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Influence of organizational culture, job satisfaction and work experience on employee work motivation regional secretariat financial section sungai penuh city

Wazirman Wazirman¹, Amalia Nada Fitri¹, Apridanzah Pratama¹, Candra Abrianto¹, Dora Butar-butur¹

¹Sekolah Tinggi Ilmu Ekonomi Keuangan Perbankan dan Pembangunan, Padang, Indonesia

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ABSTRACT

This study aims to see the effect of (1) Organizational culture on employee motivation in the Finance Division of the Sungai Penuh City Regional Secretariat (2) Job satisfaction on the work motivation of employees of the Regional Secretariat of the Regional Secretariat of Sungai Penuh (3) Work experience on the work motivation of employees of the Finance Section of the Regional Secretariat of Sungai Penuh City (4) Organizational culture, job satisfaction and work experience have a joint effect on the work motivation of employees of the Regional Secretariat of Sungai Penuh City. The population in this study were all employees Sungai penuh City Regional Secretariat Finance Section as many as 31 people. The technique of determining the number of samples using total sampling. The data analysis technique used multiple regression by fulfilling the requirements of the classical assumption test of normality, and multicollinearity, heteroscedasticity. The results of this study indicate that (1) Organizational culture has a positive significant effect on employee motivation in the Finance Division of the Sungai Penuh City Regional Secretariat (2) Job satisfaction give a positive influence on the work motivation of the employees of the Regional Secretariat of the Finance Division of Sungai Penuh City (3) Work experience provide a positive influence on the work motivation of employees of the Regional Secretariat of the Finance Division of Sungai Penuh City (4) Organizational culture, job satisfaction and work experience collectively have a positive effect on the work motivation of the employees of the Regional Secretariat of the City of Sungai Penuh.



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Corresponding Author:

Wazirman, W.,

Sekolah Tinggi Ilmu Ekonomi Keuangan Perbankan dan Pembangunan, Padang, Indonesia

Email: wazirman16@gmail.com

Introduction

Work motivation is a driving factor whose presence can lead to job satisfaction and improve employee performance (Rivai, 2014). Handoko (2018) explains that work motivation is a condition in a person's personality that encourages an individual's desire to carry out certain activities in order to achieve a goal. Employees are required to be able to complete their duties and responsibilities effectively and efficiently. Employee work motivation can also be measured through the completion of their duties effectively and efficiently as well as carrying out their roles and functions and it is linearly and positively related to the success of an agency.

The position of the Finance Section of the Regional Secretariat (Setda) of Sungai Penuh City as one of the Regional Apparatus Organizations (OPD) led by the Section Head, which is a supporting element of government affairs in the financial sector which is the regional authority, namely as stakeholders in exploring Financial Management, Regional Income and Management of Regional Assets in Sungai Penuh City.

Based on the Sungai Penuh City Regional Regulation Number 2 of 2016 concerning the Organization of the Sungai Penuh City Regional Apparatus, the main task of carrying out the implementation of Regional Government affairs in the Field of Revenue, Financial Management and Regional Assets which is the implementing element of the Regional Government led by the Head of the agency and responsible to the Regent . However, there are several problems related to the work motivation of the employees of the Sungai Penuh City Regional Finance Agency.

Table 1 shows that the average employee of the Regional Secretariat of the City of Sungai Penuh is absent per month at 19%. With the highest absentee list occurring in December 2020 at 15% and the lowest absent list occurring in July 2020 at 11%. From this condition, it can be seen that there are problems related to the work motivation of employees of the Regional Secretariat of Sungai Penuh City because the employee absenteeism rate per month is quite high. This indicates that the work motivation of the employees of the Regional Secretariat of Sungai Penuh City is also low.

Table 1 <List of Employee Attendance at Regional Secretariat Finance Sungai penuh City 2020>

No	Month Name	Percentage (%)
1	May	12
2	June	11
3	July	10
4	August	11
5	September	13
6	October	14
7	November	12
8	December	15
9	Average	12

Source: Human Resources Division, Finance Division, Sungai Penuh City Regional Secretariat

Low employee motivationSungai penuh City Regional Secretariat Finance Sectionpresumably influenced by several factors. Factors that are thought to affect the performance, such as organizational culture, job satisfaction, and work experience. Thus, an agency or organization should be able to control important factors that affect performance in organizations and companies to maintain the level of organizational and company performance.

