

Effect of Work Environment and Motivation on Performance with Organizational Culture as Mediation Variables on Education Staff in Faculty of Pharmacy Andalas University

¹Febby Syukrianti, ²Hendra Yuharmain

¹Magister Management, STIE KBP, Padang, West Sumatra, Indonesia

²Magister Management, STIE KBP, Padang, West Sumatra, Indonesia

Email – ¹febbysyukrianti80@gmail.com, ²mikrobanking212@gmail.com

Abstract: *This study aims to determine the effect of work environment and motivation on the education staff performance at Faculty of Pharmacy, Andalas University which is mediated by organizational culture. This research is a quantitative research that is used to test a model that explains the relationships between variables. The purpose of this study is hypothesis testing of the various variables tested. Sources of data in this study are primary data, which data obtained directly from data sources through the distribution of questionnaires. Data analysis was performed using structural equation modeling (SEM) with the SmartPLS software. The population in this study were 44 education staff at Faculty of Pharmacy, Andalas University. Sampling in this study used a census technique with 44 respondents. The model analysis offered by the researcher fulfills discriminant validity and inner model criteria that are required in structural equation modeling. The results of hypothesis testing indicate that the work environment has a negative and insignificant effect on employee performance, motivation has a positive but not significant effect on performance, work environment and motivation has a positive and significant effect on organizational culture, organizational culture has a positive and significant effect on performance and organizational culture have partial mediates to influence of work environment and motivation on education staff performance at Faculty of Pharmacy, Andalas University.*

Key Words: *work environment, motivation, organization culture, performance.*

1. INTRODUCTION:

Human resources is a very important component in the management of an organization, it requires good management for the survival of the organization in an effort to achieve the goals and objectives to be as expected. The strength of human resources is shaped by the nature and character inherent in individuals and the environment in which human resources are located. Problems related to human resources in an organization require attention, because no matter how sophisticated technology is used in an organization and for any amount of organizational capital, human resources in the organization will ultimately determine. Many factors influence of human resources performance that are the concern of organizational managers including work environment, motivation and organizational culture. Based on the results of research conducted by Prakoso, Astuti and Ruhana (2014) show that the work environment has a significant effect on employee performance. Motivation is a combination of the desire and energy of someone who is directed to achieve goals (Adeogun, Chukwuka and Ibor, 2011). Giantari and Riana (2017) in their research concluded that work motivation has a positive and significant effect on employee performance. Organizational culture has a positive and significant effect on employee work motivation, which means that the higher the suitability between organizational culture and its members, it will increase employee motivation (Diputra and Riana, 2014). The results of research conducted by Koesmono (2005) show that organizational culture influences motivation, job satisfaction and employees performance.

Based from the composition of education level in Indonesia and West Sumatra, it is classified as quite a lot including for higher education institutions. However, it turns out that the performance of existing universities, including their human resource capabilities, is still considered not good. This inability can be seen from the performance shown, among other, that the achievement of the goals and objectives from national higher education is to make universities in Indonesia able to compete at the world level. This can be seen from the fact that there are not many universities in Indonesia, including Andalas University, which is able to get high rankings in the rankings issued by international survey institutions such as webometric and Kemenristekdikti. The table below shows the Andalas University performance based on ranking by webometric and Kemenristekdikti in recent years.

Table 1.1
Andalas University Ranking Based on Webometrics and Kemenristekdikti

NUMBER	YEAR	WEBOMETRICS		KEMENRISTEK DIKTI
		WORLD RANGKING	INDONESIA RANGKING	
1.	2013	2013	32	12
2.	2014	2365	26	12
3.	2015	3015	29	12
4.	2016	3262	31	12
5.	2017	2616	15	10

Sources: Webometrics and Kemenristekdikti, 2018

Based on the table above, it can be seen that the ranking of Andalas University based on assessments conducted by webometrics and Kemenristekdikti varies from year to year. The best rating obtained by Andalas University is in 2017, which is ranked in Indonesia from webometrics. This condition is the same as the Andalas University ranking based on the Ministry of Research, Technology and Higher Education's assessment, which showed an increase from the previous Andalas University in the top 15, 2017 shifted to the top 10. The ranking of Andalas University according to webometrics and Kemenristekdikti's assessment shows the inability of Andalas University to compete at national and world level.

