

The Effect of Local Culture, Institutional Organizational Culture on Employee Performance and Customer Satisfaction with Services

Rahmaddian¹, Deni Surapto², Stefani Made Ayu A. K.³

^{1,2,3}Universitas Terbuka, Tangerang Selatan, Indonesia

rahmadian@ecampus.ut.ac.id, denis@ecampus.ut.ac.id, stefanimadeayu@ecampus.ut.ac.id

Abstract

In this millennial era competition, there are many innovations to ensure the sustainability of a sustainable life in providing services to consumers, both products and services as expected by consumers. Therefore, it is necessary to have the quality of human resource performance to respond competitively in gaining market share. The success of high-performing employees is strongly influenced by innovative HR performance and organizational commitment and organizational citizenship behavior [Zhang, 2014]. To analyze local culture on organizational culture, to analyze organizational culture on organizational performance, to analyze employee performance on customer satisfaction with services. The method used in this research was quantitative descriptive strengthened by qualitative descriptive. The population of this study was all staffs of UPBJJ-UT. The sample and interview process were UPBJJ-UT which had local cultural characteristics. (Javanese Culture, UPBJJ-UT Yogyakarta, Sumatran Culture UPBJJ-UT Jambi / Pekanbaru, Timor Culture UPBJJ-UT Jayapura. The next analysis using the Hypothesis Tutorial in this study utilized the Partial Least Square (PLS) method. PLS is an alternative method of analysis with variance-based Structural Equation Modeling (SEM). The findings in this study are many other organizations formed in the local UPBJJ-UT, local culture and the dominant organizational culture of the company is work culture; although the culture has been formed and influenced by leaders and newcomers in influencing the existing work culture to support service satisfaction, because the nature of distance higher education is independence. According to this research, institutions need to re-evaluate their cultural values and try to communicate about local culture and organizational culture; In addition, the researcher also found that UPBJJ-UT staffs preferred local culture that had been applied to the organizational culture for the island of Java, the majority of which held tightly to Eastern culture, while samples in the eastern regions where the average employees were natively from other provinces and more dominant than local human resources.

Keywords

local culture; institutional
organizational culture; service
satisfaction



I. Introduction

Bureaucratic local culture towards the behavior of organizational members, then the local bureaucratic organizational culture is able to set boundaries to differentiate it from other bureaucracies; able to form organizational identity and personality identity of organizational members; able to facilitate the creation of organizational commitment rather than commitments that are of individual interest; able to increase the stability of social system attachments; and is able to function as a mechanism for making meanings and

symbols for controlling the behavior of organizational members. Public service as a process of bureaucratic performance, engagement and influence of organizational culture is very strong. In other words, any activities carried out by public service officials must be guided by normative rules that have been determined by public organizations as a manifestation of the culture of public organizations [Firmansyah, 2012]. Therefore, the main causes of failure in carrying out a public service orientation are: Strong commitment to political culture with a narrow nuance; a lack of trained and skilled manpower in local units; lack of financial resources to carry out duties and responsibilities; there is an attitude of reluctance to delegate authority; and the lack of technological infrastructure and physical infrastructure to support the implementation of public service tasks [Dennis A. Rondinelli, 1981]. This process of cultural change must be disseminated or socialized equally to the community, seeking recruitment of professional bureaucratic workers, understood or articulated appropriately and correctly, grown and developed in the interests of the general public, and communicated in a dialogical manner. The results of the civilization process are expected to be able to create correct decision-making / policies, create the formation of effective workforce groups, and the creation of a supervisory team that acts honestly and objectively. In the end, this process culminates in a process of internalizing the personality and economic synergy of society as its main basis [Gabriel A. Almond, 1960]. Several factors cause low public services within the scope of the local bureaucratic culture.

UT is an organization engaged in educational services with cultural cultures spread across 40 UPT UPBJJ-UT from Sabang to Merauke. Therefore, UT needs to improve services that support the quality of services in education by strengthening the work culture of the organization in order to achieve excellent service, which requires institutional administrators who have a high commitment in implementing the vision and mission of the institutional organization. With this commitment, the work ethic of each individual in the organization will emerge by building an organizational culture, this is very important for UT to pay attention to in achieving an increase in the image of the institution and customer satisfaction and creating long-term commitment to customers, in this case students.