Organizational culture is one of the factors that lead to the company's success according to Peter and Waterman Jr. With a good organizational culture, it will affect employee performance, because the organizational culture that exists in every organization and company will affect the behavior and decisions that will be taken by each employee, so that, with the compatibility of the organizational culture with the values that are believed by each employee. individual employees, will make it easier for employees to accept the cultures that are applied in the organization. This statement is strengthened by (Sobirin, 2007) that organizational culture itself is a shared belief and value that gives meaning to members of an institution and makes these beliefs and values as rules or guidelines for behavior in the organization. So that with a strong organizational culture will direct the behavior and actions of human resources within the company to be in accordance with the goals of the company itself. (Peter & Waterman's, 1982) in (Shahzhad et al, 2013) consider culture is the key to success in organizations.

In addition to organizational culture, job satisfaction of each employee is also an important factor in influencing the performance of every employee in the organization and company. Job satisfaction itself according to (Handoko, 2014) is a pleasant or unpleasant emotional state in which employees view their work. Job satisfaction reflects one's feelings towards one's job. This can show the positive attitude of employees towards their work and all that is related to the work environment. In addition, (Sawitri et al, 2016) argues that job satisfaction is basically an individual thing, (Hardiyono et al, 2017) says that employees who are satisfied with their work will have high motivation, commitment to the company, and strong job participation that continues to work. improve its performance.

Employees who have a sense of job satisfaction with their work will be more obedient to their company, because they want to repeat their positive experiences, this is stated by (Robbins, 2006). As stated by (Awan et al, 2014) that every employee will focus on job satisfaction in their company or organization which will have

an impact on their performance in the company and organization, this variable has a strong influence on work motivation. This statement is supported by research in (Hettiarachchi, 2014) which proves that job satisfaction has an influence on work motivation, as well as research conducted by (Hardiyono et al., 2017) that job satisfaction has a significant positive effect on work motivation. Research on (Aripin et al, 2013) proves that job satisfaction directly has a significant positive effect on organizational work motivation. The research of Khan et al (2011) & Siengthai et al (2016) also proves that job satisfaction affects performance.

Another factor that is thought to affect the performance of the employees of the Regional Secretariat of the Sungai Penuh City Finance Division is work experience. Work experience is a measure of the length of time or period of work that a person has taken to understand the tasks of a job and have carried it out well (Ranupandojo, 2004). Work experience is knowledge or skills that have been known and mastered by someone as a result of actions or work that has been done for some time (Trijoko, 2004). With better work experience, employees will be expected to provide good performance and be an example for employees who have just joined the company.

However, high job mutations for employees in government circles or the frequent occurrence of employees in one agency moving to another agency in a short period of time is thought to have an impact on employees' work experience and their performance. This phenomenon shows that employees at the previous place did not understand and were proficient in the placement position and were then moved again to another place, thus making employees need adjustments to their new field of work.

It is undeniable that the phenomena of changing positions and fields of work for employees have made employees sometimes become stressed and anxious because they are facing something different from before. Work experience is closely related to the ability and skills of employees to do the work assigned to them. Thus, it can be said that the more experienced a person is, the better his performance will be. Based on research by Ahmad (2012) stated that the present study highlights the benefits and significantly influence of hiring experienced employees and emphasizes the role of prospective employees, personality during recruitment.

Based on the problems and previous research, the researchers are interested in studying how much each factor such as organizational culture, job satisfaction and work experience affects performance with the title "The Influence of Organizational Culture, Job Satisfaction and Work Experience on the Work Motivation of Employees in the Finance Section of the Regional Secretariat of Sungai Penuh City. ".

Method

The population and sample in a study have a central role and determine the research objectives (A. Muri, 2015). The population is the whole of the object of study that provides an accurate picture of the research. According to Hamid (2014), 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 is all there are 31 employees of the Regional Secretariat of the City of Sungai Penuh.

The research sample is a limited number and part of the selected and representative population of the population (A. Muri, 2015). 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, the conclusions will be applicable to the population. However, because the sample used is the entire population, the sample in this study is the same as the population, namely the entire population employees of the Finance Division of the Sungai Penuh City Regional Secretariat, totaling 31 (thirty one) people.

The technique for taking this sample uses a total sampling technique (whole sample), *total sampling* is a sampling technique where the number of samples is the same as the population (Sugiyono, 2007). The reason for taking total sampling is because according to Sugiyono (2007) the total population is less than 100, the entire population is used as a research sample.