Andalas University's rating is still far from the government's expectation to be the basis for conducting research to find out the causes of the problem. There are many factors that cause the condition to occur, one of which is the lower performance of the academic community at Andalas University, including educational staff. The performance of high education staff at Andalas University including the Faculty of Pharmacy will be able to improve work professionalism so that in the end the organization's performance will also increase. Since reforms have been carried out in Indonesia, including the government that has been determined to carry out bureaucratic reforms, there are still many complaints about the poor performance of civil servants in government agencies including universities. This is indicated by the presence of civil servants who leave without permission on official hours, there are still civil servants who arrive late in the morning and after recess, there are still civil servants who only come to take absences, unsatisfactory services tend to be slow, too bureaucratic and others. Attendance at work in the form of attendance lists is one indicator of employee performance in an organization. Based on the observations made and the data obtained by the researcher, it illustrates the low level of attendance of employees or education staff at Faculty of Pharmacy, Andalas University. This is evident there still many education staff who are not present at the office for several reasons such as: sickness, permission, negligence, being late and returning home before working hours. Absence with a variety of reasons causes disruption of the smooth running of the work and the failure to achieve Employee Performance Standards (SKP) of the relevant education personnel.

Based on the background described above, the purpose of this study is to find out:

- The influence of work environment to organizational culture of academic staff at the Faculty of Pharmacy, Andalas University.
- The effect of motivation to organizational culture of academic staff at the Faculty of Pharmacy, Andalas University.
- The influence of work environment to academic staff performance at the Faculty of Pharmacy, Andalas University.
- The effect of motivation to academic staff performance at the Faculty of Pharmacy, Andalas University.
- The influence of organizational culture to academic staff performance at the Faculty of Pharmacy, Andalas University.
- The influence of work environment to academic staff performance through organizational culture at the Faculty of Pharmacy, Andalas University.
- The effect of motivation to academic staff performance through organizational culture at the Faculty of Pharmacy, Andalas University.

2. LITERATURE REVIEW:

Work Environment

The work environment in a company needs to be considered, because the work environment has a direct influence on employees. A conducive work environment can improve employee performance and vice versa. According to Hasibuan (2011) the work environment is anything that is in the environment that can affect either directly or indirectly a person or group of people in carrying out their activities. Sedarmayanti (2009) states in general that the work environment is divided into: physical work environment and non physical work environment. According to Nitisemito (2002), physical work environment factors that can influence the formation of a work environment condition are

associated with employee capabilities, including: color, cleanliness of the work environment, lighting, air exchange, assurance of security, noise and spatial planning.

Motivation

Every individual has internal and external conditions that play a role in his daily activities. One of these internal and external conditions is motivation. Uno (2007) defines motivation as a process that determines the intensity, direction, perseverance of individuals in an effort to achieve goals, motivation is the strength both from inside and outside that encourages a person to achieve certain goals that have been previously set, or motivation can be interpreted as a process for trying to influence people to lead in order to do the desired work in accordance with certain objectives. Motivation is a way to meet individual satisfaction with their needs, which means that when a person's needs are met by certain factors, that person will exert his best efforts to achieve organizational goals (Robbins, 2013). Handoko (2010) defines motivation as a process that generates, directs and maintains human behavior in order to aim at the goal. Muogbo (2013) emphasizes the importance of reward in the right employees performance. Motivation in organizations refers to the intensity of the efforts of members of the organization in achieving organizational goals (Aarabi, Subramaniam and Akeel, 2013). Thus, motivation as a process that stems from a lack in terms of physiological or psychological or needs that activate behavior or an impulse aimed at an objective or intensive. Based on this definition there are three important things in the motivational process that are interconnected and dependent on one another, namely: needs, wants, and incentives. In general, motivation theory is divided into two categories, namely: content and process theory. The content motivation theory focuses on the factors in the person who strengthen, direct, support and stop their behavior. This theory tries to answer questions relating to satisfying needs and encourages someone to work. The thing that motivates a person in work is to fulfill material and non-material needs and satisfaction obtained from the results of his work (Hasibuan, 2011).

