

# **Influence of Discipline, Working Environment, Culture of Organization and Competence on Workers' Performance through Motivation, Job Satisfaction (Study in Regional Development Planning Board of Sukoharjo Regency)**

Jajang Amiroso and Mulyanto

Master Management Study Program, STIE 'ADI UNGGUL BHIRAWA' Surakarta, Jl. Mr.Sartono No.46  
Surakarta 57135, Indonesia

## **Abstract**

This study aims to identify and analyze the influence of discipline, work environment, organizational culture and competencies to employee performance through motivation, job satisfaction (Studies in Regional Development Planning Board Sukoharjo). The analysis technique used is using validity and reliability test, linearity test, regression analysis, path analysis, t test, F test, test the coefficient of determination and correlation analysis. The results of Hypothesis testing are Discipline does not have significant effect on motivation. Work environment does not have significant effect on motivation. Cultural organizations do not have significant effect on motivation. Competence does not have significant effect on motivation. Discipline does not have significant effect on job satisfaction. Work environment has a significant effect on job satisfaction. Cultural organizations do not have significant effect on job satisfaction. Competence does not have significant effect on job satisfaction. Discipline has significant effect on employee performance. Work environment does not have significant effect on employee performance. Cultural organizations have significant influence on employee performance. Competence has significant effect on employee performance. Job satisfaction has a significant effect on employee performance. Motivation has significant effect on employee performance.  $R^2$  calculation results can be interpreted totaling 0.847 variations Employee Performance in Regional Development Planning Board Sukoharjo explained by variables discipline, work environment, competency, organizational culture, job satisfaction and motivation by 84.7%. Results of path analysis showed that the use of an intervening motivation and job satisfaction for variable discipline, work environment, organizational culture and competence are ineffective. This is due to the direct effect is greater than the influence it indirectly, so it is more effective through a direct path.

**Keywords:** Discipline, Work Environment, Cultural Organization, Competency, Motivation, Job Satisfaction, Performance

## **1. Introduction**

Globalization era has changed the world to be as if it is limitless, science is rapidly developed and at the same time and different places information can be obtained easily. As the logical consequence, information explosion occurs to be able to access and spread the information fast. An organization needs improvement and change in all aspects of work. Performance has been central framework to be a reference for achievement of the organization's goal. Nevertheless, up to now there is nothing considered as general theory of performance. (Robbins: 2014:98). The theory of performance is intended to be able to explain and provide a prediction and control the performance in the future. The explanation about the existing performance is frequently associated to criteria issue. In other words, performance becomes benchmark of an activity to be considered corresponding to the work plan. According to the main duty and Law Number 5 of 2014 concerning State Civil Administration (ASN) can be consistent with the mains of policies of Jokowi-JK government about the priority of development referring to 9 (Nine) of priority agenda-Nawacita, and is consistent with Regional Development Planning Board of Sukoharjo Regency which are developing the governance of clean, effective, democratic, and trusted government and conducts revolution of nation character.

In regard to the implementation of nation's goals and to realize the nation's goals as stated in the preamble of 1945 Constitution of Republic of Indonesia, it is necessary to establish State Civil Administration having integrity, professionalism, and is also neutral and free from political intervention, clean from the practices of corruption, collusion, and nepotism, and is able to implement public service for society and able to play a role as adhesive element of unity and nation unity according to Pancasila (Five Principles) and 1945 Constitution of Republic of Indonesia.

State Civil Administration then abbreviated as ASN is a profession for civil servants and governmental officers with working contract serving in governmental institutions. ASN management is ASN management to produce professional ASN officers having basic values, professional ethics, free from practices of corruption,

collusion, and nepotism.

Regulation of Sukoharjo Regent (Perbub) number 26 Number 2010 concerning Elaboration of main duty and function and elaboration of Structural official duties in Regional Development Planning Board of Sukoharjo Regency as organization of Regional Government in term of regional development planning. Based on the main duty, each officer is demanded to be able to do or finish their duties effectively and efficiently.

According to Mangkunegara (2006:56) discipline can be defined as the implementation of management to strengthen organization guidelines. The discipline of officers from Regional Development Planning Board of Sukoharjo Regency is occasionally still not consistent, it is seen that there is still an officer coming late to work or going home early and using excess time off and is not seriously working so that the performance cannot optimally achieved, hence it still needs to be improved in regard to the officer's discipline.

