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**DETERMINATION OF WORK DISCIPLINE, ORGANIZATIONAL CLIMATE AND ORGANIZATIONAL CULTURE WITH JOB SATISFACTION AS INTERVENING VARIABLES ON ORGANIZATIONAL COMMITMENTS AT THE REGIONAL REVENUE AGENCY OFFICE IN BATAM CITY, INDONESIA**

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**ABSTRACT**

The organizational Commitment to the Regional Revenue Agency of Batam City, according to the results of interviews with the general and staffing divisions, stated that the quality and quantity of human resources in the field of regional income were inadequate, especially in terms of services for provincial taxes and regional levies, PBB and BPHTB as well as transfer funds, because the Regional Revenue Agency was only formed in 2017, which includes many new employees from outside, so they have not fully mastered the problems in the field of regional taxes and regional levies. So it is necessary to research employees who work in the Batam City Regional Revenue Agency Office, which amounts to 206 employees using the Slovin. Method rounded by 136 respondents, the data analysis technique in this study uses Partial Least Square (PLS). The results showed seven direct effects, four significant and three insignificant. R Square value of influence together or simultaneously against Y is 0.920 with an adjusted R Square value of 0.918. So it can be explained that all exogenous constructs simultaneously affect Y by 0.918 or 91.8%. R Square value of influence together or simultaneously against Z is 0.8 \_ with an adjusted R Square value of 0.794. So it can be explained that all exogenous constructs simultaneously affect Z by 0.794 or 79.4%. Based on this research, BAPENDA needs to improve Work Discipline and Organizational Climate for Employees to Increase Job Satisfaction and Organizational Commitment.

**KEYWORDS:** Work Discipline, Organizational Climate, Organizational Culture, Job Satisfaction, Organizational Commitment.

## **I. PRELIMINARY**

### **1) Background of the problem**

The issuance of Batam City Regional Regulation No. 10 of 2016 concerning the Establishment and Composition of Regional Apparatuses of the Batam City Government, the legal reference used by the Batam City Regional Revenue Agency (BAPENDA) can be sourced from the rules set by the Central Government as technical guidelines governing the administrative system in the management of PAD, as well as regulations regional government determined by the provincial government/regional legislature as the legal basis for the implementation of regional tax/retribution collection. Aspects of quality human resources, which are strengths, can improve the performance of the Batam City Regional Revenue Agency in managing regional income and services to the taxpayer community.

The success of a company must be balanced with various supports from both internal and external parties of the company. One of the essential things in something company is originated from the system managing source power human (HR). Management source power a man is a role strategic in the company where management source power man follows share in designing strategy company for reach destination and change plan strategic the into the action.

Source power a man is wrong, one asset most important for the company. Role source power man for the company is seen from results productivity work, and quality generated work. Knowledge and skill from Para source power man must keep going managed by dynamic to develop and give power strategic competitiveness when later applied in the company.

On the room scope, company source power human (HR) is closely related to the named employee. The employee is riches mainly owned by the company because, without opt-in, activity company no will happen, ok activity input, process, and output in company. All forms of attitude, state, and condition work from something employee must awake with hope productivity from an employee could endure with good even experience increase, because that company sued for notice all something related with what be right from the employee.

### **2) Formulas Problem**

- a) How does determination discipline work to satisfaction employees at the agency office Batam City Regional Income?
- b) How does climate organization satisfaction work for employees at the agency office Batam City Regional Income?
- c) How does the determination culture organization satisfy employees at the agency office Batam City Regional Income?
- d) How is job satisfaction determined? by organizational Commitment at the Regional Revenue Agency Office of Batam City?
- e) How is work discipline defined? To organizational Commitment at the Regional Revenue Agency Office of Batam City?
- f) Is organizational climate determined? by organizational Commitment at the Regional Revenue Agency Office of Batam City?

- g) Corporate culture determined? Organizational Commitment at the Regional Revenue Agency Office of Batam City?
- h) How is work discipline defined? To organizational Commitment through job satisfaction at the Regional Revenue Agency Office of Batam City?
- i) Is organizational climate determined? Organizational Commitment through job satisfaction at the Regional Revenue Agency Office of Batam City?
- j) Organizational culture determined? Organizational Commitment through job satisfaction at the Regional Revenue Agency Office of Batam City?

