

## WORK DISCIPLINE, WORK ABILITY AND WORK SUPERVISION ON THE EFFECTIVENESS OF EMPLOYEE WORK

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### Abstract

**Purpose:** This research is to find out and test how much influence the work discipline, work ability and work supervision on employee work effectiveness

**Research Methodology:** The method used in this study is a descriptive verification survey. In this study, data and information were collected from respondents using a questionnaire. In this study, the population was employees of the Secretariat of the Office of Public Works and Spatial Planning (DPUPR). In this study, the sampling used a random sample (random sampling). While the sampling technique used total sampling, which means taking the entire existing population, by taking a sample of 40 employees of the Secretariat of the Office of Public Works and Spatial Planning (DPUPR)..

**Results:** The study found that work discipline, work ability, and work supervision have a strong, moderate, and strong effect on employee work effectiveness respectively. Also, when work discipline and work ability are considered together, the effect on employee work effectiveness is very strong.

**Limitations:** The study only used a sample of 40 employees from one specific organization, and the findings may not be generalizable to other populations or organizations. The study did not consider other possible factors that may influence employee work effectiveness, such as job characteristics or organizational culture

**Contribution:** This study contributes to the fields of organizational behavior and human resource management by providing evidence of the importance of work discipline, work ability, and work supervision in determining employee work effectiveness. The findings of this study can be useful for managers and human resource professionals in designing and implementing policies and practices that support employee work effectiveness. Additionally, this study can be useful for future researchers in identifying areas for further research in this field.

**Keywords:** *Work Discipline, Work Ability, Work Supervision, Employee Work Effectiveness*



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## 1. INTRODUCTION

Employee performance is very important for an institution or office in an effort to achieve its goals (Baker & Judge, 2020). Effective work implies an increase in efficiency, effectiveness, or quality of the completion of a series of tasks assigned to an employee in an organization or institution. There are two factors in performance, namely internal factors

are factors originating from within the employee, while external factors are factors that originate from outside the employee. The number of employees or workers who require an organization to think about how to utilize and optimize employee performance. An important point for employees is one of the important assets needed by the organization to carry out the production process. Working well and optimally is one of the organizational goals to achieve high work productivity. In achieving quality and professional employee performance, concrete, consistent and continuous action is needed. A concrete effort that can support the improvement in the quality of professional employee performance is with work discipline, motivation and career development.

In a job requires work discipline, Hasibuan (2011) defines discipline is interpreted as an orderly state where people in the organization are subject to the rules that have been determined by heart. In an institution or office, discipline can be said to be effective if employees also pay attention to applicable regulations. Employee work discipline is reflected in obedience and compliance with the provisions set by management that leads to improving the performance of the institution or office as a whole. Because discipline is a procedure that corrects or sanctions for those who violate the rules, employee work discipline should be nurtured by institutions or offices, in order to trigger proper performance in accordance with existing rules.

According to Moekijat, (2005: 67). Work discipline is a power that develops in self-compilation of decisions, rules, regulations, job values and behavior. One of the aspects of the power of human resources is work discipline, which has a strong impact on organizations or institutions to achieve success in pursuing the planned goals. According to Nitisemito, (2006: 118). Work discipline is not only an indication of the spirit and enthusiasm of work, but can affect the effectiveness and efficiency of achieving goals. In providing good service, things that must be considered one of which is work discipline. Sastrohadiwiryono (2012: 291) explains that work discipline is an attitude of respect, respect, obedient, and obedient to applicable regulations, both written and unwritten and able given.

Based on observations in the PUPR Office, several problem findings found that the employees were still lacking positive on their performance, some employees only rely on what the leadership said, the lack of employee innovation in carrying out their work, many who came to work and returned from work not according to the specified schedule, lacking Understanding the organization related to the duties and authority between subordinates and superiors, there are still many employees who make the report exceeding the time limit set by the agency, employees pay less attention to the report done because neatness is very determining the results achieved, the lack of employee initiatives to work on reports quickly, lack of communication between colleagues work or leadership regarding the report carried out so that the results achieved are less satisfactory.

Employees as human resources have an important position for an organization. Human resources in this case high -performing employees, play a dominant role in carrying out organizational operations and achieving set goals. For this reason, work discipline must be upheld in an organization. Without the support of good employee discipline, it is difficult for the organization to realize its goals and can even be a barrier in achieving goals. As

stated by Prasetyo in Setiawan (2013: 1246) states that one of the determinants of the effectiveness of performance is work discipline. So to achieve the goal of providing good service for the community, good work discipline must be created at the Cirebon Regency Public Works and Spatial Planning Office (DPUPR).