Working environment is anything around the officers and can influence themselves in executing the duties assigned to them. Therefore, working environment means dynamic, accelerative, and having-positive-impact changes. One of the aspects in the development is the realization of conducive working environment. A comfortable working environment creates a productive environment, so that it makes the occupants excited and comfortable. Less supporting working environment for the implementation also causes declining performance, such as the lack of working equipment, e.g. computer, stuffy working room, lack of air ventilation and unclear procedures. Salary does not correspond with working load will make the officers look at other job assuring the achievement of their expectation. Genetically, each individual personally has ability to adapt to the environment and the pattern of behaviors to overcome problems in the environment. The establishment of working environment supporting working productivity will create job satisfaction for the workers in an organization (Siagian, 2008: 35).

Motivation is a condition moving a worker personally in the same direction with organization's goals, in this case there is a positive relationship between achievement motives and performance achievement. It is believed that essentially each human has motivation to perform a job, so that through the motivation there is a strong encouragement both internal and external of one's self to perform something more than what others do. In other words, working motivation is something encouraging someone to act in a certain way or at least to develop a certain way as the realization of someone having high motivation for success. According to Luthans (2005:27), culture of an organization is norms and values directing attitudes of organization's members. Each member will behave in accordance with applicable culture, to be accepted by the environment.

Job satisfaction is factor considered having influence the performance. Job satisfaction is defined as a set of happy and unhappy feelings and emotions of a worker related to how well the job gives something considered important to the worker. (Gibson, 2008: 126). This is supported by the results of a study conducted by Teman (2010: 65) which the finding is job satisfaction positively influences performance. Therefore, the higher the job satisfaction, the higher the worker's performance.

Competence is an ability to perform duties in accordance with science and skills and technology and experiences related to their field of duty. This is for the workers feeling capable of and ready for the solutions given based on the competence and skills they have (Robbins: 2014: 221)

Based on the observation in Regional Development Planning Board of Sukoharjo Regency, there is still the most prominent phenomenon seen which is the culture of organization is weak perceived from the current working pattern of worker. The culture of organization still needs to be improved; it is because the culture of organization is crucial for it is the rules and values as working guidelines. This is supported by less-encouraged working motivation, so that it is important to be the main focus in performing the job and job optimization. Moreover, the lack of working facilities, non-conducive working condition, such as working relation between workers still needs to be improved to create a comfortable working environment. Of course, this condition needs solution so that the problem can get a solution, hence the worker will have a good performance.

According to the existing phenomenon, researchers are interested in investigating "Influence of Discipline, Working Environment, Culture of Organization, and Competence on Workers' Performance Through Motivation, Job Satisfaction (Study in Regional Development Planning Board of Sukoharjo Regency)".

## **2. Theoretical Framework**

### **a. Performance**

According to several experts of human resource management giving limitations of performance definition, but basically they give limitations of performance definition is working result obtained by a worker in a certain period compared to criteria or standards, then each organization must conduct measurement on working result achieved by workers (productivity).

### **b. Discipline**

Based on several descriptions of theory which can be concluded that discipline is an important thing in an attempt to create orderliness in an organization or organization. In this study, references being used in the measurement of workers' discipline are absence or attendance, obedience to responsibilities and regulations, and

working corresponding to the procedures. This is consistent with the working condition and descriptions of duties executed by Officers in Regional Development Planning Board of Sukoharjo Regency.

c. Working Environment

Working environment is pleasing conditions of working environment in working time will improve the workers' working motivation causing the workers' performance to increase. The condition of pleasing work place such as the presence of air exchange, adequate lighting and ventilation and good sounds in work place will increase the workers' working motivation in the attempt to achieve the organization's goals. It is also for the equipment and facilities to perform a job.

d. Culture of Organization

Based on several definitions, culture of organization can be said as the existing rules in organization which will be the guides from human resource in performing their responsibilities and values to behave in an organization. The values are reflected in their daily behaviors and attitudes as long as they are in the organization and when they represent the organization confronting outer parties. In other words, culture of organization reflects the way a worker performing something (making decision, serving people). For example, the method used by receptionists, room condition, uniform, procedures of receiving calls, and so on.

e. Competence

According to several theories, then it can be concluded that competence is an ability and characteristic had by a worker in form of knowledge, skills, and behaviors. With good competence, a worker can perform his/her duty professionally, effectively, and efficiently.

