



## **THE EFFECT OF WORK ENVIRONMENT, ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CULTURE ON PERFORMANCE THROUGH EMPLOYEE DISCIPLINE OF BPBD ROKAN HULU REGENCY**

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### **Abstrak**

The aim of this study was to analyze "organizational culture, work environment and organizational commitment to employee performance" through the employee discipline of BPBD in Rokan Hulu Regency. The data sources of this study were the respondents of BPBD employees in Rokan Hulu Regency. It consisted of 46 samples as respondents. Descriptive analysis was chosen as the data analysis technique, to see the validity of the data, reliability and validity tests were used, then the outer model test and the inner model test in PLS SEM. The results of the study indicated that: Sub Structure 1 showed that work discipline was directly influenced by the work environment, organizational culture and commitment. Sub structure 2 showed that employee performance was directly affected by "work environment, organizational culture, organizational commitment & work discipline. Furthermore, the contribution from sub structure 1, that the contribution of the effect of work environment variables, organizational culture variables & organizational commitment variables was 73.6% on work discipline variables, and contributions from sub structure 2, work environment variables, organizational culture variables, organizational commitment variables & the work discipline variable was 52.8% of the employee performance variable."

**Kata Kunci:** Work Environment, Organizational Culture, Organizational Commitment, Work Discipline, Employee Performance.

## **INTRODUCTION**

The success of work comes from employees who have good behavior values that become their habits. Self-values that come from habits and beliefs become habits in working behavior in organizations. HR is a part of the key factor in improving performance in the organization which is very important. This is in line with Hasibuan's (2013) statement that *"Human Resources (HR) is a key factor to improve the performance of an organization"*.

Creating a good government function requires administrative management as a guide to solving problems in modern society, which has a strategic position and has professional skills, as a joint function with a planning mechanism and related to policy implementation, which in the end the bureaucracy plays a role in determining public policy, Honorata, et al (2018). Thus, public services in their development must be dynamic in the public service bureaucracy, to carry out positive government functions to the community, excellent service is needed by taking into account the needs of the community itself. Empirical data indicate that there is still a weak perspective on employee performance, namely regarding the work environment, organizational commitment, work culture and discipline. This also happened in the "Rokan Hulu Regency Regional Disaster Management Agency". The author's observations show that there is poor employee discipline, which also reflects the presence of sufficient commitment and organizational culture and it is supported by unsupportive work environment conditions that result in less dynamic and less passionate about work. The organizational culture is quite good as reflected in the majority of employees in carrying out their main tasks and functions, lack of innovation and lack of creative ideas and are static in their work. Research by Hindria, et al,

(2014) empirically shows that work discipline significantly affects employee performance, which is supported by the research results of Tutik Pebrianti (2013) and Natasya and Indi (2015).

However, the results of this study contradict the results of research by Sabaruddin and Marissa (2018) which empirically shows that employee performance is not influenced by work discipline. Then related to the work environment, Natasya and Indi (2015) in their research empirically, employee performance is influenced by the work environment. However, the results of research by Dhermawan, et al. (2012) employee performance is not influenced by the work environment. In addition, organizational commitment also plays a role in employee performance, which is shown by the results of research by Sih, et al., (2010), Rudi and Etty, (2016), Farid (2018) that employee performance is significantly affected by organizational commitment, but not in line. with the research results of Dika, et al., (2013), Yessi, et al., (2016) and Deddy (2016) empirically show that the performance of civil servants cannot be influenced by organizational commitment. Organizational culture also has a decisive role in the organization, especially with regard to employee performance. Research conducted by Natasya and Indi (2015) that the performance of employees working at the Pekalongan Regional Secretariat is significantly influenced by organizational culture, which is in line with the results of research by Sri, et al., (2016), Rudi and Etty (2016), Farid (2018), Honorata (2018). However, the research gap between Susi and Yuli (2014) shows that employee performance is not influenced by organizational culture. Based on the phenomena and differences in relevant research results, the research objective was determined, namely to analyze the effect of exogenous variables (work environment, organizational

commitment & organizational culture) on endogenous variables (employee performance) with intervening variables of work discipline.

