

## The Influence of Organizational Commitment, Training, and Motivation on Employee Performance

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### ABSTRACT

This research aims to determine and analyze the influence of leadership style, organizational commitment, training and discipline on the performance of Batam City Highways and Water Resources Department employees. The population of this study was 50 employees of the Batam City Highways and Water Resources Department. Sampling uses saturated sampling or census, which is a sampling technique when all members of the population are used as samples. This research is quantitative research, with multiple linear regression statistical analysis. The research results show that Organizational Commitment, Training and Motivation partially has a positive and significant effect on employee performance. Simultaneously, organizational commitment, training and motivation have a significant effect on employee performance.

**Keywords:** Organizational Commitment; Training; Motivation; Employee Performance

**DOI:** <https://doi.org/10.35145/icobima.v3i1.4641>

**SDGs:** Quality Education (4); Decent Work and Economic Growth (8); Peace, Justice and Strong Institutions (16)

### INTRODUCTION

Human resources (HR) are an important factor in an organization or company. Therefore, human resources must be managed well to increase organizational effectiveness and efficiency, as one of the functions in the company known as human resource management (Siregar 2018). Human Resources (HR) are the first and main element in every activity carried out. If an organization does not have Human Resources (HR) according to what is needed, then reliable/sophisticated equipment without the active role of HR means nothing.

The success of achieving organizational goals is greatly influenced by the role and performance of its employees. Performance is a description of the level of achievement of implementing an activity program or policy in realizing an organization's goals, objectives, vision and mission as outlined through an organization's strategic planning. Considering the importance of employee performance in achieving organizational goals, every organization is required to be able to improve the performance of its employees. Various efforts can be made to improve employee performance starting from establishing a good organizational culture, improving the quality of human resources, providing motivation and implementing good work discipline. Performance can be known and measured if an individual or group of employees has criteria or benchmark success standards that have been set by the organization. Therefore, without goals and targets set in measurement, it is impossible to know a person's performance or organizational performance if there is no benchmark for success (Moehariono, 2012).

According to Kasmir (2016), there are several things that influence performance, including organizational commitment, training, motivation, abilities and skills, knowledge, work design, personality, leadership, organizational culture, job satisfaction, work environment, loyalty, and work discipline.

According to Wibowo (2016), organizational commitment is a level where individuals identify and are involved with their organization and do not want to leave it. Organizational commitment is a factor that influences employee performance. Organizational commitment is an attitude or form of loyalty shown by an employee by siding with the organization and intending to maintain his or her membership in the organization. Organizational commitment is an employee's attitude of loyalty towards the organization by showing attention to the organization and prioritizing success and sustainable progress. Priansa (2018) states that organizational commitment is a belief that binds employees to the organization where they work, which is aimed at loyalty, involvement in work, and identification with the values and goals of the organization. Research conducted by Wibowo (2019) states that organizational commitment has a direct, positive influence on performance. However, this is different from the

results of research conducted by Utari (2018) that organizational commitment has no significant effect on performance.

Apart from a high commitment to improving employee quality, there is another important thing to improve performance, namely through training. According to Russell (2019), training is any effort to improve a worker's performance in a particular job for which he is responsible, or in a particular job that is related to his job. According to Sedarmayanti (2019), training is a means aimed at further activating the work of organizational members who were less active before, reducing negative impacts due to lack of education, limited experience, or lack of self-confidence on the part of certain members or groups of members.

Motivation is one of the factors that can influence employee performance. According to Rivai (2019), work motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals. According to Hasibuan (2012), motivation is something that causes, channels and supports human behavior, so that they are willing to work hard and enthusiastically achieve optimal results. The right motivation will stimulate the driving force to create a person's work enthusiasm so that they are willing to work together effectively and integrated with all their efforts to achieve satisfaction. Apart from that, motivation can be a cause or support for a person's behavior so that the person is willing to work hard and enthusiastically to achieve optimal results.

This research is motivated by the suspicion that employee performance still needs to be improved due to a lack of organizational commitment, training and motivation possessed by employees. This research aims to determine and analyze the influence of Organizational Commitment on Employee Performance, the influence of Training on Employee Performance, and the influence of Motivation on Employee Performance. The aims is also to find out and analyze the influence of organizational commitment, training and motivation on performance employees of the Department of Highways and Water Resources of Batam City simultaneously.