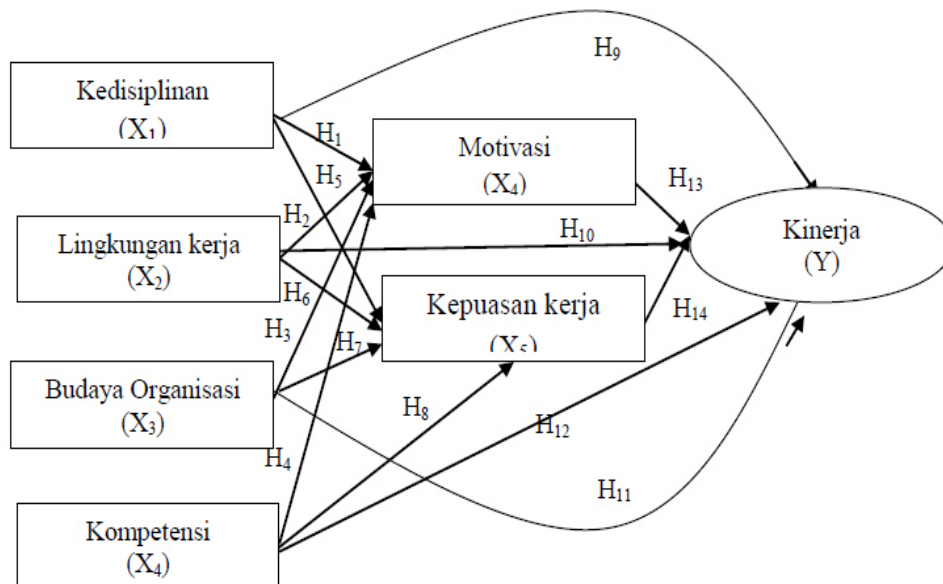
f. Motivation

Motivation is an encouragement from internal (self) or internal tention, something causes, distributes and is the background underlies one's behaviors. Human in a certain activity is not only different in their competence, but also different in their eagerness to perform the job. Moreover, motivation is not the only thing to influence the level of worker's achievement. There are several factors being involved, which are the level of competence and understanding of a worker necessary to achieve high achievement. Motivation, competence and understanding are mutually supporting, if one of these factors is low then the level of achievement will decline, although other factors are high.

g. Job Satisfaction

According to several definitions, it can be concluded that job satisfaction is attitudes of individual or a worker who is closely related to the job, working facilities and working condition.

3. Research Framework



Source : Nugraha Gumilar, (2013), Erman (2013), Yoti, et.,al (2012), Ngatemin and Arumwanti (2012), Suparlan (2011), Melchor (2010), Affifah (2010), H. Teman Koesmono (2010), Dwi Agung (2010) and Sukadar (2009)

**Hypothesis**

H1: Discipline influences motivation of workers in Regional Development Planning Board of Sukoharjo Regency.

H2: Working environment influences motivation of workers in Regional Development Planning Board of

- Sukoharjo Regency.
- H3 : Culture of organization influences motivation of workers in Regional Development Planning Board of Sukoharjo Regency.
- H4 : Competence influences motivation of workers in Regional Development Planning Board of Sukoharjo Regency.
- H5 : Discipline influences job satisfaction of Regional Development Planning Board of Sukoharjo Regency.
- H6 : Working environment influences job satisfaction of Regional Development Planning Board of Sukoharjo Regency.
- H7 : Culture of organization influences job satisfaction of Regional Development Planning Board of Sukoharjo Regency.
- H8 : Competence influences job satisfaction of Regional Development Planning Board of Sukoharjo Regency.
- H9 : Discipline influences performance of workers in Regional Development Planning Board of Sukoharjo Regency.
- H10 : Working environment influences performance of workers in Regional Development Planning Board of Sukoharjo Regency.
- H11 : Culture of organization influences performance of workers in Regional Development Planning Board of Sukoharjo Regency.
- H12 : Competence influences performance of workers in Regional Development Planning Board of Sukoharjo Regency.
- H13: Motivation influences performance of workers in Regional Development Planning Board of Sukoharjo Regency.
- H14: Job satisfaction influences performance of workers in Regional Development Planning Board of Sukoharjo Regency.

#### 4. Methods

This study is a study with census. The data employed is primary data by taking samples of all population of 34 (thirty four) respondents. This study uses analysis instrument in form of validity test, reliability test, linearity test, path analysis, multiple linear regression analysis, t test, F test and coefficient of determination.

Path regression analysis is, path analysis is direct development of multiple regression with an aim to give estimation of importance level (magnitude) and significance of cause and effect relationship of hypothetical in a set of variables.

Casual relationship will use path analysis and intervening analysis. In this study, job satisfaction variable is put as intervening variable for variables of leadership and culture of organization on the performance.