## **II. THEORETICAL BASIS**

### **a) Work Discipline**

Grand theory forms the most extensive theory in something disciplines of science. A theory can be described as a set of concepts and their relationships. In human science, the theory is often classified based on its scope. Discipline in work is the most critical operational function of human resource management because the better the employee's work discipline, the better the performance that can be achieved. With good discipline, it is easier for organizations to achieve optimal results. Discipline is the main factor needed as a warning tool for employees who do not want to change their nature and behavior that an employee is said to have good discipline if the employee has a sense of responsibility for the tasks assigned to him.

Discipline is how someone can respect, obey, and comply with applicable regulations. Work discipline is a manager who can communicate with employees so that they are willing to be able to improve their performance. (Elqadri, Wardoyo, & Priyono, 2015:60) According to (Husain, 2018, p. 5), Work discipline is an attitude or behavior that shows employee discipline towards administrative regulations. Work discipline is also heavily influenced by factors that make a person's characteristics and can create habits that support the establishment of discipline, namely:

- 1) Respect each other when met in the work environment or outside of work.
- 2) Tell your co-workers if you want to leave the workplace so that your co-workers will know when to ask your boss.
- 3) Give praise according to the place and time so that employees will also feel proud of the compliment.
- 4) If a company or organization applies all the above mentioned factors, discipline enforcement will be easy to implement. Thus, employees will be disciplined against all procedures a company or organization sets.
- 5) A work order, work regulations, and work policies are very much needed because if there is no work discipline, then the company cannot achieve the desired goals, and that is where the targets set by the company will not be achieved. (Husain, 2018: 4)

### **b) Organizational Climate**

According to Soetopo (2010:141), organizational climate is the quality of the organization's internal environment experienced by its members, affects their behavior, and can be described by the characteristic values of the organization. Luthans states that organizational climate is the organizational climate which is internal environment or organizational psychology can also be seen

as being able to influence the behavior of the members in it, and the organizational climate is formed because of the activities within the organization. Simamora (2011:34)

According to Steers, quoted by Darzanti (2013: 3), organizational climate is the internal environment that represents the organizational factors that create the culture and social environment where goal achievement activities occur. Meanwhile, Kusnan in Darodjat (2015: 85) states that organizational climate can be measured in the work environment, directly or indirectly affecting employees and their work. Based on several definitions of organizational climate, it can be concluded that organizational climate is a paradigm or view of employees in describing work and conditions or the work environment. Organizational climate can be understood as the perception of corporate members about organizational norms related to the activities of the organization concerned.

### **c) Organizational culture**

Every organization has an organizational culture that influences all aspects of the organization and the behavior of its members, individually or in groups. (Mangkunegara, 2011:13), Argues that corporate culture is a set of assumptions or belief systems, values, and norms developed in organizations that serve as behavioral guidelines for its members to overcome external and internal adaptation problems. Then (Armstrong, 2010, p. 9) argues that organizational culture is a set of values, beliefs, or norms that have long been shared by members of the organization (employees) as a guide for behavior and solving organizational problems. Meanwhile, Robbins and Judge stated, "Organizational Culture is a system of shared meanings held by members that distinguish an organization from other organizations. When examined more closely, this system of shared meaning is a set of key characteristics that an organization values." (Angelica, 2010: 256),

*Cultural organization, according to Schein is as follows a pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valuable and therefore, to be taught to new members as the correct way to perceive, think, and feel about those problems " ( Luthans, 2011, p. 71)culture word (culture) as draft rooted from study or discipline knowledge anthropology, and is something identity from each nation. Culture is an integrated pattern \_of behavior in humans, consisting of thoughts, language, actions, and results in culture other. Organizational culture affects the way things are done in the organization.*

### **d) Job satisfaction**

According to Dole and Schroeder (2010:45), job satisfaction can be defined as personal feelings and reactions to the work environment. In contrast, Testa ( 2011:76) defines job satisfaction as joy or a positive emotional statement resulting from an assessment of one's work or experiences. Profession. Locke also explained that job satisfaction reflects the joy or positive emotional attitude from one's work experience. The pleasure felt by employees will have a positive attitude impact on employees. (Testa, 20 11:87 )

According to Robbins (2012: 34), job satisfaction is a general attitude towards one's work as the difference between the number of rewards received by workers and the number of tips that are believed to be received. According to Lawler (in Robbins, 2012: 56), the measure of satisfaction is

based on the reality that is faced and accepted as compensation for the effort and energy given. According to Siagian (2011: 55), job satisfaction is a person's perspective, both positive and negative, about his work. According to Munandar (2010:287), job satisfaction is a personal right. Each individual has a different level of satisfaction according to the situation and values that apply to him. The high group of satisfaction individuals feels indicates that the elements contained in work are as desired. So job satisfaction is the overall result of the degree of enjoyment of workers in various aspects of their work. In other words, job satisfaction reflects the workforce's attitude towards their work.

