

THE INFLUENCE OF ORGANIZATIONAL CULTURE ON BANK EMPLOYEES' PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABEL

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ABSTRACK

This study aims to determine and analyze the effect of organizational culture on employee performance through organizational commitment. The population in this study were employees of Bank Syariah Mandiri who worked at Bank Syariah Indonesia Thamrin Branch Office after the merger. The sample in this study were employees of Bank Syariah Mandiri who worked at Bank Syariah Indonesia's Thamrin branch office after the merger. The sampling technique used is a saturated sample, namely all the employees with a total number of 51 respondents. Data was collected by distributing questionnaires using a 5-point Likert Scale. The method of analysis used in this research is Partial Structural Equation Modeling (PLS-SEM) then processed through the SmartPLS version 3.3.5 application. The results of the study have envisioned that organizational culture can affect the cultural commitment as they, consequently, are able to give a positive and significant influence on employee performance. Their co-existence is progressive in terms of accomplishment and dedication, strongly encouraging employees to obtain good consummation.

Keywords: *Organizational Culture, Organizational Commitment, Employee Performance*

1 Introduction

The rapid change and development of the digital era requires innovation and strategic renewal in various elements of business, including Islamic banking. To deal with the tight competition of the banking industry, State Minister for State Owned Enterprises on October 12, 2020, decided to carry out the merger of Bank Syariah Mandiri with 2 other state-owned Islamic Banks, namely BNI Syariah, and Bank BRI Syariah which was then officially recognized on February 1, 2021, by changing the logo and name to Bank Syariah Indonesia (hereinafter referred to as BSI). The merger is intended to encourage the growth of Islamic banking to strengthen and increase the market share of the Islamic economy.

The implementation of the merger according to Caves (in Estanol, B. & Jo, 2004) is divided into 3 parts, namely pre-merger, merger stage, post-merger. In the post-merger stage, restructuring needs to be done, build a new culture and also make a transition. The implementation of the merger will certainly pose challenges for each employee and the bank's management team when transforming into one whole part in the name of Bank Syariah Indonesia (BSI). In the post-merger period, company management needs to establish several strategies to deal with the challenges of the merger, ranging from improvement of business processes, cultural integration, strengthening risk management, strengthening human resources (HR), to strengthening digital. During the merger stage according to Estanol and Jo (in Wibowo, 2016), the first thing to do in this stage is to adjust and integrate with their partners to synergize with each other to achieve synergy with each other.

Almost all companies have the goal of maximizing profits and value for the company, and also improving the welfare of owners and employees. Employees are the most important element in determining the back and forth of a company. To achieve the company's goals, employees are required who are under the requirements in the company, and must also be able to carry out the tasks that have been determined by the company. Every company will always strive to improve the performance of its employees, in the hope that the company's goals will achieve. Employee ability is reflected in performance, good performance is optimal performance. The employee's performance is one of the capitals for the company to achieve its goals.

Organizational performance is cumulative from employee performance, therefore the higher the employee performance will be higher the organization's

performance. The success of an organization will certainly not be separated from the role given by human resources in it because the high quality and professionalism of human resources in an organization will determine the high level of success of the organization (Sinambela, 2012).

One of the branches of Bank Syariah Indonesia is Thamrin Branch. Assessing employee performance is not only seen formally but the assessment is seen from the achievement of quantity, self-ability, relationship with colleagues and also the ability to know competitors' products. All of these indicators hold on to each other in improving performance and management assessment. The main cultural values and behavior of Bank Syariah Indonesia are order and frame of reference that will equalize the steps of Insan Bank Syariah Indonesia gradually the entire range of organizations will be consistent and act by the principles that have been mutually believed to achieve the goals that have been set together.

A good organizational culture will have a great influence on the behavior of its members because of the high level of togetherness and intensity to create, improve, and maintain high performance. Where "A conducive organizational culture creates job satisfaction, work ethic, and employee work motivation". All these factors are indicators of the creation of high performance from employees that will produce high organizational performance (Wirawan, 2007).