Multiple linear regression analysis is used to analyze the influence of several independent variables (X) on one dependent variable (Y) as follows:.

$$Y_1 = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e_1 \text{ (Equation I)}$$

$$Y_2 = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e_1 \text{ (Equation II)}$$

$$Y = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e_2 \text{ (Equation III)}$$

#### 5. Research Results

Table.1. Regression Results of Equation I

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,677	10,101		,562	,578
	Kedisiplinan	-,391	,244	-,272	-1,598	,121
	Lingkungan Kerja	,359	,286	,209	1,258	,218
	Budaya Organisasi	,532	,272	,332	1,960	,060
	Kompetensi	,333	,294	,189	1,134	,266

a. Dependent Variable: Motivasi

Table.2. Regression Results of Equation II

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,812	6,249		1,730	,094
	Kedisiplinan	-,274	,151	-,278	-1,812	,080
	Lingkungan Kerja	,684	,177	,578	3,869	,001
	Budaya Organisasi	,163	,168	,148	,973	,339
	Kompetensi	-,014	,182	-,012	-,079	,938

a. Dependent Variable: Kepuasan Kerja

Table3. Regression Results of Equation III

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,769	3,183		2,441	,021
	Kedisiplinan	,166	,080	,255	2,079	,047
	Lingkungan Kerja	,177	,106	,228	1,667	,107
	Budaya Organisasi	,386	,087	,533	4,423	,000
	Kompetensi	,289	,090	,363	3,218	,003
	Motivasi	-,162	,056	-,358	-2,901	,007
	Kepuasan Kerja	-,237	,090	-,360	-2,631	,014

a. Dependent Variable: Kinerja

Table.4.F Test Results of Equation 3

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28,315	6	4,719	9,707	,000 <sup>a</sup>
	Residual	13,126	27	,486		
	Total	41,441	33			

a. Predictors: (Constant), Kepuasan Kerja, Kompetensi, Budaya Organisasi, Kedisiplinan, Motivasi, Lingkungan Kerja

b. Dependent Variable: Kinerja

Table.5. Coefficient of Determinant ( $R^2$ ) of Equation I

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,473 <sup>a</sup>	,223	,116	2,331

a. Predictors: (Constant), Kompetensi, Lingkungan Kerja, Budaya Organisasi, Kedisiplinan

Table.6. Coefficient of Determinant ( $R^2$ ) of Equation II

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,608 <sup>a</sup>	,370	,283	1,442

a. Predictors: (Constant), Kompetensi, Lingkungan Kerja, Budaya Organisasi, Kedisiplinan

Table.7. Coefficient of Determinant ( $R^2$ ) of Equation III

**Model Summary <sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,827 <sup>a</sup>	,683	,613	,697

a. Predictors: (Constant), Kepuasan Kerja, Kompetensi, Budaya Organisasi, Kedisiplinan, Motivasi, Lingkungan Kerja

b. Dependent Variable: Kinerja

Table.8.Coefficient of Correlation

		Correlations						
		Kedisiplinan	Lingkungan Kerja	Budaya Organisasi	Kompetensi	Motivasi	Kepuasan Kerja	Kinerja
Kedisiplinan	Pearson Correlation	1	,128	,209	-,110	-,197	-,171	,488**
	Sig. (2-tailed)		,470	,235	,536	,265	,332	,003
	N	34	34	34	34	34	34	34
Lingkungan Kerja	Pearson Correlation	,128	1	-,033	-,107	,143	,539**	-,041
	Sig. (2-tailed)	,470		,854	,546	,421	,001	,819
	N	34	34	34	34	34	34	34
Budaya Organisasi	Pearson Correlation	,209	-,033	1	,112	,289	,070	,491**
	Sig. (2-tailed)	,235	,854		,529	,097	,695	,003
	N	34	34	34	34	34	34	34
Kompetensi	Pearson Correlation	-,110	-,107	,112	1	,234	-,027	,297
	Sig. (2-tailed)	,536	,546	,529		,183	,881	,089
	N	34	34	34	34	34	34	34
Motivasi	Pearson Correlation	-,197	,143	,289	,234	1	,229	-,219
	Sig. (2-tailed)	,265	,421	,097	,183		,193	,214
	N	34	34	34	34	34	34	34
Kepuasan Kerja	Pearson Correlation	-,171	,539**	,070	-,027	,229	1	-,335
	Sig. (2-tailed)	,332	,001	,695	,881	,193		,053
	N	34	34	34	34	34	34	34
Kinerja	Pearson Correlation	,488**	-,041	,491**	,297	-,219	-,335	1
	Sig. (2-tailed)	,003	,819	,003	,089	,214	,053	
	N	34	34	34	34	34	34	34

\*\* . Correlation is significant at the 0.01 level (2-tailed).