Work discipline that has been carried out by employees at the Cirebon Regency Public Works and Spatial Planning Office (DPUPR) runs well and is carried out with self-awareness and full of responsibility but less optimal. This can be seen from the neat way of working, the use of office equipment that is in accordance with its designation and the implementation of work in accordance with working hours and use according to the operational standard of work procedures. But there are still some deviations committed by employees, for example, there are lack of orderly employees in using working hours and there are still errors in using work tools so that they can hamper work completion. Based on these facts, this is needed the participation of the leadership to foster work discipline, work supervision among other employees so that the office or agency goals can run smoothly and effectively at work.

Human resources affect the effectiveness and efficiency of organizations, so that the effectiveness of individuals who have a greater influence on work effectiveness. From the aspects that become the effectiveness of individuals, ability is an important element for individuals to be able to carry out their work. A person's ability is a reflection of the knowledge and skills possessed. According to Gibson, (2006: 54), "Ability is a trait brought by birth or learned that allows a person to complete his work". Robbins (2001: 47) explains that the ability consists of intellectual abilities and physical abilities. Intellectual Ability The ability needed to carry out mental activities, while physical ability is the ability needed to carry out tasks that demand stamina, dexterity, strength and skills.

Moenir (2000: 81) states that "the ability in its correlation with work as an individual variable". Ability cannot be separated from the concept of skills. Skills in this case are the nature and behavior that allows a person to do something that is mental or physical, so the skills are declared as fostered related to the tasks that are owned and used in the task. Thus the conclusion obtained is the ability is the knowledge and skills possessed by employees obtained through education, training, and experience that are served in carrying out tasks.

The success of organizational goals related to the ability of an employee, Streers (2005: 147) argues that "the success of management is closely related to a person's intellectual ability level". Thus it can be concluded that the ability of work is the ability of employees to mobilize all the potential he has in order to carry out the work tasks assigned to him. Work capabilities refer to several indicators, according to Gibson (1996: 55) explains that there are some abilities that must be possessed by employees to achieve work effectiveness and efficiency, namely "interaction ability, conceptual abilities, administrative/technical abilities".

According to Saylees, (2008: 307) supervision is very important where agencies need supervision that depends on situational factors such as organizational size, organizational policies, organizational targets, a number of changes that occur, various objects that are controlled and the atmosphere of delegation In an agency or organization. Meanwhile, according to Moekijat (2004: 185) supervision has an important role for staffing

management because he has a very close relationship with individual employees directly and the good and bad of the employee working depends on how to oversee the workings of their employees and approaches for their employees so that they carry out their work well and there is no element of coercion just because they are monitored.

Based on observations made, it shows that the supervision in this office has been carried out properly by the supervisory staff. Starting from the continuous or routine supervision carried out every day, the supervision techniques used include direct supervision by inspecting directly to the location or receiving direct reports in the location or indirect supervision techniques that can be known through reports that can be submitted by their employees. If there are errors in the results of the work, the corrective action will be immediately taken as a manifestation of feedback from supervision by the leadership to his subordinates at the Cirebon Regency Public Works and Spatial Planning Office (DPUPR). According to The Liang Gie, (2001: 22) the effectiveness of work is the overall implementation of physical and spiritual activities carried out by humans to achieve a particular goal. In every job that needs to be considered in the effectiveness of work is the success of an institution or agency in carrying out its duties. This means that the implementation of work carried out must be able to provide optimal results for its employees by utilizing the potential of existing employees.

