

The Antecedents of Employee's Performance in Research Center

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ABSTRACT

This study aims to determine the influence of organizational culture and leadership style on job satisfaction and their impact on employee performance. This research was conducted at C-Care Cancer Research, Indonesia. The data were collected using questionnaires distributed to all employees in the Production, Research and Development, Finance and Administration, and Innovation and Product Development Divisions with 100 samples. The data analysis technique used was Structural Equation Modeling (SEM). The results showed that the culture of the organization positively influences job satisfaction. Leadership style does not significantly affect job satisfaction. While job satisfaction does not considerably affect the performance of employees, the employee's performance is negatively influenced by organizational culture. In addition, the employee's performance is negatively impacted by leadership style.

Keywords: organization culture, leadership style, job satisfaction, and employee performance

INTRODUCTION

World Health Organization (WHO) records that cancer is one of the most prominent causes of Morbidity and Mortality in the world. It is recorded about 14 million new cases and 8,2 million deaths were caused by cancer; in 2012, WHO mentioned that the number of new topics is expected to increase by 70% in the next two decades. According to the Indonesian Health Research and Development Institution of Health Ministry's data, the cancer prevalency of Indonesian citizens in general in 2013 was 1.4 %, estimated at 347,792 citizens.

The high number of cancer patients in the world and Indonesia requires every health facility to overcome this deadly disease, whether the government or private company owns the health facility. According to Indonesian National Cancer Countermeasures Committee's data, 22 State Hospitals and two Private Hospitals act as cancer treatment centers. Most of these health facilities are located in Java and can only treat 15% of cancer mentioned above patients.

C-Care Cancer Research, working on research and development of cancer treatment instruments, endeavors in

assisting the government in overcoming the lack of cancer treatment health facilities owned by Indonesia. As a private company that researches and produces health instruments, C-Care Cancer Research is expected to perform health-related business processes according to national and international resource management standards and production processes. Using this standard, the company expects to produce the best quality and caliber instruments, which are highly effective for cancer treatment. Creating products of excellent quality and caliber requires human resource commitment to work performance itself. Dessler (1992) stated that employee performance influences a successful company. Work performance is directly related to work achievement. It is a comparison between work achievement with set labor standards.

The commitment to producing excellent quality products by the C-Care Cancer Research contradicts the users' responses. In 2019, the Patient Consumption Reject Data showed a pretty high value. The value indicated that the C-Care Cancer Research has not yet produced satisfactory products for the users.

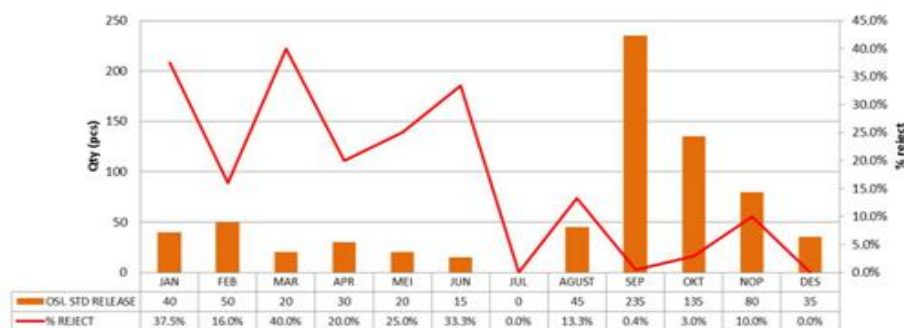


Figure 1. Patient Consumption Reject Data in 2019

Source: Annual Report 2015 – C-Care Research Cancer

Figure 1 mentioned in the first and second quarters, that the number of "rejected" or instruments returned from the patients is relatively high, especially in March (40.0%) and January (37.5%). This condition indicates a decline in the quality of products produced by employees among the average built instruments each month. The leading cause of this

problem was the decrease in employees' performance in the production division. The reduction in employees' performance could be seen in the declined average of users' satisfaction with the product and the high rate of employees' complaints in 2019.