## LITERATURE REVIEW

### Employee Performance

According to Sinambela (2012) performance is the result of work that can be achieved by a person or group of people in an organization, based on their respective authorities and responsibilities in an effort to achieve the organization's goals legally, not violating the law and in line with morals and ethics. Based on this formulation, it explains that performance is the level of success of a person or institution in carrying out their work. According to Afandi (2018), performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contrary to morals and ethics. Supriyadi (2012), explains that performance can also be interpreted as the achievements of the company in a certain method that reflects the company's health level. Company performance appraisal is an activity that is very important because based on the results of the assessment, the company's success during a certain period can be measured.

Performance appraisal can be done through two approaches. First, comparing the results achieved with the standards/benchmarks/goals to be achieved. Second, especially to measure performance whose results are non-physical, comparing work that is actually done with job descriptions that should be done correctly and appropriately (Simanjuntak, 2011). The results of employee performance appraisal according to Simanjuntak (2011), can be used for various purposes, including: (1) Performance improvement, (2) Human resource development, (3) Compensation, (4) Productivity improvement program, (5) Employment programs, (6) Avoid discriminatory treatment. According to Santos & Brito (2012) the main factors that affect performance are motivation and execution. Many people who are able to work but do not have the motivation to do something do not produce performance, as well as many people who are motivated but unable to carry out a job, then do not produce any performance. The performance indicators according to Affandi (2018) include: (1). The quantity of work, (2). Quality of work, (3). Efficiency in carrying out tasks, (4). Work discipline, (5). Initiative, (6). Accuracy, (7). Leadership, (8). Honesty, (9). Creativity.

### Organisational Commitment

Organizational commitment is the feelings, attitudes and behavior of individuals identifying themselves as part of an organization, being involved in the process of organizational activities and being loyal to the organization in achieving the organization's goals. Kurnia (2019) explains that organizational commitment is an attitude that reflects employee loyalty to the organization where organizational members express their concern for the organization, for its success and sustainable progress.

According to Wibowo (2016) commitment is a feeling of identification, involvement and loyalty expressed by workers towards the company. Thus, commitment concerns three characteristics: (a) feelings of identification with organizational goals, (b) feelings of involvement in organizational tasks, and (c) feelings of loyalty to the organization. Commitment is an agreement to do something for oneself, another individual, group or organization. Meanwhile, organizational commitment reflects the level of circumstances in which individuals identify themselves with the organization and are attached to its goals. Organizational commitment is an agreement to do something for oneself, another individual, group or organization (Wibowo, 2016). The indicators are: (1). Identification; (2). Involvement; (3). Loyalty.

### **Training**

Training is a program that is expected to provide stimulation or incentive for someone to be able to improve their abilities in a particular job, gain general knowledge and understanding of the entire organization's education and training so that employees can be motivated in doing their work. A training program is a series of programs designed to increase the knowledge and abilities of administrators in relation to their work. The effectiveness of the training program is a term for ensuring whether the training program is carried out effectively in achieving the specified targets.

According to (Ratnasari, 2017) training is part of education. Training is specific, practical and immediate. Specific means that the training is related to the field of work being carried out. Practical and immediate means that what has been trained can be put into practice. Generally, training is intended to improve mastery of various work skills in a relatively short (short) time. A training seeks to prepare employees to do the job at hand. The indicators are: (1). Training Objectives; (2). Material; (3). Participant; (4). Instructor

### **Motivation**

Work motivation is an energy that exists within an individual or employee or teacher to achieve organizational goals. The mental attitude of a person or employee or teacher who is pro and positive towards the work situation is what is called work motivation which will produce maximum performance Jabagi et al., (2019).

Motivation is basically the process of trying to influence someone to do what we want. In other words, motivation is external encouragement for someone to want to do something. By driving force here is meant the natural urge to satisfy life's needs, and the tendency to maintain life. The most important key to that is none other than a deep understanding of humans. Ankli & Palliam (2016).