According to the results of path analysis can be achieved the results as follows:

Equation 1 is :

$$Y_1 = -0,272 X_1 + 0,209 X_2 + 0,332 X_3 + 0,189 X_4$$

Sig.(0,121) (0,218)(0,060)(0,266)

Equation 2 is:

$$Y_2 = -0,278 X_1 + 0,578 X_2 + 0,148 X_3 - 0,012 X_4$$

Sig. (0,080) (0,001)\* (0,339) (0,938)

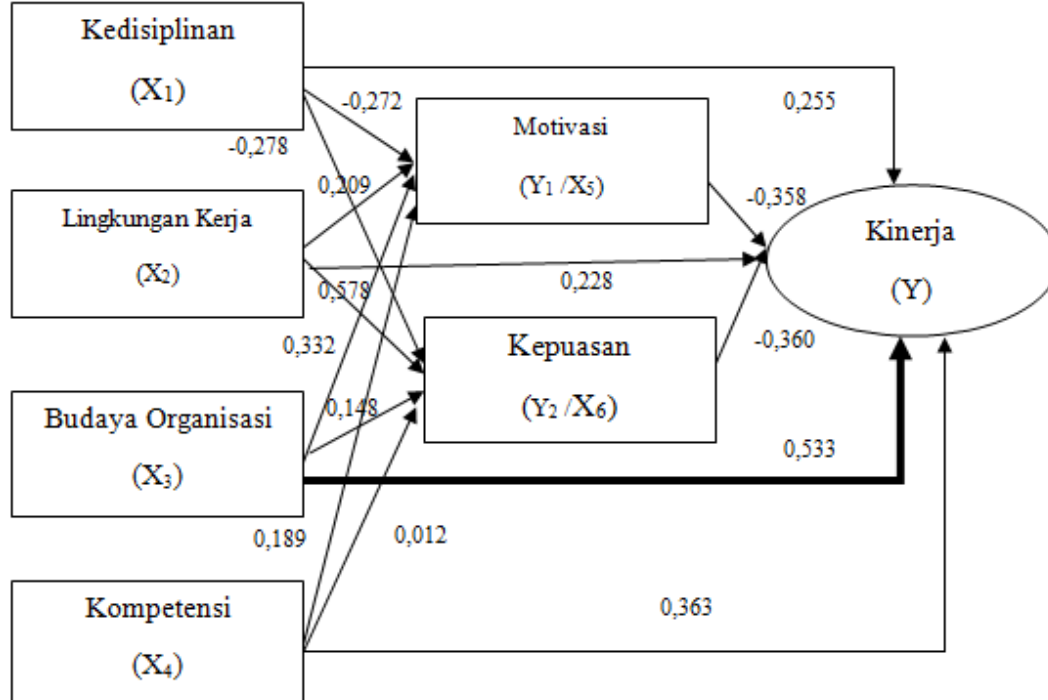
Equation 3 is:

$$Y_3 = 0,255 X_1 + 0,228 X_2 + 0,533 X_3 + 0,363 X_4 -$$

0,358 X\_5 - 0,360 X\_6

Sig. (0,047)\* (0,107) (0,000)\* (0,003)\*

Model of Analysis Results:



## 6. Discussion

### a. Influence of Discipline on Motivation

The result of this study proves that Discipline negatively influences and not significantly influences Motivation of Workers in Regional Development Planning Board of Sukoharjo Regency, meaning that if Discipline is increased then Workers' Motivation will decline or stay.