Organizational Culture

Organizational culture basically discusses, explains and broadly develops attitudes and behaviors of individuals and groups in organizations. Sutrisno (2011), defines that organizational culture as a system of values, beliefs, assumptions, or norms that have long been valid, agreed and followed by members of an organization as a guideline for behavior and solving organizational problems. Mangkunegara (2012) states that organizational culture is a set of assumptions or systems of beliefs, values, and norms developed within the organization that serve as guidelines for the behavior of its members to overcome external and internal adaptation problems. According to Schein (2009), organizational culture is basically a learning process that gives direction to the behavior of work partners and that frames what behaviors are desired, justified, or recommended. His findings concern what appears to be visible (explicit cultural elements) and what values are held behind it (implicit cultural elements). Hofstede (2010) emphasizes the same thing with Schein that the construction of an organizational cultural pattern has the content of social learning which is in the organizational culture setting. Robbins (2013) states that organizational culture is a system of shared meanings by organizations member of that distinguish the organization from others. Organizational culture is formed based on the cultural background from founders or owners, managers and employee, determined by internal and external culture. The elements of corporate culture consist of internally include: corporate environment, value systems, heroism, ceremonies, cultural networks, and external culture, include: management systems that are implemented in the company and state policies related to industrial relations.

Performance

Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibility, in order to achieve the objectives of the relevant organization legally, not violating the law and in accordance with morals and ethics (Sedarmayanti, 2009). Mathis and Jackson (2006) state that performance is something that is done and not done by employees that influences how much the employee contributes to the organization which includes quantity, quality, period, workplace presence and cooperative attitude. Mangkunegara (2012) explains that performance is a comparison of the results achieved with the participation of labor unity of time (typically hourly). The same opinion was also expressed by Mangkunegera (2012) that performance is the work of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Hasibuan (2011) suggests that performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to legally achieve the objectives of the relevant organization, not violating the law in accordance with morals. According to Sutrisno (2011) employee performance is the result or work performance of employees who are assessed in terms of quality and quantity based on work standards determined by the organization.

Research Conceptual Framework

Based on discussion in the previous section, the conceptual framework of research is explained below.

