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The Role of Employee Performance: The Influence of Organizational Culture and Organizational Commitment**Alzen^{1*}, Nur Ismi¹**

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***Email:** alzen@umsu.ac.id**ABSTRACT**

The purpose of this study was to determine the effect of organizational culture on the performance of employees at PT. Tigaraksa Satria, to determine the effect of organizational commitment on the performance of employees of PT. Tigaraksa Satria, to determine the effect of organizational culture and organizational commitment on the performance of employees of PT. Tigaraksa Satria. In practice, it is not always that employee performance is in the conditions desired by either the employee himself or the organization. Many obstacles affect the performance of both organizational performance and individual performance. It is better for a leader to first examine the factors that affect the performance of his employees. In accordance with the problems raised in the research, the purpose of this study was to determine the effect of organizational culture on the performance of employees of PT. Tigaraksa Satria. To determine the effect of organizational commitment on the performance of employees of PT. Tigaraksa Satria. To determine the effect of organizational culture and organizational commitment on the performance of employees of PT. Tigaraksa Satria Based on the results of the study that partially organizational culture variables have a significant positive effect on employee performance at PT. Tigaraksa Satria. partially that the organizational commitment variable has a significant effect on employee performance at PT. Tigaraksa Satria. Simultaneously organizational culture has a significant effect on the performance of employees of PT. Tigaraksa Satria.

Keywords: Organizational Culture, Organizational Commitment, Performance

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INTRODUCTION

Factors that result in low employee performance, such as competence that does not meet the requirements to implement organizational strategy and lack of organizational support, if it has been addressed by the organization then employee performance can be expected to increase. According to Sudarmanto (2015, p.165) organizational culture is a cognitive framework consisting of attitudes, values, behavioral norms and shared expectations felt by members of the organization.

At PT. Tigaraksa Satria's organizational culture applied by the company is a type of teamwork organizational culture, meaning that the employee involvement program and institutional commitment to employees, in a teamwork organizational culture can manage the work environment well. Organizational commitment at PT. Tigaraksa Satria is that employees and the organization are mutually committed to each other, and employees are willing of their own volition to provide input to the company to achieve company goals. In addition to organizational culture that influences performance, organizational commitment is also a factor that also influences performance. According to Sopiah (2008, p.

PT. Tigaraksa Satria, really hopes that every individual in his agency can create high performance for the advancement of his service and the achievement of goals that are effective and efficient. Of course, to create high performance can not be separated from the role of organizational culture. A good organizational culture can contribute to the implementation of employee workload so that it can be realized properly.

THEORETICAL BASIS**Performance**

The term performance comes from job performance or actual performance, the achievement produced by someone in doing the job. Performance is the result of work in quality and quantity achieved by someone (Mangkunegara, 2017, p. 67).

Performance is a record of the results produced (produced) for certain job functions or activities over a certain period of time. Performance as a result, not character and behavior (Sudarmanto, 2015, p.8).

Performance is a record of the consequences produced in a job function activity during a certain period related to organizational goals. A person's performance is a combination of ability, effort and opportunity. (Umam, 2010, p. 186).

Performance Indicator

Wijono (2010, p.79) states that employee performance indicators are: Efficiency, Effectiveness, Economy.

Organizational culture

In an organization, the nature and attitude of the organizational culture of a leader to influence others is very decisive in achieving organizational goals. There are several definitions of organizational culture, among others, p.

According to Sudarmanto (2015, p.165) organizational culture is a cognitive framework consisting of attitudes, values, behavioral norms and shared expectations felt by members of the organization.

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Meanwhile, according to Umam (2018, p.129) organizational culture is a value system that is believed and can be learned, can be applied and developed continuously by members of the organization.

Sutrisno (2017, p. 213) states that organizational culture is a process of one's activities to move others by leading, guiding, influencing others, to do something in order to achieve the expected results.

Organizational Culture Indicator

According to Rivai and Prawinegoro (2015, p.322) indicators of organizational culture are as follows: Clear goals, Employees have high motivation, Structure and control, High awareness.

Organizational Commitment Definition of Organizational Commitment

According to Sopiah (2008, p.155) organizational commitment is an important behavioral dimension that can be used to assess the tendency of employees to remain as members of the organization.

According to Umam (2018, p.259) organizational commitment is an individual's strong acceptance of the company's goals and values so that the individual will try and work and have a strong desire to remain in the company.

