

The Effect Organizational Culture, Organizational Commitment and Work Motivation on the Performance of Employees Pusat Pendidikan Dan Pelatihan Badan Penelitian Dan Pengembangan Sumber Daya Manusia Kementerian Komunikasi Dan Informatika

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Abstract:- This study aim to identify and analyze the effect of organizational culture, organizational commitment, work motivation on employee performance. This research was conducted at Pusat Pendidikan dan Pelatihan Badan Penelitian dan Pengembangan Sumber Daya Manusia Kementerian Komunikasi dan Informatika. The sample in this research of 42 employee all civil servants in the Pusat Pendidikan dan Pelatihan Badan Penelitian dan Pengembangan Sumber Daya Manusia Kementerian Komunikasi dan Informatika. This study uses research instrument such as questionnaires distributed to employee of Pusat Pendidikan dan Pelatihan Badan Penelitian dan Pengembangan Sumber Daya Manusia Kementerian Komunikasi dan Informatika. The analytical method used is multiple linear regression analysis. Data is processed using Statistical Package for Social Sciences (SPSS) Version 23. The result showed that organizational culture variables has influenced positive and significant on employee performance Pusat Pendidikan dan Pelatihan Badan Penelitian dan Pengembangan Sumber Daya Manusia Kementerian Komunikasi dan Informatika. organizational commitment variables has influenced positive and significant on employee performance Pusat Pendidikan dan Pelatihan Badan Penelitian dan Pengembangan Sumber Daya Manusia Kementerian Komunikasi dan Informatika. work motivation variables has influenced positive and significant on employee performance Pusat Pendidikan dan Pelatihan Badan Penelitian dan Pengembangan Sumber Daya Manusia Kementerian Komunikasi dan Informatika. The result showed that organizational culture, organizational commitment, work motivation influence has positive and significant on employee performance.

Keyword:- Organizational Culture, Organizational Commitment, Work Motivation, Employee Performance.

I. INTRODUCTION

Human resources are the basic capital of national development, so they must always be developed and directed and improved in order to achieve the expected goals. Humans are the main driving factor in an organization. To function properly, good human resources are needed within the organization.

Category	2016	2017	2018
	%	%	%
Very good	10	5	2
Well	88	90	83
Enough	2	-	7
Bad	-	5	7

Table 1:- Performance Appraisal
Source: Secondary Data, 2016-2018

Performance appraisal in 2018 has decreased the performance appraisal from the previous year. This indicates that the achievement of employee performance has not been maximized at the Pusdiklat IAARD. Seeing the data, the researcher tried to conduct a research study by distributing questionnaires containing questions related to factors that affect employee performance to 15 employees of the Center for Research and Development of Human Resources Research and Development. This survey was conducted to look at 3 factors that influence the performance of the Human Resources Research and Training Center's employees. The following table is Pre Research Research as follows:

No	Factors that affect Employee Performance	Mean
1	Work Discipline	13%
2	Emotions	27%
3	Organizational culture	53%
4	<i>Employee Engagement</i>	20%
5	Competence	20%
6	Job satisfaction	13%
7	Work motivation	33%
8	Compensation	27%
9	Organizational Commitment	40%
10	Leadership	20%
11	Work environment	27%
12	Work stress	20%
13	Conflict	27%

Table 2:- Recapitulation of Pre-Survey Results Pusdiklat Balitbang SDM

Based on the results of the survey, data obtained indicate that there are 3 main factors that are considered to greatly affect the level of employee performance, namely organizational culture, organizational commitment and work motivation. Therefore, the authors are interested in conducting research with the title "The Influence of Organizational Culture, Organizational Commitment and Work Motivation on Employee Performance in Pusat Pendidikan dan Pelatihan Badan Penelitian dan Pengembangan Sumber Daya Manusia.

II. THEORETICAL REVIEW

A. Employee Performance

According to Mangkunegara (2009: 67) Performance 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.

