



To cite this article: Apriani, Y., Heryanto (2018). *The Effect of Organizational Culture and Compensation on Employee Performance with Satisfaction as Intervening Variables in the Sub District Office of South Sipora Mentawai Islands Regency*, International Journal of Academic Research in Accounting, Finance and Management Sciences 8 (4): 101-109.

<http://dx.doi.org/10.6007/IJARAFMS/v8-i4/5455> (DOI: 10.6007/IJARAFMS/v8-i4/5455)

# The Effect of Organizational Culture and Compensation on Employee Performance with Satisfaction as Intervening Variables in the Sub District Office of South Sipora Mentawai Islands Regency

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## Abstract

*This study aims to determine the effect of organizational culture and compensation on employee performance with satisfaction as an intervening variable in the South Sipora Sub district office in the Mentawai Islands Regency. The population of this study were all employees of the South Sipora Sub district Office in the Mentawai Islands Regency where the sample used was full sampling. The number of samples that can be used as an analysis tool are as many as 40 respondents. The method used in this study is path analysis. The results of this study indicate that organizational culture and compensation variables have no influence on employee performance. But organizational culture and compensation have an influence on satisfaction. The satisfaction variable also has an influence on employee performance. While the organizational culture and compensation variables through satisfaction turned out to affect the performance of employees in the South Sipora Sub district Office, Mentawai Islands Regency.*

## Key words

Organizational culture, compensation, satisfaction, performance

Received: 02 Jan 2019 © The Authors 2018

Revised: 28 Jan 2019 Published by Human Resource Management Academic Research Society ([www.hrmars.com](http://www.hrmars.com))

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## 1. Introduction

Organizational culture is the norms and habits that apply in a company that affect the performance of employees of each organization. Compensation is an important aspect in relation to employees of a company. Employee performance is essentially a determining factor for developing an agency to develop effectively and efficiently. The South Sipora Sub district Office is one of the sub-districts of ten sub districts in the Mentawai Islands District. This sub-district is located on Sipora Island with an area of 268.47 Square kilometers (4.47%) and Sioban is the capital of this sub-district. As the youngest district with Mentawai regency in 2000, the Mentawai Islands regency requires accelerated development. Of course this is also the duty and responsibility of the South Sipora Sub district government agency. As a population that is still developing, it requires good service and education to the community, so that people who are mostly educated in the lower middle class feel impressed and feel comfortable when dealing with this office.

As the importance of compensation in an employee's performance, the writer tries to make temporary observations of several employees from the reasons why the lack of attention of employees is at

work. From the results of interviewing the author with several honer employees, the authors get the cause of weakening employee performance including lack of exemplary examples in leadership, seasonal work culture (a lot of work when at the end of the year), confused what to do, incomplete facilities, and less salary. The temporary conclusions that can be taken from the cause of the weakening of the work spirit in this institution are because of the work culture in this institution as well as insufficient compensation for employees.

Table. 1. Attendance of South Sipora Sub District Office Staff

No	Employee Attendance Frequency (%)		
	2015	2016	2017
	60%	70%	75%

## 2. Literature Review

### 2.1. Organizational Culture

Organizational culture is a pattern of shared assumptions as learning to overcome external problems and internal integration, taught to new members as the right way to understand, think and feel the problem. Robbins (2003) states that organizational culture is: "As a system of shared meanings adopted by members in an organization a decisive organization at a high level how employees act and distinguish these organizations from other organizations". The meaning system is a set of main characteristics that are valued by the organization. Every organization has a pattern of ritual beliefs, myths, and practices that have developed long ago. Riani (2011) states that: "Organizational culture is the subject of solving external and internal problems which are carried out consistently by a group which then bequeaths to new members as an appropriate way to understand, think and feel against related problems as above".