According to Sudarmanto (2015, p.292) organizational commitment is a high willingness to work for the organization and a certain belief in acceptance of organizational values. Commitment to the organization also discusses the closeness of employees reflecting the strength of employee involvement and loyalty to the organization.

According to Robbins and Judge (2015, p.100), stating commitment to an organization is defined as a situation in which an employee is in favor of a particular organization and its goals, and intends to maintain membership in that organization. High commitment means that the employee's partiality (loyalty) to the organization that employs him is high

Organizational Commitment Indicator

According to Meyer and Allen as written by Umam (2018, p.259) it has 3 indicators of organizational commitment, namely: Affective Commitment, including the employee's emotional relationship with the organization and self-involvement in the organization, Continuance commitment, including the things that underlie employee loyalty to the organization, Normative commitment, namely the employee's feelings about the obligations he must give to the organization.

METHOD**Research Approach**

In this study the authors used an associative approach to determine the relationship of each variable. Juliandi and Irfan (2015, p.86) define that associative research is research that aims to analyze the problem of the relationship of a variable with other variables.

Operational definition

The operational definition is an indication of how a variable is measured to find out how bad the measurement definition of a study is. The operational definitions are:

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Variable	Definition	Indicator	Measurement
Culture organization (X1)	Organizational culture is a universal phenomenon. Anyone carries out cultural tasks organization, when on duty he is interact with and influence others.	Clear goals	<i>Likert</i>
		Employees are highly motivated	
		Structure and control	
Commitment Organization (X2)	commitment in organization as a psychological construct which is characteristics of the relationship members of the organization with the organization and own implications for individual decisions	Affective Commitment	<i>Likert</i>
		Continuance commitment	
		Normative commitment	
Performance (Y)	High employee performance from each employee is very desirable for the company. The more employees high performance	Quality	<i>Likert</i>
		Quantity	
		Work Reliability	
		Work attitude	

Population and Sample

This study determines the population, namely all employees of PT. Tigaraksa Satria with a total of 115 employees. The sample is part of the number and characteristics possessed by the population. Determining the number of samples taken as respondents using the Slovin formula in Sugiyono (2013, p. 158) is as follows:

$$n = \frac{N}{1 + Ne^2}$$

Where, N = Number of elements/members of the population

n = Number of elements/members of the sample

e = Percent of inaccuracy due to sampling error that is tolerable or desirable.

With the above formula, sample calculations can be carried out as follows,

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$$n = \frac{N}{\frac{N \cdot e^2}{115} + 1}$$
$$\frac{115}{115 \cdot 0,1^2 + 1}$$

$$n = 50$$

Based on Slovin's calculations above, the number of samples in this study were 50 employees at PT. Tigaraksa Satria.

Data collection technique

The data collection in this instrument uses a questionnaire, which is a data collection technique that is carried out by giving a set of questions or written questions in the form of a questionnaire to the respondents to answer which are addressed to employees of PT. Tigaraksa Satria using a Likert scale in the form of a checklist.

DATA ANALYSIS TECHNIQUE**Validity test**

According to Sugiyono (2013, p.211) Validity Testing is to find out whether the research instruments that have been made are valid or not. Valid means that the instrument can be used to measure what should be measured.

Reliability Test

Reliability testing was carried out to find out whether the research instrument was reliable or not. Reliable means that the instrument can be used to measure the same object, will produce the same data. In this study, reliability calculations were carried out using Cronbach Alpha statistics.

Classic assumption test

The hypothesis requires a classical assumption test, because the analytical model used is multiple linear regression. The classic assumptions in question consist of: Normality Test, Multicollinearity Test, Heteroscedasticity Test

Multiple linear regression

The multiple linear regression formula is as follows:

$$Y = a + bx_1 + bx_2 + e$$

Y = Performance

a = constant regression equation

b = regression coefficient

Organizational culture x2 =

Organizational commitment

(Sugiyono, 2013 p. 212)

t test

The significance test is to test whether the independent variable has a significant influence on the value of the dependent variable.

F test

The F test indicates whether all independent or independent variables are included in the model, which have a joint effect on the dependent variable

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Determination Test

This determination test serves to determine the percentage of the influence of the independent variables and the dependent variable by squaring the coefficients found. In use, the coefficient of determination is expressed as a percentage (%).

RESULT AND DISCUSSION

Classic assumption test

Normality test

Before processing the data using regression analysis, the data normality test was first performed. The data normality test was carried out to analyze whether the requirements for the regression equation have been fulfilled or not by looking at the P-Plot image.