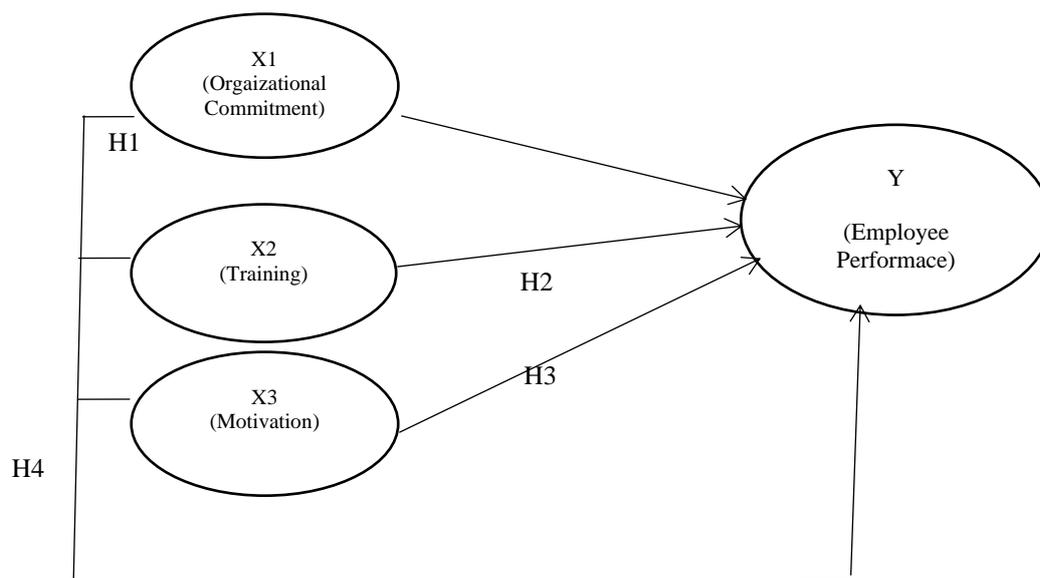
A person's motivation is closely related to how far the person persists in making efforts until the goal is achieved. People are said to have high motivation if the person continues to persist in trying to achieve a goal and will not stop before the goal is achieved. On the other hand, people who quickly give up or stop in the middle of their efforts before successfully achieving their goals can be said to be people who are less motivated. Motivation can be concluded as a change in energy within a person which is characterized by the emergence of feelings and is preceded by a goal. Ankli et al. (2016), Zakia et al., (2017), Organ et al., (2018).

Motivation is an energy that exists within an individual or employee or teacher to achieve organizational goals. Work motivation is the provision of driving force that creates enthusiasm for someone's work so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction (Hasibuan, 2016). The indicators are: (1). Physical Needs; (2). Sense of security; (3). Social; (4). Award

### **Research Framework**

Research on organizational commitment has been researched by Wibowo (2019) in the results of his research, organizational commitment has an effect on employee performance, whereas according to Alam (2020) organizational commitment has no effect on employee performance. Research on the relationship between training and employee performance has been studied by Marjaya (2019) in the results of his research, training has an effect on employee performance, while Wicaksono (2019) said that training has no effect on employee performance. Research showing that motivation influences performance has been conducted by Siddik (2015), Agustina, et al (2015), Widiati (2019), Mindari (2015), Maharani and Suhardi (2020). Research on the influence of motivation on performance has been studied by Basalamah (2022) in the results of research on work motivation affecting employee performance.

Based on the theoretical framework and previous research, this research developed a framework of thought where the independent variables Organizational Commitment (X1), Training (X2), and Motivation (X3), and the dependent variable Employee Performance (Y) are connected within the following framework:



**Figure 1. Research Framework**

The hypothesis in this research is: H1: Organizational commitment influences employee performance; H2: Training influences Employee Performance; H3: Motivation influences employee performance; H4: Organizational Commitment, Training, and Motivation simultaneously influence employee performance

## RESEARCH METHODS

This research is quantitative research using data obtained from respondents. A quantitative approach is used because the data that will be used to analyze the influence between variables is expressed in numbers.

The data used in this research includes primary data and secondary data. Primary data was obtained from the results of questionnaires to research respondents. Secondary data is obtained indirectly through intermediaries (obtained and recorded by other parties) such as data on employee absenteeism levels, education data, budget realization and number of employees.

The research objects in this research are all employees of Dinas Bina Marga dan Sumber Air Kota Batam. With a population of 50 people. This research uses a saturated sampling technique. The data collection technique was carried out using a questionnaire using Google Form.

