

Research article

THE INFLUENCE OF LEADERSHIP STYLE, ORGANIZATIONAL CLIMATE, WORK MOTIVATION AND ORGANIZATIONAL CULTURE ON PERFORMANCE OF TELUK BAYUR CLASS II NAVIGATION DISTRICT EMPLOYEES

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Abstract

This study aims to see the effect of (1) Leadership Style on the performance of Teluk Bayur Class II Navigation District employees. (2) Organizational Climate on the performance of Teluk Bayur Class II Navigation District employees. (3) Motivation on the performance of the Teluk Bayur Class II Navigation District employees. (4) Organizational Culture on the performance of the Teluk Bayur Class II Navigation District employees. (5) Organizational culture, organizational climate, work motivation and organizational culture have a joint effect on the performance of the Teluk Bayur Class II Navigation District employees. The entire population in this study Bayur Bayur Class II Navigation District employees as many as 40 people. The results of this study indicate that (1) Leadership style provide a positive influence on the performance of the Teluk Bayur Class II Navigation District employees. (2) Organizational climate provide a positive influence on the performance of the Teluk Bayur Class II Navigation District employees. (3) Work motivation provide a positive influence on the performance of the Teluk Bayur Class II Navigation District employees. (4) Organizational culture give a positive influence on the performance of the Teluk Bayur Class II Navigation District employees (5) Leadership style, organizational climate, work motivation, and organizational culture together have a positive effect on the performance of the Teluk Bayur Class II Navigation District employees.

Keywords: Performance, Leadership Style, Organizational Climate, Work Motivation, Organizational Culture

Preliminary

Employee performance is one of the main factors that can affect the progress of the agency. The higher or better the employee's performance, the more easily the agency's goals will be achieved, and vice versa if the employee's performance is low or not good, the goal will be difficult to achieve and the results received will not be in accordance with the wishes of the agency. Performance is something that cannot be separated

from the institution. Support from the agency in the form of direction from a leader, motivation given as employee encouragement, rules applied, a comfortable working atmosphere and support for resources such as providing adequate equipment as a means to facilitate the achievement of the goals to be achieved are indispensable for employee performance.

Teluk Bayur Navigation District Office is one of the agencies or organizations in Indonesia that continues to face challenges for change for the better in the future. This office is located at Jl. Batu Tabuan No. 2 Bungus Barat, Bungus Teluk Kabung, Padang City, West Sumatra 25227. This agency has the task of carrying out the planning, operation, procurement and supervision of shipping navigational aids, shipping telecommunications, as well as marine observation activities, hydrographic surveys, channel monitoring and crossings, using installation facilities for the benefit of the safety of sailors. This agency has a working area of 42,297 Km² with a coastline of 1,133 mm covering West Sumatra, part of North Sumatra and part of Bengkulu.

The phenomenon of performance problems also occurs in this Teluk Bayur Class II Navigation District agency. This phenomenon of performance problems can be seen from the initial survey conducted to 20 initial respondents. From the 6 questions given to the 20 respondents, it turned out that many employees did not agree or did not do what was asked. Like question 1 which says "The results of my work satisfy the leadership", 55 percent of respondents said they did not agree with the question. This means that as many as 55 percent of the employees of the Teluk Bayur Class II Navigation District whose work results do not satisfy the leadership.

Table 1:
 Initial Survey Regarding Employee Performance Problems
 Teluk Bayur Class II Navigation District

No	Question	Agree	Do not agree
		(%)	(%)
1	The results of my work satisfy the leadership	45	55
2	I have the initiative to do work without waiting for help from colleagues	30	70
3	I did the job the result is better than last time	35	65
4	The quantity of my work exceeds what the organization expects	40	60
5	I complete the work in accordance with the allotted time	25	75
6	I finish work on time	40	60

Source: Preliminary Survey on Class II Navigation District Employees Teluk Bayur

Likewise with the last question or the 6th, it shows that 60% of the employees of the Teluk Bayur Class II Navigation District do not finish their work on time. This phenomenon clearly shows that there are problems related to the performance of the Teluk Bayur Class II Navigation District employees, who mostly disagree with the questions above. The occurrence of this phenomenon or problem is suspected by the causative factors. Factors suspected to cause this are leadership style, organizational climate, work motivation and organizational culture.