Following are the results of the normality test to test all the research variable data on a minimal ordinal scale using the normal PP of regression standardized residual in the figure below:

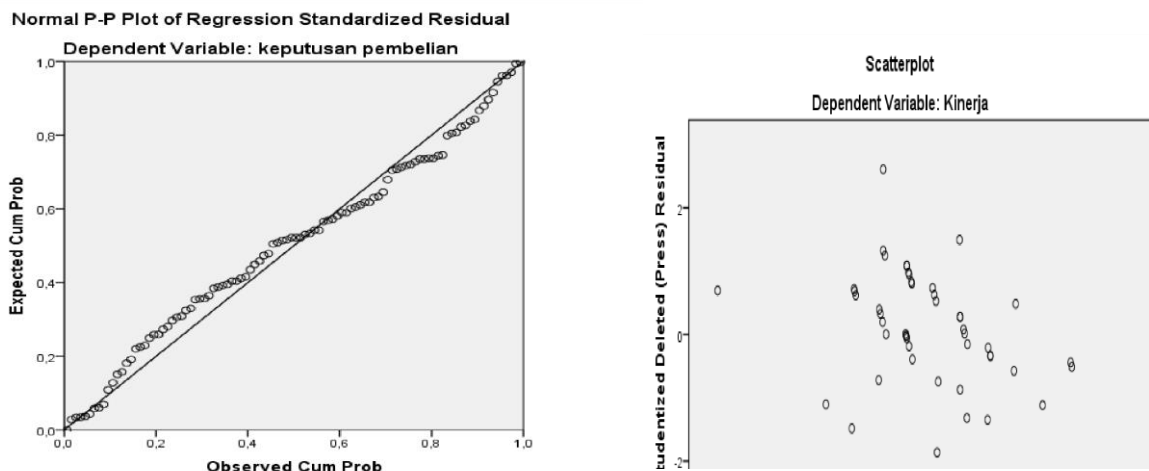


Figure 1. Observed Cum Prob

Multicollinearity Test

The multicollinearity test is a situation where the independent variables influence each other very strongly. A good multiple regression equation is one that is free from multicollinearity. Whether there is a multicollinearity problem in a regression model can be detected by the VIF (variance inflator factor) and tolerance values. A regression model is said to be free from multicollinearity problems if the VIF value is less than 10 and has a tolerance value above 0.1. In this regression model, the multicollinearity results can be seen in the following table:

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Table 1. Coefficients(a) Multicollinearity Test

		Unstandardized Coefficients	Standardized Coefficients	Collinearity Statistics			
		B	std. Error	Betas	t	Sig.	tolerance VIF
1	(Constant)	,162	1,604		,101	,920	
	Culture	1.029	.032	,312	11.891	,000	,994 1.006
	Commitment	1,368	.050	,968	27.623	,000	,994 1.006

a. Dependent Variable: Performance

Based on the processing results in table 4.11, it shows that the VIF and tolerance values for all variables in this study do not experience multicollinearity. This is indicated by the VIF values of the two variables which are less than 10 and the tolerance value far exceeds 0.1. These

results indicate that in this regression model all independent variables do not have multicollinearity problems.

Heteroscedasticity Test

The heteroscedasticity test was carried out to test whether in a regression model there is a similarity of the variance of the residuals from one observation to another. If there is a regular pattern, then heteroscedasticity has occurred. If there is no clear pattern and the dots spread irregularly then heteroscedasticity does not occur. The results of the implementation of the heteroscedasticity test are shown in the figure.

Heteroscedasticity Test Results

The picture above shows that the resulting points are spread randomly and do not form a particular pattern or trend line. The picture above also shows that the distribution of data is around the zero point. The results of this test indicate that the regression model is free from heteroscedasticity problems, in other words the variables to be tested in this study are homoscedasticity.

Multiple linear regression

The results of the interpretation of the regression analysis obtained with the help of SPSS Version 22 software use the form of an equation, where the equation or model contains constants and regression coefficients obtained from the results of data processing that has

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been done previously. The regression equation that has been formulated then with the help of the SPSS program is processed data so that the final equation is obtained as follows:

Table 2. Multiple Regression Coefficients(a)

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
	B	std. Error	Betas	t	Sig.	tolerance VIF
1 (Constant)	,162	1,604		,101	,920	
Culture	1.029	.032	,312	11.891	,000	,994 1.006
Commitment	1,368	.050	,968	27.623	,000	,994 1.006

a. Dependent Variable: Performance

Based on table 4.12 above, the multiple linear regression equation in this study is as follows:
 $Y = 0.162 + 1.029X_1 + 1.368X_2 + e$