The corporate cultural values of Bank Syariah Mandiri before the merger are Excellence, Teamwork, Humanity, Integrity, and Customer Focus. The five values of Mandiri Syariah Shared Values are ETHIC. ETHIC is a popular term for corporate cultural values embraced by Bank Syariah Mandiri. After the merger, organizational culture was changed to AKHLAK (*Amanah, Kompeten, Harmonis, Loyal, Adaptif, Dan Kolaboratif*) which should then be integrated into daily work life. Based on the background of these problems, it is seen the vision and mission of Bank Mandiri which fosters the culture of AKHLAK Bank Syariah Indonesia is one way to continue to improve its performance. The vision and mission grow in an organizational culture within Bank Syariah Indonesia and the Commitment of Organization is seen from human resources to be able to spur employee performance so that they can help each other to problems that arise in the future.

The more members accept values and the greater their commitment to those values, the stronger the culture. A strong culture will have a great influence on the behavior of its members because the high level of togetherness and intensity creates an internal climate of high behavior.

Research by Adelia (Romadhona, 2021) with the title Human Resource Competencies, organizational culture, and Employee Performance with the results of research on the direct effect of organizational culture on employee performance in Bio Farma by 22.18% then research conducted by Erna Paramita, Prihatin Lumbanraja, Yeni Absah (Paramita et al., 2020) showed that organizational culture variables had a positive and significant effect on performance variables.

One specific result of a strong culture is declining employee turnover rates. A strong culture indicates high agreement between members on what the organization believes. This kind of goal-building harmony, loyalty, and Organizational Commitment. These traits, in turn, minimize the tendency of employees to leave the organization (S. P. Robbins & Judge, 2008).

In addition to organizational culture that can affect performance, performance can be said to be good if employees commit. organizational commitment is a work attitude that is directly related to employee participation and the intention to stay with the organization and influences employee performance (Bernardin & Russell, 2003).

Commitment to each employee is very important because with a commitment an employee can become more responsible for his work compared to employees who do not commit. Usually, employees who commit will work optimally so that what he has done is as expected by the company. This means that a form of organizational commitment that arises is not only passive loyalty but also involves an active relationship with a working organization that has the goal of giving all effort for success.

2 Literature Review and Hypotheses

2.1 Employee Performance

Human resources play the most important role among other factors in a company's organization. The company is required to be able to pay attention to the performance of its employees, to create superior corporate human resources so that it will have an impact on increasing the company's performance. Performance management is an ongoing process of improving performance by setting individual and team goals that align with the organization's strategic goals, planning performance to achieve goals, reviewing and assessing progress, and developing people's knowledge, skills and abilities.

employee performance is the quality and quantity of work that employees do when carrying out their duties based on the responsibilities given

(Mangkunegara, 2011). Mangkunegara also added that what is meant by performance is a result that can be seen in quality and quantity which is achieved by an employee in carrying out his duties under the responsibilities that have been given to him. Performance management is an ongoing process to improve performance by setting individual and team goals that are aligned with the organization's strategic goals, planning performance to achieve goals, reviewing and assessing progress, and developing people's knowledge, skills and abilities (Amstrong, 2018).

2.2 Organizational culture

organizational culture plays an important role in an organization because organizational culture reflects employee behavior in that organization. An organizational culture that is not conducive can result in low employee performance in the company. Mangkunegara (2011), explained that organizational culture is a set of assumptions or belief systems, values, and norms developed in the organization that serves as a code of conduct for its members to overcome internal and external adaptation problems. State that organizational culture is the values, principles of tradition, and ways of working shared by members of corporate organizations that then influence the way they act (S. P. and M. C. Robbins, 2016).

According to Griffin and Moorhead, saying that organizational culture is a set of shared values, often taken for granted, that help people in an organization understand which actions are considered acceptable and which are considered unacceptable (Griffin & Moorhead, 2013).