Results and Discussions

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 for each variable is greater than $\alpha = 0.05$. The following results of the Variable Normality test can be seen in Table 2:

Table 2 <Normality Test Results>

		Y	X1	X2	X3
N		31	31	31	31
Normal Parameters	mean	51.0816	32.8776	33.8367	23.9388
	Std. Deviation	3.21997	2.94839	2.51948	2.86071
Most Extreme Differences	Absolute	.131	.179	.170	.141
	Positive	.115	.179	.110	.074
	negative	-.131	-.175	-.170	-.141
Kolmogorov-Smirnov Z		.908	1.057	1.146	1.370
asymp. Sig. (2-tailed)		.546	.473	.283	.827

Source: SPSS output results, 2022.

From Table 4.14 the 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 work motivation (Y) is $0.605 > 0.05$ Organizational culture variable (X1) is $0.558 > 0.05$; job satisfaction variable (X2) is $0.068 > 0.05$; work experience variable (X3) is $0.086 > 0.05$. So it can be concluded that the variables of work motivation, organizational culture, job satisfaction, and work experience of the employees of the Regional Secretariat of Sungai Penuh City are normally distributed.

Multicollinearity Test

Multicollinearity test is useful for testing whether there is a correlation between the independent variables in the regression model. 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 is > 0.10 and the VIF value is < 10 then the data is free from multicollinearity symptoms can be seen in table 3:

Table 3 <Multicollinearity Test Results>

Model		Collinearity Statistics	
		Tolerance	VIF
1	Organizational Culture (X1)	0.843	1.186
	Job Satisfaction (X2)	0.812	1.232
	Work Experience (X3)	0.932	1.073

Source: SPSS output results, 2022

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between the independent variables because the VIF value of all variables is < 10 .

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. If the variance of the residual from one observation to another observation is constant, it is called homoscedasticity and if it is different it is called heteroscedasticity. Detecting the presence of heteroscedasticity in this study used the Plott Graph test (Scatter Plot). 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.

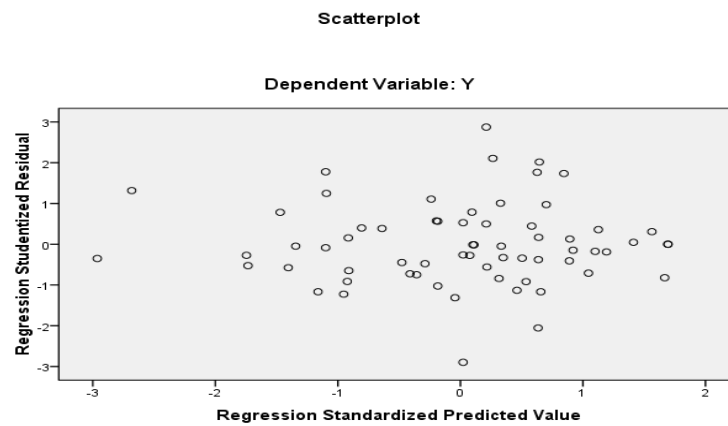


Figure 1 <Heteroscedasticity Test Results>

In Figure 1 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 occur heteroscedasticity.

Research Hypothesis Test

Multiple Linear Regression Analysis

In testing the hypothesis of this study, multiple linear regression was used, which aims to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis was performed by comparing tcountwith ttable and sig value with $\alpha = 0.05$. In detail the results of multiple regression testing can be seen in Table 4.

Table 4 <Multiple Regression Equation>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14,382	1.321		10,887	.000
	Organizational Culture (X1)	.109	.040	.057	2,715	.025
	Job Satisfaction (X2)	.213	.059	.074	3.581	.013
	Work Experience (X3)	.573	.124	.039	4.621	.000

a. Dependent Variable: Y

Source: SPSS Output Results (year 2022)

Based on Table 4.18, the estimation model can be analyzed as follows:

$$Y = 14,382 + 0.109(X1) + 0.213(X2) + 0.573 (X3)$$

Based on the above equation it can be explained that:

1. From the above equation it can be seen that there is a constant value of 14,382 which means that if the organizational culture, job satisfaction and work experience are zero, then the value of the work motivation variable is at 14,382. This means that the variables of organizational culture, job satisfaction and work experience contribute to increasing the work motivation of employees of the Regional Secretariat of Sungai Penuh City.
2. Organizational culture regression coefficient value is positive 0.109. This means that if the organizational culture increases by one unit, it will result in an increase in employee motivation of 0.109 units.
3. The value of the regression coefficient of job satisfaction is positive, namely 0.213. This means that if job satisfaction increases by one unit, it will result in an increase in employee motivation of 0.213 units.
4. The value of the work experience regression coefficient is positive, namely 0.573. This means that if work experience increases by one unit, it will result in an increase in employee motivation of 0.573 units.

