational commitment is an important issue that is widely discussed today. Shuck and Wollard (2010, in Bakibinga, 2012) define organizational commitment as an employee's personal cognitive, emotionality, and behavior that leads to organizational goals.

There is a high sense of commitment to the organization according to Mulyono (2010); Steers (1985 in Triatna, 2015) will display an attitude of trust in the values of the organization, try his best for the benefit of the organization, and have the determination to remain part of the organization. Wibowo (2014); Asmaningrum, Budi & Sutanto (2011); Kelarijani, Ali, Reza & Mohamad (2014); Chen et al. (2015) stated

that employees with high organizational commitment generally have good attendance and performance records, show a desire for loyalty to company policies, have a lower turnover rate and have high productivity, satisfaction and work motivation.

Literature Review

Organizational culture

According to Trice and Bayer in Fachreza, Musnadi, and Majid (2018), organizational culture is increasingly developing in line with the increasing dynamics of the climate in organizations. Thus, the concept of organizational culture was developed in various versions considering that the term culture was borrowed from the scientific disciplines of tropology and sociology, in accordance with the meaning of culture which contains national connotations, adding that the implications are so broad that it can be seen from various points of view. However, in the adaptation process, most believe that the core of culture is a value system that is shared together. According to Hofstede in Wibowo (2014), culture consists of a shared mental program that requires individual responses to their environment.

Organizational Culture Indicators

According to Robbins in Sudarmanto (2014), research shows that there are seven main indicators which overall show the nature of organizational culture, namely:

1. Innovation and Courage. Taking risks, namely the extent to which employees are encouraged to be innovative and dare to take risks.
2. Attention to details, namely the extent to which employees exercise precision, analysis and attention to details.
3. Results Orientation, namely the extent to which management focuses more on results than on the techniques and processes used to achieve these results.
4. People Orientation, namely the extent to which management decisions consider the effects of employee outcomes in the organization.
5. Team Orientation, namely the extent to which employee activities in the organization are on teams rather than on individuals.
6. Aggressiveness, namely the extent to which people are innovative, aggressive and competitive rather than relaxed.

Job satisfaction

According to Hamali (2016) every person who works hopes to get satisfaction from their place of work. Job satisfaction will affect the productivity that a manager really hopes for, so a manager needs to understand what must be done to create job satisfaction for his employees. The definitions of job satisfaction put forward by experts are: according to Emron et. al., (2016) states that "job satisfaction refers to a person's general attitude toward his or her job." Job satisfaction is a person's general attitude towards his or her job. Another thing, as stated by Robbins (2015), is that job satisfaction is a general attitude towards one's work as the difference between the amount of rewards an employee receives and the amount of rewards they believe they should receive.

According to Priansa (2016), job satisfaction is related to how employees feel about their work and various aspects of that job, so that job satisfaction is closely related to the extent to which employees are satisfied or dissatisfied with their work.

Job satisfaction indicators from 9 (nine) aspects, namely:

1. Wages

This aspect measures employee satisfaction in relation to the salary they receive and the increase in salary, namely the amount of salary received is in accordance with a level that is considered commensurate. Wages and salaries do have an influence on job satisfaction. Employees view salary as a right that they must receive for the obligations they have carried out, such as: a. The size of the salary. b. Timeliness of salary payments.

2. Promotion

This aspect measures the extent of employee satisfaction regarding promotion policies and opportunities for promotion. Promotions or opportunities to improve careers also have an influence on employee job satisfaction. Employees will see whether the organization provides equal opportunities for every employee to get a promotion or whether it is only intended for some people. This promotion policy must be carried out fairly, that is, every employee who does a good job has the same opportunity for promotion, such as: the opportunity to improve his career.

3. Supervision (relationship with superiors)

This aspect measures a person's job satisfaction with their superior. Employees prefer to work with superiors who are supportive, attentive, warm and friendly, give praise for good performance from subordinates, listen to opinions from subordinates, and focus attention on employees (employee centered) rather than working with superiors who are indifferent, rude, and focuses himself on work (job centered), such as: a. Give praise for good performance. b. Hearing opinions or input from employees.