The effectiveness of employee work can be obtained if supported by leaders who oversee their work well, therefore, with the supervision of each individual or supervision of the leadership is very important for the smooth running of the work. The leader besides being a driving barometer also functions as a supervisor. Where every work implementation can run smoothly so that organizational goals can be achieved. Continuous supervision can have a good impact on the effectiveness of employee work, because they will be able to complete their work well so that they can concentrate on their duties. Employees are the main focus of supervision carried out by the leadership must be able to show good achievements and have high discipline.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

**Work Discipline** suggests that it is a crucial aspect of organizational behavior and has a significant impact on employee work effectiveness. Work discipline refers to the adherence to rules and regulations within an organization, and encompasses punctuality, attendance, and adherence to dress code, among other things. Several studies have found a positive correlation between work discipline and employee work effectiveness. For example, research has shown that employees who are consistently punctual and have good attendance records tend to have higher levels of job satisfaction, motivation, and commitment. They are also more likely to be productive and to have positive attitudes towards their work. Additionally, work discipline has been found to have a direct impact on an organization's bottom line. Companies with high levels of work discipline tend to have lower employee turnover rates, which can lead to cost savings in recruitment and training. They also tend to have higher levels of customer satisfaction and increased profits. Based on the literature review, a hypothesis can be made that employee work effectiveness will be positively associated with work discipline.

**Work Ability** is defined as an individual's capacity to perform work-related tasks and meet the demands of the job. It is influenced by factors such as age, health, education, and work experience. Several studies have found that work ability is positively associated with work effectiveness, as individuals with higher levels of work ability are more likely to be productive, efficient, and successful in their jobs. Based on this literature review, one hypothesis that could be developed is that individuals with higher levels of work ability will have greater work effectiveness. This hypothesis could be tested through a study that measures both work ability and work effectiveness in a sample of employees, and examines the correlation between the two variables.

Another hypothesis that could be developed is that work ability improves with age, as older workers may have more work experience and better developed skills. This hypothesis could be tested by comparing work ability scores between different age groups. Additionally, the hypothesis could be that work ability is positively affected by organizational support, as organizations that provide support such as job training and career development opportunities may enable employees to maintain and improve their work ability over time. This hypothesis could be tested by comparing work ability scores between employees in organizations with different levels of support. Lastly, it could also be hypothesized that work ability is positively associated with good physical and mental health, as healthy employees are likely to be more productive and effective at work. This hypothesis could be tested by comparing work ability scores between employees with different levels of physical and mental health.

**Work Supervision** refers to the management and oversight of employees by their supervisors or managers. It is an important factor in the workplace as it can have a significant impact on employee motivation, job satisfaction, and overall work performance. Research has shown that effective work supervision is characterized by clear communication, goal setting, feedback, and support for employee development. Based on this literature review, one hypothesis that could be developed is that effective work supervision will have a positive influence on work effectiveness. This hypothesis could be tested through a study that measures both work supervision and work effectiveness in a sample of employees, and examines the correlation between the two variables. Another hypothesis that could be developed is that employees who receive more frequent and consistent feedback from their supervisors will have a higher level of work effectiveness. This hypothesis could be tested by comparing work effectiveness scores between employees who receive different levels of feedback.

Additionally, the hypothesis could be that work supervision is positively affected by the level of trust in the supervisor-employee relationship. As trust in the supervisor-employee relationship is likely to lead to better communication and collaboration, which in turn can lead to increased work effectiveness. This hypothesis could be tested by comparing work effectiveness scores between employees who report different levels of trust in their supervisor-employee relationship. Lastly, it could also be hypothesized that work supervision is positively associated with employee motivation, as employees who are motivated are more likely to be productive and effective at work. This hypothesis could be tested by comparing work effectiveness scores between employees with different levels of motivation.

**Employee Work Effectiveness** is a multidimensional construct that includes elements such as productivity, job performance, and efficiency. It is influenced by a variety of factors such as personality, motivation, job satisfaction, and work engagement. Research has shown that employees who are more effective in their jobs tend to have higher job satisfaction and are more likely to stay with their current employer. Based on this literature review, one hypothesis that could be developed is that employees with higher levels of motivation will have greater work effectiveness. This hypothesis could be tested through a study that measures both motivation and work effectiveness in a sample of employees, and examines the correlation between the two variables. Another hypothesis that could be developed is that employees with higher levels of job satisfaction will have greater work effectiveness. This hypothesis could be tested by comparing work effectiveness scores between employees with different levels of job satisfaction.

Additionally, the hypothesis could be that employee work effectiveness is positively affected by the level of autonomy in the job, as employees who have more autonomy in their job tend to be more engaged, motivated and as a result have better performance. This hypothesis could be tested by comparing work effectiveness scores between employees who have different levels of autonomy in their job. Lastly, it could also be hypothesized that employee work effectiveness is positively associated with the level of social support in the workplace, as employees who feel supported by their colleagues and supervisors tend to be more engaged and motivated to perform well. This hypothesis could be tested by comparing work effectiveness scores between employees who report different levels of social support in the workplace.