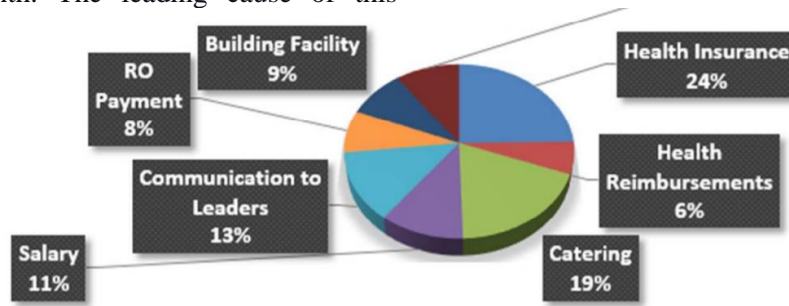


Figure 2. Employee Complaint Data Q1-Q3 2019

Source: Annual Report 2019- C-Care Cancer Research

Figure 2 mentioned that the level of employee complaints between quarter one and quarter 3 was high. This issue could be seen from components that directly impact employee benefits and compensation, which involves salary, as much as 11% of a total complaint. The appropriability of salary dominates the complaint related to the remuneration received compared to the company's workload. The rest are related to the accuracy of the calculation and payment of wages. The data above also mentioned that superior communication percentage as much as 13% of a total employee complaint. This data also indicates an issue occurred in the leadership style employed by the company, which is represented by communication between superior and employee.

C-Care Cancer Research is a company that is oriented to the strict implementation of discipline in conducting its research and development programs. The performance of these strict rules is also influenced by the leadership styles introduced to the "Japan Minded" style. This explanation is possible because the C-Care Cancer Research leader is a graduate of a university in Japan who also has some experience in Japanese Industries. On the other hand, the employees are not graduates from Japanese universities and have different cultures than their Japanese counterparts. This condition has played some impact on the decrease of employees' performance. This research is also expected to provide comprehensive data for companies with results that conform with existing conditions. The company requires valid definitive data and how vital leadership style and organization culture must be changed or maintained.

LITERATURE REVIEW

Foreign enterprises that set their operation in other countries usually carry their own organizational culture and leadership style, which differ from those generally practiced by the host countries. This practice is mainly due to the need to comply with the standards set by the parent company in the original country. Nevertheless, this difference might not be

applied in an absolute manner as cultural differences must be well managed to be accessed in the host countries. According to Robins (2006), organizational culture is defined as a system of shared meaning held by members of the organization that distinguishes the organization from other organizations. While Armstrong (2009) establishes that an organizational culture is a form of values, norms, beliefs, attitudes/behaviors, and assumptions that may not be articulated, it could assist in creating methods on how an organization works and achieve results. This definition is consistent with the description raised by Robbins (2006) on the meaning of cultural values of the organization itself. Moreover, Mullins (2005) argues that organizational behaviors are concerned with studying human behavior in corporate settings. It involves understanding, prediction, and control of human behavior.

On the other hand, Luthans (2011) concludes that organizational culture is an understanding, estimate or prediction, and management of human behavior in organizations. This theory promotes knowledge of organizational culture theory, which directs a person to understand and predict an attitude of a person in an organization. Denison and Misra in Mansur (2009) formulate indicators of organizational culture as follows: (1) involvement, (2) consistency, (3) adaptability, and (4) mission.

The difference is also apparent in the leadership style held by the foreign companies. Leadership style is essential for an organization or a group because it shows how well the organization or group is carrying out its activities. Armstrong (2009) defines leadership style defined as follows: Leadership style is the process of encouraging people to perform their best to achieve results from an objective.

Due to the importance of leadership style, there are various theories to provide a better understanding of Leadership Styles. Collins (2015) revealed that the leadership style currently needed is a leadership style combining humility and strong professionalism, namely Level 5 Leadership Styles

Theory as written by Jim Collins in his book *Good to Great*. This theory is supported by Daft's opinion (2010), which revealed that Level 5 Leadership Style is a leading method that promotes the organization's interests instead of the leaders. Sengua (1997) in Kusumawati (2008:25) states that the leadership style applied by superiors towards their subordinates could be done in transactional, transformational, Laissez-Faire, and situational leadership styles.

In this study, we believe that organizational culture and leadership style are two vital keys that influence job satisfaction and employee performance. Job Satisfaction indicates the emotional attitude regarding his work; therefore, it is an employee's evaluation of whether he harbors a positive or negative attitude towards work. Luthans et al. (2011) stated that job satisfaction results from a wide variety of perspectives that belongs to an employee. In this case, the aforementioned attitude is related to the job itself along with specific factors such as supervision, wages, promotion chance, working conditions, experience and skills, reasonable work evaluation, social relationships at work, quick resolution of the complaints, and good treatment from superiors towards their employee. Celluci et al. (1974, in Kusumawati, 2008) formulated job satisfaction indicators as follows: 1) Satisfaction with wages; 2) Satisfaction with the promotion; 3) Satisfaction with coworkers; 4) Satisfaction with supervisor; 5) Satisfaction with the work itself.