### **Literature Review**

#### **The Performance of Employee**

Mangkunegara (2013: 67) asserts that "performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities that is given". According to Kaswan (2012: 187), see how much employees contribute to the organization ("output quantity, output period, and output quality and employee cooperative attitude and employee attendance"). According to Robbins and Coulter (2012:260) indicators that can be used to measure employee performance, there are five indicators of employee performance, including: timeliness, quality, quality, and work independence and effectiveness.

#### **Work Discipline**

Government regulations regarding the discipline of civil servants have been stipulated in Government Regulation No. 53 of 2010 concerning the discipline of civil servants. Discipline according to Rivai & Sagala (2013: 825) "work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and to increase awareness as well as one's willingness to obey all the rules and social norms that apply in a company. While Setyaningdyah, et al. (2013) work discipline is a policy so that individuals can become themselves responsible for complying with applicable organizational regulations. Work discipline according to Harlie (2010) is to foster an understanding of every employee in forming self-discipline to carry out their duties as their responsibilities. Discipline Sulistiyani

and Rosidah (2009: 290) "a form of employee self-control and regular implementation and shows the level of seriousness of the work team in an organization". This reveals that discipline becomes a standard guideline for organizations to be implemented.

#### **Work environment**

The definition of the work environment according to Alex (2009) is the conditions that surround the work area and affect the implementation of duties and responsibilities. According to Sedarmayati (2009) "the work environment is the whole of the tools and materials encountered, the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and as groups".

Ruchi and Kaur (2014) explain "The concept of work environment is an actual comprehensive one including the physical, psychological and social aspects that mark up the working condition. Work environment performs to have both positive and negative effects on the psychological and welfare of employees. The work environment can be described as the environment in which people are working". The work environment comprehensively includes physical, social and psychological aspects as a sign of working conditions, which have negative and positive effects on the psychological and welfare of employees. The work environment can also describe the atmosphere of employees in conducting work. Thus, the work environment can facilitate or complicate work because of the surrounding circumstances.

#### **Organizational Commitment**

Organizational commitment is a strong commitment from a person to his organization, which remains as a member of the organization and his

willingness to achieve organizational goals together.

David in Sopiah, (2008) that there are 4 factors that can affect organizational commitment:

1. "Personal factors, such as age, gender, education level, work experience, personality, etc.;
2. Characteristics of the job, such as scope of work, challenges, conflicts, roles, level of difficulty in work, etc.;
3. Structural characteristics, such as the size of the organization, the form of the organization (centralized/decentralized), the presence of trade unions;
4. Work experience. Employee work experience is very influential on the level of employee commitment to the organization.

Meanwhile, McShane and Von (2010) argue, "organization commitment refers to the employee's emotional attachment, identification and involvement in a particular organization".

Organizational commitment, which is a value-oriented organization where individuals prioritize their work and organization, also reflects a condition that has to do with the psychology of employees with their organization, if the employee's psychology is good, the organizational commitment shown by employees is also high so that employees prioritize their work in the organization.

### **Organizational Culture:**

Robbins (2008) organizational culture is "a shared meaning (perception) followed by members of an organization that distinguishes the organization from other organizations". Meanwhile, Wirawan (2009) is defined as "norms of values, assumptions, beliefs, philosophies, organizational habits, and

so on (the content of organizational culture) developed over a long time by the founders, leaders, and members of the organization that are socialized and taught to new members. and applied in organizational activities so as to influence the mindset, attitudes, and behavior of organizational members in influencing products, serving consumers, and achieving organizational goals.

### **RESEARCH METHOD**

This type of research was quantitative, using descriptive and explanatory survey methods. The population used was all ASN BPBD Rokan Hulu Regency. The sample consisted of 46 employees. The data used is primary data (Sugiono, 2017:88). Using sesun as data collection (Sugiono, 2012:65), and closed Likert scale questionnaire with five alternative answers (Ferdinand, 2006). The data processing technique uses PLS-SEM, Ghozali and Latan (2015:96) the purpose of SEM-PLS is to develop a theory (build a theory). Thus, this study determine the direct effect, indirect effect and total effect of research variables (exogenous and endogenous).