Job satisfaction is a response that reflects the degree to which a person feels affective and or emotional towards various jobs (Kreitner & Kinicki, 2014). According to Davis and Newstrom (2014: 245), job satisfaction is a set of employee feelings about whether or not their work is enjoyable. If someone is happy with his job, then that person is satisfied with his job. According to Kartono (2011:87), job satisfaction is the true satisfaction that can be obtained in the work environment is a sense of pride and satisfaction with the success of completing work tasks to completion. The success of someone completing will make the individual feel helpful to the organization. Job satisfaction felt by workers will increase their confidence to complete the next job with all their abilities.

#### **e) Organizational Commitment**

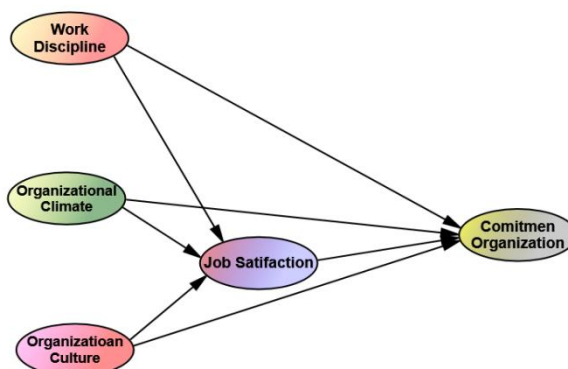
Building commitment is significant for the organization in achieving the goals that have been set. Someone who commits will build awareness and responsibility ( Sense of responsibility ) as well as a sense of belonging ( Sense of belonging ) towards the achievement of organizational goals, with the hope that someone who commits has a high regard for the organization, will continue to strive to develop responsibilities under any conditions and circumstances.

The views of experts on the definition of organizational Commitment are very varied, some define it as Commitment only, and some define it as organizational Commitment. Wibowo (2014) argues that, in general, Commitment is more individual, and organizational Commitment is more directed at the Commitment of each individual to the organization. Ivanisevic et al. (2008) defined Commitment as a feeling of identification, engagement, and loyalty expressed by employees toward the organization. According to Gibson et al. (2012), organizational Commitment is a feeling of identification, loyalty, and involvement expressed by employees towards the organization or units within the organization. Wibowo (2014) again explained that organizational Commitment is the feelings, attitudes, and behavior of individuals who identify as part of the organization, are involved in the process of organizational activities and are loyal to the organization in achieving organizational goals.

Buchanan in Yeh & Hong (2012) defines organizational Commitment as a belief that links individual and organizational values and goals. McMahon (2007) in Hassanzadeh et al. (2016) define organizational Commitment as a mindset that shapes behavior and binds individuals to take relevant actions by specific targets. Organizational Commitment refers to the individual's belief in the values and goals of the organization so that there is a strong relationship and identification

between the values, behavior, and goals of the individual and the values and goals of the organization.

#### f) Conceptual Framework



**Determination of Work Discipline, Organizational Climate And Organizational Culture With Job Satisfaction as an Intervening Variable on Commitment Organizations with Implementation of Health Protocols in the Office Batam City Regional Revenue Agency**

**Figure.1. Conceptual Framework**

#### g) Hypothesis

The hypotheses that can be found are as follows:

- 1) Work Discipline determines employees' job satisfaction at the Regional Revenue Agency Office of Batam City.
- 2) Organizational climate determines employees' job satisfaction at the Regional Revenue Agency Office of Batam City.
- 3) Organizational culture determines employees' job satisfaction at the Regional Revenue Agency Office of Batam City.
- 4) Job satisfaction determines organizational Commitment at the Batam City Regional Revenue Agency.
- 5) Work discipline determines organizational Commitment at the Regional Revenue Agency Office of Batam City.
- 6) Organizational climate determines organizational Commitment at the Regional Revenue Agency Office of Batam City.
- 7) Organizational culture determines organizational Commitment at the Regional Revenue Agency Office of Batam City.
- 8) Work discipline determines organizational Commitment through job satisfaction at the Batam City Regional Revenue Agency.
- 9) The organizational climate determines the organizational Commitment to job satisfaction at the Regional Revenue Agency Office of Batam City.
- 10) Organizational culture determines the organizational Commitment to job satisfaction at the Regional Revenue Agency Office of Batam City.