From the various backgrounds that have been stated above, it is necessary to re-do research on "The Influence of Leadership Style, Organizational Climate, Work Motivation and Organizational Culture on the Performance of Teluk Bayur Class II Navigation District Employees".

Research methods

The population and sample in a study have a central and decisive role (Santoso 2015). The population is the whole of the object of study that provides an accurate picture of the research. According to Hamid (2015) population is the total number of objects or subjects that are used as data sources in a study that have the same nature or characteristics. Thus, the population in this study were all employees of the Teluk Bayur Class II Navigation District totaling 157 people.

The research sample is a limited number and part of the population, part of the selected and representative population of the population (Muri A., 2015: 150). Meanwhile, according to Sugiyono (2017) the sample is part of the number and characteristics possessed by the population and what is learned from the sample. Determination of the number of samples taken as respondents by using purposive sampling technique. The sampling technique was done by purposive sampling. Purposive sampling technique is taking sample members from the population which is carried out by considering certain criteria. So the number of samples in this study

amounted to 40 people who are employees of the Teluk Bayur Class II Navigation District.

Hypothesis testing in this study used multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the influencing variables and the affected variables. With multiple regression equation model as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e \dots \dots \dots (1)$$

Where:

- Y = Performance
- a = Intercept Constant
- X1 = Leadership Style
- X2 = Organizational Climate
- X3 = Work Motivation
- X4 = Organizational Culture
- b1, b2, = Regression Coefficient
- e = Error Term

Research result

Classic assumption test

Normality test

This normality test is used by the author to test the normality of the regression model. The test is carried out using the method *kolmogorov-smirnov* test to each variable. The regression model is normally distributed if the value of the Kolmogorov-Smirnov sign of each variable is greater than = 0.05. The results of the normality test can be seen in table 2.

From Table 2 which is a normality test, it can be seen that in the regression model, the confounding or residual variables have a normal distribution. This can be seen from the results of the sig variable value Performance (Y) is 0.068 > 0.05 Leadership Style Variable (X1) is 0.136 > 0.05; Organizational Climate variable (X2) is 0.215 > 0.05; Motivation variable (X3) is 0.469 > 0.05; Organizational Culture variable (X4) is 0.097 > 0.05. So it can be concluded that the variables of performance, leadership style, organizational climate, motivation and organizational culture of the Teluk Bayur Class II Navigation District employees are normally distributed.

Table 2:
Normality Test Results

One-Sample Kolmogorov-Smirnov Test						
		Performance	Leadership Style	Organizational Climate	Work motivation	Organizational culture
N		40	40	40	40	40
Normal Parameters	mean	48.5556	25.8472	35.7361	42.3194	42.0556
	Std. Deviation	6.33988	4.29431	4.74117	4.86385	4.18208
Most Extreme Differences	Absolute	.153	.167	.184	.153	.145
	Positive	.092	.167	.184	.085	.088
	negative	-.153	-.164	-.157	-.153	-.145
Kolmogorov-Smirnov Z		1,299	1.415	1.563	1.297	1,229
asympt. Sig. (2-tailed)		.068	.136	.215	.469	.097
a. Test distribution is Normal.						

Source: SPSS output results, 2021.

Multicollinearity Test

Multicollinearity test is useful to test whether the regression model found a correlation between independent variables. A good regression model should not have a correlation between the independent

variables if the independent variables are correlated then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables = 0 (Ghozali, 2011). Multicollinearity can be seen from *tolerance* and Variance Inflation Factor (VIF). The way to find out whether there is a deviation from the multicollinearity test is to look at the Tolerance and VIF values of each independent variable, if the Tolerance value > 0.10 and the VIF value < 10 then the data is free from multicollinearity symptoms can be seen in Table 3.