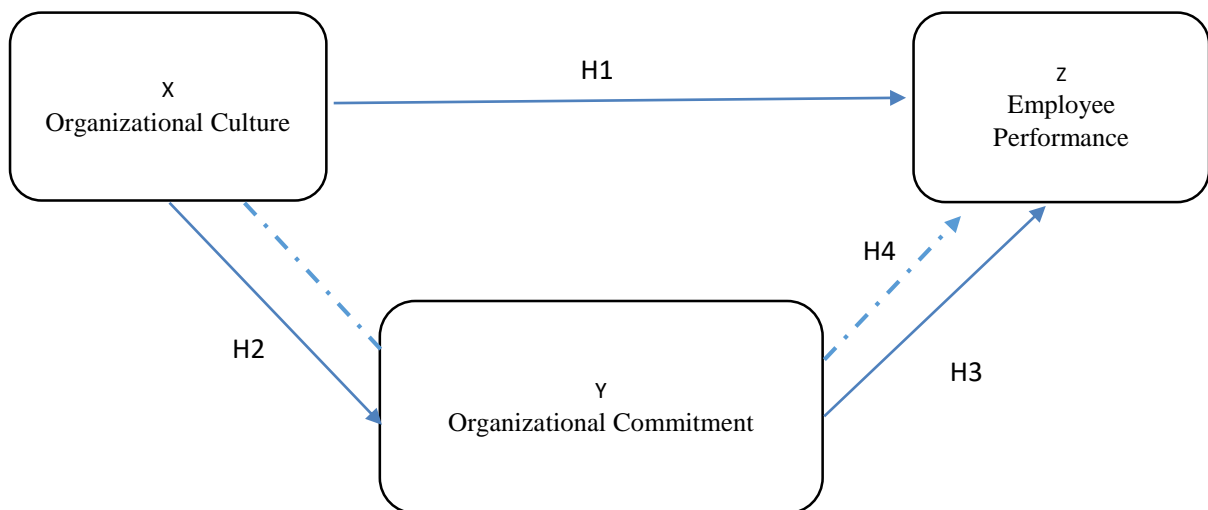
2.3 Organizational commitment

The success of organizational management is largely determined by the success in managing human resources. The high commitment of employees to the organization in which they work determines the performance that the organization will achieve. Organizational commitment is the level at which employees identify with the organization and want to continue working actively participating in it (Newstrom, 2011), In line with Sopiah (2008), organizational commitment is the degree to which employees trust and accept the goals of the organization and will stay or not leave the organization. high worker engagement means siding with a person's particular job. High commitment means siding with the organization that recruited the employee (S. P. Robbins & Judge, 2008). An employee organization is a professional who is directly dealing with the work in carrying out his duties and able to carry out various policies with certain goals and have a strong commitment to where employees work.

Organizational commitment is a significant part of the psychological state of organizational members through proving that members who have a large organizational commitment want to display a good work attitude, which can be seen with great performance results, and active in-state activities that certainly want to be very profitable for an organization (Albdour & Altarawneh, 2014).

2.4 Frame of Mind And Hypothesis

Frame of mind is a synthesis of relationships between variables compiled from various theories that have been described (Sugiyono, 2012). Based on the theories that have been described, then analyzed critically and systematically, resulting in synthesis about the relationship of variables, then to formulate hypotheses. Based on that definition, the variables to be tested in this study will be developed in a frame of mind that can be described as follows:



Picture 2.1: Frame of Mind

Based on the development of the research model above, the hypotheses used are;

H1: Organizational Culture has a positive effect on Employee Performance.

Organizational culture is created and grows and well maintained will be able to spur the organization to run and develop in a better direction. An organization is created to be able to achieve a certain goal through the performance of human resources in the organization, but the performance of human resources is strongly influenced by the internal and external environmental conditions of the organization, including one of which is organizational culture. organizational culture as a set of assumptions or systems of beliefs, values, and norms developed

in organizations that serve as behavioral guidelines for its members to address internal and external adaptation problems (Mangkunegara, 2011). Wirawan (2007), mentioned that a good organizational culture will have a great influence on the behavior of its members because of the high level of togetherness and intensity to create, improve, and maintain high performance. Where "A conducive organizational culture creates job satisfaction, work ethic, and employee work motivation". All these factors are indicators of the creation of high performance from employees that will result in high organizational performance.

The results of the study conducted by Adnan (2015) with the research title of *Effect of organizational culture, organizational commitment to performance: study in Hospital of District South Konawe of Southeast Sulawesi* with the results of research that the organizational culture have a significant impact in improving organizational commitment.

H2: Organizational culture has a positive effect on organizational commitment.

Organizational culture will shape organizational commitment that are closely related to behavior in completing work. One specific result of a strong culture is declining employee turnover rates. A strong culture indicates high agreement between members on what the organization believes. This kind of goal-building harmony, loyalty, and organizational commitment. These traits, in turn, minimize the tendency of employees to leave the organization (S. P. Robbins & Judge, 2008).