### Operational Definition of Variables

The operational definition of research variables is a specification of research variables that are significantly related to the reality to be measured and the manifestation of things that will be observed by researchers based on the properties defined and observed so that they are open to be tested again by other researchers. The complete operational definition of the variables in this research is as follows:

1. Organizational commitment is an agreement to do something for oneself, another individual, group or organization (Wibowo, 2016). The indicators are: (1). Identification; (2). Involvement; (3). Loyalty
2. Training is part of education. Training is specific, practical and immediate. Specific means that the training is related to the field of work being carried out. Practical and immediate means that what has been trained can be put into practice (Ratnasari, 2017). The indicators are: (1). Training Objectives; (2). Material; (3). Participant; (4). Instructor
3. Motivation is an energy that exists within an individual or employee or teacher to achieve organizational goals. Work motivation is the provision of driving force that creates enthusiasm for someone's work so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction (Hasibuan, 2016). The indicators are: (1). Physical Needs; (2). Sense of security; (3). Social; (4). Award
4. Performance is the work result that can be achieved by a person or group of people in a company in accordance with their respective authority and responsibilities in an effort to achieve organizational goals illegally, does

not violate the law and does not conflict with morals and ethics. Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Adniaty, 2019). The indicators are: (1). Work Quantity; (2). Quality of work; (3). Punctuality; (4). Creativity; (5). Independence

### Data Analysis Technique

#### Validity and Reliability Test

Validity test is used to measure whether or not a questionnaire is valid. Sugiyono (2017) said, the validity test shows the degree of accuracy between the data that actually occurs on the object and the data collected by the researcher. To find the validity of an item, we correlate the item score with the total of these items. If the coefficient between the item and the total items is equal to or above 0.3 then the item is declared valid, but if the correlation value is below 0.3 then the item is declared invalid.

The reliability test was used to determine the consistency of the questionnaire measuring instrument. Will the measuring instrument get a measurement that remains consistent if it is measured again. A questionnaire is said to be reliable if a person's answer to a question is consistent or stable over time. Questionnaire items are said to be reliable if Cronbach's alpha > 0.06 and said to be unreliable if Cronbach's alpha < 0.06 (Ghozali, 2012).

#### Validity and Reliability Test Results

Testing on research instruments takes the form of validity and reliability tests. The results of the validity test for all variables (Organizational Commitment, Training, Motivation, and Employee Performance) show that the significance value is below 0.05. This shows that all statements in this research instrument are valid, which means the data used in this research is correct.

The results of the reliability test based on the Cronbach's alpha value for all variables show that the Cronbach's alpha value is > 0.06 as can be seen in Table 1. This means that all the variables in this study are reliable or reliable where a person's answer to the question is consistent or stable from time to time.

**Table 2. Reliability Test Results**

Variable	Cronbach's Alpha	Remarks
Organizational Commitment (X1)	0,750	Reliabel
Training (X2)	0,770	Reliabel
Motivation (X3)	0,701	Reliabel
Employee Performance (Y)	0,786	Reliabel

Source: Processed Primary Data, 2024

#### Classic Assumption Test

##### Normality Test

The normality test aims to determine whether the residual value is normally distributed or not. The test uses a histogram graph, the data is declared to be normally distributed if it forms a curve line that tends to be symmetrical to the mean.

##### Multicollinearity Test

Multicollinearity test to determine whether there is a correlation between independent variables/independent variables. Multicollinearity test was carried out by observing the value of VIF (Variance Inflation Factor). If the VIF value is less than 10 (< 10), this indicates that there is no multicollinearity problem, and vice versa. A good regression should not have a correlation between the independent variables.

##### Heteroscedasticity Test

Heteroscedasticity test is to test whether in a regression model, there is an inequality of variance from the residuals from one observation to another. A good regression model is that there is no heteroscedasticity.

#### Multiple Linear Regression Analysis

The data analysis used to answer the research objectives was carried out using multiple linear regression analysis, where the data was processed using SPSS version 25 software. The multiple linear regression equation model in this study was

$$Y=b_0+b_1 X_1+ b_2X_2+ b_3X_3 +e \quad (1)$$

Where:

- A : constanta  
b : coeficient variable  
X1 : Organizational Commitment  
X2 : Training  
X3 : Motivation  
Y : Employee Performance

### Partial Hypothesis Testing (t Test)

The hypothesis that will be tested and proven in this study relates to the presence or absence of the influence of independent variables that need to be tested for validity in a study. Sugiyono (2016), states that what is meant by a hypothesis is a temporary answer to the formulation of the research problem, where the formulation of the research problem has been stated in the form of a question sentence. This is temporary, because what is given is only based on relevant theories, not yet based on empirical facts obtained through data collection. The t statistic test is also known as the individual significant test where this test shows how far independent variable is partially influence on the dependent variable. The form of the test is:

Ho:  $r = 0$  or Ha:  $r \neq 0$

Legend:

Ho = Initial hypothesis format (Null hypothesis)

Ha = Alternative hypothesis format.