### III. RESEARCH METHODS

The populations in this study are employees who work in the Office of the Batam City Regional Revenue, which amounts to 206 people regardless of strata and specific field of work. Riduwan (2012:210) suggests that if the subject is less than 100, it is better to take all of them so that the research is a population study. However, the populations in this study were employees who worked at the Batam City Regional Revenue Agency, which amounted to 206 employees using the Slovin Method.

$$n = \frac{N}{1 + Ne^2} \quad n = 206 / (1 + (206 \times 0.05^2)) = 135.97 \text{ rounded up by } 136 \text{ respondents}$$

The data analysis technique in this study uses Partial Least Square (PLS) multivariate analysis in the second generation using structural equation modeling (Structural Equation Model / SEM). PLS can be used for a small number of samples, and, of course, a large number of samples will be able to increase the precision of the estimate. PLS does not require the assumption that the data distribution must be expected or not. The form of the construct can use a reflective or formative model. The maximum number of indicators is also quite large, namely 1000 indicators (Hair, Hult, Ringle, & Sarstedt, 2014).

### IV. DISCUSSION

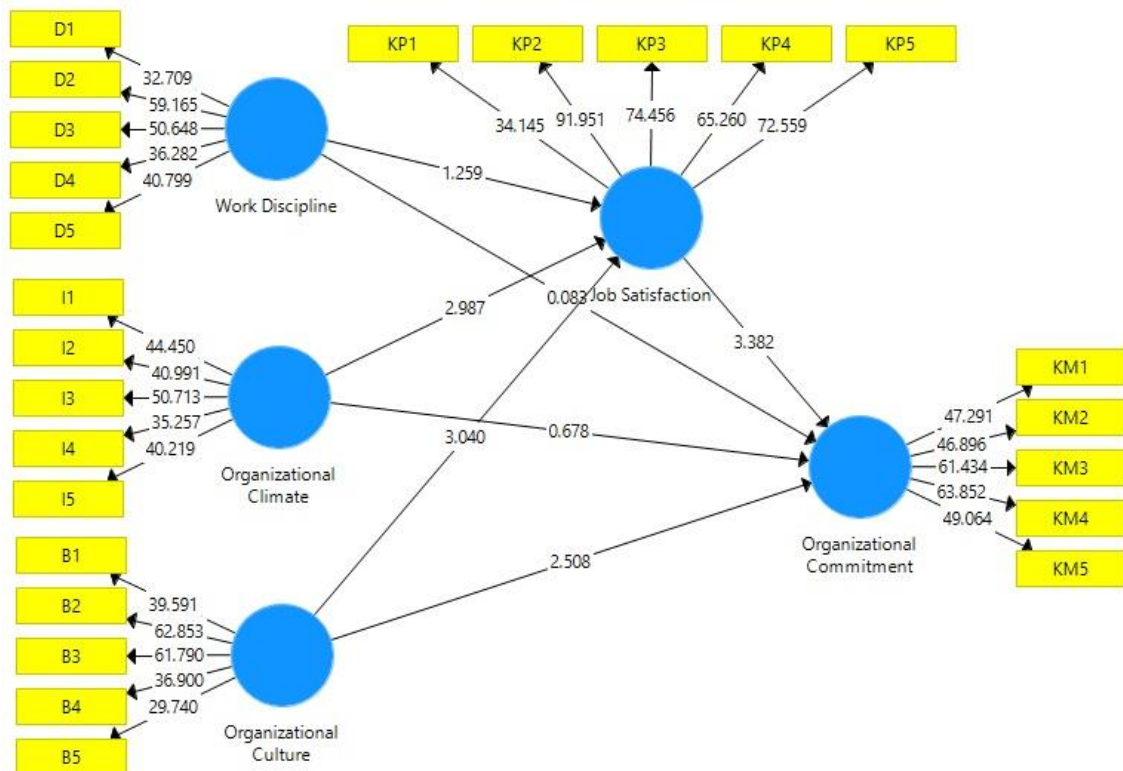


Figure.1. Discriminate Validity

**Table.1. Mean, STDEV, T-Values, P-Values**

|   | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ( O/STDEV ) | P Values |
|---|---------------------|-----------------|----------------------------|--------------------------|----------|
| Culture Organization -> Satisfaction Work       | 0.401               | 0.405           | 0.133                      | 3.015                    | 0.003    |
| Culture Organization -> Commitment Organization | 0.451               | 0.41            | 0.191                      | 2,366                    | 0.019    |
| Discipline Work -> Satisfaction Work            | 0.153               | 0.16            | 0.122                      | 1.257                    | 0.211    |
| Discipline Work -> Commitment Organization      | 0.011               | 0.019           | 0.141                      | 0.076                    | 0.939    |
| Climate Organization -> Satisfaction Work       | 0.431               | 0.419           | 0.176                      | 2.453                    | 0.015    |
| Climate Organization -> Commitment Organization | -0.102              | -0.095          | 0.159                      | 0.64                     | 0.523    |
| Satisfaction Work -> Commitment Organization    | 0.545               | 0.562           | 0.171                      | 3.196                    | 0.002    |

- 1) The direct effect of the Organizational Culture variable has a favorable path coefficient value of 0.401 and a T-Statistics value of  $3.015 > 1.96$  (significant). This shows the prediction that if the value of the Organizational Culture variable (X3) increases, the job satisfaction variable (Z) also increases. Influence the have score probability ( p-value ) is  $0.003 < 0.05$ .