### **Finding**

#### **Direct Effect**

Table 1. shows that the exogenous to endogenous variables have an overall probability value below 5%. This means that all exogenous variables ("work environment, organizational commitment, organizational culture") have a direct effect on work discipline, and "work environment, organizational commitment, work culture and discipline" directly affect employee performance. The statistical results of the magnitude of the influence of exogenous variables on endogenous variables structure 1 and structure 2 are shown in table 1. Discipline is influenced by the work environment by 0.807 or 80.7%. Furthermore, discipline is influenced by organizational

commitment by -0.195 or by 19.5%. Then discipline is influenced by organizational culture by -0.258 or by 25.8%. From the calculations in table 1, it can be entered into structural equation 1, as follows:

$$Y_1 = 0,807 \text{ Work environment} - 0,195 \text{ Organizational commitment} - 0,258 \text{ Organizational culture} + 0,514 e_1$$

$$= \sqrt{1 - R^2} = \sqrt{1 - 0,736} = \sqrt{0,264} = 0,514$$

**Table 1. Statistical Results - Direct Effect**

Koeffisien Jalur						
	Mean, STDEV, T-Values, P-Valu...	Keyakinan Interval	Keyakinan Interval Bias-Dikor...	Sampel	Salin ke Clipboard:	
	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik ( O /STDEV  )	P Values	
X1 -> Y1	0.807	0.805	0.065	12.412	0.000	
X1 -> Y2	0.874	0.884	0.169	5.185	0.000	
X2 -> Y1	-0.195	-0.191	0.091	2.134	0.033	
X2 -> Y2	0.361	0.359	0.082	4.427	0.000	
X3 -> Y1	-0.258	-0.260	0.088	2.933	0.004	
X3 -> Y2	0.257	0.257	0.102	2.522	0.012	
Y1 -> Y2	-0.528	-0.538	0.175	3.017	0.003	

(Source: Results of data processing with SEM PLS)

The value of R Square (R<sup>2</sup><sub>1</sub>) for work discipline is 0.736 or 73.6%. It shows that the diversity in work discipline variables can be explained by the work environment, organizational commitment and organizational culture with a contribution of 73.6%, the remaining 29.9% from the contribution of variables not examined.

Furthermore, employee performance is affected by the work environment by 0.874 or 87.4%. Then employee performance is influenced by organizational commitment by 0.361 or by 36.1%. Furthermore, the influence of organizational culture on employee performance is 0.257 or 25.7%. And employee performance is influenced by work discipline by -0.528 or by 52.8%.

The calculations in table 1 can be entered into structural equation 2, as follows:

$$Y_1 = 0.874 \text{ Work environment} + 0.361 \text{ Organizational commitment} + 0.257 \text{ Organizational culture} - 0.528 \text{ Work discipline} + 0.500 e_2$$

$$e_2 = \sqrt{1 - R^2} = \sqrt{1 - 0,750} = \sqrt{0,250} = 0,500$$

Rsquare value (R<sup>2</sup><sub>2</sub>) employee performance is known to be 0.750 or 75%, which means that the diversity of "work environment, organizational

commitment, organizational culture and work discipline" is able to explain 75% of employee performance, or the contribution of "work environment, organizational commitment, organizational culture and work discipline" to employee performance by 75%, the remaining 35.6% is the contribution of other variables that are not examined in this study.

**Indirect Effects**

Indirect effects testing aims to test whether or not there is an effect of exogenous variables on endogenous variables with their mediating variables (intervening). If T-statistics T-table (1.96), it is stated that there is an effect of exogenous variables on endogenous variables with mediating variables. If T-statistics T-table (1.96), it is stated that there is no effect of exogenous variables on endogenous variables with their mediating variables. The results of the indirect test are shown in table 2. From table 2, the influence of the work environment through work discipline on employee performance obtained a T-statistic value of 2.929 > 1.96 and the original sample value of -0.426. This means that the significant influence of the work environment through work

discipline on performance is 42.6% with a negative influence direction. Therefore, work discipline is stated to be able to mediate the influence of the work

environment on employee performance by 42.6%.