Riani (2011) suggests that there are ten characteristics of organizational culture as follows: group emphasis, people's focus, unit unification, control, risk tolerance, reward criteria, conflict tolerance, goal orientation, focus on open systems, and member identity. Kreiner and Kinicki (2005) suggest the function of organizational culture as follows: providing organizational identity to its employees; facilitate collective commitment; promote social system stability; and forming behavior by helping managers feel their existence. Tika (2008) divides organizational culture based on the information process as follows: rational culture, ideological culture, consensus culture, and hierarchical culture. Whereas if referred to Ndraha (2003) organizational culture is seen based on its objectives, namely: corporate organizational culture, culture of public organization, and culture of social organization.

### 2.2. Compensation

According to Kadarisman (2012) compensation is what employees or employees or workers receive in return for work given to companies or organizations. Handoko (2001) argues that compensation is something that employees receive as a reward for their work. According to Kadarisman (2012) there are five components in compensation, namely: wages, incentives, benefits, salaries, and pensions.

### 2.3. Satisfaction

According to Kreitner and Kinicki (2001), job satisfaction is "an effectiveness or emotional response to various aspects of work". Job satisfaction is seen as something relative, which is different from objective thinking and behavioral desires. Job satisfaction theory contains things that try to express things that make some people more satisfied with a job than some others. According to Samad (2006), job satisfaction can be divided into three types of variations, namely intrinsic, extrinsic, and general satisfaction. The following is an explanation of the three types of variations in job satisfaction: intrinsic satisfaction refers to employee performance, self-actualization, and a sense of accomplishment, such as freedom of work and task clarity, extrinsic satisfaction is a form of appreciation given to employees, eneral Job Satisfaction is a collection a sense of job satisfaction for the various types of work that he has ever done. Mediani (2011) suggests job satisfaction through several aspects, including: salaries, promotions, superiors, multiple benefits, operational conditions of work, awards, coworkers, communication, and the work environment.

## 2.4. Performance

Nitisemito (2002) formulates employee performance is the work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the objectives of the organization legally, not violate the law and in accordance with the moral or ethics. According to Zainun (2001) there are several factors that influence employee performance: a harmonious relationship between leaders and subordinates, especially between work leaders who are directly connected and dealing with employees who are underneath, employee satisfaction towards those who are fully liked, usefulness to achieve organizational goals which are their shared goals must be realized together, only the level of economic satisfaction is adequate as a reward that is felt fair to the hard work that has been given to the organization, peace of mind, assurance and protection against anything that can endanger personal and career self in staffing.

According to Wursanto (2005) employees who have high performance in carrying out their duties can be known from several aspects, including: High discipline, Enthusiastic work, Harmonious relationships within the organization, High loyalty, Creativity and high initiative. According to Hasibuan (2006) indicators for measuring employee performance are: Job performance: Harmonious relationships in the organization, high creativity and initiative, work attendance and completion, responsibility, and personality. According to Mangkunegara (2007), there are 5 components to measure employee performance, namely: the ability to compile and realize work plans, implement instructions/orders from superiors, implement quality services to the community, work quality, and achieve work targets.

## 3. Research Location

Based on the titles raised, namely the effect of organizational culture and compensation on employee performance with satisfaction as an intervening variable in South Sipora Sub district, Mentawai Islands Regency. The study was conducted at the South Sipora Sub District Office in the Mentawai Islands Regency of West Sumatra Province implemented from September to November 2018.

### 3.1. Conceptual Framework

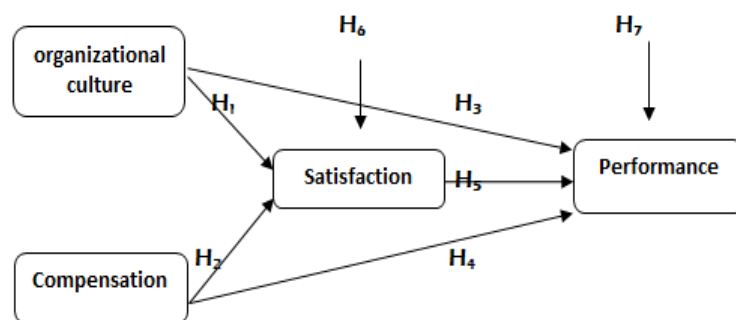


Figure 1. Conceptual Framework

Based on the conceptual framework, the hypothesis can be made as follows:

H<sub>1</sub>: It is assumed that organizational culture has a positive and significant effect on employee satisfaction.