- 2) The direct effect of the Organizational Culture variable has a positive path coefficient value of 0.451 and a T-Statistics value of  $2.366 > 1.96$  (significant). This shows the prediction that if the value of the Organizational Culture variable (X3) increases, the organizational commitment variable (Y) also increases. Influence the have score probability ( p-value ) is  $0.019 < 0.05$ .
- 3) The direct effect of the Work Discipline variable has a positive path coefficient value of 0.153 and a T-Statistics value of  $1.257 < 1.96$  (not significant). This shows the prediction that if the value of the Work Discipline variable (X1) increases, the job satisfaction variable (Z) does not increase. Influence the have score probability ( p-value ) is  $0.0211 > 0.05$ .
- 4) The direct effect of the Organizational Culture variable has a positive path coefficient value of 0.011 and a T-Statistics value of  $0.076 < 1.96$  (not significant). This shows the prediction that if the value of the Organizational Culture variable (X3) increases, the organizational commitment variable (Y) does not increase. Influence the have score probability ( p-value ) is  $0.939 > 0.05$ .
- 5) The direct effect of the Organizational Climate variable has a positive path coefficient value of 0.431 and a T-Statistics value of  $2.453 > 1.96$  (significant). This shows the prediction that if the value of the Organizational Climate variable (X2) increases, the job satisfaction variable (Z) also increases. Influence the have score probability ( p-value ) is  $0.015 < 0.05$ .
- 6) The direct effect (direct effect) of the Organizational Climate variable has a negative path coefficient value of -0.102 and a T-Statistics value of  $0.65 > 1.96$  (not significant). This shows the prediction that if the value of the Organizational Climate variable (X2) increases, the Organizational Commitment variable (Y) does not increase. Influence the have score probability (p-value ) is  $0,523 > 0,05$ .
- 7) Influence direct (direct effect) variable Satisfaction Work has a score coefficient track positive of 0.545 and T-Statistics value  $3,196 > 1,96$  ( significant ). This shows the prediction that if the value of the Organizational Commitment variable (Z) increases, the Organizational Commitment variable (Y) also increases. Influence the have score probability ( p-value ) is  $0.003 < 0.02$ .



**Table.2. Indirect Effect**

|   | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ( O/STDEV ) | P Values |
|---|---------------------|-----------------|----------------------------|--------------------------|----------|
| Organizational Culture -> Job Satisfaction -> Organizational Commitment | 0.219               | 0.227           | 0.099                      | 2,199                    | 0.03     |
| Work Discipline -> Job Satisfaction -> Organizational Commitment        | 0.084               | 0.085           | 0.068                      | 1,223                    | 0.223    |
| Organizational Climate -> Job Satisfaction -> Organizational Commitment | 0.235               | 0.241           | 0.137                      | 1,714                    | 0.089    |