4. Additional allowances

This aspect measures the extent to which individuals feel satisfied with the additional benefits they receive from the organization or company. Additional benefits are provided to employees fairly and proportionally, such as: a. The company meets the living needs of employees. b. The company meets the family needs of every employee.

5. Award

This aspect measures the extent to which individuals feel satisfied with the rewards given based on work results. Every individual wants the effort, hard work and dedication they make for the progress of the organization to be properly appreciated, such as: a. Rewards for employee achievements. b. Respect for employee duties and responsibilities.

6. Work procedures and regulations

This aspect measures satisfaction with respect to workplace procedures and regulations. Matters related to procedures and regulations in the workplace that affect an individual's job satisfaction, such as bureaucracy and workload, include: a. Work in accordance with company procedures. b. Comply with company work regulations

7. Work colleague

This aspect measures job satisfaction related to relationships with coworkers. Coworkers who provide support to other colleagues, as well as a comfortable working atmosphere can increase employee job satisfaction. For example, pleasant coworkers or harmonious relationships with coworkers, such as: a. Relationship satisfaction with coworkers. b. Relationship satisfaction with superiors.

8. The job itself

This aspect measures job satisfaction with respect to things related to the job itself, such as opportunities for recreation and variety of tasks, opportunities to keep oneself busy, increased knowledge, responsibility, autonomy, job enrichment, and job complexity, such as: a. Work that suits your abilities. b. Challenging work.

9. Communication

This aspect measures satisfaction related to communication that takes place at work. With communication that takes place smoothly within the organization, employees can better understand their duties and everything that happens within the organization, such as: a. Communication with superiors or leaders. b. Communication between employees.

Organizational Commitment

According to Kharis (2014) organizational commitment is a situation where an employee sides with a particular organization and the goals and desire to maintain membership in that organization. So high job involvement means favoring a particular job of an individual. According to Moorhead and Griffin (2015) organizational commitment is an attitude that reflects the extent to which an individual recognizes and is attached to his or her organization. An individual who has high commitment will likely see himself as a true member of the organization. According to Kreitner and Kinicki in Putu and I Wayan (2017) organizational commitment is an agreement to do something for oneself or another individual.

Organizational Commitment Indicators

According to Indra Kharis (2014) indicators of organizational commitment are:

1. Employee Willingness Employee willingness is a feeling of care or willingness of an employee to uphold commitment in an organization. The employee's desire to arise can be based on their love for the organization, co-workers or other factors that support the employee's commitment to the organization.
2. Employee Loyalty Employee loyalty to the place where they work is something that is highly desired by the company, because having a sense of loyalty to each of its employees will create an attitude of loyalty and of course they will continue to uphold their commitment to the organization even though they have been offered to another company.
3. Employee pride in the organization. A sense of pride in an organization is a goal in organizing because the sense of pride that arises begins with a feeling of love and loyalty to the organization and is supported by an attitude of responsibility towards what is done and slowly the process reaches success and a sense of pride will arise. in that organization.

Method

This type of research can be classified as causal associative quantitative research. The location of the research was Hermina Hospital, Medan.

According to Sugiyono (2013) explains the definition of population, namely: "Population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn." Based on research, the target population was 150 nurses and samples were drawn using the Slovin formula as follows:

$$n = \frac{N}{1 + (N \times e^2)}$$

$$\text{Sample} = 150 / (1 + (150 \times 0.05^2))$$

$$\text{Sample} = 150 / (1 + (150 \times 0.0025))$$

Sample = $150 / (1 + 0.375)$

Sample = $150 / 1,375$

Sample = 109

According to Sugiyono (2013), in quantitative research, data is obtained from various sources using various data collection techniques, and is carried out continuously until the data is saturated. The source of data obtained by the author using one source includes the following: Primary data source. The data collection technique was carried out by distributing questionnaires.