H<sub>2</sub>: It is assumed that compensation has a positive and significant effect on employee satisfaction.

H<sub>3</sub>: It is assumed that organizational culture has a positive and significant effect on employee performance.

H<sub>4</sub>: It is assumed that compensation has a positive and significant effect on employee performance.

H<sub>5</sub>: It is assumed that satisfaction has a positive and significant effect on employee performance.

H<sub>6</sub>: It is assumed that organizational culture has a positive and significant effect through satisfaction with performance in the South Sipora Sub district Office, Mentawai Islands Regency.

H<sub>7</sub>: It is assumed that compensation has a positive effect through satisfaction with employee performance in the South Sipora Sub district Office, Mentawai Islands Regency.

#### 4. Methodology of research

##### 4.1. Research Context

This research takes the form of causality research with a quantitative approach. The design of causality research is a research that is structured to examine the possibility of a causal relationship between variables (Sanusi, 2014). This study begins with knowing the problem of the object of research to be examined, namely knowing whether there is a contribution of organizational culture and compensation to employee performance with satisfaction as an intervening variable. After the problem is known, a literature study and interview are conducted to look for theories that can be used as references to begin this research. Then proceed with making a research model using dependent variables. After the research model was created, the trial questionnaire was then continued to determine validity and reliability. If the validity is known, then a valid questionnaire is distributed to test the simulation and regression, path analysis.

##### 4.2. Measurement and Research Instruments

The scale used in preparing the questionnaire is a Likert scale. Likert scale is used to measure attitudes, opinions and perceptions of a person or group of people about social phenomena (Sugiyono, 2015). With a Likert scale, the research variables to be measured and translated into variable indicators. Then the indicator is used as a starting point for compiling instrument items that can be in the form of statements. The Likert scale measurements in the study are as follows:

Table 2. Research Variable Measurement

No	Answer Category	Positive Score	Negative Score
1.	Strongly agree	5	1
2.	Agree	4	2
3.	Doubtful	3	3
4.	Disagree	2	4
5.	Strongly Disagree	1	5

##### 4.3. Data Collection and Samples

Data collection techniques in this study were carried out using questionnaire distribution techniques. The respondents used were employees of the Sipora Selatan District Office, Mentawai Islands District, which numbered around 40 people. The sample used in this study is that all members of the population are used as samples. This is done because the population is less than 40 people. The sample in this study included male and female employees, a minimum work period of one year.

#### 5. Research Results

The data analysis technique in this study uses quantitative analysis. This analysis technique is carried out on data obtained from the answers to questionnaires and is used to analyze data in the form of numbers and calculations using statistical methods. This study will use path analysis techniques with the help of SPSS. Path analysis is a statistical analysis technique which is a development of multiple regression analysis (Noor, 2011). To see the characteristics of respondents such as gender, age, education, occupation, length of work, and marital status, a descriptive analysis was conducted. Likewise, to look at research data from each variable (organizational culture variables, compensation, satisfaction, and performance) also carried out decryption analysis. Descriptive analysis was conducted to see the Total Respondent Achievement (TCR) of each indicator of each variable. Analysis of the description of the research data in the study was analyzed according to the Total Respondent Achievement (TCR) with the formula:

$$TCR = \frac{R_s}{n} \times 100\% \quad (1)$$

Where:

TCR: Total Respondent Achievement, Rs: Average respondent's answer score, n: Answer score value.