According to Parinding (2017: 92) Performance is a picture of the extent to which an organization's success or failure in carrying out its main tasks and functions in order to realize its goals, objectives, vision, and mission.

According to Government Regulation Number 46 of 2011 concerning Assessment of Civil Servants Work Performance, work performance is the work achieved by every civil servant in an organizational unit in accordance with employee work goals and work behavior.

Based on some of the above understanding that employee performance is the work achieved by an employee in carrying out the tasks assigned to him and assessed based on certain criteria or assessment standards in order to achieve organizational goals. Performance is also an achievement that can be achieved by the organization in a certain period.

B. Organizational Culture

According to Robbins (2012) Organizational culture is a system of values obtained and developed by the organization and patterns of habits and basic philosophies of its founders, which are formed into rules that are used as guidelines in thinking and acting in achieving organizational goals. A culture that grows to be strong is able to spur an organization towards better development.

According to Koesmono (2015), Behavior is a part of culture related to performance, this is certainly logical because by behaving someone will be able to get what is desired and what is expected. So behavior is a real action taken by someone to get what is expected.

Based on the above understanding, organizational culture can change the attitudes and behavior of existing human resources in order to increase work productivity so that a strong culture will have a great influence on the behavior of its members.

C. Organizational Commitment

According to Luthans (2011: 147) a strong desire to remain as a member of a particular organization, a desire to work hard at the level on behalf of the organization, in accordance with the organization's wishes and certain beliefs as well as acceptance of the values and goals of the organization.

According to Robbins and Judge (2015: 100) defines a situation where an individual sides with the organization and the goals and desires to maintain membership in the organization.

Based on the above understanding, organizational commitment can be concluded that organizational commitment has an important role, because it will show a sense of attachment that is appointed by employees to the organization where commitment to the organization means more than just formal membership, because it includes attitudes like the organization and willingness to work at

the level of effort high for the interests of the organization for the achievement of objectives.

D. Work motivation

According to Robbins in Syamsir Torang (2013: 57) is energy that moves individuals to try to achieve the expected goals.

According to Stepen P. Robbins and Judge (2015: 127) as a process that explains the strength, direction and perseverance of a person in an effort to achieve goals.

Based on the above understanding, it can be concluded that work motivation is an impulse of strength, direction and perseverance that a person has to do something in achieving his goals, the overall driving force or driving force both originating from within (intrinsic) or from outside (extrinsic) which gives rise to a desire to carry out an activity or activities in carrying out duties as an employee.

E. Previous Research

There are several previous studies on organizational culture, organizational commitment and work motivation on employee performance. Research conducted by Rina Armiaty, (2014) says that organizational culture positively and significantly influences employee performance. Desliana Fajrin, (2018) states that organizational commitment has a positive and significant effect on employee performance. Dhani Sukaryanti, (2016) states that work motivation has a positive and significant effect on employee performance

F. Conceptual Framework

Based on the results of theoretical and research studies concerning the influence of organizational culture, organizational commitment and work motivation on employee performance, the researchers developed the following thinking models:

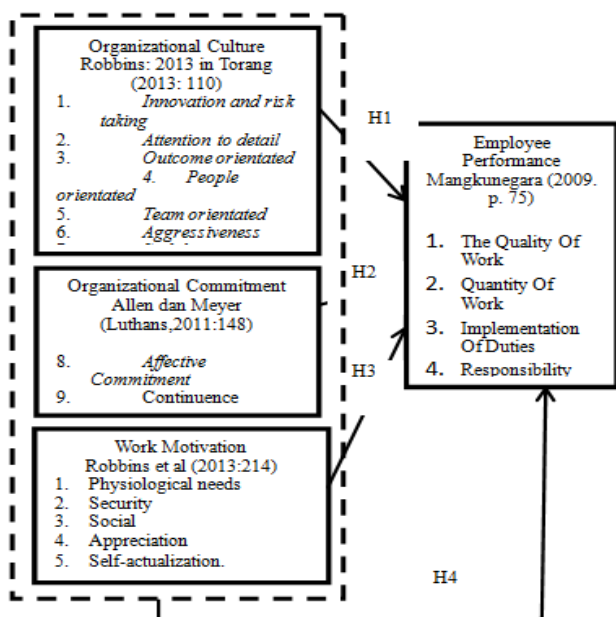


Fig 1:- Conceptual Framework

G. Hypothesis

Based on the framework of thinking can be stated, the following research hypotheses can be formulated:

- Organizational culture has a positive and significant effect on employee performance.
- Organizational commitment has a positive and significant effect on employee performance.
- Work motivation has a positive and significant effect on employee performance
- Organizational culture, organizational commitment and work motivation simultaneously have a positive and significant effect on employee performance

III. METHODOLOGY

This type of research is quantitative research using primary data in the form of surveys. This research belongs to quantitative research with the basic view of the relationship between the variables is causal or causal research.

A. Population and Sample

The population in this study is Government employees Pusat Pendidikan dan Pelatihan totaling 42 employees. The sampling technique in this study is non probability sampling with saturated samples, this is done because the total population in this study is relatively small, namely below 100, so in this study the entire population is used as a research sample so the number of samples in this study is 42 employees.

B. Data Collection Methods

The primary data in this study are the results of a questionnaire distributed to a predetermined sample of employees Pusat Pendidikan dan Pelatihan Badan Penelitian dan Pengembangan. Secondary data obtained from the research institution is attendance data, data on the number of employees, the data Employee Performance Goals and organizational structure.

C. Data Analysis Methods

Data analysis methods used in this study include descriptive statistics, research instrument tests, classic assumption tests, multiple regression analysis and hypothesis testing. In this study data were processed using the Statistical Package for Social science (SPSS) version 23.

IV. RESULTS AND DISCUSSION

A. Analysis of Statistical Descriptions

Based on the results of descriptive analysis in this study shows that organizational culture variables are categorized as medium, organizational commitment is categorized high, work motivation is categorized high and employee performance is categorized as high.

B. Test Results of Validity and Reliability

Variable	Number of Statement	Range of value(r Count)	r table	Description
Employee Performance	8	0,427 – 0,895	0,304	Valid
Organizational culture	14	0,782 – 0,914	0,304	Valid
Organizational Commitment	6	0,778 – 0,897	0,304	Valid
Work motivation	10	0,700 – 0,913	0,304	Valid

Table 3:- Validity Test Results

Based on testing the validity of the research instrument (questionnaire) on organizational culture variables, organizational commitment and work motivation with each question get r count value greater than r table that is equal to 0.304 so that the entire research questionnaire is said to be valid.

Variable	Alpa	Description
Employee Performance	0,972	Reliabel
Organizational culture	0,898	Reliabel
Organizational Commitment	0,947	Reliabel
Work motivation	0,887	Reliabel

Table 4:- Reliability Test Results

In the table. 4 the reliability test results indicate that all variables have alpha coefficients large enough that is above 0.60 so that it can be said that all measuring concepts of each variable from the questionnaire are reliable which means that the questionnaire used in this study is a reliable or reliable questionnaire.