II. Review of Literatures

Work culture is a comprehension of how to work and the perspective of values, thought patterns, norms, rules and behavior of each employee and their leader in carrying out a job [Schein in Frinaldi, 2014]. Emphasis on work culture in government organizations when several variables are fulfilled, among others: the values forming positive and productive behavior that have been understood, comprehended and can be applied easily by all employees and leaders. The second is the commitment of the organizational leadership, the three leaders at each level become role models / examples in the application of values within the organization. The fourth is that leaders and employees trust each other, are open, and accept policy changes and work methods that are more effective and the fifth is a work culture that is directly related to the interests of carrying out tasks, work and problems faced by organizational units and work culture is applied in a manner. consistent, disciplined and sustainable.

The term performance or work performance comes from the English word "performance". According to Khan in Busro (2018), performance is defined as work ability in terms of quality and quantity. Performance is a work performance (performance) both in quantity and quality achieved by someone during a certain period, usually within one year (Purba and Sudibjo, 2020). Performance is the output that is achieved from the

achievements that have been made, done by someone in carrying out work or tasks. Performance is work performance or performance, namely the results of work during a certain period compared to various possibilities. the concept of performance is the real behavior that is displayed by everyone as the work performance produced by employees in accordance with their role in the company [Rivai, 2005].

Performance is the appearance, the work of the personnel both in quality and quantity of individual performance as well as in the work group of personnel, the appearance of the work is not limited to personnel holding certain positions but also to the entire ranks of personnel within the organization. the meaning of performance is the result achieved by a person in carrying out a task or load of responsibility according to certain standards or standards that apply to each organization [Ilyas, 2005]. Measurements are based on performance appraisals and performance evaluations. Performance Measurement To determine the level of a person's performance, it is necessary to measure performance. Performance measurement according to is a management tool to improve the quality of decision making and accountability [Simamora, 2004]. Performance measurement must consider the following points [Dharma, 2004]: a. Quantity, namely the amount that must be completed must be achieved. b. Quality, namely the quality that must be produced (whether good or not). c. Timeliness, that is, according to the planned time.

Performance has a broad meaning, not only the result of work, but including how the work process takes place. performance is a description of the level of achievement of the implementation of an activity program in realizing the goals, objectives, vision and mission of the organization as outlined in the strategic planning of an organization [Moehariono, 2012]. Related to the concept of performance, Rummler and Brache in [Sudarmanto, 2009] suggest that there are three levels of performance, namely: Organizational performance. Is the achievement of results at the level or organizational analysis unit. Performance at the organizational level is related to organizational goals, organizational design, and organizational management. b. Process performance Is the performance in the process stages in producing a product or service. Performance at this process level is influenced by process objectives, process design and process management. c. Individual / job performance Is the achievement or effectiveness at the employee or job level. Performance at this level is influenced by job objectives and job management and individual characteristics. Organizational performance describes how far an organization can achieve its final goals [Amitai Etzioni Keban, 2008]. Organizational performance is a description of the level of achievement of task implementation within an organization, in an effort to realize the goals, objectives, mission and vision of the organization [Tangkilisan, 2005]. So organizational performance is the ability of the organization to carry out every task given to the organization to achieve the goals, objectives, mission and vision of the organization that have been determined. Organizational performance does not only focus on achieving results or goals, but also emphasizes the implementation process and resources to achieve its goals.

Satisfaction is self-indulgence with something, whether obtained through sacrifice or not. The definition of customer satisfaction / dissatisfaction according to Day [in Tjiptono, 2002] is the customer's response to the perceived disconfirmation evaluation between previous expectations (or other performance norms) and the actual perceived performance of the product after its use. Engel [1990] in Fandy Tjiptono [2002] states that customer satisfaction is an after-purchase evaluation in which the chosen alternative gives at least the same outcome or exceeds customer expectations, while dissatisfaction arises if the results obtained do not meet customer expectations. Government's efforts in fulfilling the desire for speed and accuracy will have a positive impact on satisfaction with public

services [Bashir et al, 2012]. SMM has an influence on the production process, purchase and after purchase, research findings prove that there is a positive correlation with the purchase of standardized kitchen worktops and make buyers feel satisfied with the services provided [Nabavi et al, 2014]. Satisfaction is a person's feelings regarding comfort or disappointment resulting from comparisons between perceived product performance (outcomes) in relation to their expectations [Kotler, 2007]. Therefore, whether the buyer is satisfied after purchasing is dependent on the performance offered in relation to the buyer's expectations. Buyers' expectations are shaped and influenced by their past buying experiences, advice from friends or associates, marketers and information and promises from competitors. Thus, customer satisfaction or dissatisfaction is the difference between expectations and perceived performance, namely an assessment of purchase expectations and the perceived performance of the product or service after purchase [Rodhiah, 1997]. If performance falls below expectations, the customer will be dissatisfied. If the performance matches what is expected, the customer will be satisfied. And if the performance is above the expected, then the customer will be very satisfied. In connection with this satisfaction, many companies are trying to achieve high levels of customer satisfaction. Because if it's just a satisfied customer, it will still be easy for customers to switch to a better offer. But if the customer is very satisfied, then they are less prepared to move on to another offering. High satisfaction creates a very strong emotional relationship with a brand, which is not only a rational preference, which in turn creates high customer loyalty [Kotler, 2007].