### b. Influence of Working Environment on Motivation



- The result of this study proves that Working Environment positively influences and does not significantly influence Motivation of Workers in Regional Development Planning Board of Sukoharjo Regency, meaning that if Working Environment is increased then Workers' Motivation will decline or stay.
- c. Influence of Culture of Organization on Motivation  
The result of this study proves that Culture of Organization positively influences and does not significantly influence Motivation of Workers in Regional Development Planning Board of Sukoharjo Regency, meaning that if Culture of Organization is increased then Workers' Motivation will decline or stay.
- d. Influence of Competence on Motivation  
The result of this study proves that Competence positively influences and does not significantly influence Motivation of Workers in Regional Development Planning Board of Sukoharjo Regency, meaning that if Competence is increased then Workers' Motivation will decline or stay.
- e. Influence of Discipline on Job Satisfaction  
The result of this study proves that Discipline negatively influences and does not significantly influence Job Satisfaction of Workers in Regional Development Planning Board of Sukoharjo Regency, meaning that if Discipline is increased then Job Satisfaction will decline or stay.
- f. Influence of Working Environment on Job Satisfaction  
The result of this study proves that Working Environment positively and significantly influences Job Satisfaction of Workers in Regional Development Planning Board of Sukoharjo Regency, meaning that if Working Environment is increased then Job Satisfaction will increase significantly.
- g. Influence of Culture of Organization on Job Satisfaction  
The result of this study proves that Culture of Organization positively influences and does not significantly influence Job Satisfaction of Workers in Regional Development Planning Board of Sukoharjo Regency, meaning that if Culture of Organization is increased then Job Satisfaction will decline or stay.
- h. Influence of Competence on Job Satisfaction  
The result of this study proves that Competence negatively influences and does not significantly influence Job Satisfaction of Workers in Regional Development Planning Board of Sukoharjo Regency, meaning that if Competence is increased then Job Satisfaction will decline or stay.
- i. Influence of Discipline on Performance  
The result of this study proves that Discipline positively and significantly influences Performance of Workers in Regional Development Planning Board of Sukoharjo Regency, meaning that if Discipline is increased then Performance will increase significantly.  
Concrete step to increase discipline based on the indicators used in Discipline variable the highest value of  $r_{hitung}$  is present at  $X_{1\_2}$ , the workers should attend on time,  $X_{1\_5}$ , the workers should have polite appearance in accordance with the rules such as wearing uniform according to the determined day and  $X_{1\_1}$ , the workers should use working time effectively, prior to the deadline.
- j. Influence of Working Environment on Performance  
The result of this study proves that Working Environment positively influences and does not significantly influence Performance of Workers in Regional Development Planning Board of Sukoharjo Regency, meaning that if Discipline is increased then Performance will decline or stay.
- k. Influence of Culture of Organization on Performance  
The result of this study proves that Culture of Organization positively and significantly influences Performance of Workers in Regional Development Planning Board of Sukoharjo Regency, meaning that if Culture of Organization is increased then Performance will increase significantly
- l. Influence of Competence on Performance  
The result of this study proves that Competence positively and significantly influences Performance of Workers in Regional Development Planning Board of Sukoharjo Regency, meaning that if Competence is increased then Performance will increase significantly.  
Concrete step to increase discipline based on the indicators used in Discipline variable the highest value of  $r_{hitung}$  is present at  $X_{3\_2}$ , the comfortable working condition should be applied in Regional Development Palnning Board of Sukoharjo Regency,  $X_{3\_4}$ , each worker should have equal justice, meaning that incentives given should be corresponding to the working load assigned and  $X_{3\_1}$ , the workers should have high commitment in finishing the job, such as finishing the job prior to the deadline.
- m. Influence of Motivation on Performance  
The result of this study proves that Motivation negatively and significantly influences Performance of Workers in Regional Development Planning Board of Sukoharjo Regency, meaning that if Motivation is not required in improving the performance of the workers in Regional Development Planning Board of Sukoharjo
- n. Influence of Job Satisfaction on Performance  
The result of this study proves that Job Satisfaction negatively and significantly influences Performance of

Workers in Regional Development Planning Board of Sukoharjo Regency, meaning that if Job Satisfaction is not required in improving the performance of the workers in Regional Development Planning Board of Sukoharjo

## 7. CLOSING

### Conclusions

1. Discipline does not significantly influence motivation.
2. Working Environment does not significantly influence motivation.
3. Culture of organization does not significantly influence motivation.
4. Competence does not significantly influence motivation.
5. Discipline does not significantly influence job satisfaction.
6. Working environment significantly influences job satisfaction.
7. Culture of organization does not significantly influence job satisfaction.
8. Competence does not significantly influence job satisfaction.
9. Discipline significantly influences Workers' Performance.
10. Working environment does not significantly influence Workers' Performance.
11. Culture of organization significantly influences Workers' Performance.
12. Competence significantly influences Workers' Performance.
13. Job satisfaction significantly influences Workers' Performance.
14. Motivation significantly influences Workers' Performance.

Based on F test in the third equation, it is seen that the magnitude of F-value =9,707 the significance of  $0,000 < 0,05$ . Therefore, it can be concluded that collectively the independent variables (discipline, working environment, culture of organization, competence, motivation and job satisfaction influence the Performance of Workers in Regional Development Planning Board of Sukoharjo Regency).

The estimation result of  $R^2$  which is the total of 0,847 can be defined that variance of Performance of Workers in Regional Development Planning Board of Sukoharjo Regency is explained by discipline, working environment, competence, culture of organization, job satisfaction and motivation variables of 84,7% and the rest of 15,3% is explained by other variables outside the research model as the model of organization commitment, leadership, and monitoring.