The results of the study conducted by Sabtohadhi (2019) with the research title of *The Role of organization commitment as a Variable Intervening The Influence of organizational culture on Employee Performance* with the results of research proved the existence of positive and significant influence, organizational culture on organizational commitment, in the Kutai Kartanegara District Research and Development Agency.

The result of Loan's research (2020) Organizational commitment has significant impacts on employee's performance at work. Commitment might enhance or inhibit employees' willingness to do the job, as such it affects their job productivity and quality. However, the relation between organizational commitment and job performance is more complicated than a direct relation: it is influenced by job satisfaction. As such, organizations need to enhance employees' commitment in order to promote their job satisfaction and work performance.

H3: Organizational commitment has a positive effect on employee performance.

Commitment to each employee is very important because with a commitment an employee can become more responsible for his work compared to employees who do not commit. Usually, employees who execute will work optimally so that what he has done is as expected by the company. This means that a form of organizational commitment that arises is not only passive loyalty but also involves an active relationship with the work organization that has the goal of giving all effort for the success of the organization concerned. organizational commitment is a work attitude that is directly related to employee participation and the intention to stay with the organization and influences employee performance. A high commitment will deliver sustainable performance that aligns across system structure, human resources, and culture following organizational goals and strategies.

H4: Organizational Culture positively affects Employee Performance and Organizational Commitment as An Intervening or mediating variable.

organizational culture as values, beliefs, and norms embraced by all members of the organization is very important to be embraced and implemented as a guideline for behavior and reference in decision making even for solving a problem that occurs in the organization. The correct guidelines for behaving and making the right decisions and solving problems that can be resolved in the organization will certainly have an impact on the expected achievement of organizational performance. Then organizational commitment is the relationship of an officer with his work unit that can cause attitudes and feelings of bondage to the philosophy that has been set by his work unit to be implemented and obeyed. organizational culture will shape organizational commitments that are closely related to behavior in completing work.

Based on the results of research from Sabtohadri (2019) with the research title *the role of organization commitment as a variable intervening the influence of organizational culture on employee performance* is understood that the results of the study prove the positive and significant influence of organizational culture on employee performance, organizational culture to organizational commitment, and organizational commitment to employee performance. As well as organizational commitment variables are variables that act as partial mediation of organizational cultural relationships to employee performance in the Kutai Kartanegara District Research and Development Agency.

3. Research Methods

This study uses this type of explanatory research. According to Singarimbun (1955), *Explanatory Research* is a study that explains the causal relationships between research variables through pre-formulated hypothesis tests." The analyst unit in this research is an employee at Bank Syariah Mandiri who works at Bank Syariah Indonesia branch office Thamrin after Merger. The population in this study is all employees at Bank Syariah Mandiri who work at Bank Syariah Indonesia Thamrin branch office as many as 51 people. This study was conducted using sample withdrawal, namely saturated sampling, where all members of the population are used as samples. According to Sugiyono (2012), saturated sampling or census is a technique of determining samples when all members of the population are used as samples".

In this research, structure question modeling (SEM) analysis technique was used using statistical software Partial Least Square (PLS). according to Ghozali (2014) the PLS (Partial Least Square) approach is distributor free (does not assume certain data, can be in the form of nominal, category, ordinal, interval and ratio) and PLS (Partial Least Square) using a method or method of bootstrapping or random doubling in which an assumption of normality will not be a problem.

4. Operational Definition of Variables

1. Independent Variable (X).

Independent Variables (Free Variables) are variables that affect or cause changes in the onset of bound variables (dependents). In this study which is a free variable is organizational culture (X1)

organizational culture is a characteristic of the company in the form of a set of rules, norms or values that are developed and used as guidelines for behavior for its members and instilled in new employees to overcome internal and external adaptation problems (Mangkunegara, 2011), (S. P. Robbins & Judge, 2008), (Soedjono, 2005).

2. Intervening Variable (Y)

Intervening variables are types of variables that affect the relationship between independent variables and dependent variables into indirect relationships. The intervening variable in this study is organizational commitment.

organizational commitment (Y) Employee willingness, loyalty, and loyalty to be responsible and actively participate in realizing every goal in the organization that has been designed by providing the best performance, (Newstrom, 2011) (Sopiah, 2008).