Interpretation criteria for scores for Respondent Achievement Levels (TCR) are as follows:

Table 3. TCR Scala Range

No	Number	Information
1.	00% - 20%	Very weak
2.	21% - 40%	Weak
3.	41% - 60%	Enough
4.	61% - 80%	Strong
5.	81% - 100%	Very strong

### 5.1. Description of Research Data

#### Organizational culture

Based on table 4 below, the Total Achievement of Respondents (TCR) items of organizational culture1 amounted to 90.5%, items of organizational culture2 were 88.5%, items of organizational culture3 were 89%, items of organizational culture 4 were 97% and items of organizational culture 5 were 91.5%.

Table 4. Description of Organizational Culture Assessment Data

		BOR1	BOR2	BOR3	BOR4	BOR5
N	Valid	40	40	40	40	40
	Missing	0	0	0	0	0
Mean		4.5250	4.4250	4.4500	4.8500	4.5750
Std. Error of Mean		.07996	.07916	.08734	.05718	.07916
Median		5.0000	4.0000	4.0000	5.0000	5.0000
Mode		5.00	4.00	4.00	5.00	5.00
Std. Deviation		.50574	.50064	.55238	.36162	.50064
Variance		.256	.251	.305	.131	.251
Range		1.00	1.00	2.00	1.00	1.00
Minimum		4.00	4.00	3.00	4.00	4.00
Maximum		5.00	5.00	5.00	5.00	5.00
Sum		181.00	177.00	178.00	194.00	183.00
TCR		<b>90,5%</b>	<b>88,5%</b>	<b>89%</b>	<b>97%</b>	<b>91,5%</b>

#### Compensation

Based on table 4 above, the Total Achievement of Respondents (TCR) compensation items1 amounted to 87.5%, compensation items2 amounted to 91%, compensation items3 amounted to 88%, compensation items4 amounted to 91%, compensation items5 amounted to 90%, and compensation items5 totaled 83.5%.

Table 5. Description of Compensation Assessment Data

		Compensation 1	Compensation 2	Compensation 3	Compensation 4	Compensation 5	Compensation 6
N	Valid	40	40	40	40	40	40
	Missing	0	0	0	0	0	0
Mean		4.3750	4.5500	4.4000	4.5750	4.5000	4.1750
Std. Error of Mean		.12241	.10096	.10622	.10674	.10742	.12345
Median		5.0000	5.0000	4.5000	5.0000	5.0000	4.0000
Mode		5.00	5.00	5.00	5.00	5.00	5.00
Std. Deviation		.77418	.63851	.67178	.67511	.67937	.78078
Variance		.599	.408	.451	.456	.462	.610
Range		3.00	2.00	2.00	2.00	2.00	2.00
Minimum		2.00	3.00	3.00	3.00	3.00	3.00
Maximum		5.00	5.00	5.00	5.00	5.00	5.00
Sum		175.00	182.00	176.00	183.00	180.00	167.00
TCR		<b>87,5%</b>	<b>91%</b>	<b>88%</b>	<b>91,5%</b>	<b>90%</b>	<b>83,5%</b>

### Satisfaction

Based on table 5 above, the total achievement of respondents (TCR) of satisfaction items1 amounted to 86.5%, satisfaction items were 93.5%, satisfaction items3 were 91.5%, compensation items4 were 93%, and compensation items5 were 92, 5%.

Table 5. Description of Employee Satisfaction Assessment Data

		Satisfaction 1	Satisfaction 2	Satisfaction 3	Satisfaction 4	Satisfaction 5
N	Valid	40	40	40	40	40
	Missing	0	0	0	0	0
Mean		4.3000	4.6750	4.5750	4.6500	4.6000
Std. Error of Mean		.12506	.07500	.10056	.08435	.09337
Median		4.5000	5.0000	5.0000	5.0000	5.0000
Mode		5.00	5.00	5.00	5.00	5.00
Std. Deviation		.79097	.47434	.63599	.53349	.59052
Variance		.626	.225	.404	.285	.349
Range		2.00	1.00	2.00	2.00	2.00
Minimum		3.00	4.00	3.00	3.00	3.00
Maximum		5.00	5.00	5.00	5.00	5.00
Sum		172.00	187.00	183.00	186.00	184.00
TCR		<b>86%</b>	<b>93,5%</b>	<b>91,5%</b>	<b>93%</b>	<b>92%</b>

### Employee Performance

Based on table 6 above, the Total Achievement of Respondents (TCR) of performance items1 totaled 85.5%, performance items2 amounted to 90.5%, performance items3 totaled 91.5%, performance items4 totaled 91.5%, and performance items5 totaled 90%.