C. Normality Test

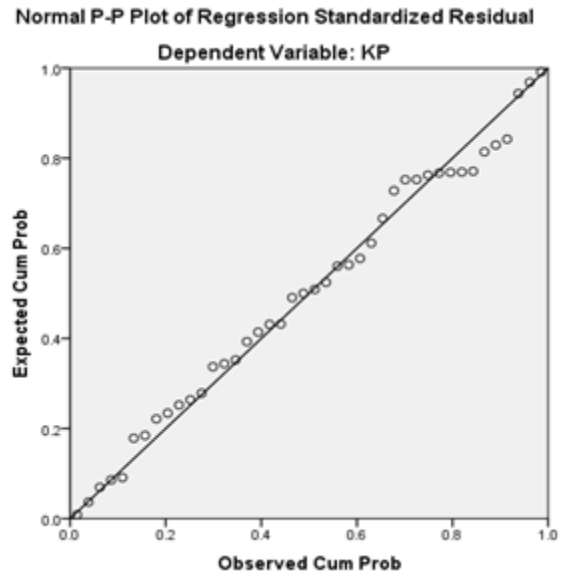
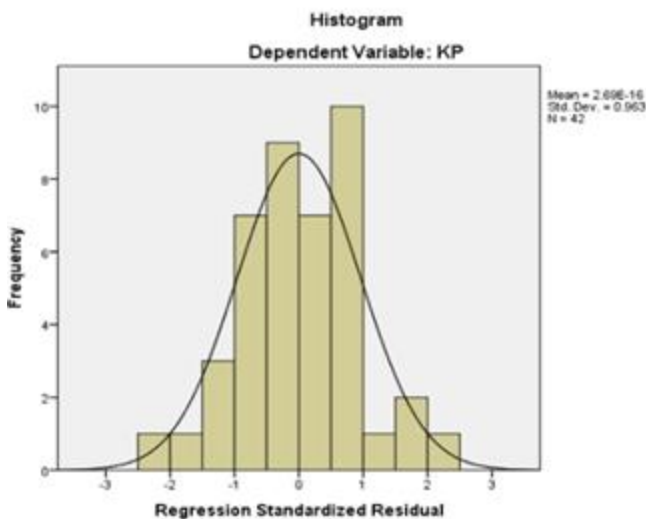


Fig 2:- Normality Test Results

Based on the normal graph display, the plot presented above can be concluded that the histogram graph gives a normal distribution pattern. Whereas in the normal P-P plot the standardized residual plot of regression shows points spreading around the diagonal line, and the spread follows the direction of the diagonal line. Both of these graphs show that the regression model is feasible because it meets the assumption of normality.

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
UnUnstandardized Residual	,078	42	,200*	,988	42	,922

Table 5:- Results of Kolmogorov Smirnov and Shapiro Wilk

The results in the table show the results that the significant values of both Kolmogorov Smirnov and Shapiro Wilk > 0.05 so that it can be said that the regression model in this study is normally distributed.

D. Heteroscedasticity Test

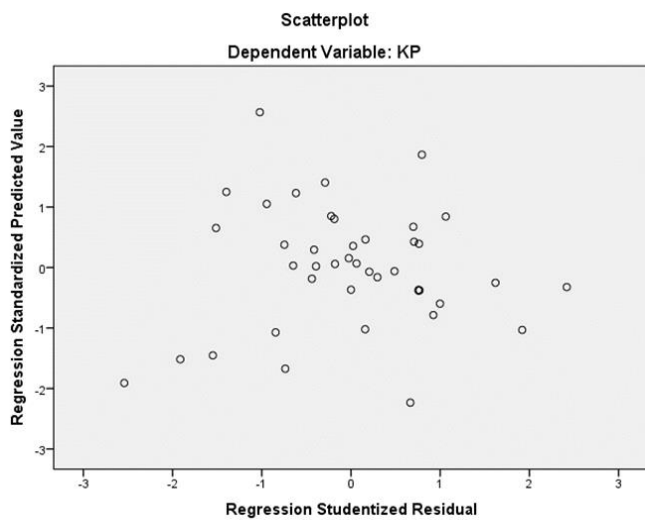


Fig 3:- Heteroscedasticity Test Results

Based on the picture above it can be seen that the points spread randomly, do not form a clear specific pattern, and are spread both above and below the 0 (zero) axis on the Y axis in the scatter diagram (scatterplot diagram). This shows there is no heteroscedasticity in the regression model, so the regression model is feasible to use.

Variable	Sig	Description
Organizational culture	,216	no heteroscedasticity
Organizational Commitment	,773	no heteroscedasticity
Work motivation	,486	no heteroscedasticity

Table 6:- Glejser Test Results

Based on the results of the heteroscedasticity test with the Glejser test in table 6 it can be concluded that each independent variable has a significance value greater than 0.05 so that there is no heteroscedasticity.

E. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
	Organizational culture	.875	1.142
	Organizational Commitment	.827	1.209
	Work motivation	.804	1.243

Table 7:- Multicollinearity Test Results

Based on the table above. shows that each variable does not occur multicollinearity obtained tolerance values seen that there are no variables that have a tolerance value <0.10 means that in this study there were no problems in the multicollinearity test, as well as the results of the

calculation of VIF values, it appears that from the three independent variables In the test there is no VIF value > 10, so it can be concluded that there is no multicollinearity of the independent variables in the regression model.

F. Results of Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	
	B	Std. Error	Beta	
1	(Constant)	1.033	.437	
	BO	.260	.094	.337
	KO	.247	.098	.317
	MO	.282	.116	.307

Table 8:- Hypothesis Test Results for Multiple Regression Analysis

Based on the data in table 8 where the results of the regression analysis obtained the following regression equation:

$$Y = 1.033 + 0,260 X_1 + 0,247 X_2 + 0,282 X_3$$

The results of multiple regression analysis that are still in the form of numbers can be explained as follows:

a. Constanta 1.033

A constant value of 1.033 means that if the organizational culture variable, organizational commitment and work motivation are 1.033 so it can be concluded that without the organizational culture variable, organizational commitment and work motivation, employee performance will be 1,033 units.

b. (b1) = 0.260

Means that organizational culture variables affect employee performance by 0.260 or have a positive effect. If the value of the organizational culture variable increases by one unit while the other variables are fixed, it will result in an increase in the value of employee performance by 0.260 units.

c. (b2) = 0.247

Means the variable organizational commitment affects employee performance by 0.247 or positively influences. If the value of the variable organizational commitment increases by one unit while the other variables are fixed, it will result in an increase in the variable value of employee performance by 0.247 units.

d. (b3) = 0.282

Means that variable work motivation affects employee performance by 0.282 or positively influences. If the value of the work motivation variable increases by one unit while the other variables are fixed, it will result in an increase in the value of the employee performance variable by 0.282

G. T test

Model	T	Sig.
1 (Constant)	2.365	.023
Organizational culture	2.766	.009
Organizational Commitment	2.528	.016
Work motivation	2.419	.020

Table 9:- Test Results t

The results of the coefficient through hypothesis testing and then compared with ttable namely $n =$ number of samples 42 with $\alpha = 0.05$ and $K = 4$ then obtained ttable = 2.024. So from each variable can be known which of the variables that affect employee performance as follows:

H1 : From the results of the study show the value of t arithmetic for organizational culture variables of 2.766, a positive sign on t arithmetic shows that organizational culture variables have a positive influence on employee performance, the higher the organizational culture, the employee's performance will also increase. It is known that the t count is $2.766 > 2.024$ and the significance is $0.009 < 0.05$. This shows that partially organizational culture variables have a significant influence on employee performance so that H1 is accepted and H0 is rejected.

H2 : From the results of the study show the value of t arithmetic for organizational commitment variables of 2.528, a positive sign on t arithmetic shows the variable of organizational commitment has a positive influence on employee performance, the higher the organizational commitment the employee's performance will also increase. It is known that the count is $2.528 > 2.024$ and the significance is $0.016 < 0.05$. This shows that partially organizational commitment variables have a significant effect on employee performance so that H2 is accepted and H0 is rejected

H3 : From the results of the study show the value of t arithmetic for work motivation variables of 2,419, a positive sign on t arithmetic shows the variable of work motivation has a positive influence on employee performance, the higher the work motivation, the employee's performance will also increase. It is known t count $2.419 > 2.024$ and a significance of $0.020 < 0.05$. This shows that work motivation partially has a significant effect

on employee performance so that H3 is accepted and H0 is rejected.