Based on the theoretical basis and concepts that have been described, this study will analyze the influence of work discipline, work ability and work supervision on the work effectiveness of employees at the Secretariat of the Public Works and Spatial Planning Office (DPUPR) of Cirebon Regency. In this study there are 4 (four) variables to be examined, namely Work Discipline, Work Ability and Work Supervision as independent variables, as the dependent variable Employee work effectiveness as a variable. The conceptual framework in this study is as follows:

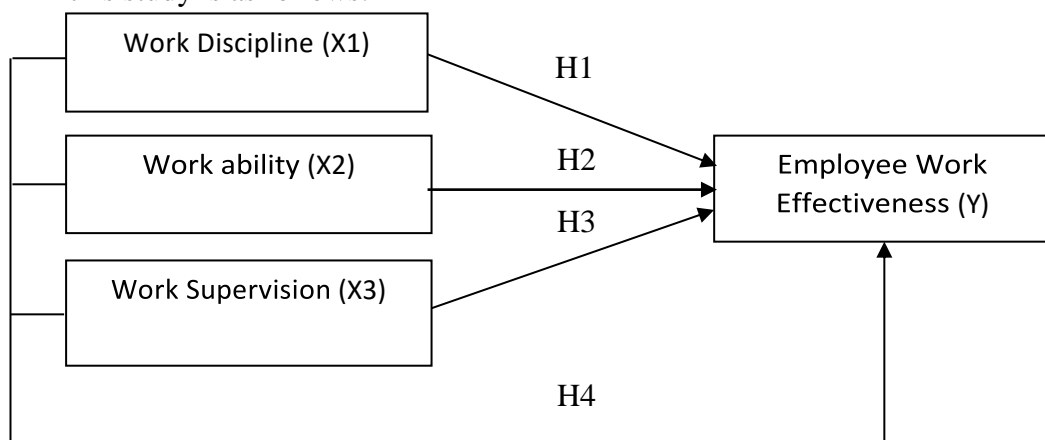


Figure 1 Schematic of the Thinking Framework

### 3. RESEARCH METHODOLOGY

The method used in this study is a descriptive verification survey. In this study, data and information were collected from respondents using a questionnaire. In this study, the population was employees of the Secretariat of the Office of Public Works and Spatial Planning (DPUPR). In this study, the sampling used a random sample (random sampling). While the sampling technique used total sampling, which means taking the entire existing population, by taking a sample of 40 employees of the Secretariat of the Office of Public Works and Spatial Planning (DPUPR). This instrument is mainly used to distribute questionnaires which are arranged according to the characteristics of the variables, namely: 1). Work Discipline Variable (X1) uses a questionnaire in the form of a questionnaire using a Likert model attitude scale questionnaire. 2). Work Ability Variable (X2) uses a questionnaire in the form of a questionnaire using a Likert model attitude scale questionnaire 3) Work Supervision Variable (X3) uses a questionnaire in the form of a questionnaire using a Likert model attitude scale questionnaire. 4). Employee work effectiveness variable (Y) uses a questionnaire in the form of a questionnaire using a Likert model attitude scale questionnaire.

### 4. RESULTS AND DISCUSSIONS

*Table 1. Data Description of Employee Work Effectiveness Research Results (Y)*

		Statistics			
		Employee work effectiveness	Work Discipline	Work ability	Work Supervision
N	Valid	40	40	40	40
	Missing	0	0	0	0
Mean		59.5250	57.3750	58.3000	59.5750
Std. Error of Mean		1.00574	.92590	.94204	.95735
Median		59.5000	59.0000	59.5000	59.0000
Mode		58.00	59.00 <sup>a</sup>	57.00 <sup>a</sup>	58.00
Std. Deviation		6.36089	5.85591	5.95797	6.05482
Variance		40.461	34.292	35.497	36.661
Skewness		-.130	.118	-.168	.192
Std. Error of Skewness		.374	.374	.374	.374
Kurtosis		.585	.357	-.287	.420
Std. Error of Kurtosis		.733	.733	.733	.733
Range		25.00	25.00	25.00	25.00
Minimum		46.00	46.00	46.00	46.00
Maximum		71.00	71.00	71.00	71.00
Sum		2381.00	2295.00	2332.00	2383.00

Based on the respondents' table 1. answers from the Employee Work Effectiveness variable questionnaire, the distribution of maximum and minimum scores achieved in this variable is 71 and 46. The results of calculating the distribution of these scores produce an average score (mean) of 59.52, median of 59.50, mode of 58.00 and standard deviation of 6,360. The mean, median and mode scores are not much different and are still within a standard deviation.