Table 6. Description of Employee Performance Assessment Data

		Performance 1	Performance 2	Performance 3	Performance 4	Performance 5
N	Valid	40	40	40	40	40
	Missing	0	0	0	0	0
Mean		4.4750	4.5250	4.5750	4.5750	4.5250
Std. Error of Mean		.08761	.07996	.09397	.09397	.08761
Median		4.5000	5.0000	5.0000	5.0000	5.0000
Mode		5.00	5.00	5.00	5.00	5.00
Std. Deviation		.55412	.50574	.59431	.59431	.55412
Variance		.307	.256	.353	.353	.307
Range		2.00	1.00	2.00	2.00	2.00
Minimum		3.00	4.00	3.00	3.00	3.00
Maximum		5.00	5.00	5.00	5.00	5.00
Sum		179.00	181.00	183.00	183.00	181.00
TCR		<b>89,5%</b>	<b>90,5%</b>	<b>91,5%</b>	<b>91,5%</b>	<b>90%</b>

### 5.2. Normality test

Based on the normal P-P graph the plot in the two equations shows that the data distribution follows the normal line (straight line). The same thing shown in table 7 of the Kolgomorov Smirnov test shows that the data is normally distributed, namely Asymp. Sig. greater than 0.05, thus it can be concluded that the residual data is normally distributed and the regression model has met the assumptions of normality.

Table 7. Kolgomorov-Smirnov Test

	Unstandardized Residual Equation 1	Unstandardized Residual Equation 2
Asymp. Sig. (2-tailed)	0,971	0,838

### 5.3. Homogeneity Test

Based on table 8, it is known that the significance value of the variable organizational culture, compensation and satisfaction is greater than 0.05 (0.082 > 0.05), (0.624 > 0.05), (0.158 > 0.05), meaning that the data has variances that same or homogeneous.

Table 8. Homogeneity Test

	Levene Statistic	df1	df2	Sig.
ORGANIZATIONAL CULTURE	.765	5	34	.082
COMPENSATION	.705	5	34	.624
SATISFACTION	1.713	5	34	.158

### 5.4. Linearity Test

Based on table 9 it is known that the significance value is small than 0.05 (sig < 0.05), which means there is a linear relationship.

Table 9. Employee Satisfaction and Organizational Culture

	Sig.
Satisfaction*Organizational Culture Linearity	.002
Satisfaction*Compensation	.000
Performance* Organizational Culture	.004
Performance* Compensation	.000
Performance* Satisfaction	.001

### 5.5. Multicollinearity Test

Based on table 10, it is known that the tolerance value of all independent variables is > 0.10. The variance inflation factor (VIF) value of the three variables < 10, based on the criteria in decision making, it can be concluded that there is no multicollinearity.

Table 10. Tolerance and VIF Multicollinearity Test

Model	Equation 1		Equation 2	
	Tolerance	VIF	Tolerance	VIF
Organizational Culture	0,919	1,088	0,773	1,293
Compensation	0,919	1,088	0,673	1,487
Satisfaction			0,566	1,767

### 5.6. Effect of Organizational Culture and Compensation on Satisfaction

If  $t_{count} > t_{table}$ , then  $H_0$  is rejected and  $H_a$  is accepted and vice versa  $t_{count} < t_{table}$ , then  $H_0$  is accepted and  $H_a$  is rejected. The number of  $t_{table}$  with the provisions of  $\alpha = 0.05$  and  $df = (n-k)$  or  $(40-3) = 37$ . From the provisions obtained  $t_{table}$  of 1.68709.