H. F Test

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	10.350	3	3.450	12.986	.000 ^b
Residual	10.095	38	.266		
Total	20.445	41			

Table 10:- F test Result

Based on table 10 shows the calculated F value of 12,986 is greater than the F value of the table of 2.62 or ($12,986 > 2.62$), with $df1 =$ degree of numbering that is 3 and $df2 =$ degree of denominator 38 with a 5% tariff then F table is obtained of 2.62 means that $F_{count} > f_{table}$. Results $p = 0.000 < 0.05$, then Ho is rejected and H4 is accepted, thus it can be concluded that organizational culture variables, organizational commitment, and work motivation have a positive and significant effect simultaneously on the dependent variable, namely employee performance.

I. Determination Coefficient Analysis (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.711	0.506	0.467	0.51542

Table 11:- Results of the Determination Coefficient Analysis (R^2)

Based on Table 11, the amount of Adjusted R Square is 0.467, this means that 46.7% variation in employee performance is explained by variations of the three independent variables of organizational culture, organizational commitment and work motivation. While the remaining 53.3% is explained by other causes not included in the discussion in this study.

J. Interdimensional Correlation Analysis

Correlation analysis in this study was conducted to examine the relationship between dimensions on organizational culture variables, organizational commitment and work motivation with employee performance variables. Correlation matrix between dimensions can be seen in the table as follows:

Variable	Dimension	Quality of Work	Work Quantity	Implementation of Duties	Responsibilities
Organizational Culture	<i>Innovation and risk taking</i>	0,475	0,503	0,341	0,417
	<i>Attention to detail</i>	0,407	0,549	0,407	0,509
	<i>Outcome orientated</i>	0,392	0,500	0,368	0,445
	<i>People orientated</i>	0,371	0,484	0,365	0,417
	<i>Team orientated</i>	0,375	0,400	0,238	0,388
	<i>Aggressiveness</i>	0,454	0,480	0,349	0,448
	<i>Stability</i>	0,327	0,389	0,357	0,476
Organizational Commitment	<i>Affective Commitment</i>	0,557	0,422	0,270	0,398
	<i>Continuance commitment</i>	0,317	0,400	0,272	0,289
	<i>Normatif Commitment</i>	0,625	0,520	0,390	0,453
Work Motivation	Physiological needs	0,555	0,473	0,215	0,233
	Security	0,606	0,555	0,287	0,344
	Social	0,569	0,548	0,238	0,331
	Appreciation	0,616	0,377	0,299	0,304
	Self-actualization	0,532	0,458	0,408	0,424

Table 12:- Dimension Correlation Analysis Results

K. Discussion

The validity and reliability test results showed the validity and stability of all research instruments. This means that the instrument used is declared valid and reliable for use in research. The normality test shows that variables of organizational culture, organizational commitment, work motivation and employee performance are normally distributed.

The results of the heteroscedasticity test of the study showed that there was no heteroscedasticity in the study, meaning that there was no difference in variance from the residuals of one observation to another in the research regression model. The multicollinearity test results showed that there was no multicollinearity of the independent variables in the regression model meaning that no correlation was found between the independent variables in the regression model.

Linearity test results show that all independent variables have a sufficient standard of deviation of linear so that all variables are declared linear. From the results of the coefficient of determination (R²) test it is known that there is a simultaneous influence between organizational culture, organizational commitment and work motivation on the performance of employees Adjusted R Square is 46.7% and the rest 53.3% is influenced by other aspects outside the regression model. The results of testing the hypothesis with the t test explained, that all hypotheses proposed in the study were accepted, it is known that the independent variable that is parsally has a significant effect on the dependent variable. F test results in the study also explained that the independent variables together (simultaneously) affect the dependent variable, namely employee performance.

The results of testing the influence of organizational culture variables on employee performance shows that organizational culture influences employee performance

variables. This statement is evidenced by the tcount of 2.766 > t table 2.024 and a significant level value = 0.009 < 0.05, which means that the first hypothesis (H1) is accepted and H0 is rejected, that the culture of citizenship has a positive and significant effect on employee performance. Based on table 12 on organizational culture variables show the lowest correlation coefficient obtained from the relationship between the dimensions of Orientation to the team with the task implementing dimensions and the highest correlation coefficient obtained from the relationship between the dimensions of attention to detail with the dimensions of work quantity.