### Simultaneous Hypothesis Testing (F Test)

In the simultaneous test, the effect of the two independent variables together on the dependent variable will be tested. The statistical test used in the simultaneous test is the F test or commonly known as the Analysis of Variance (ANOVA). Hypothesis testing according to Sugiyono (2017), the formula for multiple correlation significant can be used as follows

$$Fh = \frac{R^2/k}{(1-R^2)/(n-k-1)} \quad (2)$$

Where:

R = Double Correlation Coefficient

K = Number of Independent Variables

N = Number of sample members

Dk = (n-k-1) degrees of freedom

The test compares the calculated F with the F table with the following conditions:

If  $F_{Calculate} > F_{Table}$  then Ho is rejected and Ha is accepted (influential)

If  $F_{Calculate} < F_{Table}$  then Ho is rejected and Ha is accepted (no effect)

## RESULTS AND DISCUSSION

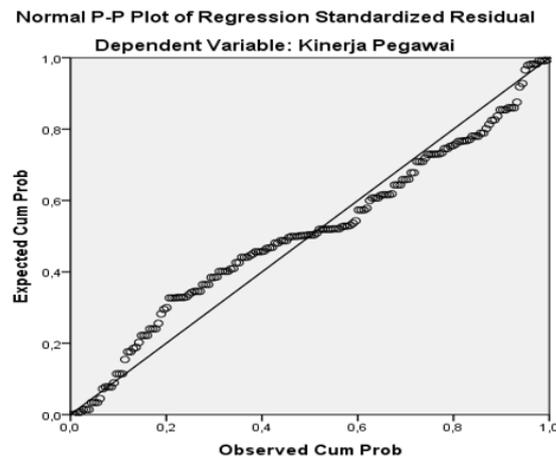
### Characteristics of Respondents

There were 50 respondents with 61 male respondents (50.8%) and 59 female respondents (49.2%). The age distribution of respondents aged > 45 years was 7 people (5.8%), 15-24 years was 4 people (3.3%), 25-34 years was 72 people (60%), 35-45 years was 37 (30.8%) Characteristics of research respondents based on high school education level were 57 people (47.5%), Diploma III was 10 people (8.3%), Bachelor Degree was 45 people (37.5%), Postgraduate Master was as many as 8 people (6.7%).

## Classic Assumption Test Results

### Normality test

The normality test aims to test whether in a regression model, the independent and dependent variables are both normally distributed or not. Testing can be done with two approaches, namely the histogram approach and paying attention to the distribution of points on the Normal P-Plot of Regression Standardized Residual. The normality test requirement is that if it follows the direction of the diagonal line, then the regression model meets the assumption of normality. If the data spreads far from the diagonal line, then the regression model does not meet the assumption of normality.



**Figure 2. P-Plot Normality Test**

Figure 2 shows the P-P Plot points following the diagonal line and spreading around the diagonal line, this means that this regression satisfies the assumption of normality

### Multicollinearity Test Results

The results of the multicollinearity test show that the VIF value is  $<10$ , which means that in the variables Organizational Commitment (X1), Training (X2), and Motivation (X3) there is no multicollinearity.

**Table 3. Multicollinearity Test Results**

	Model	Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Organizational Commitment	0.642	1.551
	Training	0.510	1.650
	Motivation	0.634	1.675

Source: Processed Primary Data, 2024

### Heteroscedasticity Test

There is no heteroscedasticity in the regression model in Figure 4 which shows a random distribution and does not form a certain pattern and is spread above and below the 0 axis on the Y axis.

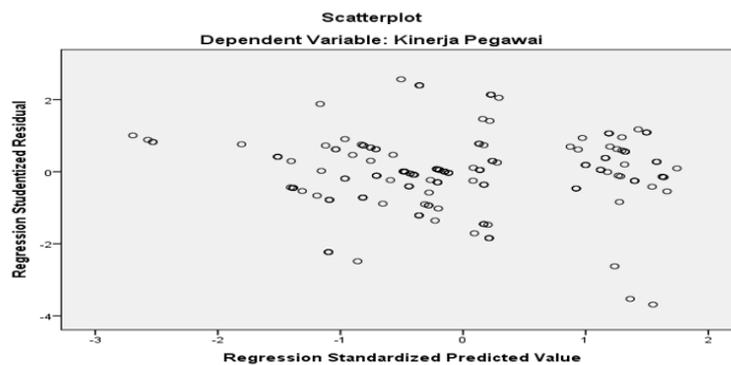


Figure 3. Histogram Scatterplot

### Multiple Linear Regression Analysis Results

Multiple Regression Analysis is used to determine how much influence the independent variables Organizational Commitment (X1), Training (X2), and Motivation (X3) have on Employee Performance (Y) Based on the results of multiple linear regression model calculations, the results obtained can be seen in Table 4