Table 11. Effect of Organizational Culture & Compensation on Satisfaction

Model	Unstandardized Coefficients		t	Sig.
	Beta			
(Constant)	6,290		1,771	0,085
Organization Culture	0,415		2,643	0,012
Compensation	0,265		3,683	0,001

#### Effect of Organizational Culture on Employee Satisfaction

Based on the results of the calculation, obtained the  $t_{count}$  of 2.643 >  $t_{table}$  of 1.68709, so  $H_0$  is rejected and  $H_a$  is accepted. This means that there is a contribution between organizational culture to employee satisfaction. The amount of contribution given by the variable organizational culture to employee satisfaction = 0.415 or 41.5% is considered significant with a significance level of  $0.012 < \alpha = 0.05$ .

**Effect of Compensation on Employee Satisfaction**

Based on the results of the calculation, obtained the t-count of 3.683 > t-table of 1.68709 so that  $H_0$  is rejected and  $H_a$  is accepted. This means that there is an influence between compensation to employee satisfaction. The magnitude of the effect of compensation on employee satisfaction = 0.265 or 26.5% is considered significant with a significance number of 0.001 <  $\alpha$  = 0.05.

Table 12. Effect of Organizational Culture, Satisfaction and Compensation on Employee Performance partially

Model	Unstandardized Coefficients	T	Sig.
	Beta		
(Constant)	9,292	2,299	0,027
Organizational Culture	0,105	0,562	0,578
Satisfaction	0,404	2,249	0,031
Compensation	0,067	0,728	0,471

Source: Data processed

If t count > t-table, then  $H_0$  is rejected and  $H_a$  is accepted and vice versa t-count < t-table, then  $H_0$  is accepted and  $H_a$  is rejected. The number of t-table with the provisions of  $\alpha$  = 0.05 and dk = (n-k) or (40-4) = 36. From the provisions obtained t-table number of 1.68830.

**6. Discussions and Conclusions**

**Effect of Organizational Culture on Employee Satisfaction**

Based on the results of testing, it is known that organizational culture has a positive and significant effect on employee satisfaction, meaning that an increase in organizational culture will be followed by an increase in employee satisfaction.

**Effect of compensation on Employee Satisfaction**

Based on the results of testing, it is known that giving compensation has a positive and significant effect on employee satisfaction, meaning that increasing compensation for employees will be followed by an increase in employee satisfaction.

**Effect of Organizational Culture on Employee Performance**

Berdasarkan hasil pengujian, diketahui bahwa budaya organisasi yang ada di Kantor Kecamatan Sipora Selatan ternyata tidak berpengaruh terhadap kinerja pegawai, artinya meningkat atau menurunnya budaya organisasi tidak memiliki efek terhadap peningkatan atau penurunan semangat kerja pegawai. Based on the results of testing, it is known that the organizational culture in the South Sipora Sub district Office did not affect employee performance, meaning that the increase or decrease in organizational culture has no effect on the increase or decrease in employee morale.

**Effect of compensation on Employee Performance**

Based on the results of testing, it is known that giving compensation to employees in South Sipora Sub district does not affect the increase in employee performance, meaning that an increase or decrease in compensation does not make employee performance increase or decrease.

**Effect of Employee Satisfaction on Employee Performance**

Based on the test results, it is known that employee satisfaction has a positive and significant effect on employee performance, meaning that an increase in employee satisfaction will be followed by an increase in employee performance.

**Effect of organizational culture through satisfaction with employee performance**

Based on the results of the above calculation it is known that the direct effect value is 0.089 and the indirect effect is 0.142 which means the value of indirect influence is greater than the value of direct



influence. These results indicate indirectly the organizational culture through satisfaction has an influence on employee performance.

***Effect of compensation through satisfaction with employee performance***

Based on the results of the calculation above it is known that the direct effect value is 0.124 and the indirect effect is 0.417 which means the value of indirect influence is greater than the value of direct influence. These results indicate indirectly compensation through satisfaction has an influence on employee performance.

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