Based on the above explanation, the framework developed in this study is as follows:

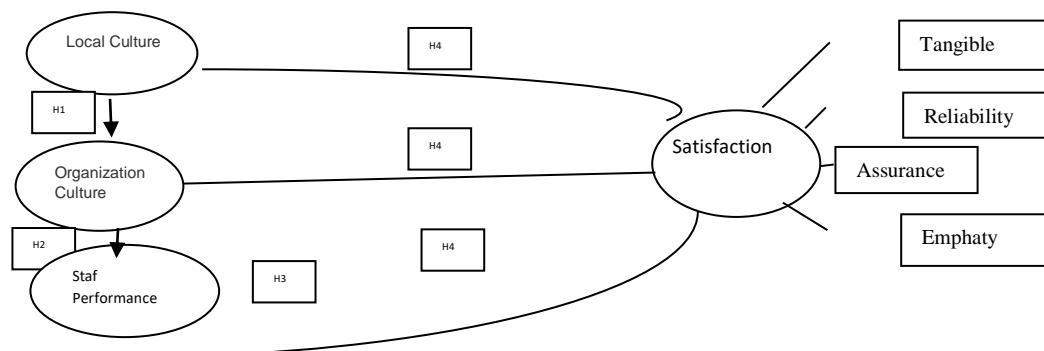


Figure 1. *Hypethesis framework*

1. There is an influence of local culture on organizational culture
2. There is an influence of organizational culture on organizational performance
3. There is an influence of employee performance on customer satisfaction with service
4. There is an influence of local culture, organizational culture and employee performance on service satisfaction.

III. Research Methods

3.1 Data Collection

The method used in this research is quantitative descriptive strengthened by qualitative descriptive. The verification method uses explanatory research, which is to explain the nature of the causal relationship through a hypothesis tutorial. From the research method used, information about the influence of local crocodiles on organizational culture on service satisfaction will be obtained. The data source used in this study is primary data. Primary data was obtained through distributing questionnaires to the

UPBJJ-UT staff. And what was used as the interview process was UPBJJ-UT which had local cultural characteristics. (Javanese Culture, UPBJJ-UT Yogyakarta, Sumatran Culture UPBJJ-UT Jambi / Pekanbaru, Kalimantan Culture UPBJJ-UT Samarinda, Timor Culture UPBJJ-UT Jayapura / Kupang. In this study, the target population is the entire UPBJJ UT. The sample selection method was carried out by proportional random sampling [Sekaran, 2009]. Determination of 200 people each for student satisfaction services. For the purposes of this study, data collection used a questionnaire that had been prepared to be confirmed by respondents. Validity and reliability tests use Alpha Cronbach [Kaplan, 2005]. This analysis would use descriptive statistics to explain each research variable in order to obtain an overview of the qualitative approach.

3.2 Structural Equation Modeling Analysis

The tutorial for the hypothesis in this study uses the Partial Least Square (PLS) method. PLS is an alternative method of analysis with variance-based Structural Equation Modeling (SEM). a method that does not require assumptions and can be estimated with a relatively small number of samples. While causal or verificative research is research to test hypotheses as a relationship between satisfaction, work ability, and field staff implementation that have an impact on service quality. The data analysis method used is descriptive analysis method for managerial UPBJJ-UT and Partial Least Square (PLS) for student satisfaction. This analysis is used to describe the results obtained from distributing questionnaires so that a description of the factors that can influence the local culture of the respondents can be presented through descriptive statistics. Descriptive statistics are statistical tools to describe the data collected in research. The analysis is carried out by transforming raw data into data that is easy to understand and interpreted and then compiled, manipulated, and presented in a form of information. In addition, the data were analyzed using the Partial Least Square (PLS) method and using the SmartPLS tools. PLS is an alternative method of SEM (Structural Equation Modeling) that can be used to solve problems in relationships. The small number of samples and the use of reflexive indicators make PLS more suitable to be selected than other analytical tools. The following is the inner model equation.