Table 4. Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	20.904	2.156		10.056	0.000
1 Organizational Commitment	0.322	0.051	0.079	7.640	0.000
Training	0.476	0.056	0.301	9.125	0.003
Motivation	0.186	0.087	0.076	6.235	0.028

Source: Processed Primary Data, 2024

The regression equation resulted is:

$$Y = 20.904 + 0.322X_1 + 0.476X_2 + 0.186X_3 + e \quad (3)$$

The explanation of the regression equation is: (1) The constant value is 20.904, which means that if Organizational Commitment, Training, and Motivation have a value of 0 then Employee Performance will increase by 20.904. (2) The coefficient of the Organizational Commitment variable (X1) is 0.322, which means that for every change in Organizational Commitment (X1) of one unit, the Employee Performance variable (Y) will increase by 0.322 provided that the other independent variables remain constant. (3) The regression coefficient for the Training variable (X2) is 0.476, which means that for every change in Training variable (X2) by one unit, the Employee Performance variable (Y) will increase by 0.476, noting that the other independent variables remain constant. (4) The influence of the independent variable Motivation (X3) on Employee Performance (Y) if seen from the regression coefficient of 0.186, it can be interpreted that for every change in the Motivation variable (X3) by one unit, the Employee Performance variable (Y) will increase by 0.186. Note other independent variables remain.

### Hypothesis Test Results

#### t Test (Partial)

Based on Table 4, the results of partial hypothesis testing can be explained as follows: (1) The calculated t value of Organizational Commitment is 7,640 > t table with a significance value of 0.00 < 0.05, which means that Organizational Commitment partially has a positive and significant effect on Performance Department of Highways and Water Resources of Batam City, (2) The calculated t value of Training is 9.125 > t table with a significance value of 0.00 < 0.05 which means that Training partially has a positive and significant effect on the Department of Highways and Water Resources of Batam City, (3) The calculated t value of Motivation is 6.235 > t table with a significance value of 0.28 < 0.05 which means that Motivation partially has a positive and significant effect on the Performance of Department of Highways and Water Resources of Batam City.

### F Test (Simultaneous)

Based on the F test as the results presented in Table 5, it is known that the calculated F value is 46,048 with a significance value of  $0.000 < 0.05$ , then  $H_0$  is rejected,  $H_a$  is accepted. It can be concluded that Organizational Commitment (X1), Training (X2), and Motivation (X3), simultaneously and significantly influence the performance of Department of Highways and Water Resources of Batam City.

**Table 5. Results of F Test Values**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	127,031	4	194,270	46,048	.000 <sup>b</sup>
	Residual	197,440	46	0,769		
	Total	274,509	50			

Source: Processed Primary Data, 2024

### Coefficient of Determination Test

The coefficient of determination test ( $R^2$ ) in multiple linear regression is used to determine the percentage contribution of the influence of the independent variable (X) simultaneously on the independent variable to explain the dependent variable. The greater the coefficient of determination, the better the independent variable is in explaining the dependent variable. The coefficient of multiple determination (R-square) is 0.469 or 46.9%. This value shows that 46.9% of Employee Performance (Y) is influenced by Organizational Commitment (X1), Training (X2), and Motivation (X3) and the remaining 53.1% is influenced by other variables outside study.

**Table 6. Coefficient of Determination**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.687 <sup>a</sup>	.469	.454	2.25068

Source: Processed Primary Data, 2022

## CLOSING

### Conclusion

Based on the research results, it can be concluded that:

1. Organizational Commitment partially has a positive and significant effect on the Performance of Department of Highways and Water Resources of Batam City Employees.
2. Training variable partially has a positive and significant effect on the Performance of Department of Highways and Water Resources of Batam City Employees.
3. Motivation partially has a positive and significant effect on the performance of Department of Highways and Water Resources of Batam City Employees.
4. The variables of Organizational Commitment, Training, and Motivation simultaneously have a significant influence on the Department of Highways and Water Resources of Batam City Employees.

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