This analysis is used involving two or more independent variables, namely the dependent variable (Y) and independent variables (X1, X2 and Y). In this research, multiple linear regression analysis is used to prove the extent of the influence of Organizational Culture and Job Satisfaction on Organizational Commitment. The regression equation according to Sujarweni (2015) is:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Where:

Y = Organizational Commitment

X1 = Organizational Culture

X2 = Job Satisfaction

b1 = Organizational Culture coefficient

b2 = Job Satisfaction coefficient

a = constant

The techniques used in this research are Validity Test and Reliability Test, The technique used to conclude the research results will first use the classical assumption test needed to be able to carry out simple regression analysis. This test was carried out to avoid or reduce bias in the research results obtained. Classical assumption tests used in this research include the normality test, multicollinearity test and autocorrelation test (Erlina, 2011). Next, test the hypothesis through the Coefficient of Determination (R²), namely to determine whether the regression model is good enough to use, so it is determined through the coefficient of determination. The adjusted R² value can increase or decrease if one independent variable is added to the regression model (Ghozali, 2006).

Results and Discussion

Validity test

The validity test is used to measure whether a questionnaire is valid or not (Ghozali, 2014). An instrument is said to be valid if it is able to measure what is desired. The level of validity of an instrument shows the extent to which the data collected does not deviate from the description of the intended validity. The level of validity of this research instrument was determined through a validity test using the SPSS Windows release 25 program which was carried out on a questionnaire with 18 statement items through a sample of 109 people testing the validity of the instrument. The r table value for N= 109 with df=2 5% confidence level is 0.186. Whether the instrument is valid or not is determined by consulting the results of the correlation calculation with r at the 5% confidence level. If rcount is greater than rtable,

Validity Test of Organizational Culture Variables (X1)

The Organizational Culture variable is measured through statement items 1, 2, 3, 4, 5, 6. Based on data processing using the SPSS program, the following results were obtained:

Table 1. Validity of Organizational Culture Variables (X1)

| Research variable | Statement | rTable | rCount | Information |
|-----------------------------|-------------|--------|--------|-------------|
| Organizational culture (X1) | Statement_1 | 0.186 | 0.690 | Valid |
| | Statement_2 | 0.186 | 0.783 | Valid |
| | Statement_3 | 0.186 | 0.206 | Valid |
| | Statement_4 | 0.186 | 0.560 | Valid |
| | Statement_5 | 0.186 | 0.386 | Valid |
| | Statement_6 | 0.186 | 0.460 | Valid |

Source: data processed in 2023

Because the calculated r is greater than the r table, all the Organizational Culture Variable questionnaire items are declared valid.

Validity Test of the Job Satisfaction Variable (X2)

The Job Satisfaction variable is measured through statement items 1, 2, 3, 4, 5, 6, 7, 8, 9. Based on data processing using the SPSS program, the following results were obtained:

Table 2. Validity of the Job Satisfaction Variable (X2)

| Research variable | Statement | rTable | rCount | Information |
|-----------------------|-------------|--------|--------|-------------|
| Job Satisfaction (X2) | Statement_1 | 0.186 | 0.743 | Valid |
| | Statement_2 | 0.186 | 0.544 | Valid |
| | Statement_3 | 0.186 | 0.199 | Valid |
| | Statement_4 | 0.186 | 0.360 | Valid |
| | Statement_5 | 0.186 | 0.316 | Valid |
| | Statement_6 | 0.186 | 0.200 | Valid |
| | Statement_7 | 0.186 | 0.234 | Valid |
| | Statement_8 | 0.186 | 0.206 | Valid |
| | Statement_9 | 0.186 | 0.300 | Valid |

Source: data processed in 2023

Because rcount is greater than rtable, all questionnaire items for the Job Satisfaction Variable are declared valid.