IV. Discussion

The characteristics in this study were divided into 2, including the characteristics of student respondents and the characteristics of respondents from staff. From table 1 for student respondents, it can be seen that the largest proportion in filling out this questionnaire are women, for registration from 2018 to 2019 with self-employed jobs and other jobs of 17% by completing high school education or equivalent to the productive age of students leading to college 18-25 years have an average monthly income of less than 4 million rupiah. This age is also the productive age and the enthusiasm for job seekers supports previous research [Setiawan, 2010]. The age variable has a significant positive effect on the length of time looking for work. This means that the older the job seeker is, the longer it will take to look for work.

4.1 SEM Analysis

The data obtained from the results of this research will be tested hypotheses using the Partial Least Square (PLS) analysis technique with the SmartPLS 3.0 program. This Smart PLS in Ghozali [2008] is a powerful analysis method because it is not based on many assumptions. The following is a schematic of the PLS program model being tested.

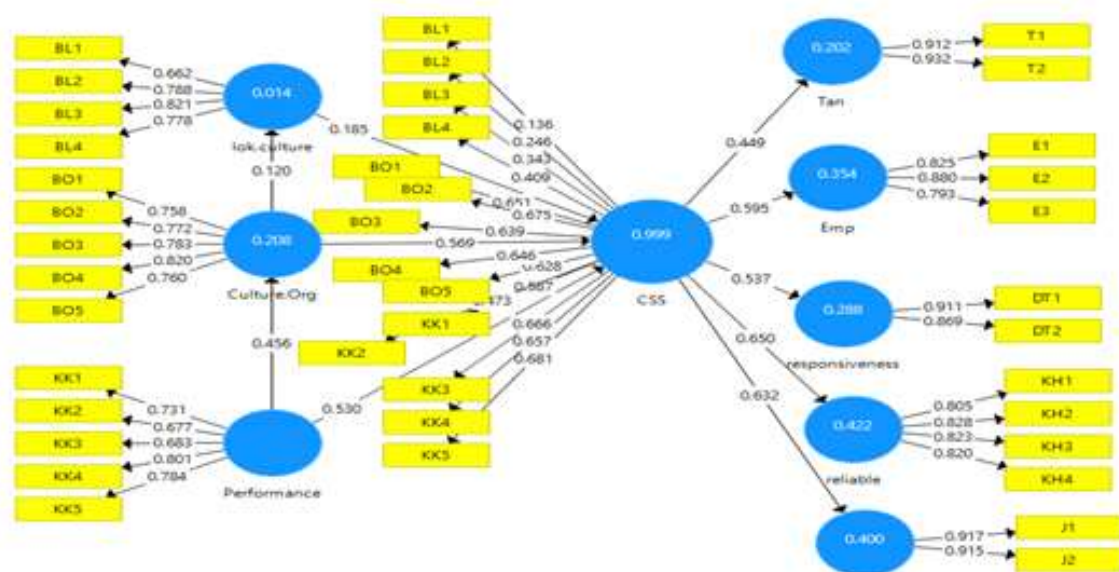


Figure 2. Outer Model before dropping the indicator

From the data above, there are no indicators that are dropped / excluded because the data is supported by theory.

4.2 Evaluation of the Outer Model

As previously explained, a Keplay latent variable and PKBM knowledge commitment are in the form of a flexible form. According to Ghazaly [2008], the evaluation of the outer reflection-model is based on 4 (four) criteria, namely convergent validity, discriminat validity, Average Variance Extracted (AVE) and composite reliability (Table 1).

Table 1. Criteria and Standardization in Outer Model Evaluation – Reflection

Criteria	Standart	Explanation
Converage validity	Loading value > 0.50	Assess the power of indicators in reflecting on latent variables Chin (1998) stated that if <0.50 then the indicator should drop
Discriminat validity	Cross loading value the correlation of indicators to latent variables is greater than other latent variables	Measure the accuracy of the reflection model
Composite reliability (pc)	$\rho_c > 0,6$	Good internal stability and consistency indicators

From Figure 1 it can be explained that there is an influence between understanding various pathways. Because the outermodel above 0.5 is required by the theory, this value will not be dropped / removed from the analysis path.