Furthermore, Employee Performance is an important aspect used in managing the business in a company because work performance affects whether the target set by the company could be achieved or not. Nawawi (2006) defined employee performance as "a high performance that occurs when a targeted work can be completed properly or does not exceed the deadline." On the other hand, low performance occurs when the task is finished after exceeding the allotted time or not being finished at all. Robbins (2008) stated that work performance is partly the result of an achievement gained from an activity, either in the form of services or goods. It is done within a specific time frame and a person's capability while maintaining a standard of quality and work accuracy.

On the other hand, according to Miranda (2014), employee performance results from a person or group's performance within the powers and responsibilities given by the company. Said power and responsibility are given during a specific period where the employees are expected to achieve their target. According to Gomes in Bertha (2014), there are eight aspects employed in measuring employee performance: (1) Quantity of Work, (2) Quality of Work, (3) Job Knowledge, (4) Creativity, (5) Cooperation, (6) Dependability, (7) Initiative, and (8) Personal Qualities.

METHOD

Data analysis techniques in this research are the Structural Equation Model (SEM). It is a statistical technique that allows testing a range of relatively complex relationships simultaneously (Kaplan, 2007; Kline, 2011). Complicated

relationships are established between one or more dependent variables with one or more independent variables. Each dependent and independent variable could appear in factors or constructs built from several variables indicators. Similarly, variables that could occur in the form of a single variable are observed directly in a research process.

Three variables were used in this study: dependent variables, consisting of employee performance and job satisfaction; independent variables, consisting of organizational culture and leadership style; and intervening variable, that is, job satisfaction. The indicators and scale measurement of each variable are later explained as follows:

1. The variable of employee performance (dependent) referred to by Gomes (2003) comprises four dimensions, that is, job quality, job knowledge, job quantity, and creativity;
2. The variable of organizational culture (independent) comprised four dimensions, that is, involvement, consistency, adaptability, and mission; the four dimensions referred to as the ones proposed by Denison and Misra (1995);
3. The variable of leadership style (dependent) with its dimensions adored by Sengua et al. (1997) comprising transformational, transactional, laissez-faire, and situational;
4. The variable of job satisfaction (independent) with dimensions referred to by Celluci et al. (1978) comprises the job itself, promotion opportunity, coworkers, and supervision. Therefore, the dependent variables (X) in this study were organizational culture and leadership style towards job satisfaction (Y1) and employee performance (Y2). The other variables are job satisfaction (X) and employee performance (Y).

Hancock (2015) asserts that SEM is commonly justified in the social sciences because of its ability to attribute relationships between unobserved constructs (latent variables) to observable variables. Flow charts or path diagrams are fundamental in the SEM because this diagram allows researchers to describe the relationships hypothesized called models. Therefore, according to Thorndike (2007), the model must be measured using items (questions) designed to measure intelligence according to their hypothesis. Thus, MacCallum and Austin (2000), in addition to testing the general theory, SEM allows the researcher to diagnose which observed variables are good indicators of the latent variables.

Population and Sample

The population of this research was all of the employees of C-Care Cancer Research. There were 150 employees of the company who were represented by several samples. The sampling was done using the purposive sampling technique in which the researcher chose the model from the population using specific criteria (Sugiyono, 2009: 122). In this study, the minimum sample was 100, considering that each model consisted of 5 construct variables or less, with

indicators or visible variables > 3 of each. There were four construct variables or less than five construct variables used in this study which were; organizational culture (X1), leadership style (X2), employees' performance (Y1), and job satisfaction (Y2) with visible indicators of 54.

Data Collection Techniques

The data of this study were collected through interviews, using questionnaires, observations, and a combination of those three. In this study, the researcher employed various data collection techniques in the form of

closed-ended questionnaires. The respondents were only required to choose one of the answers. The results of the questionnaires were scored using the Likert scale on five scales: Strongly Agree, Agree, Doubt Disagree, and Strongly Disagree, for every answer chosen by the respondents in every variable that was being measured in this study.