Statistical test t test and F . test (t test)

The t test (partial) is intended to determine the effect of partially (individual) organizational culture, job satisfaction and work experience on employee motivation in the Finance Division of the Sungai Penuh City Regional Secretariat. From table 5, it can also be done partially test (t test) each causal variable (independent) on the effect variable (bound) as follows:

Hypothesis Testing 1

The first hypothesis is proposed, that organizational culture partially has a positive effect on employee work motivation. Based on the results of the analysis of the t test, it is known that the significance level of the organizational culture variable is $0,025 < \text{of the significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted, so that the alternative hypothesis proposed in this study is accepted. This means that there is a significant influence between organizational culture on the work motivation of employees of the Regional Secretariat of the City of Sungai Penuh.

Hypothesis Testing 2

The second hypothesis proposed is that job satisfaction partially has a positive effect on work motivation employee. Based on the results of the analysis of the t test, it is known that the significance level of the job satisfaction variable is $0,013 < \text{of the significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted so that the alternative hypothesis proposed in this study is accepted. This means that there is a significant influence between job satisfaction on the work motivation of employees of the Regional Secretariat of the City of Sungai Penuh.

Hypothesis Testing 3

The third hypothesis proposed is that work experience partially has a positive effect on work motivation employee. Based on the results of the analysis of the t test, it is known that the significance level of the work experience variable is $0,000 < \text{dai significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted so that the alternative hypothesis proposed in this study is accepted. This means that there is a significant influence between work experience on the work motivation of the employees of the Regional Secretariat of Sungai Penuh City.

Hypothesis Testing 4

The fourth hypothesis proposed that organizational culture, job satisfaction, and work experience together have a positive effect on employee work motivation. Based on the results of the analysis of the F test, it is known that the significance level of organizational culture, job satisfaction, and work experience variables 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. This means that there is a jointly significant influence between organizational culture, job satisfaction, and work experience on the work motivation of the employees of the Regional Secretariat of Sungai Penuh City.

Coefficient of Determination (Adjusted R Square)

The Coefficient of Determination aims to see or measure how far the model's ability to explain the variation of the independent variable, where the value of R^2 square used for research with 2 variables and the value of Adjusted R Square is used for research with more than 3 variables. The value of the coefficient of determination in this study was taken from the value of Adjusted R Square which can be seen in table 6.

Table 5 <Test results R Square>

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.729 ^a	.531	.524	3.64738
a. Predictors: (Constant), X3, X2, X1				
b. Dependent Variable: Y				

Source: SPSS Data Processing Results (Year 2022)

Based on the analysis results Adjusted R square is 0,524 This means that 52.4% of employees' work motivation is influenced by the independent variables of organizational culture, job satisfaction and work experience. While the remaining 47.6% is influenced by other variables outside the model.

Discussion

The discussion of research results is intended to explain and interpret the research results

Influence Organizational Culture on Work Motivation of Employees of the Finance Section of the Regional Secretariat of Sungai Penuh City

The results of this study indicate that organizational culture has a significant influence on the work motivation of the employees of the Regional Secretariat of Sungai Penuh City. This indicates that the organizational culture determines the work motivation of the employees of the Regional Secretariat of Sungai Penuh City. This means that the higher and better the organizational culture, it will increase employee motivation.

From the results of this study, it can be seen that the organizational culture variable has a coefficient of 0.109 which means that organizational culture has a small effect compared to other variables. This indicates that organizational culture can play a role in increasing employee motivation. If the Finance Section of the Sungai Penuh City Secretariat wants to increase employee work motivation, it must improve the employee's organizational culture.

This is in line with the opinion of Robbins (2016) Organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations. Organizational culture is said to have an effect on employee work motivation because when the organizational culture given to employees is high, it is able to make these employees excited so that they are able to influence their attitudes at work and accept any work and carry it out (Fadli, 2018).

The results of this study are in line with research Purnama, Chamdan (2013) which shows that organizational culture has a positive and significant effect on employee work motivation. Shahzada et al (2013) the results of his research also show organizational culture significant effect on employee work motivation.