The result of path analysis shows that the use of discipline, working environment, culture of organization and competence variables are not effective. This is because the direct influence is greater than indirect influence, so that it is more effective through direct path.

### Suggestions

According to the conclusions above, then the suggestions which may be given to Regional Development Planning Board of Sukoharjo Regency are:

1. Discipline should be improved by looking at the highest indicators of discipline which are:
  - a.  $X_{1\_2}$ , the workers should attend on time
  - b.  $X_{1\_5}$ , the workers should have polite appearance in accordance with the rules such as wearing uniform according to the determined day
  - c.  $X_{1\_1}$ , the workers should always use their working time effectively, such as finishing their job prior to deadline
2. Culture of organization should be improved by looking at the highest indicator:
  - a.  $X_{3\_2}$ , comfortable working condition should be applied in Regional Development of Planning Board of Sukoharjo Regency
  - b.  $X_{3\_4}$ , each worker should have equal justice, meaning that the salary given is in accordance with the working load assigned.
  - c.  $X_{3\_1}$ , the workers should have high commitment in finishing their job, such as finishing their job prior to deadline
3. Competence should be improved by looking at the highest indicator:
  - a.  $X_{4\_5}$ , the workers should be able to evaluate each job finished.
  - b.  $X_{4\_2}$ , the workers should be able to understand the duty assigned in written or spoken
  - c.  $X_{4\_1}$ , the workers should always plan the duty well, so that it can be finished on time.

## REFERENCES

- Afifah, Nurul. (2010). Pengaruh Pengawasan dan Motivasi Kerja Terhadap Kepuasan Kerja Pegawai Dinas Pendidikan Pemuda dan Olah raga Kota Surakarta. *Digital Library Universitas Sebelas Maret. Surakarta Vol1 No,10 Maret 2010.*
- Amstrong. (2008). *Managing Job Satisfaction". Special Report, Vol 6, Bavendam Research Incorporated, Mercer Island.*<http://www.bavendam.com>