Validity Test of the Organizational Commitment Variable (Y)

The Organizational Commitment variable is measured through statement items 1, 2, 3, 4, 5, 6, 7, 8, 9. Based on data processing using the SPSS program, the following results were obtained:

Table 3. Validity of the Organizational Commitment Variable (Y)

| Research variable | Statement | rTable | rCount | Information |
|-------------------------------|-------------|--------|--------|-------------|
| Organizational Commitment (Y) | Statement_1 | 0.186 | 0.300 | Valid |
| | Statement_2 | 0.186 | 0.224 | Valid |
| | Statement_3 | 0.186 | 0.191 | Valid |

Source: data processed in 2023

Because the calculated r is greater than the r table, all the Organizational Commitment Variable questionnaire items are declared valid.

Reliability Test

Reliability testing was carried out using the SPSS program, where if the Cronbach's Alpha value was > 0.60 then the data was declared reliable. The results of reliability testing for all variables are as follows.

Table 4. Reliability

| Variable | Cronbach's Alpha | Conclusion |
|-------------------------------|------------------|------------|
| Organizational Culture (X1) | 0.614 | Reliable |
| Job Satisfaction (X2) | 0.709 | Reliable |
| Organizational Commitment (Y) | 0.808 | Reliable |

The results from table 4 show that the Cronbach's Alpha value is 0.614 for the Organizational Culture variable (X), 0.709 for the Job Satisfaction variable (X2) and the results for the Organizational Commitment variable are 0.808. The results of each variable have a Cronbach's Alpha value greater than 0.60. The results show that all variables are declared reliable, so the research variables have consistent measurement results.

Normality test

The aim is to find out whether in the regression model, the confounding or residual variables have a normal distribution or not. The results obtained can be seen in table 5 below:

**Table 5. Normality Test
One-Sample Kolmogorov-Smirnov Test**

| | | Unstandardized Residuals |
|--------------------------|----------------|--------------------------|
| N | | 109 |
| Normal Parameters, b | Mean | ,0000000 |
| | Std. Deviation | 1.10431053 |
| Most Extreme Differences | Absolute | ,089 |
| | Positive | ,090 |
| | Negative | -,017 |
| Statistical Tests | | ,089 |
| Asymp. Sig. (2-tailed) | | ,100c |

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Based on table 5 above, the probability test results can be seen at the Asymp value. Sig. (2-tailed) which shows a figure of 0.100 because 0.100 is > 0.05 , so the data is normally distributed.

Table 6. Statistical Test Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---------------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 (Constant) | 1,145 | 1,501 | | ,763 | ,447 | | |
| Culture.Organizational_X1 | ,365 | ,047 | ,599 | 7,804 | ,000 | ,960 | 1,041 |
| Satisfaction.Work_X2 | ,156 | ,036 | ,118 | 2,541 | ,004 | ,960 | 1,041 |

a. Dependent Variable: Commitment.Organization_Y

Based on the results of the multicollinearity test in table 2, it can be seen that there are no independent variables that have a VIF value > 10 and a tolerance value < 0.1 , so it can be concluded that there is no multicollinearity in the model. Furthermore, the results of the Glejser heteroscedasticity test in table 2 show that the significance value for each independent variable is greater than 0.05, thus it can be concluded that there is no heteroscedasticity in the model. Multiple linear regression analysis was carried out to determine the influence of Organizational Culture and Job Satisfaction on Organizational Commitment. From data management, the results obtained are described in table 2 above. Based on table 2 above, the multiple linear regression equation in this study is as follows:

$$Y = 1.145 + 0.365X_1 + 0.156X_2 + e$$

In this regression model, the constant value listed is 1.145, meaning that if Organizational Culture and Job Satisfaction in the model are assumed to be equal to 0, then Organizational Commitment is equal to 1.145. The regression coefficient value for the Organizational Culture variable is positive, namely 0.365, meaning that for every 1% increase in Organizational Culture, it will increase Organizational Commitment by 0.365 or 36.5%. The regression coefficient value for the Job Satisfaction variable is positive, namely 0.156, meaning that for every 1% increase in Job Satisfaction, it will increase Organizational Commitment by 0.156 or 15.6%. The results of the t test show that the independent variable partially influences the dependent variable, if the p-value (in the sig. column) is smaller than the specified level of significance (of 5%), or t count (in column t) is greater than t table. The t table is calculated using $df = nk$, namely $df = 109 - 3 = 106$, so that the t table value is 1.982.