Table 2. Statistical Results - Indirect Effect

Efek Tidak Langsung Spesifik

	Mean, STDEV, T-Values, P-Valu...	Keyakinan Interval	Keyakinan Interval Bias-Dikor...	Sampel	Selin ke Clipboard
	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (  O/STDEV  )	P Values
X1 -> Y1 -> Y2	-0.426	-0.433	0.146	2.929	0.004
X2 -> Y1 -> Y2	0.103	0.100	0.055	1.879	0.061
X3 -> Y1 -> Y2	0.136	0.137	0.061	2.234	0.026

(Source: Results of data processing with SEM PLS)

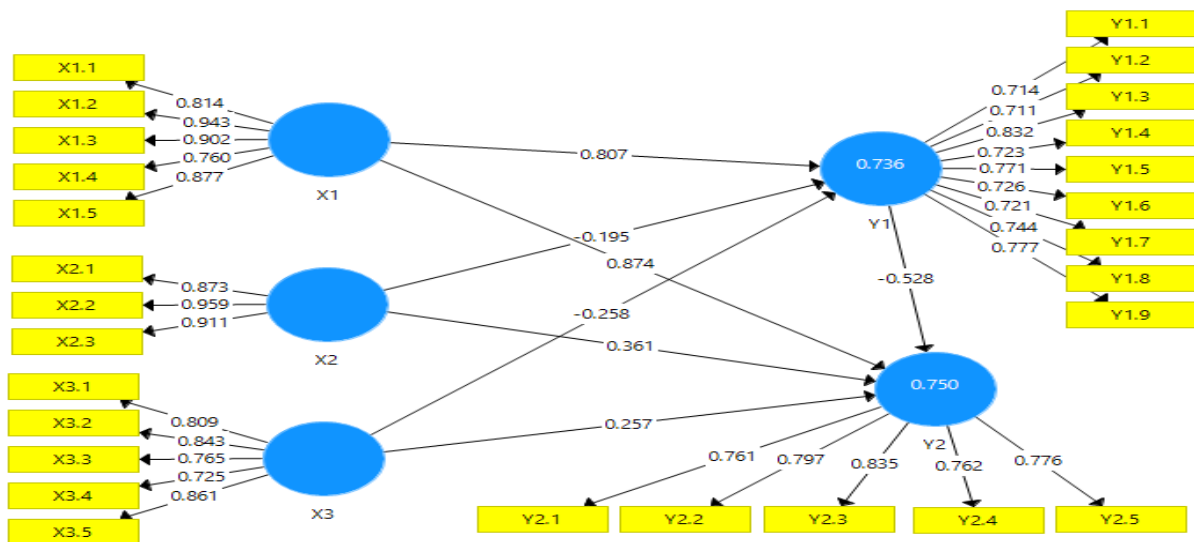


Figure 1. Statistical Test Results

The effect of organizational commitment through work discipline on employee performance obtained T-statistics value of 1.879 < 1.96 and original sample value or coefficient of 0.103, which means that there is no effect of organizational commitment through work discipline on employee performance. Thus, employee performance is not influenced by organizational commitment through the mediation of work discipline.

The influence of organizational culture through the mediation of work discipline on employee performance obtained a T-statistics value of 2.234 > 1.96 and the original sample value or

coefficient of 0.136, this means that there is a significant influence of organizational culture through mediation of work discipline on employee performance. It means that work discipline is able to mediate the influence of organizational culture on employee performance by 13.6%.

DISCUSSION

The Effect of Work Environment on Work Discipline

The results of the research indicate that there is a positive and significant effect, that the performance of the BPBD Office of Rokan Hulu Regency is affected by the employee's work environment. This result is in accordance

with the initial prediction on the hypothesis that the work environment affects the work discipline of the BPBD Office of Rokan Hulu Regency. The meaning of the findings empirically is that a good work environment and employees have high ethics and morals and is supported by descriptive analysis that the work discipline of the Rokan Hulu Regency BPBD Office employees is good. Integrity is an individual's obligation to comply with both technical and ethical regulatory standards that apply in the organization, employees are also required to uphold an honest, wise and responsible attitude and have courage, in carrying out their duties and obligations. This can increase public trust which is certainly supported by individual competence. Thus, personal integrity who adopts organizational values and regulations is able to create self-character in achieving organizational goals, which in turn will improve the work discipline of the Rokan Hulu Regency BPBD Office.