FINDINGS AND DISCUSSION

Figure 3 shows the results of data analysis by using the Structural Equation Modelling (SEM.) Analysis:

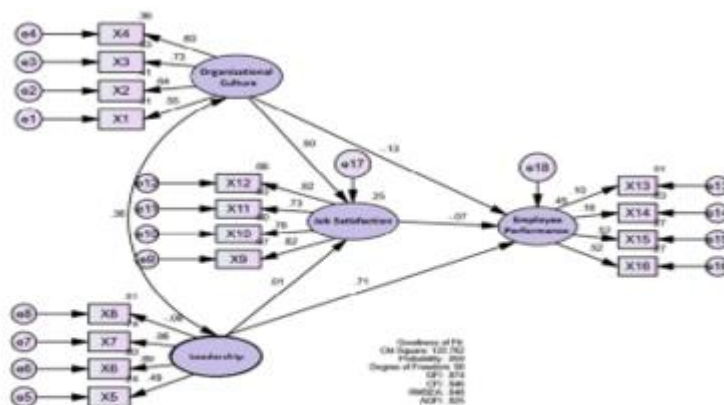


Figure 3. Structural Equation Modelling (SEM.) Analysis

The resulting value for the variable of organizational culture is X1 (Engagement) is 0.55, the value of the X2 (Consistency) is 0.64, the value of the X3 (Adaptability) is 0.73, and the value of the X4 (Mission) is 0.60. From this data, it can be concluded that the company can employ measures or programs that have not been optimally implemented in the organizational culture by looking at the lowest value of the results of each dimension. From the results of this value, we will see that the lowest value is the dimension of engagement (0.55), while the highest is the adaptability (0.73). Between the mentioned value range, there is dimensional consistency (0.64) and mission (0.60). It can be concluded that the company should focus on improving employee engagement programs internally and externally. In addition, the company must continue socializing its mission itself in the form of activities that support the understanding of the mission of every employee.

The resulting value for the variable of job satisfaction are X9 (Work Itself) is 0.82; X10 (Promotion Opportunity) 0.78; X11 (Colleague) 0.73, and X12 (Supervision) is 0.82. From this data, it can be concluded that companies employed program that is not optimally accomplished in improving job satisfaction. It is represented by the lowest value of results in each dimension. Based on values in the result, the lowest value would be the satisfaction with coworkers (0.55). The highest value obtained is satisfaction towards work itself (0.82) and supervision performed (0.82). Satisfaction towards promotional opportunities (0.78) is in between those values' range. From these data, it can be concluded that the company should focus

more on improving teamwork development programs (teamwork development). It is done to enhance the value of solidarity and strengthen the team in the company. In addition, the company's promotion and career advancement opportunities should be more focused on through the career development and promotion program. Doing so will help the employees have a sense of belonging in the company and possess bright future careers.

The Effect of Organizational Culture on the Job Satisfaction

After testing the study hypothesis with data analysis techniques and Structural Equation Modeling, it can be concluded that organizational culture has a positive and significant impact on job satisfaction. Implementing organizational culture written by the company with various models of involvement, consistency in implementing work rules, adjustment towards environment conditions, and the applying and implementation company's mission had a positive impact. It contributes positively to job satisfaction as represented by pride towards work itself, career opportunity, attitude towards colleagues, and satisfaction with supervision/monitoring conducted.

This research supported the research findings of Stebbins and Dent (2011), and Oudraogo and Leclerc (2013). They confirmed that there was a positive effect of organizational culture on job satisfaction. The result of this research showed that a corporate culture where the employees played a big role was found to be the attribute that was able to improve job satisfaction. Other research also showed similar results as the result of this study, such as the research done by



Pirzada et al. (2011). Pirzata et al. (2011) stated that organizational culture has some effect on job satisfaction. The employees' job satisfaction is highly affected by how a company creates a good pattern of organizational culture within the workplace.

Therefore, it is reasonable that some companies spend relatively high costs and a rather long time to construct good organizational culture in the workplace. The organizational culture can be introduced internally to the company member by introducing the corporate values and the rules of individuals' values in the company. The previous research findings also supported the discovery of this study, such as the one conducted by Ren-Tao and Miao (2011), who also attempted to investigate the correlation between organizational culture and job satisfaction.

The Effect of Leadership Style on the Job Satisfaction

Leadership style has a negative effect and no significant effect on job satisfaction. The model of leadership style that is applied by the company as measured by transactional leadership style, transformational, Laissez-Faire, and situational proved to have no positive effect on employee job satisfaction. The dimension of satisfaction shows it is tested based on theory and the results of previous research. The result of this study is contradictory to the impact of the research done by Waridin and Masrukhin (2006), who found out that leadership style was the predictor of job satisfaction. On the other hand, this finding showed that the participatory leadership style is vital for improving job satisfaction.