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between the independent variables. So this research model is free from multicollinearity problems.

Table 4:
 Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	Leadership Style	.944	1.060
	Organizational Climate	.950	1.052
	Work motivation	.919	1.089
	Organizational culture	.950	1.053

a. Dependent Variable: Y

Source: SPSS output results, 2020

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residuals from one observation to another observation. If the variance from the residual of one observation to another observation is constant, then it is called a homokedastability and if different it is called heteroscedasticity. Detecting the presence of heteroscedasticity in this study used the Plott Graph (Scatter Plot) test. This test, if there is no clear pattern, such as points spread above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity. The test results can be seen in Figure 1.

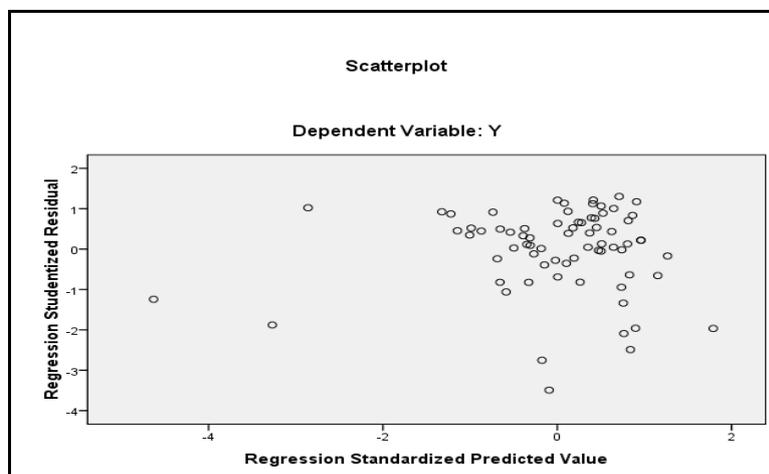


Figure 1: Heteroscedasticity Test Results

In Figure 1 above, it can be seen that there is no clear pattern and the points spread above and below the number 0 on the Y axis. This shows that the data in this study does not have heteroscedasticity problems.

Multiple Linear Regression Analysis

This analysis is used to determine the magnitude of the effect of the independent variables on the dependent variable. The magnitude of the influence of independent variables with the dependent variable can be calculated through a multiple regression equation. Based on computer calculations using the IBM SPSS for Windows Version 24.0 program.

The following is a recap table for the results of the regression coefficient value, tcount, significance value, Fcount value, and R Square (R2) value. The results can be seen in the following table:

Table 5:
 Recap of Multiple Linear Regression Analysis Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29,213	10.147		2.879	.005
	X1	.575	.184	.119	3.121	.002
	X2	.644	.141	.482	4,560	.000
	X3	.302	.110	.078	2,728	.004
	X4	.482	.137	.054	3.514	.001
a. Dependent Variable: Y						

Source: Primary Data, Processed with IBM SPSS 24.0 2021. Appendix 7.

From table 5, the form of the regression equation model for the influence of leadership style, organizational climate, work motivation and organizational culture on employee performance in the Teluk Bayur Class II Navigation District is as follows:

$$Y = 29,213 + 0.575 (X1) + 0.644 (X2) + 0.302 (X3) + 0.482 (X4)$$

Explanation of the above equation:

- b0 = 29,213; it means that without the influence of leadership style, organizational climate, work motivation, and organizational culture, the employee's performance is 29,213 per unit.
- b1 = 0.575; means that there is an influence positive between leadership style variables (X1) on employee performance (Y). This shows that the higher (good) or increasing leadership style, it will improve employee performance. The regression coefficient value for leadership style is 0.575, meaning that for every one-unit increase in leadership style, employee performance increases by 0.575 one-unit.
- b2 = 0.644; it means that there is a positive influence between organizational climate variables (X2) on employee performance (Y). This shows that the higher the organizational climate, the higher the employee's performance. Organizational climate regression coefficient value is 0.644, meaning that for every one-unit increase in organizational climate, employee performance increases by 0.644 one-unit.
- b3 = 0.302; means that there is an influence positive between the variables of work motivation (X3) on the performance of ASN (Y). This shows that the increase or increase in work motivation, it will improve employee performance. The value of the regression coefficient of work motivation is 0.302, meaning that for every one-unit increase in work motivation, the employee's performance increases by 0.302 one-unit.
- b4 = 0.482; means that there is an influence positive between organizational culture variables (X4) on employee performance (Y). This shows that the higher the organizational culture, the higher the employee's performance. The value of the organizational culture regression coefficient is 0.482, meaning that for every one-unit increase in organizational culture, the employee's performance increases by 0.482 one-unit.

Statistic test

Hypothesis Testing 1

The first hypothesis put forward, that leadership style partially positive effect on employee performance. Based on the results of the analysis of the t test, it is known that the significance level of the leadership style variable is $0,002 <$ of the significance value (0.05). Thus Ho is rejected and Ha is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between leadership style on the performance of the Teluk Bayur Class II Navigation District employees.

Hypothesis Testing 2

The second hypothesis proposed is that organizational climate partially positive effect on employee performance. Based on the results of the analysis of the t test, it is known that the significance level of the organizational climate variable is $0,000 <$ of the significance value (0.05). Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between organizational climate on the performance of the Teluk Bayur Class II Navigation District employees.

Hypothesis Testing 3

The third hypothesis proposed is that work motivation partially positive effect on performance. Based on the results of the analysis of the t test, it is known that the significance level of the work motivation variable is $0,004 <$ of the significance value (0.05). Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between work motivation on the performance of the Teluk Bayur Class II Navigation District employees.

Hypothesis Testing 4

The third hypothesis proposed is that organizational culture partially has a positive effect on performance. Based on the results of the analysis of the t test, it is known that the significance level of the organizational culture variable is $0,001 <$ dai significance value (0.05). Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between organizational culture on the performance of the Teluk Bayur Class II Navigation District employees.

The summary results of testing the first, second, third and fourth hypotheses can be shown in table 6.

Table 6:
 Summary of Partial Hypothesis Testing Results

Hypothesis	Statement	Test results
H1	Leadership style has a significant effect on employee performance in the Teluk Bayur Class II Navigation District.	Accepted
H2	Organizational climate significant effect on Employee Performance in the Class II Navigation District Teluk Bayur.	Accepted
H3	Work motivation significant effect on Employee Performance in the Class II Navigation District Teluk Bayur.	Accepted
H4	Organizational culture significant effect on Employee Performance in the Class II Navigation District Teluk Bayur.	Accepted

Source: Primary Data, Processed by the Author in 2021.

F test (simultaneous)

Hypothesis Testing 5

The F test (feasibility of the model) is intended to determine the effect of the independent variables simultaneously (together) on the dependent variable. The fifth hypothesis proposed is that leadership style, organizational climate, motivation and organizational culture together have a positive effect on employee performance. Based on the results of the analysis of the F test, it is known that the level of significance of the variables of leadership style, organizational climate, work motivation and organizational culture is $0.000 < 0.05$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a jointly significant influence between leadership style, organizational climate, work motivation and organizational culture on the performance of the Teluk Bayur Class II Navigation District employees.

Table 7:
 F . Test Results

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	826,032	4	206,508	6,823	.000a
	Residual	2027,746	67	30,265		
	Total	2853,778	71			
a. Predictors: (Constant), X4, X2, X1, X3						

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	826,032	4	206,508	6,823	.000a
	Residual	2027,746	67	30,265		
	Total	2853,778	71			
b. Dependent Variable: Y						

Source: SPSS Output Results (year 2021)

The summary results of testing the fifth hypothesis can be shown in table 4.15 below:

Table 8:
 Summary of Simultaneous Hypothesis Testing Results

Hypothesis	Statement	Test results
H5	Leadership style, organizational climate, work motivation and organizational culture together have a significant effect on employee performance in the Teluk Bayur Class II Navigation District	Accepted

Source: Primary Data, Processed by the Author in 2021.