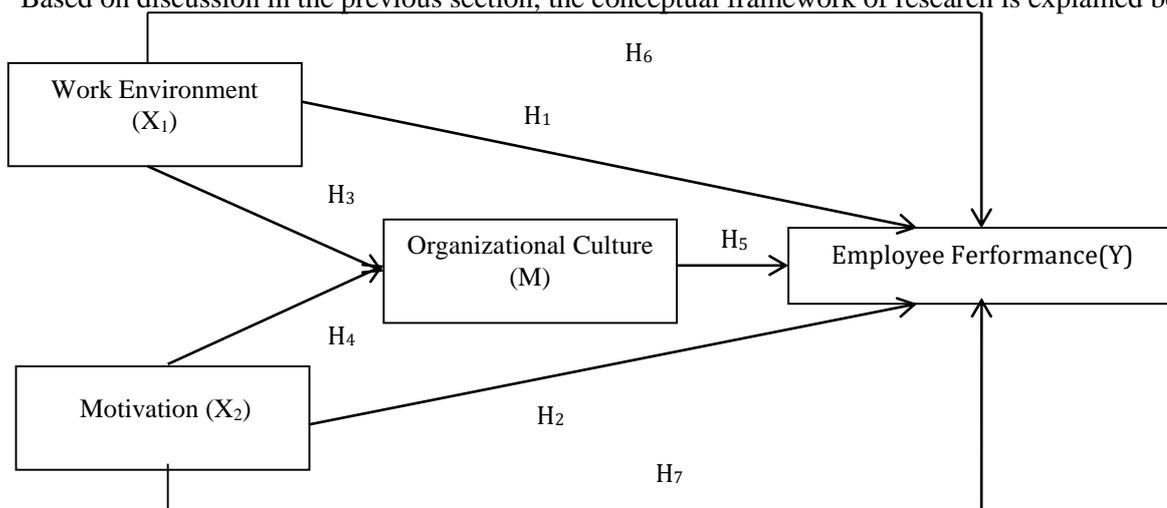


Figure 2.1 Conceptual Framework

The research conceptual framework above shows that the work environment is an X1 variable that will be seen the impact to organizational culture (M) and employee performance (Y) with the hypothesis H3 and H1. Motivation which is X2 variable will be seen the effect on organizational culture (M) and employee performance (Y) with the hypothesis H4 and H2. Organizational Culture (M) will be seen as influencing the employee performance variable (Y) with the hypothesis H5. The mediating role of organizational culture (M) will be seen from the influence between work environment (X1) and motivation (X2) on employee performance (Y).

Hypothesis

Based on the literature review and previous research on the work environment, motivation, organizational culture and employee performance, the development of hypotheses in this study can be formulated:

H1: The work environment has a positive and significant effect on employee performance

H2: Motivation has a positive and significant effect on employee performance

H3: The work environment has a positive and significant effect on organizational culture

H4: Motivation has a positive and significant effect on organizational culture

H5: Organizational culture has a positive and significant effect on employee performance

H6: The work environment has a positive and significant effect on employee performance through organizational culture

H7: Motivation has a positive and significant effect on employee performance through organizational culture

3. METHOD:

Types of research

In accordance with the purpose of the study to determine the effect of the work environment, motivation and organizational culture on performance, this study is an explanatory study, namely: research that is used to determine whether or not the influence of a variable in a particular situation (Sekaran, 2006). The approach used in this study is quantitative research, with research techniques in the form of descriptive surveys, namely: a study conducted to obtain data from the phenomena that take place and find information in fact, both about the social and economic institutions of a group or area.

Population and Samples

The population in this study were: all academic staff at the Faculty of Pharmacy, Andalas University, Padang, amounting to 44 people. If in determining the number of samples studied the subject is less than 100, then all samples are better taken (Arikunto, 2012). Based on the opinion of Arikunto (2012), in this study all members of the population are used as research objects or called census methods. Sampling is done by saturated sampling technique, namely: sampling method where all members of the population are used as research objects. Another term for saturated sampling is the census, where all members of the population are sampled, the sample consists of all members of the population in this study as many as 44 employees or education staff at the Andalas University Pharmacy Faculty.

Data collection technique

The primary data source in this study was obtained from the distribution of questionnaires containing statements to academic staff of the Faculty of Pharmacy, Andalas University who were respondents in this study. The questions submitted to respondents in the instrument are a reflection of each variable described as an indicator of the research variable. Variable indicators serve as benchmarks for making questions or statements answered by respondents. The development of questionnaire instruments in the form of statements in this study refers to several theories about the work environment, motivation, organizational culture and performance. This study uses an interval scale that will group individuals according to certain categories and determine the order of groups, and also measure the differences in preferences between individuals. The interval scale is used if the respondent is expected to give to various items of questions or statements that measure a variable using a Likert scale. This research uses inferential statistical data analysis measured using SmartPLS software starting from the measurement model (outer model), model structure (inner model) and hypothesis testing.