1. Score Coefficient Influence no direct from Culture Organization (X3) -> Satisfaction Work (Y) -> Commitment Organization (Z) is 0.219 ( positive ) with a score probability of 2.199 > 0.05 ( no significant ). Thereby influencing what happened not straight away. In other words, the Satisfaction variable Work (Z) plays a role mediate but no significance between the cultural variables Organization (X3) with the Commitment variable Organization (Y).
2. Score Coefficient Influence is not direct from Discipline Work (X1) -> Satisfaction Work (Y) -> Commitment Organization (Z) is 0.084 ( positive ) with a score probability of 0.084 > 0.05 ( no significance). Thereby influencing what happened not straight away. In other words, the Satisfaction variable Work (Z) plays a role mediate but no significance between the Discipline variables Work (X1) and with Commitment variable Organization (Y).
3. The value of the coefficient of indirect influence of Organizational Climate (X2) -> Job Satisfaction (Y) -> Organizational Commitment (Z) is 0.235 (positive) with a probability value of 0.235 > 0.05 (not significant). Thus the actual effect that occurs is indirect. In other words, the job satisfaction variable (Z) has a mediating role but is not significant between the organizational climate variable (X2) and the organizational commitment variable (Y).

The coefficient of Determination (R-Square) is a way to assess how much exogenous constructs can explain endogenous constructs. Based on the results of the analysis of the coefficient of determination above, it can be concluded as follows:

1. R Square value of influence by together or simultaneous X1, X2, and X3 concerning Y is 0.920 with an adjusted R Square value of 0.918. So it can be explained that all exogenous constructs (X1, X2, and X3) simultaneously affect Y by 0.918 or 91.8%. Because the R Square adjusted value is more than 75%, the influence of all exogenous constructs on Y is strong.
2. R Square value of influence by together or simultaneous X1, X2, and X3 concerning Z is 0.8 \_ with an adjusted R Square value of 0.794. So it can be explained that all exogenous constructs (X1, X2, and X3) simultaneously affect Z by 0.794 or 79.4%. Because the R Square adjusted value is more than 75%, the effect of all exogenous constructs on Z is strong.

## V. CONCLUSION

- 1) The direct effect of the Organizational Culture variable has a positive path coefficient value of 0.401 and a T-Statistics value of 3.015 > 1.96 (significant).
- 2) The direct effect of the Organizational Culture variable has a positive path coefficient value of 0.451 and a T-Statistics value of 2.366 > 1.96 (significant).

- 3) The direct effect of the Work Discipline variable has a positive path coefficient value of 0.153 and a T-Statistics value of  $1.257 < 1.96$  (not significant).
- 4) The direct effect of the Work Discipline variable has a positive path coefficient value of 0.011 and a T-Statistics value of  $0.076 < 1.96$  (not significant).
- 5) The direct effect of the Organizational Climate variable has a positive path coefficient value of 0.011 and a T-Statistics value of  $0.076 < 1.96$  (not significant).
- 6) The direct effect of the Organizational Climate variable has a positive path coefficient value of 0.431 and a T-Statistics value of  $2.453 > 1.96$  (significant).
- 7) The direct effect of the Job Satisfaction variable has a positive path coefficient value of 0.545 and a T-Statistics value of  $3.196 > 1.96$  (significant).
- 8) The value of the coefficient of indirect influence of Organizational Culture (X3) -> Job Satisfaction (Y) -> Organizational Commitment (Z) is 0.219 (positive) with a probability value of  $2.199 > 0.05$  (not significant).
- 9) The value of the Coefficient of Indirect Effect of Work Discipline (X1) -> Job Satisfaction (Y) -> Organizational Commitment (Z) is 0.084 (positive) with a probability value of  $0.084 > 0.05$  (not significant).
- 10) The value of the coefficient of indirect influence of Organizational Climate (X2) -> Job Satisfaction (Y) -> Organizational Commitment (Z) is 0.235 (positive) with a probability value of  $0.235 > 0.05$  (not significant).
- 11) R Square value of influence by together or simultaneous X1, X2, and X3 concerning Y is 0.920 with an adjusted R Square value of 0.918. So it can be explained that all exogenous constructs (X1, X2, and X3) simultaneously affect Y by 0.918 or 91.8%.
- 12) R Square value of influence by together or simultaneous X1, X2, and X3 concerning Z is 0.8 with an adjusted R Square value of 0.794. So it can be explained that all exogenous constructs (X1, X2, and X3) simultaneously affect Z by 0.794 or 79.4%.

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