Based on the analysis of the t test results from table 2, the partial influence of each independent variable on the dependent variable can be described, namely the partial test results on the influence of the Remuneration variable on Employee Performance show that there is a significant and positive influence. This can be seen from the significant value of $0.018 < \alpha 0.05$ and the calculated t value is greater than t table ($7.804 > 1.982$) and the results of the partial test on the influence of the Job Satisfaction variable on Organizational Commitment also show that there is a significant and positive influence. This can be seen from the significant value of $0.004 < \alpha 0.05$ and the calculated t value is greater than the t table ($2.541 > 1.982$).

Coefficient of Determination (R²)

According to Ghozali (2013) analysis of the coefficient of determination (R²) is: "a tool for measuring how far the model's ability is to explain variations in the dependent variable". The processed results of the SPSS program in the analysis of the coefficient of determination (R²) can be seen clearly in table 7 as follows:

Table 7. Determination Coefficient Test

| Model Summary b | | | | |
|-----------------|-------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | ,633a | ,401 | ,389 | 1,115 |

a. Predictors: (Constant), Job.Satisfaction_X2, Organization.Culture_X1

b. Dependent Variable: Commitment.Organization_Y

In table 7 the coefficient of determination (R²) shows that the R value is 0.633, which means the correlation between the dependent variable and the independent variable is quite strong because $R > 63\%$ (0.633). If more than two variables are used, Adjust R Square is used (Situmorang, et al. 2010). This research uses more than two variables, so the Adjust R Square of 0.401 is used, which indicates that 40.1% of the dependent variable (Organizational Commitment) is influenced by the independent variables (Organizational Culture and Job Satisfaction), while the remaining 59.9% (100% -40.1%) is explained by other variables outside the estimation model which were not examined in this study.

F Test Results

The results of the F test show that the independent variables jointly influence the dependent variable, if the p-value (in the sig. column) is smaller than the specified level of significance (of 5%), or the calculated F (in column F) is greater than F table. The F table is calculated by $df_1=k-1$, and $df_2=nk$, namely $df_1=3-1=2$ and $df_2=109 - 2 =107$, so that the F table value is 3.083. Meanwhile, the results of the F test with the help of the SPSS program can be seen in table 8 below:

Table 8. F Test Results

| ANOVAa | | | | | | |
|--------|------------|----------------|-----|-------------|--------|-------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 88,055 | 2 | 44,028 | 35,434 | ,000b |
| | Residual | 131,706 | 106 | 1,243 | | |
| | Total | 219,761 | 108 | | | |

a. Dependent Variable: Commitment.Organization_Y

b. Predictors: (Constant), Job.Satisfaction_X2, Organization.Culture_X1

In table 8 above, it can be seen that the calculated F value (35.434) is $>$ that of F table (3.083) with a significance level of $0.000 < 0.05$. These results indicate that the hypothesis test accepts H_a and rejects H_0 , so it can be seen that the independent variables Organizational Culture (X1) and Job Satisfaction (X2) simultaneously influence the dependent variable Organizational Commitment (Y) at Hermina Hospital.

Closing

Conclusion

1. Partially, organizational culture influences organizational commitment at Hermina Hospital.

2. Partially, job satisfaction influences organizational commitment at Hermina Hospital.
3. Simultaneously, organizational culture and job satisfaction influence organizational commitment at Hermina Hospital.

Suggestion

1. Bad organizational culture that causes the organization to fall apart should be eliminated and a new organizational culture should be created to simplify the organizational system.
2. Job satisfaction will occur if employees feel safe, comfortable and the wages they are given are commensurate with the work they are given.
3. When employees show their commitment to the organization, the organization must maintain it and increase the sense of organizational commitment to other employees.

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