4. DISCUSSION:

This research was conducted at the Faculty of Pharmacy, Andalas University, having its address at Limau Manis Campus, Padang. Questionnaires were distributed to the respondents in the form of closed statements that were filled directly and collected with researchers. Of the 44 questionnaires that have been distributed, where the respondents are academic staff at the Faculty of Pharmacy, Andalas University, not all respond to the questionnaire and complete filling so that only 38 copies of the questionnaire are processed. Based on these data, the rate of return of the questionnaire in this study was 86%. Descriptions or characteristics of respondents which are information about respondents in the study are presented in the section below.

**Table 3.1
 Characteristics of Respondents**

Number	Characteristic	Description	Frequency	Percentage
1	Gender	Male	20	52,63
		Female	18	47,37
2	Married Status	Married	32	84,21
		Not Married	4	10,53
		Widow/Widower	2	5,26
3	Age	<= 20 year	0	0,00
		21 - 30 year	4	10,53
		31 - 40 year	14	36,84
		41 - 50 year	12	31,58
		> 50 year	8	21,05
4	Education	Senior High School	11	28,95
		Diploma	4	10,53
		Bachelor	22	57,89
		Master	1	2,63
5	Length of work	3 - 5 year	4	10,53
		6 - 10 year	10	26,32
		11 - 20 year	7	18,42
		21 - 30 year	13	34,21
		> 30 year	4	10,53
6	Employee Status	Civil Servant	28	73,68
		Temporary Employee	10	26,32

Source: Primary Data Processing, 2019

The results of the outer loading value indicate that some indicators that measure the variables of work environment, motivation, organizational culture and employee performance have a loading value below 0.7. The outer loading value shows that there are 31 indicators that are not valid as a reflection of the variables and dropped in this study because the value of outer loading is <0.7.

Table 3.2
Construct Reliability

	Cronbach's Alpha	Composite Reliability
Work Environment	0.952	0.957
Motivation	0.899	0.921
Organizational Culture	0.960	0.964
Employee Performance	0.952	0.972

Source: Primary Data Processing, 2019

Based on the table which is the final result after re-estimating the reliability composite reliability test and cronbach's alpha shows that all variables have reliability composite values and cronbach's alpha above 0.7. Therefore, the indicators used in this research variable are reliable.

Table 3.3
Construct Validity

	Average Variance Extracted (AVE)
Work Environment	0.635
Motivation	0.624
Organizational Culture	0.640
Employee Performance	0.661

Source: Primary Data Processing, 2019

The table above shows that the AVE value of all variables after re-estimation has met the conditions where all variables have AVE values above 0.5.

Table 3.4
Discriminant Validity

	Organizational Culture	Employee Performance	Work Environment	Motivation
Organizational Culture	0.800			
Employee Performance	0.915	0.813		
Work Environment	0.843	0.766	0.797	
Motivation	0.894	0.827	0.792	0.790

Source: Primary Data Processing, 2019

In the table of comparison values of root values AVE, it was found that each of these values was not greater than the correlation between other variables. So it can be concluded that all latent variables do not have good discriminant validity.

Table 3.5
R-Square

	R Square
Organizational Culture	0.848
Employee Performance	0.837

Source: Primary Data Processing, 2019

The table above shows a test of the structural model carried out by looking at the R-Square value which is a goodness-fit model test. The Q2 value of the employee performance latent variable is 0.976, indicating that the model has good predictive relevance because the Q-Square value is almost close to 1. Showing that employee performance modeling provides good results and has relevant predictions. From the results of R2 and Q2 testing it can be seen that the formed model is robust, so hypothesis testing can be done. To test hypotheses, where the t-value generated by running the Bootstrapping algorithm on SmartPLS is used to determine whether or not the hypothesis is proposed.