#### **The Effect of Organizational Commitment on Work Discipline**

The results of the research prove that there is a significant and positive impact of organizational commitment to the performance of the BPBD Office of Rokan Hulu Regency through work discipline. This finding proves the prediction of the hypothesis that organizational commitment is able to influence performance through the work discipline of the BPBD Office of Rokan Hulu Regency. The meaning of the research findings is to empirically ensure the realization of good employee performance at the BPBD Office of Rokan Hulu Regency supported by employee commitment and competence. If employees have an attitude that reflects trust, are able to accept and implement organizational goals and uphold organizational values in achieving organizational goals properly, employee

commitment and competence are needed. To achieve employee performance requires high commitment, high commitment balanced with employee competence will grow the ability to achieve organizational interests, and be loyal to organizations that are part of the organization.

#### **The Effect of Organizational Culture on Work Discipline**

The results of the study prove that there is a significant and positive impact on organizational culture on the work discipline of the BPBD Office of Rokan Hulu Regency. These results are in accordance with the prediction of the hypothesis that organizational culture has an effect on the performance of the BPBD Office of Rokan Hulu Regency. The meaning of the research findings empirically proves that a good organizational culture, upholding ethics and morals, supported by the results of a descriptive analysis of the organizational culture of employees at the BPBD Office of Rokan Hulu Regency, will improve employee performance.

Organizational culture is a trustworthy trait in a person, individual qualities, such as polite character, willingness to be kind and consistent in personality. If someone does not have these qualities, then he cannot be relied on, with the aim of employees being able to carry out the values of the organization, maintaining public trust in carrying out their duties.

Organizational culture is a good personal culture and implemented organizational values can realize the character of strong personnel, explain organizational values in a disciplined manner and in the end will improve the performance of the BPBD Office of Rokan Hulu Regency.

#### **The Effect of Work Environment on Employee Performance**

The results of the research indicate that there is a positive and significant effect of the work environment on the performance of the BPBD Office employees in Rokan Hulu Regency. The findings prove that the prediction of the hypothesis is proven that employee performance is influenced by the work environment, this proves empirically that the realization of good employee performance at the BPBD Office of Rokan Hulu Regency is influenced by the employee's work environment. The ability of employees of the BPBD Office of Rokan Hulu Regency to carry out work as their duties and responsibilities is based on a conducive work environment. This shows that the work environment is a combination of a positive attitude of employees and a conducive work environment towards a job as a manifestation of employee performance. To achieve good employee performance, a good and conducive work environment is needed, according to their field, the willingness of employees to work, have the ability to carry out work in a comfortable environment, work effectively and efficiently supported by a conducive work environment. The employees of the BPBD Office of Rokan Hulu Regency already have a good work environment, this can be seen from the descriptive analysis that the employee's work environment is good, which is also reflected in the results of the employee's work based on the achievement of work targets.

#### **The Effect of Organizational Commitments on Employee Performance**

The results of the research prove that there is a significant impact of organizational commitment on the performance of BPBD Office employees in Rokan Hulu Regency. This finding proves the proven hypothesis that organizational commitment has an effect

on the performance of BPBD Office employees in Rokan Hulu Regency. The meaning of the findings empirically proves that the realization of good employee performance at the BPBD Office of Rokan Hulu Regency is supported by organizational commitment. If employees have an attitude that reflects trust, commitment to the organization and acceptance of organizational goals and values in achieving organizational goals well, then real organizational commitment is needed from every employee. To achieve employee performance requires high commitment, high commitment balanced with employee competence will grow the ability to achieve organizational interests, and be loyal to organizations that are part of the organization.