4.7.3. Testing the Coefficient of Determination (R^2)

Analysis of the coefficient of determination for leadership style, organizational climate, work motivation and organizational culture Employee performance is carried out using the IBM SPSS for Windows Version 24.0 program with the SPSS output form as described below:

Table 9:
 R Square Result
 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.738a	.545	.447	5.50135

Source: Primary Data, Processed with IBM SPSS 24.0 2021

Based on the results of the regression estimation calculation, the adjusted value of the coefficient of determination or R Square is 0.545 which means 54.5% variation of all independent variables (leadership style, organizational climate, work motivation and organizational culture) can explain the dependent variable (employee performance), while the remaining 46.5% is explained by other variables not examined in this study.

Due to the value of R^2 away from 0 (zero), then the contribution (influence) of the independent variable (leadership style, organizational climate, work motivation and organizational culture) simultaneously on the dependent (ASN performance) is large (strong).

Discussion

Influence Leadership Style on the Performance of Teluk Bayur Class II Navigation District Employees.

The results of this study indicate that leadership style has a significant influence on the performance of the Teluk Bayur Class II Navigation District employees. This indicates that the leadership style determines the performance of the Teluk Bayur Class II Navigation District employees. This means that the better the leadership style of a leader, it will improve employee performance. Because the leader is the leader of an agency that determines the progress of the agency, the leader who leads well is prioritized.

From the results of this study, it appears that the leadership style variable has a coefficient of 0.575 which means that leadership style has a great influence. This indicates that leadership style can play a role in improving employee performance. If the Teluk Bayur Class II Navigation District wants to improve employee performance, it must improve and create a good leadership style for each leader.

This is in line with the opinion of Wirawan, (2017), that leadership theories are most widely discussed by theorists and leadership research is the theory of leadership style. Leadership style is very important because leadership style reflects what the leader does in influencing his followers to realize his mission

The results of this study are in line with research Abdul Razak (2018) which shows that leadership style has a positive and significant effect on employee performance. Noppy (2015) the results of his research also show that leadership style has a significant effect on employee performance.

Influence Organizational Climate on the Performance of Teluk Bayur Class II Navigation District Employees.

The results of this study indicate that the organizational climate has a significant positive effect on the performance of the Teluk Bayur Class II Navigation District employees. This indicates that the employee organizational climate determines the performance of the Teluk Bayur Class II Navigation District employees. This means that the better the organizational climate of the agency, the better the performance of employees.

From the results of this study, it can be seen that the organizational climate variable has a coefficient of 0.644 which means that the work organization climate has the greatest influence from other variables. This indicates that a good organizational climate can play a role in improving employee performance. If the Teluk Bayur Class II Navigation District wants to improve employee performance, it must improve the organizational climate of employees in the agency.

This is in line with the opinion of Patterson, et al., (2005) who say that organizational climate is more about employee behavior oriented to a climate for creativity, innovation, safety, or service, which can be found in the workplace. This climate represents employees' perceptions of the organization's policies, practices and procedures, interaction patterns and subsequent behavior that can support creativity, innovation, safety, or service in the organization.

The results of this study are in line with Kiki's (2015) research which shows that organizational climate affects employee performance. Cristine (2016) research results also show that organizational climate has a significant effect on employee performance.

Influence Influence Work Motivation on the Performance of Teluk Bayur Class II Navigation District Employees.

The results of this study indicate that work motivation has a significant effect on the performance of the Teluk Bayur Class II Navigation District employees. This indicates that work motivation determines the performance of the Teluk Bayur Class II Navigation District employees. This means that the higher the work motivation of an agency's employees, the higher the employee's performance.