The results of testing the effect of organizational commitment variables on employee performance shows that organizational commitment affects employee performance variables. This is evidenced by the tcount of 2.528 > t table 2.024 and a significant level value = 0.016 < 0.05, which means the second hypothesis (H2) is accepted, that organizational commitment has a positive and significant effect on employee performance. Based on table 12 on the variable organizational commitment shows the lowest correlation coefficient obtained from the relationship between the dimensions of Affective Commitment with the dimensions of the implementation of tasks and the highest correlation coefficient obtained from the relationship between Normative Commitment with work quality.

The results of testing the effect of work motivation variables on employee performance shows that work motivation has an effect on employee performance variables. This statement is proven by the t-value of 2,419 > t table 2.024 and the significant value = 0.020 < 0.05, which means the third hypothesis (H3) is accepted and Ho is rejected, then this shows that the work motivation variable has a positive and significant effect on employee performance. Based on Table 12 on the variable work motivation shows the lowest correlation coefficient

obtained from the relationship between the physiological dimensions with the task implementation dimensions and the highest correlation coefficient obtained from the relationship between the dimensions of appreciation with the quality dimension.

Based on the calculation results obtained that the calculated F value of 12,986 and F table with df_1 = degree of numbering is 3 and df_2 = degree of denominator 38 with a level of 5%, then obtained F table of 2.62 means that $F_{count} > f_{table}$. The results of the significant level = 0,000 < 0.05, then H_0 is rejected and H_4 is accepted. The data can show organizational culture, organizational commitment and work motivation simultaneously have a positive and significant effect on employee performance Pusdiklat Balitbang SDM.

V. CONCLUSION

A. Conclusion

- Organizational Culture partially has a positive and significant effect on employee performance. This shows that with the dimensions of organizational culture itself, innovation and risk taking, attention to detail, results orientation, individual orientation, team orientation, Aggressiveness, and stability will improve employee performance. Furthermore, the highest correlation coefficient is obtained from the relationship between the dimensions of attention to detail with the dimensions of work quantity.
- Organizational Commitment partially has a positive and significant effect on employee performance. This shows that with the dimensions of organizational commitment itself, Affective Commitment, Continuity Commitment, Normative Commitment will improve employee performance. Furthermore, the highest correlation coefficient is obtained from the relationship between the Normative Commitment dimension and the dimension of work quality.
- Work motivation partially has a positive and significant effect on employee performance. This shows that with the dimensions of work motivation itself, physiological, security, social, appreciation, self-actualization will improve employee performance. The highest correlation coefficient is obtained from the relationship between the dimensions of appreciation with the dimensions of work quality.
- Organizational culture, organizational commitment and work motivation together have a significant effect on employee performance at Pusat Pendidikan dan Pelatihan Badan Penelitian dan Pengembangan Sumber Daya Manusia Kementerian Komunikasi dan Informatika. This shows that the better the organizational culture, organizational commitment and work motivation, the employee's performance will also increase.

B. Suggestion

- Organizational culture has a positive and significant effect on employee performance. Leaders and employees should improve organizational culture by increasing team orientation in a way that can be done by engaging activities that involve all employees such as conducting family gatherings or other activities that are expected to create good teamwork and task implementation can be completed in a timely manner.
- Organizational commitment has a positive and significant effect on employee performance, agencies should be able to maintain or increase organizational commitment on each individual employee. Depository conducts regular monthly meetings involving all employees with it is expected to increase commitment to employees and work can be completed completely.
- Work motivation has a positive and significant effect on employee performance, therefore management is advised to maintain or improve things that can increase employee motivation. In paying attention to the physiological needs of its employees such as the award given by the organization for its work and being included in the HR development program that can trigger employee work motivation in completing assigned tasks.

C. Further Research

For further research to examine other variables which might affect employee performance such as work environment, work discipline, work stress, etc.

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