The results of the validity test by calculating the correlation between the score of each question item and the total score with the help of the SPSS Version 21.00 computer program were obtained as follows:

**Table 2. Results Of The Validity Test**

Employee work effectiveness	$r_{it}$ Account	Note	Work Discipline	$r_{it}$ Account	Note	Work ability	$r_{it}$ Account	Note	Work Supervision	$r_{it}$ Account	$r_{it}$ table	Note
EWE1	0.328	valid	WD1	0.341	valid	WA1	0.4	valid	WS1	0.015	0.312	Invalid
EWE2	0.286	Invalid	WD2	0.44	valid	WA2	0.539	Valid	WS2	0.179	0.312	Invalid
EWE3	0.492	valid	WD3	0.515	valid	WA3	0.481	Valid	WS3	0.459	0.312	Valid
EWE4	0.714	valid	WD4	0.551	valid	WA4	0.096	Invalid	WS4	0.663	0.312	Valid
EWE5	0.546	valid	WD5	0.317	valid	WA5	0.123	Invalid	WS5	0.503	0.312	Valid
EWE6	0.488	valid	WD6	0.249	Invalid	WA6	0.404	Valid	WS6	0.24	0.312	Invalid
EWE7	0.196	Invalid	WD7	0.044	Invalid	WA7	0.579	Valid	WS7	0.404	0.312	Valid
EWE8	0.534	valid	WD8	0.383	valid	WA8	0.717	Valid	WS8	0.28	0.312	Invalid
EWE9	0.534	valid	WD9	0.32	valid	WA9	0.666	Valid	WS9	0.268	0.312	Invalid
EWE10	0.601	valid	WD10	0.554	valid	WA10	0.249	Invalid	WS10	0.339	0.312	Valid
EWE11	0.289	Invalid	WD11	0.145	Invalid	WA11	0.208	Invalid	WS11	0.298	0.312	Invalid
EWE12	0.196	Invalid	WD12	0.254	Invalid	WA12	0.173	Invalid	WS12	0.367	0.312	valid
EWE13	0.364	valid	WD13	0.343	valid	WA13	0.348	Valid	WS13	0.375	0.312	Valid
EWE14	0.199	Invalid	WD14	0.257	Invalid	WA14	0.027	Invalid	WS14	0.598	0.312	Valid
EWE15	0.032	Invalid	WD15	0.051	Invalid	WA15	0.403	Valid	WS15	0.243	0.312	Invalid

**Table 3. Tests of Normality variable Employee Work Effectiveness**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Employee work effectiveness	.180	40	.002	.903	40	.002
Work Discipline	.152	40	.021	.944	40	.046
Work ability	.112	40	.200*	.973	40	.458
Work Supervision	.197	40	.000	.911	40	.004

\*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

With the help of the SPSS (Statistical Problem Solving System) 21 for windows program, the results of the Kolmogorov-Smirnov normality variable for the Employee Work Effectiveness variable (Y) obtained a value of 0.002 and the Shapiro-Wilk Employee Work Effectiveness variable (Y) obtained a value of 0.002 from a population that is normally distributed.

**Table 4. Multiple Regression Analysis Test Results**



Model	Coefficients <sup>a</sup>					
	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	
	B	Std. Error				
1	(Constant)	4.998	6.774		.738	.465
	Work Discipline	.506	.114	.466	4.438	.000
	Work ability	.321	.123	.301	2.602	.013
	Work Supervision	.281	.135	.267	2.084	.044

The regression equation is as follows:

$$Y' = a + b_1X_1 + b_2X_2 + b_3X_3 + \dots + b_nX_n$$

$$Y' = 4.998 + 0,506X_1 + 0,321X_2 + 0,281X_3$$

The regression equation can be explained as follows:

Constants of 4,998; meaning that if the value of Work Discipline (X1), Work Ability (X2) and Work Supervision (X3) is 0, then the Employee Work Effectiveness (Y') value is 4,998.