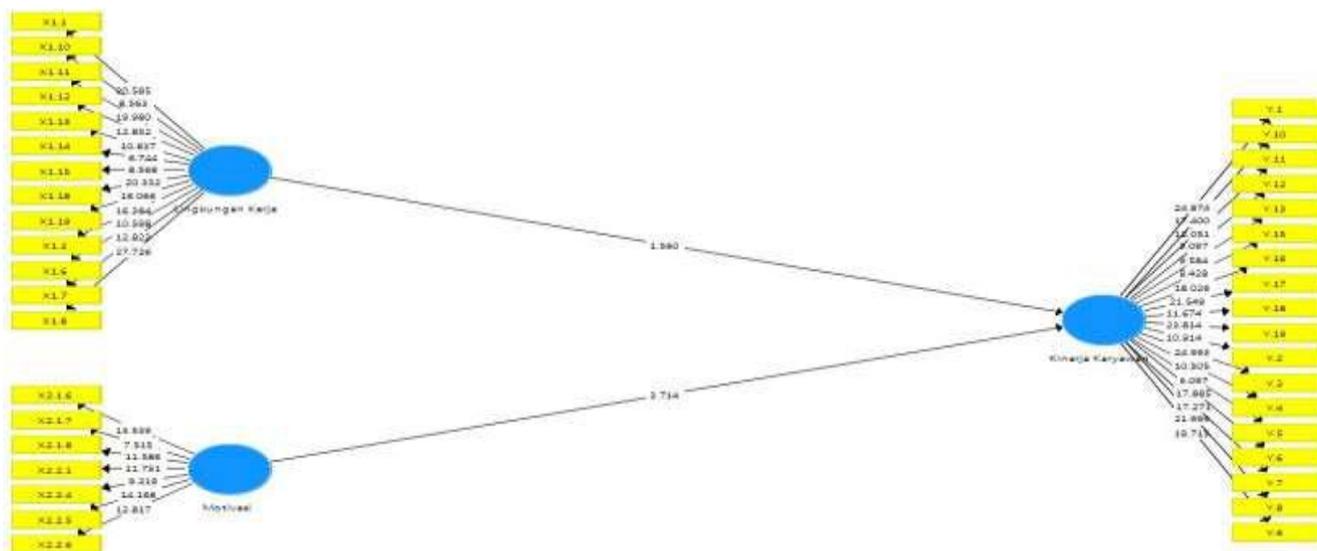


Figure 3.1
Direct Influence Model

Source: Primary Data Processing, 2019

Table 3.6
Path Coefficients Direct Model

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Environment-> Employee Performance	0.300	0.333	0.192	1.560	0.119
Motivation -> Employee Performance	0.597	0.578	0.161	3.174	0.000