#### **The Effect of Organizational Culture on Employee Performance**

The results of the research prove that there is a significant impact of organizational culture on the performance of BPBD Office employees in Rokan Hulu Regency. The research findings prove the hypothesis that organizational culture has an effect on the performance of the BPBD Office employees in Rokan Hulu Regency. The meaning of the research results empirically proves that the realization of good employee performance at the BPBD Office of Rokan Hulu Regency is influenced by organizational culture.

The employees of the BPBD Office of Rokan Hulu Regency already have a good organizational culture, this can be seen from the description analysis that the employee's performance is good, which is also reflected in the results of the employee's work according to the targets achieved.

#### **The Effect of Work Discipline on Employee Performance**

The results of the research reveal that there is a significant and



positive impact of work discipline on the performance of the BPBD Office of Rokan Hulu Regency. The research findings prove the hypothesis that work discipline is able to affect the work performance of BPBD Office employees in Rokan Hulu Regency. It indicates that empirically the realization of good employee performance at the BPBD Office of Rokan Hulu Regency is supported by employee work discipline.

### **The Effect of the Work Environment on Employee Performance Through Work Discipline**

The results of the research prove that there is a significant positive effect of the work environment on performance through the work discipline of the BPBD Office of Rokan Hulu Regency. Research findings prove that the work environment has an influence on the performance of the BPBD Office in Rokan Hulu Regency through work discipline. The meaning empirically proves that a good and conducive work environment, employees who uphold ethics and morals are supported by the results of descriptive analysis that the work environment of the Rokan Hulu Regency BPBD Office employees is good, will improve employee performance.

### **The Effect of Organizational Commitment on Employee Performance Through Work Discipline**

The results of the study prove that there is a significant effect of organizational commitment on employee performance through the work discipline of the BPBD Office of Rokan Hulu Regency. This finding proves that organizational commitment affects employee performance through the work discipline of the BPBD Office of Rokan Hulu Regency. The meaning of empirical research is the realization of employee competence at the BPBD Office of Rokan

Hulu Regency if the employees have an attitude that reflects trust, employee commitment and acceptance of organizational goals and values seriously carrying out the interests of the organization and its achievements well. Maximum effort shows employee organizational commitment and strong employee desire to achieve organizational goals will encourage each employee to improve self-competence so that they have the ability to carry out their duties and achievements appropriately and can be accounted for. Employees who have quality and have a level of commitment and consistency will be able to survive in a very competitive competition, which is in line with Odoch & Nangoli (2014:166) "the strength of an individual identification and involvement in certain things in the organization can increase the loyalty of organizational members in achieving organizational goals" and supported by the results of descriptive analysis that the organizational commitment of the employees of the BPBD Office of Rokan Hulu Regency is good.

### **The Effect of Organizational Culture on Employee Performance Through Work Discipline**

The results of the research prove that there is a significant impact between organizational culture and employee performance through the work discipline of the BPBD Office of Rokan Hulu Regency. This finding proves the empirically proven hypothesis that organizational culture is able to influence employee performance through the work discipline of the BPBD Office of Rokan Hulu Regency. The meaning of this finding shows that empirically the realization of good employee performance at the BPBD Office of Rokan Hulu Regency is caused by a good organizational culture on employee performance through work discipline. To achieve good performance of the BPBD

Office of Rokan Hulu Regency, a good organizational culture is also needed through work discipline carried out by all employees. In this case, employees who work at the BPBD Office of Rokan Hulu Regency already have a good organizational culture, which can be seen from the descriptive analysis that the employee's performance is good, which is also reflected in the employee's work in accordance with the work target.

### **CONCLUSIONS**

1. Sub Structure 1; it is directly work environment, organizational commitment, organizational culture affects work discipline.
2. Sub structure 2; it is directly work environment, organizational commitment, organizational culture and work discipline affect employee performance.
3. The contribution of sub structure affects work environment, organizational commitment, organizational culture affects work discipline by 73.6%.
4. The contribution of sub structure 2, that the effect of the work environment, organizational commitment, organizational culture and work discipline affect employee performance by 52.8%."

### **Suggestion**

1. As input for the government apparatus to further increase commitment, in serving the society of Rokan Hulu Regency.
2. Need to improve employee performance by emphasizing high work discipline

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