4.3 Convergent Validity

To test the convergent validity, the outer loading or loading factor value is used. An indicator is declared to meet the convergent validity in the good category if the outer loading value is > 0.5 . The following is the outer loading value of each indicator in the research variable:

According to Chin, as quoted by Ghazali [2008], the outer loading value between 0.5 - 0.6 is considered sufficient to meet the convergent validity requirements. The data above shows that there are several variable indicators whose outer loading values are below 0.5, so that these indicators are declared unfit or invalid for research use. Indicators with an Outer loading below 0.5 must be dropped prior to carrying out further analysis.

4.4 Discriminant Validity

Discriminant validity testing is carried out to prove whether the indicators in a construct will have the largest factor loading on the constructs it forms than factor loading with other constructs. The discriminant validity test uses the cross loading value. An indicator is declared to meet the discriminant validity if the cross loading value of the indicator on the variable is the largest compared to other variables.² The following is the cross loading value of each indicator:

Table 2. Discriminant Validity

Construct	CSS	Org. Culture	Emp	Guarantee	Perfor- mance	Tan	Lokal Culture	reliable	Respon- siveness
CSS	0.559								
Culture.Org	0.833	0.779							
Emp	0.595	0.471	0.834						
Guarantee	0.632	0.558	0.588	0.916					
Performance	0.845	0.455	0.543	0.481	0.737				
Tan	0.449	0.462	0.452	0.449	0.280	0.922			
lok.culture	0.413	0.119	0.180	0.298	0.300	0.167	0.764		
reliable	0.650	0.548	0.613	0.595	0.559	0.383	0.195	0.819	
responsiveness	0.537	0.299	0.570	0.366	0.578	0.240	0.310	0.541	0.890

Based on table 2 above, it can be seen that each indicator in the research variable has the largest cross loading value on the variable it forms compared to the cross loading value on other variables. Based on the results obtained, it can be stated that the indicators used in this study have good discriminant validity in compiling their respective variables. The highest indicators of support for the model are responsive data and organizational culture that has a good influence on local culture. Based on the researcher's interviews in several areas, for example the eastern region such as Jayapura where the majority are migrant workers and only 2 percent are indigenous people so that the organizational culture that has been formed cannot be influenced by local culture, different from the previous 15 years where the unit leader and several staff occupied positions. strategic. This supports Kotler's theory [2012] on local cultural factors having to pay attention to several phases of change, especially at the guiding coalition stage, building a vision of change, especially in change strategies, communicating the change vision, and at the empowering action stage. This happens because it is at these stages that local culture can influence people in responding to the changes that are being made.

4.5 Composite Reliability

Composite reliability (sometimes called the reliability construct) is a measure of internal consistency in scale items, very similar to Cronbach's alpha [Netemeyer, 2003]. It can be considered equal to the total number of variance in the actual score relative to the total variance of the scale score [Brunner & Süß, 2005]. Alternatively, it is an indicator of co-variance among observed variables that is used as a latent construct indicator [Fornell & Larcker, 1981]. Composite Reliability is an index that shows the extent to which a measuring tool can be trusted to be relied on. Data that has composite reliability > 0.6 has high reliability. The following is the composite reliability value of each variable used in this study:

Table 3. Composite reability

Construct	Composite Reliability
responsiveness	0.884
reliable	0.891
lok.culture	0.848
Tan	0.919
Performance	0.856
Guarantee	0.912
Emp	0.872
Culture.Org	0.885
CSS	0.852

On table 3 shows that, it can be seen that the composite reliability value of all research variables is > 0.6. These results indicate that each variable has met composite reliability so it can be concluded that all variables have a high level of reliability. The significant value above 8 fulfills the second level of reliability after the tangible is guaranteed. There are 2 guarantees on 2 indicators, the officers are competent in understanding and able to do a good job and the officers are able to guarantee the confidentiality of data to other parties.

4.6 Goodness of Fit

Based on data processing that has been done using the SmartPLS 3.0 program, the R-Square value is obtained as follows:

Table 4. R-Square

Construct	R Square	R Square Adjusted
CSS	0.999	0.999
Culture.Org	0.208	0.191
Emp	0.354	0.348
Guarantee	0.400	0.394
Tan	0.202	0.194
reliable	0.422	0.416
responsiveness	0.288	0.281

Based on the data presentation in the table above, it can be seen that the R-Square value for the Responsiveness variable is 0.28%, the remaining 72% is influenced by other factors. The acquisition of other values also explains that the large percentage of service satisfaction (CSS) organizational culture can be explained by the 2 exogenous variables of 20.8%. The remaining 79.1% is influenced by other factors.