Source: Primary Data Processing, 2019

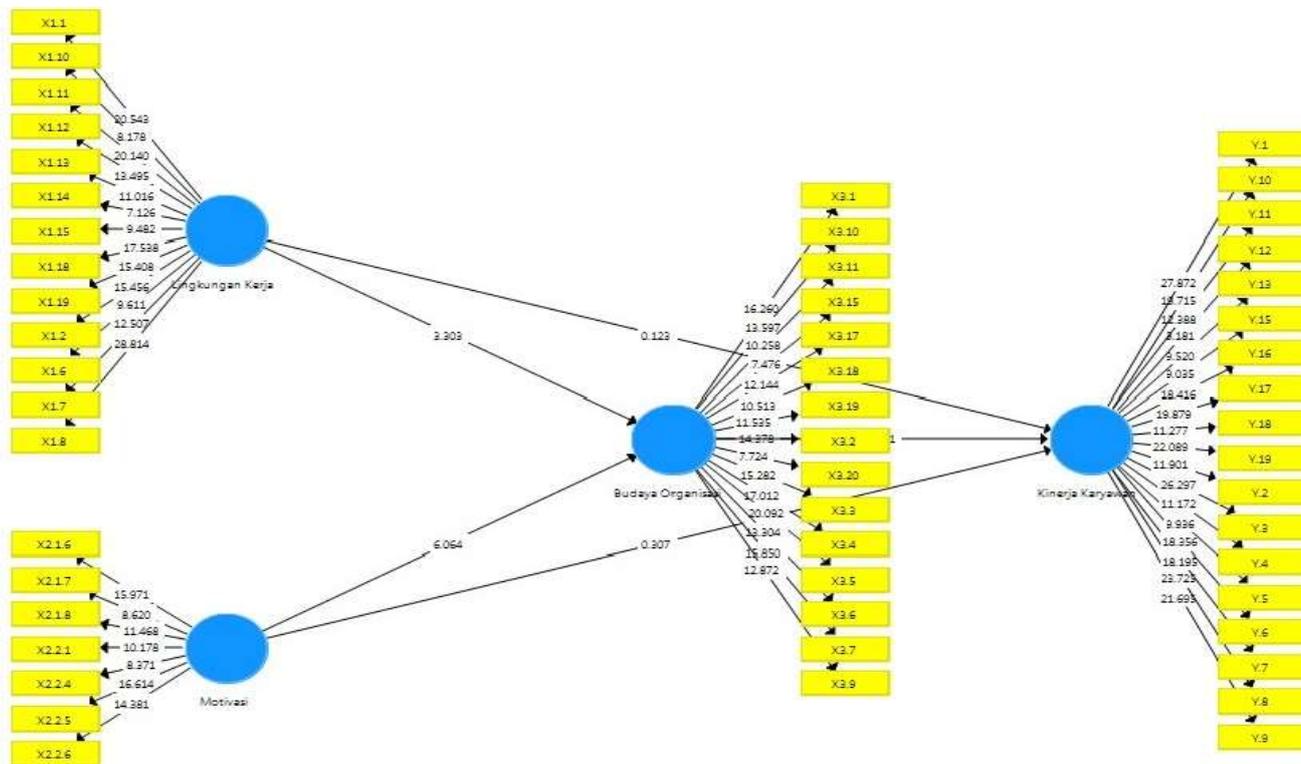


Figure 3.2
Mediation Model

Source: Primary Data Processing, 2019

Table 3.7
Path Coefficients Mediation Model

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture-> Employee Performance	0.890	0.885	0.220	4.051	0.000
Work Environment -> Organizational Culture	0.363	0.364	0.110	3.303	0.001
Work Environment -> Employee Performance	-0.025	-0.013	0.206	0.123	0.902
Motivation -> Organizational Culture	0.607	0.608	0.100	6.064	0.000
Motivation -> Employee Performance	0.052	0.047	0.168	0.307	0.759

Source: Primary Data Processing, 2019

Next, calculate VAF with the following formula (Hair et al., 2010):

1) Work environment towards employee performance with organizational culture as mediation:

$$VAF = \frac{\text{Direct Coefficient}}{\text{Direct Coefficient} + \text{Indirect Coefficient}}$$

$$VAF = \frac{(0.363 \times 0.890)}{0.300 + (0.363 \times 0.890)}$$

$$VAF = 0.5185$$

$$VAF = 0.5185 \times 100$$

$$VAF = 20\% > 51.85\% > 80\% \text{ (Partially Mediating)}$$

Based on direct and indirect coefficient multiplication, the results are 51.85%. This means that the value of VAF is between the range of 20% and 80%, so it is concluded that organizational culture mediates partially the influence of the work environment on employee performance.

2) Motivation towards employee performance with organizational culture as mediation:

$$VAF = \frac{\text{Direct Coefficient}}{\text{Direct Coefficient} + \text{Indirect Coefficient}}$$

$$VAF = \frac{(0.607 \times 0.890)}{0.597 + (0.607 \times 0.890)}$$

$$VAF = 0.47504$$

$$VAF = 0.47504 \times 100$$

$$VAF = 20\% > 47.504\% > 80\% \text{ (Partially Mediating)}$$

Based on the direct and indirect coefficient multiplication, the results are 47.504%. This means that the VAF value is between the range of 20% and 80%, so it is concluded that organizational culture partially mediates the effect of motivation on employee performance.