Information:

Y =

Performance

a = constant

X1 = organizational culture

X2 = organizational commitment

In this regression model, the constant values listed are equal to 0.162 can be interpreted if the independent variables in the model are assumed to be equal to zero, then the performance value is equal to 0.162 or in other words if the variables of organizational culture and organizational commitment are not increased, then the performance is still as big as 0.162. The value of the regression coefficient b1 is 1.029 in this study it can be interpreted that the organizational culture variable (X1) has a positive relationship to performance at PT. Tigaraksa Satria. This shows that when organizational culture increases by one unit, it will increase performance by 1.029. The value of the regression coefficient b2 is 1.368 in this study it can be interpreted that the organizational commitment variable (X2) has a positive relationship to performance at PT. Tigaraksa Satria. This shows that when organizational commitment increases by one unit, performance will increase by 1.368.

t test

The t test was conducted to determine the effect of each independent variable consisting of organizational culture and organizational commitment and on the dependent

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variable, namely performance. The criteria for accepting or rejecting the hypothesis are as follows: If $Sig > 0.05$, then H_0 = accepted, so there is no significant effect between the independent and dependent variables, If $sig < 0.05$, then H_0 = rejected, so there is a significant influence between the independent and dependent variables, If $tcount > ttable$, then H_0 = rejected so that there is a significant influence between the independent and dependent variables. If $tcount < ttable$, then H_0 = accepted so that there is no significant effect between the independent and dependent variables.

Table. 3 Coefficients(a) t test

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	std. Error	Betas	t	Sig.	tolerance	VIF
1 (Constant)	,162	1,604		,101	,920		
Culture	1.029	.032	,312	11.891	,000	,994	1.006
Commitment	1,368	.050	,968	27.623	,000	,994	1.006

a. Dependent Variable: Performance

Based on the table above, the following results are obtained:

Its significance value for organizational culture variable (0.000) is smaller than alpha 5% (0.05) or $tcount = 11,891 > ttable (nk=50-3=47) 2.008$. Based on the results obtained, H_1 is accepted for the organizational culture variable. Thus, partially that organizational culture variables have a significant effect on employee performance at PT. Tigaraksa Satria, its significance value for organizational commitment variable (0.000) is smaller than alpha 5% (0.05) or $tcount = 27,623 > ttable (nk=50-3=47) 2.008$. Based on the results obtained, H_2 is accepted for the organizational commitment variable. Thus, partially that the organizational commitment variable has a significant effect on employee performance at PT. Tigaraksa Satria.

F test

The F test was conducted to see the effect of the independent variables jointly on the dependent variables. The stages of the F test are as follows:

H_0 : there is no influence of organizational culture and organizational commitment simultaneously on employee performance

H_1 : there is an influence of organizational culture and organizational commitment simultaneously on employee performance

Comparing the results of F_{sig} with a probability value of $\alpha 0.05$ with the following criteria:

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If $F_{sig} > \alpha 0.05$ means H_0 is accepted and H_3 is Rejected
 Rejected If $F_{sig} \leq \alpha 0.05$ means H_0 is rejected and H_3 is Accepted

Table 4. F test

		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	610,445	2	305,222	385,887	,000b
	residual	37,175	47	,791		
	Total	647,620	49			

a. Dependent Variable: Performance

b. Predictors: (Constant), Commitment, Culture

In the results of the F test in this study it was found that the significance value was 0.000 which was smaller than the alpha value of 5% (0.05) or the Fcount value (385,887) > Ftable 3.20 (df1=k1=3-1=2) whereas (df2=nk=50-3=47). Thus it can be concluded that simultaneously organizational culture and organizational commitment have a significant effect on the performance of employees of PT. Tigaraksa Satria.

Coefficient of Determination

The coefficient of determination (R^2) essentially measures how far the model's ability to explain the variation in the dependent variable. The following are the results of the coefficient of determination in this study

Table 5. Coefficient of Determination Model Summary(b)

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	,971a	,943	,940	,88936

Based on the table, the following results are obtained: R shows a correlation regression value of 0.971, meaning that the contribution of organizational culture and organizational commitment is 97.1% to influence employee performance at PT. Tigaraksa Satria, The coefficient of determination (R^2) obtained a value of 0.943 (94.3%) meaning that 94.3% of organizational culture variables (X_1) and organizational commitment (X_2) can explain performance variables (Y) while the remaining 5.7% are explained by variables other outside the researcher, for the adjusted R Square value of 0.940 (94%), so it can be said that 94% of the variation in the independent variables, namely organizational culture and organizational commitment can explain employee performance while the remaining 6% is influenced by other variables outside the model.