The R-Square value for the Empathy variable is 0.354. The acquisition of this value explains that the percentage of the amount of empathy is explained by 1 exogenous variable of 35.4%. The remaining 64.6% is influenced by other factors. The R-Square value for collateral is 0.400. The acquisition of this value explains that the percentage of the amount of Guarantee is explained by 2 exogenous variables of 40%. The remaining 60% is influenced by other factors. The R-Square value for the tangible is 0.202. The acquisition of this value explains that the percentage of reliability is explained by 2 exogenous variables of 20.2%.

The remaining 69.8% is influenced by other factors. The R-Square value for the Service Satisfaction variable is 0.422. The acquisition of this value explains that the percentage of the response of officers in serving is explained by 2 exogenous variables of 42.2%. The remaining 47.8% is influenced by other factors. The assessment of the goodness of fit model can be seen from the Q-Square value. According to Chin [1998] in Ghazali [2008] that the R-Square results are 0.67, 0.33 and 0.19 for the endogenous latent constructs in the structural model, respectively indicating that the model is "good", "moderate", and "weak". Based on this theory and the R-Square value of the latent construct, it shows that this research model can be stated as having moderate goodness of fit. Based on the data processing that has been done, the results can be used to answer the hypothesis in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics value and the P-Values value. The research hypothesis can be stated as accepted if the P-Values value <0.05 . The following is a table of T-Statistics results and P-Values :

Table 5. Hypothesis

Konstruk	T Statistics (O/STDEV)	P Values	Keputusan
CSS -> Emp	8.401	0.000	Accepted
CSS -> Guarantee	10.747	0.000	Accepted
CSS -> Tan	5.616	0.000	Accepted
CSS -> reliable	10.946	0.000	Accepted
CSS -> responsiveness	6.739	0.000	Accepted
Culture.Org -> CSS	10.382	0.000	Accepted
Performance -> CSS	10.825	0.000	Accepted
Performance -> Org. Culture	5.718	0.000	Accepted
loc.culture -> CSS	2.561	0.011	Rejected
loc.culture -> Org. Culture	0.177	0.859	Rejected

Based on the data presented in the table above, it can be seen that each hypothesis put forward in the question is accepted because it has a P-Values value <0.05 .

V. Conclusion

With this study, it aims to understand the relationship between local culture, organizational culture, employee performance and satisfaction with service. Although, the findings do not provide support for the proposed hypothesis, important statements are encouraged from this study. First of all, it is known that, like many other organizations formed in the local UPBJJ-UT, the dominant local culture and organizational culture of the company is work culture; although the culture has been formed and influenced by leaders and newcomers in influencing the existing work culture to support service satisfaction,

because the nature of distance higher education is independence. The head of UPBJJ prefers culture brought from the previous place and rather than local culture such as in the eastern region of Jayapura, and there are also those who are strong in maintaining local culture, in the Java area of Yogyakarta, for example. In addition, UPBJJ-UT employees consider the focus of local culture as a basic cultural image that is firmly adhered to, especially honesty and sincerity in completing work and serving students and prospective students, which is also related to the organizational culture of the institution. In addition, there are core institutional values, namely, respect for people, customers, prospective customers, interested parties, service focus, empathy in providing complete service which is reflected as an image of the organizational culture. On the other hand, employee performance is considered a dimension of the image of local culture and organizational culture that is most felt by staff and customers/prospective customers. Therefore, the core values of the organization can be identified by people within the institution, which is the performance of employees, and also these values cannot be reflected to people outside the institution. Although, both employees and customers/students perceive organizational values as the image of local culture.

According to this research, institutions need to re-evaluate their cultural values and try to communicate them about local culture and organizational culture; In addition, the researcher also showed that UPBJJ-UT staff preferred local culture that was applied to the organizational culture for the island of Java, where the majority of the people held tightly to other Eastern cultures with samples in the eastern region where the average employee was immigrants from other provinces and more dominant than local local human resources. Human Resource Development as an effort to improve the quality of the personality, knowledge, skills and abilities of employees (Riadi, 2020). Therefore, this requires the development of new strategies for changing the local culture of the organization to maximize service quality. Although this study reveals important findings, there are also some limitations. First, the sample only covers the regional office of the UPBJJ-UT company, there has not been a comparative study of other educational institutions to develop further understanding. In addition, the sample size was limited and had to be expanded to include more customers. To gain a better understanding of the institutional culture of the institution, not only customers but also other stakeholders should be included in future studies. Despite these limitations, important implications for institutions come from the research findings.

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