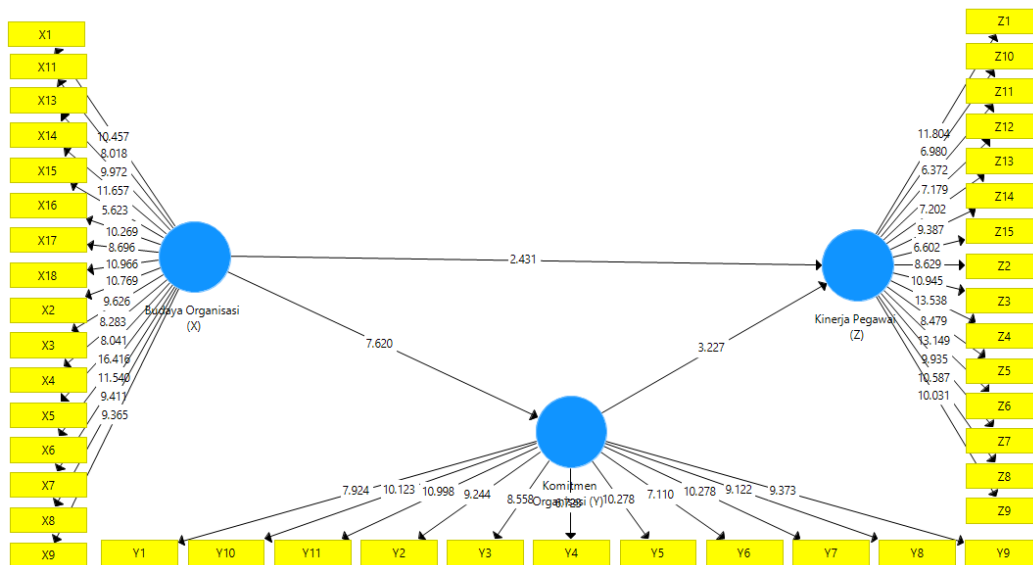
3. Dependent Variable (Z)

Bound variables are variables that are affected or that are a result, due to the existence of free variables (Sugiyono, 2012). The bound variable in the study was Employee Performance. Employee Performance (Z) Employee performance is the result of the willingness of employees to carry out their responsibilities as expected by the company and perfect them according to responsibility based on the seriousness of expertise, experience and time of a certain period. (Sinambela, 2012), (Hasibuan, 2003), (Rivai & Basri, 2005).

5. Results of Research and Discussion

5.1. Results of Structural Model Testing Research (Inner Model)

The structural model in PLS is evaluated using R2 for dependent variables and path coefficient values for independent variables which are then assessed in significance based on the t-statistical values of each path. The structural model of this research can be seen in the following image:



Output PLS, 2021

Picture 5.1 : Output Inner Model

To assess the significance of the predictive model in structural model testing, it can be seen from the t-statistical value between independent variables to dependent variables in the Path Coefficient table in SmartPLS output below:

Table 5.1 : Hypothesis Test

0	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	RESULTS	
Organizational Culture (X) -> Employee Performance (Z)	0.314	0.317	0.129	2.431	0.015	Significant	Hipotesis Accepted
Organizational Culture (X) -> Organizational Commitment (Y)	0.589	0.619	0.077	7.620	0.000	Significant	Hipotesis Accepted
Organizational Commitment (Y) -> Employee Performance (Z)	0.444	0.466	0.138	3.227	0.001	Significant	Hipotesis Accepted

Source :Output PLS, 2021

Table 5.2 : Hypothesis Test for Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	RESULTS	
Organizational Culture (X) -> Organizational Commitment (Y) -> Employee Performance (Z)	0.261	0.286	0.088	2.981	0.003	Significant	Hipotesis Accepted

Source :Output PLS, 2021

Based on the results of the above data, it can be known that the four hypotheses proposed in this study are accepted and the influence of independent variables to dependent variables as well as independent variables to dependent variables through intervening variables is significant because it has values >0.05 and T statistics > 1.96 with positive values.