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The Effect of Organizational Culture on Performance

Based on the results obtained, H1 is accepted for the organizational culture variable. Thus, partially that organizational culture variables have a significant effect on employee performance at PT. Tigaraksa Satria. This shows that if the organizational culture in the company is getting better, it can affect increased employee performance.

According to Moorhead and Griffin (2015, p.87) Organizational culture is an activity in leading while a leader is a person who has the ability to influence others so that other people follow what they want. Therefore, leaders must be able to manage and influence others to achieve common goals

The above opinion is relevant to previous research conducted by: Arianty (2015) who concluded that there is a significant influence of organizational culture on employee performance, meaning that if the higher the employee's organizational culture increases, the employee's performance will also increase. Research results by Wardani (2016) and Amah (2017) The results showed that there is a positive and significant influence of organizational culture on employee performance.

The Effect of Organizational Commitment on Performance

Based on the results obtained, H2 is accepted for the organizational commitment variable. Thus, partially that the organizational commitment variable has a significant effect on employee performance at PT. Tigaraksa Satria. This shows that every employee who has a commitment to his company is getting better, the employee's performance will be better. Meyer and Allen (2018, p; 31) "commitment to organization as a psychological construct which is a characteristic of the relationship between organizational members and their organization and has implications for individual decisions to continue membership in organizations.

Wjayanti's research results (2016) Organizational commitment has a significant positive effect on employee performance. This shows that the higher the continuous organizational commitment to employees, the more impact it will have on increasing employee performance in the Sales Division of PT. United Motors Center Suzuki Ahmad Yani, Surabaya.

The results of research by Nurandini (2017) and Sapitri (2016) show that Organizational Commitment has a positive and significant effect on employee performance.

The Effect of Organizational Culture and Organizational Commitment on Performance

Thus it can be concluded that simultaneously organizational culture and organizational commitment have a significant effect on the performance of employees of PT. Tigaraksa Satria. This shows that if the organizational culture and organizational commitment are getting better, it can affect employee performance which is getting better too so that the goals of the company will be achieved.

Previous research conducted by: Sari (2015) concluded that the results showed that discipline and organizational commitment had an influence on the performance of employees at the Pemali-Juana River Basin Center.

Ruslan (2015) There is a positive and significant influence between the provision of rewards on the performance of employees at the Office of Education and Culture of East Kutai Regency. There is a positive and significant influence between the provision of punishment

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on the performance of employees at the Office of Education and Culture of East Kutai Regency. The results of Arianty's research (2014) show that there is a significant influence between organizational culture on employee performance.

CONCLUSION

Based on the results of the research and discussion in the previous chapter, it can be concluded as follows: The results of the statement validity test for organizational culture, organizational commitment and performance are all valid because the entire validity value is greater than $r_{count} > r_{table}$ and can be used in subsequent calculations because all of them are declared valid. partial organizational culture variable with a smaller significance value than alpha 5% or $t_{count} > t_{table}$. Based on the results obtained, H1 is accepted, H0 is rejected for organizational culture variables. Thus, partially that organizational culture variables have a significant effect on employee performance at PT. Tigaraksa Satria, Partially, the organizational commitment variable has a smaller significance value than alpha 5% or $t_{count} > t_{table}$. Based on the results obtained, H1 is accepted - H0 is rejected for the organizational commitment variable. Thus, partially that the organizational commitment variable has a significant effect on employee performance at PT. Tigaraksa Satria, the results of the F test in this study found that the significance value was smaller than the alpha value of 5% or the $F_{count} > F_{table}$ value. Thus it can be concluded that simultaneously organizational culture has a significant effect on the performance of employees of PT. Tigaraksa Satria. partially that the organizational commitment variable has a significant effect on employee performance at PT. Tigaraksa Satria, the results of the F test in this study found that the significance value was smaller than the alpha value of 5% or the $F_{count} > F_{table}$ value. Thus it can be concluded that simultaneously organizational culture has a significant effect on the performance of employees of PT. Tigaraksa Satria. partially that the organizational commitment variable has a significant effect on employee performance at PT. Tigaraksa Satria, the results of the F test in this study found that the significance value was smaller than the alpha value of 5% or the $F_{count} > F_{table}$ value. Thus it can be concluded that simultaneously organizational culture has a significant effect on the performance of employees of PT. Tigaraksa Satria.

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