From the results of this study, it can be seen that the work motivation variable has a coefficient of 0.302 which means that work motivation has a big influence. This indicates that work motivation can play a role in improving employee performance. If the Teluk Bayur Class II Navigation District wants to improve employee performance, it must increase work motivation for employees at the agency.

The results of this study are in line with Sorjususen's (2015) research which shows that there is a significant positive effect between work motivation on employee performance.

Influence Influence Organizational Culture on the Performance of Teluk Bayur Class II Navigation District Employees.

The results of this study indicate that organizational culture has a significant influence on the performance of the Teluk Bayur Class II Navigation District employees. This indicates that organizational culture determines the performance of the Teluk Bayur Class II Navigation District employees. This means that the better the organizational culture of an agency, the better the performance of employees.

From the results of this study, it can be seen that the work motivation variable has a coefficient of 0.482 which means that organizational culture has a big influence. This indicates that organizational culture can play a role in improving employee performance. If the Teluk Bayur Class II Navigation District wants to improve employee performance, it must create a good organizational culture in the agency.

The results of this study are in line with Noppy's (2015) research which shows that there is a significant positive influence between organizational culture on employee performance.

The Influence of Leadership Style, Organizational Climate, Work Motivation and Organizational Culture on the Performance of Teluk Bayur Class II Navigation District Employees.

The results of this study indicate that leadership style, organizational climate, motivation and organizational culture together have a significant influence on the performance of the Teluk Bayur Class II Navigation District employees. This indicates that the leadership style, organizational climate, motivation and organizational culture determine the performance of the Teluk Bayur Class II Navigation District employees. This means that leadership style, organizational climate, motivation and organizational culture will improve employee performance.

This is in line with research by Noppy (2015), Sorjususen (2015), Abdul Raazak (2018), which shows that there is a positive and significant influence between organizational climate, work motivation and organizational culture on employee performance.

Conclusions and Suggestions

Based on the results of testing and discussing the hypotheses described in the previous chapter, some conclusions can be drawn as follows:

1. Leadership style has a positive influence on the performance of the Teluk Bayur Class II Navigation District employees. This means that if the leadership style in the agency is good, it is able to provide encouragement to employees in improving their performance.
2. Organizational climate has a positive influence on the performance of the Teluk Bayur Class II Navigation District employees. This means that if a good organizational climate is able to provide morale to employees in carrying out their work. The better the organizational climate of an employee in an agency, the better his performance in carrying out his work in the agency.
3. Work motivation has a positive influence on the performance of the Teluk Bayur Class II Navigation District employees. This means that if the employee's work motivation is high towards the agency, it will make the employee enthusiastic and able to do a good job. This good work motivation will encourage high performance.
4. Organizational culture has a positive influence on the performance of the Teluk Bayur Class II Navigation District employees. This means that if the organizational culture in the agency is good, it will make employees enthusiastic and able to carry out their work well. A good organizational culture will encourage high performance.
5. Leadership style, organizational climate, work motivation and organizational culture together have a positive effect on the performance of the Teluk Bayur Class II Navigation District employees. With the F ANOVA test number of 0.000, employee performance is influenced by the independent variables of leadership style, organizational climate, work motivation, and organizational culture.

Based on the results of the discussion analysis and some conclusions in this study, the suggestions that can be given through the results of this study in order to get better results, namely:

1. For agency management, it is expected to improve leadership style, organizational climate, work motivation and good and good organizational culture in the agency. Because to achieve better productivity and achievement of agency goals, leadership style, organizational climate, work motivation and organizational culture are needed. Leadership style, organizational climate, work motivation and organizational culture are given in a balanced way, the performance of employees also increases.
2. Future researchers are expected to be able to examine other variables outside of this variable in order to obtain more varied results that can describe what things can affect performance and it is recommended to expand the scope of research on the influence of leadership style, organizational climate, motivation and culture. Organization on employee performance used in this study.

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