5. ANALYSIS:

Based on the results of testing the first hypothesis in this study it was found that the work environment had a negative and not significant effect on employee performance. In this study it was found that a good and conducive working environment could not improve performance and did not significantly affect employee performance at the Faculty of Pharmacy, Andalas University. The second hypothesis testing shows that motivation has a positive but not significant effect on employee performance. Motivation in this study consisting of intrinsic and extrinsic motivation did not affect employee performance at the Faculty of Pharmacy, Andalas University. The testing of the third hypothesis in this study shows that the work environment has a positive and significant effect on organizational culture. In this study it was found that a good and conducive working environment would strengthen the organizational culture of the Faculty of Pharmacy, Andalas University. Testing the fourth hypothesis that has been done shows that motivation has a positive and significant effect on organizational culture. Motivation in this study consisting of intrinsic and extrinsic motivation influenced organizational culture at the Andalas University Faculty of Pharmacy.

The testing of the fifth hypothesis conducted shows that organizational culture has a positive and significant effect on employee performance. These results indicate that the organizational culture that has been applied to the Faculty of Pharmacy, Andalas University has been able to improve employee performance. The sixth and seventh hypotheses that indicate that organizational culture mediates partially the influence of the work environment and motivation on employee performance at the Faculty of Pharmacy, Andalas University. This shows that the influence of the work

environment and motivation on employee performance will be stronger if an organizational culture is created where the values agreed upon in the company are applied in the attitudes and behavior of their employees.

6. RECOMMENDATIONS:

- Creating a more comfortable work environment by improving good relationships between fellow employees through mutual understanding in carrying out their respective work. Employees can create a better atmosphere by understanding their main tasks and functions.
- The motivation felt by employees is increased again by providing incentives or benefits in accordance with the needs of employees such as: holding outbound events or family gatherings that can strengthen relations between fellow employees and their families.
- To encourage the creation of a strong culture, a work environment is needed that provides an opportunity for all employees to apply values or carry out habits that have become agreed to be organized to be applied in daily activities.
- Motivation of employees is encouraged by increasing encouragement in employees to do better in creating a strong organizational culture through the provision of variations in compensation such as financial or non-financial compensation to employees of the Faculty of Pharmacy, Andalas University.
- The leader provides an example in applying organizational culture through the example of its implementation in daily work.
- Creating a strong organizational culture through socialization in the form of slogans, habits carried out to employees so as to create a strong culture.
- Further research can use other variables that influence employee performance such as: knowledge management, emotional intelligence, spiritual intelligence, organizational justice, organizational citizenship behavior (OCB), family work conflict, absentism.
- Further research can use other variables as mediating variables such as: job satisfaction, organizational commitment, compensation and others.
- Further research can expand the object of research at other institutions and increase the number of research samples used so that research results can be generalized.
- Further research can use the method of collecting data through direct interviews with each respondent in order to obtain more accurate facts about the conditions on the ground.
- Further research can use a qualitative approach in knowing the relationship between research variables.
- Future research can use other statistical software to process research data such as: AMOS and Lisrel.

7. CONCLUSION/SUMMARY:

Based on the results of the analysis and discussion in the previous chapter, conclusions can be taken as follows:

- The work environment which consists of work atmosphere, work facilities, security, decision making practices and communication flows does not affect employee performance and if it is improved it will reduce employee performance.
- Both intrinsic and extrinsic motivation does not affect employee performance.
- A safe and comfortable work environment significantly influences the organizational culture of the Faculty of Pharmacy Andalas University.
- The motivation given to employees will encourage the creation of a culture that will encourage employee performance.
- Strong organizational culture will increase and significantly influence employee performance.
- The influence of the work environment on employee performance will be stronger if a strong organizational culture is created.
- High motivation will affect employee performance if there is a strong organizational culture at the Faculty of Pharmacy, Andalas University.

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