- Arikunto Suharsini. (2010). *Prosedur Penelitian: Suatu Pendekatan Praktek*. Jakarta: Rineka Cipta.
- Atmosoeparto, Kisdarto. (2010), *Produktivitas Aktualisasi Budaya Perusahaan*, PT. Elex Media Komputindo, Jakarta. Bandung.
- Davis S. (2008), *Managing Corporate Culture*, Cambridge, MA: Belinger.
- Djarwanto dan Subagyo, Pangestu. (2010): *Statistik Induktif*, Edisi: 4, Yogyakarta: BPFE
- Dwi Agung. (2010). Pengaruh kedisiplinan, Lingkungan kerja dan budaya kerja terhadap kinerja tenaga pengajar. *Jurnal Universitas Islam Nadlatul Ulama Jepara. Vol 3. No.8 Pp. 75-89*
- Ghozali Imam. (2006). *Analisis Multivariate dengan program SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.
- Gibson, James L, John M Ivancevich. (2008), *Organisasi dan Manajemen: Perilaku, Struktur, Proses*, Edisi 4, TerjemahanDjoerban Wahid, penerbitErlangga, Jakarta.
- Grent, Ken et al. (2010). "The Role of Satisfaction With Territory Design on The Motivation, Attitude and Work Outcomes of Salespeople" *Journal of The Academy of Marketing Sciences*, Vol. 23, No. 2, p. 165-178.
- Gumilar. (2013). *Manual sobre valores en la educacin fisica y el deporte*. Barcelona: Paith5s
- H. Teman Koesmono. (2010). Pengaruh Budaya Organisasi terhadap Motivasi Dan Kepuasan kerja serta kinerja karyawan pada Sub Sektor Industri Pengolahan kayu Skala Menengah di Jawa Timur. *Jurnal Ekonomi Manajemen, Fakultas ekonomi Universitas Kristen Petra*
- Hardi (2010). *Pengaruh kepemimpinan, Motivasi dan lingkungan kerja terhadap kinerja pegawai dengan kepuasan kerja sebagai variabel intervening di kantor kecamatan karanganyar kabupaten karangnyar*. Tesis. MM. STIE AUB Surakarta.
- Haryanto.(2007). *Pengaruh Motivasi, Kompensasi, dan Budaya Organisasi Terhadap Kinerja Pegawai Pemkot Surakarta*. Tesis MM. UKSW Salatiga.
- Hasibuan Melayu. (2007). *Manajemen Sumber Daya Manusia*, Bumi Aksara. Jakarta.
- Husada. (2008). *Metode Penelitian untuk Skripsi dan Tesis Bisnis Edisi Kedua*, Rajawali Press, Jakarta
- Koesmono. (2010). Perceptions of the teacher's feedback and learning environment as predictors of intrinsic motivation in physical education. *Psychology of Sport and Exercise*,
- Kreitner dan Kinichi. (2005), *Organization Behavior*. Irwin. McGraw-Hill, Boston.
- Luthan, F. (2005), *Organizational Behavior*, Seventh Edt, Mc. Graw-Hill Book Company, Singapore.pp.1 27-1 3 5 .
- Luthans, Fred. (2006)., *Perilaku Organisasi 10th. Edisi Indonesia*. Yogyakarta: Penerbit ANDI.
- Mangkunegara, Anwar Prabu. (2006). *Manajemen Sumber Daya Manusia*. Bandung: Remaja Rosda Karya.
- Manullang. (2010). *Manajemen Personalialia*. Jakarta: Ghalia Indonesia.
- Melchor Gutierrez, Luis Miguel Ruiz and Ester Lopez, 2010. *Perceptions of Motivational Climate and Teachers Strategies to Sustain Discipline as Predictors of intrinsic Motivation in Physical Education. The Spanish Journal of Psychology Vo.13 No.2, 597-608*
- Muchinsky. (2008). *Management Personalialia (Manajemen Sumber Daya Manusia)*, sasamito Bros, Bandung.
- Moh As'ad. (2008). *Psikologi Industri*. Yogyakarta: Libery.
- Nachrowi. (2006). *Analisis Multivariate dengan Program SPSS*. Semarang: Badan Penerbit Universitas Diponegoro
- Nugraha Gumilar, (2013). *The relationship between organizational culture, leadership and worker motivation toward the performance of educations. Indian Journal of Health and Welbeing, 4(1), 110-112*
- Ridwan. (2005), Skala pengukuran Variabel-Variabel Penelitian, Cetakan Ketiga, Alfabeta, Bandung.
- Rivai Veithzal . (2009). *Perfomance Appraisal : Sistem yang tepat untuk menilai kinerja pegawai dan meningkatkan daya saing organisasi*. Jakarta: PT. Raja Grafindo Persada.
- Robbins S. P. (2014), *Perilaku Organisasi : Konsep, Kontroversi, Aplikasi*, edisi kedelapan versi Bahasa Indonesia, Jilid 12, PT Prenhallindo, Jakarta.
- R. Erman Soejaya. 2013. Peran Pendidikan Dan Pelatihan, Budaya Organisasi, Motivasi Serta Disiplin Kerja Terhadap Kinerja Pegawai Badan Kesatuan Bangsa, Politik Dan Perlindungan Masyarakat Kabupaten Kediri. *Jurnal OTONOMI, Vol. 13, Nomor 1, Januari 2013*
- Sarwono, Jonathan. (2010). *Analisis Jalur Untuk Bisnis dengan SPSS*. Penerbit Andi Offset:Yogyakarta.
- Siagian Sondang P. (2009). *Manajemen Sumber Daya Manusia*, Edisi ke 1 Cetakan Ketiga, PT Bima Aksara, Jakarta.
- Siagian, S.P. (2008). *Teori Motivasi dan Aplikasinya*, Jakarta :Rineka Cipta. Pp.102- 1 06.
- Sinungan. (2009). *Manajemen Sumber Daya Manusia*, Edisi pertama, Salemba Empat, Yogyakarta
- Simamora, Henry. (2008). *Manajemen Sumber Daya Manusia*. Edisi kedua Sekolah Tinggi Ilmu Ekonomi (YKPN). Yogyakarta.
- Sudarmayanti. (2007). *Sumber Daya Manusia Dan Produktivitas Kerja*. Bandung: Ilham Jaya.
- Suharto dan Budi Cahyono. (2005), *Pengaruh Budaya Organisasi, Kepemimpinan dan Motivasi Kerja Terhadap Kinerja Sumber Daya Manusia, di sekretariat DPRD Propinsi Jawa Tengah, JRBI. Vol. 1, No.1,*

- januari 2005: 13-30
- Sugiyono. (2007). *Metode Penelitian Bisnis*. Bandung. Penerbit Alfabeta.
- Timpe, D.A.(2011). *Produktivitas: SeriManajemen Sumber Daya Manusia*. Jakarta:Alex Media Komputindo.
- Utomo, Prasetyo. (2006). *Analisis Pengaruh Pemberdayaan Dan Lingkungan Kerja Terhadap Kinerja Karyawan Patra Semarang Convention Hotel*. Skripsi Tidak Dipublikasikan. Fakultas Ekonomi Universitas Diponegoro.