5.2. Discussion

The Influence of Organizational Culture on Employee Performance

In the hypothesis test, the results obtained in table 4.12, namely the value of P-Values that form the influence of organizational culture on employee performance is 0.015 so that it qualifies a significant level of 5% namely P-Value $0.015 < 0.05$ with a positive T-statistic value, the result is that the organizational culture has a positive effect on employee performance or the more organizational culture can be accepted and run well in Bank Syariah Indonesia Thamrin Branch Office then increasingly support the performance of the employee. the resulting employee. This is by what was conveyed by Wirawan (2007) who acknowledges the good side of organizational culture will have a great influence on the behavior of its members because of the high level of togetherness and intensity to create, improve, and maintain high performance. Where "A conducive organizational culture creates job satisfaction, work ethic, and employee work motivation". All these factors are indicators of the creation of high performance from employees that will result in high organizational performance.

The stronger the employee's understanding of organizational culture will create high performance because it will affect employee behavior in the company in the form of a good work ethic and conducive work environment. So it can be interpreted that organizational culture has a positive influence on employee performance.

Influence of Organizational Culture on Organizational Commitment

In the hypothesis test obtained results in table 4.10, namely the value of P-Values that form the influence of organizational culture on organizational commitment is 0,000 so that it qualifies a significant level of 5% which is P-Value $0.00 < 0.05$ with a positive T-Statistics value so that the results that organizational culture positively affect organizational commitment. The typology of human resource culture is determined one of which is a commitment to employee welfare.

Based on the things that have been outlined above, it can be concluded that organizational culture has a positive influence on organizational commitments which are in accordance with the results of this study and also support theories and strengthen relevant research results.

The Impact of Organizational Commitment on Employee Performance

In the hypothesis test obtained results in table 4.10 that the value of p-values that form the influence of organizational commitment to employee performance is 0.001 so that it qualifies a significant level of 5% which is P-value $0.001 < 0.05$ with a positive T-statistic value so that the results of the organization's commitment have

a positive effect on employee performance. Organizational commitment is an important attitude that affects performance.

Organizational commitment in the company will produce strong performance because it will give rise to the loyal attitude of employees to better express their interest in the success and good of the organization, so as to provoke a boost to high employee performance. So it can be interpreted that organizational commitment has a positive effect on employee performance.

Based on the things that have been outlined above, it can be concluded that the organizational commitment has a positive effect on employee performance which is in accordance with the results of this study and also supports the theory and strengthens relevant research results.

Influence of Organizational Culture on Employee Performance with Organizational Commitment as an Intervening Variable

In the hypothesis test, the results obtained in table 4.11, namely P-Values that form the influence of organizational culture on employee performance through organizational commitment are 0.003 so that it qualifies a significant level of 5% namely P-Value $0.003 < 0.05$ with positive T-Statistic values so that the results of the organization's culture have a positive understanding of employee performance through organizational commitment.

Based on the things that have been outlined above, it can be concluded that organizational culture has a positive influence on employee performance through organizational commitment which are in accordance with the results of this research and also support theories and strengthen relevant research results.

6. Conclusions, Suggestions, and Research Limitations

6.1. Conclusions

The results have presented the processing research data on the influence of organizational culture on employee performance through organizational Commitment. They have connected the dots and can be concluded that organizational culture has been good in influencing organizational commitment so that the culture must still be run and become a culture for all employees so that all employees have a high commitment in improving their performance. The organizational commitment of employee performance reflected a good outcome as the commitment of this organization must continue to be carried out to maintain more significant results. Moreover, the commitment of all employees is the focal point to picture their great dedication and to improve their performance.

6.2. Suggestions

This study looks forward to giving the following descriptive statistical results:

The variables of OC on employee performance have the least impact results when compared to organizational commitment. It is expected that there will be more in-depth research by adding larger indicators and samples or intervening variables that can increase the value of the organization's cultural relationship with employee performance.

6.3. Limitations of Research

In this study there are limitations as follows:

1. The study is likely to show different results if applied to the level of employees who understand the proposed variables of the education and mentoring level in respondents. Researchers were unable to provide questionnaires directly to respondents and assist respondents in filling out questionnaires due to pandemics covid-19.
2. This research only focuses on organizational culture and organizational commitment that should be able to develop other variables that can improve employee performance by taking the appropriate subject.

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