Influence Job Satisfaction on the Work Motivation of Employees of the Finance Section of the Regional Secretariat of Sungai Penuh City

The results of this study indicate that job satisfaction has a significant influence on the work motivation of employees of the Regional Secretariat of the City of Sungai Penuh. This indicates that employee job satisfaction determines the work motivation of the employees of the Regional Secretariat of Sungai Penuh City. This means that the higher the job satisfaction of employees, it will increase employee motivation.

From the results of this study, it can be seen that the job satisfaction variable has a coefficient of 0.213 which means job satisfaction has the greatest influence from other variables. This indicates that job satisfaction can play a role in increasing employee motivation. If the Finance Section of the Sungai Penuh City Regional Secretariat wants to increase employee work motivation, it must increase employee job satisfaction.

This is in line with the opinion Luthans (2002) defines job satisfaction as a pleasurable or positive emotional state resulting from an appraisal of one's job or work experience. Job satisfaction is said to have an effect on employee work motivation because when employee job satisfaction is high. In this case, employees can carry out their duties professionally, effectively, efficiently.

The results of this study are in line with research Hettiarachchi, HAH (2014) which shows that Job satisfaction has a positive effect on employee work motivation. Hardiyono et al (2017) The results of his research also show that Job satisfaction has a significant positive effect on employee work motivation.

Influence Work Experience on Work Motivation of Employees of the Regional Secretariat of the Regional Secretariat of Sungai Penuh

The results of this study indicate that organizational culture has a significant influence on the work motivation of the employees of the Regional Secretariat of Sungai Penuh City. This indicates that work experience determines the work motivation of the employees of the Regional Secretariat of Sungai Penuh City. This means that the better the work experience of an agency, it will increase employee motivation.

From the results of this study, it can be seen that the work experience variable has a coefficient of 0.573 which means that work experience has a big influence. This indicates that work experience can play a role in increasing employee motivation. If the Finance Section of the Sungai Penuh City Regional Secretariat wants to increase employee work motivation, it must improve employee work experience in better agencies.

The results of this study are in accordance with the theory of Hettiarachchi (2014) which states that work experience is knowledge or skills that have been known and mastered by someone as a result of actions or

work that has been done for a certain time. By paying attention to the employee's work experience, the agency can determine the position or position that is in accordance with the expertise possessed. Of course, this condition will be able to encourage good employee motivation

The results of this study are in line with the research of Hardiyono et al (2017), Basu et al (2016), Darto et al (2015) which shows that there is a significant positive effect between work experience on employee work motivation.

The Influence of Organizational Culture, Job Satisfaction, Work experience on the work motivation of employees of the Regional Secretariat of the Regional Secretariat of Sungai Penuh

The results of this study indicate that organizational culture, job satisfaction and work experience together have a significant influence on the work motivation of employees of the Regional Secretariat of the City of Sungai Penuh. This indicates that organizational culture, job satisfaction and work experience determine the work motivation of employees of the Regional Secretariat of Sungai Penuh City. This means that organizational culture, job satisfaction and work experience will increase employee motivation.

This is in line with research Purnama, Chamdan (2013), Hettiarachchi, (2014) and Basu et al (2016) which shows that The results show the support for a positive and significant influence between organizational culture, job satisfaction and work experience on employee motivation.

Conclusion

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

1. Organizational culture has a positive influence on the work motivation of employees of the Regional Secretariat of the City of Sungai Penuh. This means that employees' work motivation will increase if the perceived organizational culture of employees is able to provide encouragement to employees to be able to increase their work motivation.
2. Job satisfaction has a positive influence on the work motivation of employees of the Regional Secretariat of the City of Sungai Penuh. This means that employee work motivation will increase if high job satisfaction is able to provide morale to employees in carrying out work. The higher the job satisfaction of an employee in an agency, the higher his work motivation.
3. Work experience has a positive influence on the work motivation of the employees of the Regional Secretariat of the City of Sungai Penuh. This means that the employee's work motivation will increase if the work experience of the agency where the employee works has a good and comfortable culture, and makes employees feel confident and comfortable that they can do a good job. Good work experience will encourage high work motivation.
4. Organizational culture, job satisfaction and work experience together have a positive effect on the work motivation of the employees of the Regional Secretariat of Sungai Penuh City. With the number $R^2 0.646$ or 64.6% of employees' work motivation is influenced by the independent variables of organizational culture, job satisfaction and work experience.

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