Work Discipline variable regression coefficient of 0.506; meaning that if the other independent variables have a fixed value and Work Discipline increases by 1%, then Employee Work Effectiveness (Y') will increase by 0.506. The coefficient is positive, meaning that there is a positive influence between Work Discipline on Employee Work Effectiveness (Y'). The higher the Work Discipline, the higher the Employee Work Effectiveness (Y').

Work Ability variable regression coefficient of 0.330; meaning that if the other independent variables have a fixed value and work ability increases by 1%, then employee work effectiveness (Y') will increase by 0.330. The coefficient is positive, meaning that there is a positive influence between work ability on employee work effectiveness (Y'), the more work ability increases, the higher the level of employee effectiveness (Y').

Work Supervision variable regression coefficient (X3) of 0.281; meaning that if the other independent variables have a fixed value and Work Supervision (X3) increases by 1%, then Employee Work Effectiveness (Y') will increase by 0.281. The coefficient is positive, meaning that there is a positive influence between Work Supervision (X3) on Employee Work Effectiveness (Y'). The higher Work Supervision (X3), the more Employee Work Effectiveness.

## 5. CONCLUSION

This study aims to find out the effect of work discipline, work ability and work supervision on the work effectiveness of employees at the Secretariat of the Public Works and Spatial Planning Office (DPUPR) of Cirebon Regency. Respondents in this study amounted to 40 employees. Based on the data collected and analysis, the following conclusions are drawn:

1. From the results of the study, Sub-Structure Model 1 is a simple regression test (r) obtained by the regression between the effect of Work Discipline on Employee Work Effectiveness (r) is 0.719 and compared to the rtable with the table it can be seen that the number for n = 40 is the rtable of 0.312. thereby achieving a significant level of 5% or reaching a 95% confidence level. Meanwhile, with the regression calculation, the figure is 0.719 or 71.9% and the remaining

18.1% is influenced by other factors, meaning that the level of relationship is in the strong category.

2. Based on the results of the study, the Sub-Structure Model 2 is a simple regression test ( $r$ ) to obtain the influence of Work Ability on Employee Work Effectiveness, the path coefficient value ( $r$ ) is 0.641 and compared to the  $r$  table with the table it can be seen that the number for  $n = 40$  is  $r$  table 0.312. thereby achieving a significant level of 5% or reaching a 95% confidence level. Meanwhile, with the regression calculation, the figure is 0.641 or 64.1% and the remaining 35.9% is influenced by other factors, meaning that the level of relationship is in the Moderate category.

3. Based on the results of the study, the Sub-Structure Model 3 is a simple regression test ( $r$ ) to obtain the influence of Work Supervision on Employee Work Effectiveness, the path coefficient value ( $r$ ) is 0.714 and compared to  $r$  table with the table it can be seen that the number for  $n = 40$  is  $r$  table 0.312. thereby achieving a significant level of 5% or reaching a 95% confidence level. Meanwhile, with the regression calculation, the figure is 0.714 or 71.4% and the remaining 28.6% is influenced by other factors, meaning that the level of relationship is in the Strong category.

4. Based on the results of the study, Sub-Structure Model 4 is a multiple regression test obtained obtained Effect of Work Discipline and Work Ability together on Employee Work Effectiveness obtained path coefficient value ( $r$ ) is 0.828 and compared to  $r$  table with the table shows the number for  $n = 40$  is  $r$  table 0.312. thereby achieving a significant level of 5% or reaching a 95% confidence level. Meanwhile, with the regression calculation, the figure is 0.828 or 82.8% and the remaining 17.2% is influenced by other factors, meaning that the level of relationship is in the Very Strong category.

5. Based on the results of the study, the Sub-Structure Model 5 is a multiple regression test obtained obtained the Effect of Work Discipline and Work Ability together on Employee Work Effectiveness obtained path coefficient value ( $r$ ) is 0.752 and compared to  $r$  table with the table shows the number for  $n = 40$  is  $r$  table 0.312. thereby achieving a significant level of 5% or reaching a 95% confidence level. Meanwhile, with the regression calculation, the figure is 0.752 or 75.2% and the remaining 24.8% is influenced by other factors, meaning that the level of relationship is in the Strong category..

### LIMITATION AND STUDY FORWARD

No study covers all aspects of the research problem. The study only used a sample of 40 employees from one specific organization, and the findings may not be generalizable to other populations or organizations. The study did not consider other possible factors that may influence employee work effectiveness, such as job characteristics or organizational culture.

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