This finding contradicts the result of the discovery done by Rad and Yarmohammadian (2006). They also stated a significant effect of the leadership style on the employees' job satisfaction. A similar result was also found by Jernigan and Beggs (2010). This difference might be caused by different research settings of those previous studies from the research setting of this study which had been adjusted to the present situation. However, generally, the analysis results on the effect of leadership style and job satisfaction in this study were contradictory to the finding of previous research.

Other research also showed that there was a correlation between the leadership style and job satisfaction, such as the ones conducted by Emery and Barker (2007), Lin and Tseng (2013), and Eman et al. (2013).

The Effect of Job Satisfaction on Employees' Performance

Job satisfaction has a negative effect and no significant effect on employee performance. Employee satisfaction is essential to be considered as a measure of achievement of employee performance. This study exhibits that satisfaction factors as indicators did not influence employee performance. It means that employees are still committed to their performance and have varied satisfaction standards. The finding of this study does not support the research finding of Masrukhin and Robin (1996). Research indicators used in this

study to measure the study's variables have been adjusted to the condition of employees who found satisfaction in their jobs and would perform their job better. This phenomenon was signified by the achievement of professional standards, higher quality of job performance, higher quantity of jobs, and the rise of employees' creativity in performing their work. The result of this indicates that a higher level of employees' job satisfaction should be firstly achieved.

Meanwhile, Yiing and Ahmad (2009) found a different finding from this study. Their study found a significant effect on organizational culture and leadership style, and they also found some effects on organizational commitment and job satisfaction toward employees' performance. The fundamental difference between the finding of this study is that the employees of the C-Care Cancer Research always showed good intentions even if their job satisfaction declined. This phenomenon might be caused by the unawareness of the employees of the effect of lower job satisfaction on their work performance when the researcher collected the data for this study.

The Effect of Organizational Culture on Employees' Performance

Organizational culture has a negative effect and no significant effect on employee performance. Fear of organizational culture affecting employee performance has not been proven to have a substantial impact. The results indicate that employee performance is quite good with the current application of organizational culture. The result of this study does not support the finding of the previous research that confirmed the positive and significant effect of corporate culture on employees' performance. Some research found that there was no effect of organizational culture on job performance was conducted by Waridin and Masrukhin and Waridin (2006) and Yuwalliatin (2000).

On the other hand, in international research done by Ahmad (2009), the organizational culture positively affected the employees' performance. A deeper analysis of the data showed a difference between the first hypothesis, which stated that organizational culture had a positive effect on job satisfaction. In contrast, the organizational culture was proven to have no impact on the employees' performance. This result indicates that even though the organizational culture does not match the employees' expectations, employees would still maintain their commitment to perform their job as well as possible.

The Effect of Leadership Style on Employees' Performance

Leadership style has a negative effect and no significant effect on employee performance. Application of Leadership Style models applied by the company proved to have no significant influence on employee performance. Therefore, the process and employee performance results are oimal by using the current leadership style model. This research does not support the research finding which stated

that the leadership style had a positive effect on employees' job performance as found by Chu and dLai (2011). Chu and Lai found a strong impact and correlation between the leadership style and employees' version, which contradicts the result of this study. The data showed that there was no effect of the leadership style on the employees' performance. However, a small effect was found with a small value of those variables that can be seen in the result of this study.

Meanwhile, Lodge and Derek (1993) and Waridin and Masrukin (2006) gave some possible explanations for the phenomena. Leadership style and employees' performance may create an effect due to the high and robust intensity of interaction between the leaders and the employees. In this case, the effect of the variables can be analyzed. However, it also depends on the types of leadership styles that are applied in the company.

CONCLUSION

From the research results, the researchers have written some advice that the company could consider to improve employee performance through job satisfaction based on the results of the influence analysis and hypothesis of this study.

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Organizational culture has a positive and significant impact on job satisfaction. The company could make some steps based on each dimension of organization culture and job satisfaction. As stated earlier, Structural Equation Modelling confirmed the research model built in this study to examine the effect of the relationship value between organizational culture and leadership style on job satisfaction to improve employee performance. Three variables did not have significant effects on other variables. Therefore, further research to confirm this study is required. It is done in similar companies to verify whether this model generates a similar result or not. This study, which was conducted at C-Care Cancer Research as a foreign company operating in a host country proves that job satisfaction and employee performance influence organizational culture and leadership style, which it carries from the original country. It is seen as a usual practice found in multinational companies operating in a particular host country. Therefore, to be well-received by the people in the host country and generate excellent organizational performance, the company needs to ada its organizational culture and leadership style.

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