

Research.

THE EFFECTS OF ORGANIZATION CULTURE, LEADERSHIP AND JOB MOTIVATION UPON THE EMPLOYEES PERFORMANCE (Study at PT. PLN Educational and Training Center at Pasar Minggu, Jakarta Selatan)

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Abstract. *The research consists of several steps that must be met in order to achieve results that meet the rules of scientific research.*

Results of this study is expected to get ideas of the effect of the employee's performance by organizational culture, leadership and motivation to work at PT. PLN (Persero) Education and Training Centre.

The method used is quantitative method which examines four variables: three independent variables and one dependent variabel.

The hypothesis testing at the 0.05 level with a population of more than 115 employees, the operational level.

The result is that there is a direct effect of organizational culture on the performance of $\beta_{41} = 0,459$ with value $t_{\text{calculate}} = 5,354$ and $t_{\text{table}} (\alpha = 0,05) = 1,663$ that mean is $t_{\text{calculate}} > t_{\text{table}} (5,354 > 1,663)$. H_0 is rejected and H_1 is accepted, which means the effect is significant.

There is a direct effect of leadership on the performance of $\beta_{42} = -0,007$ with mean $t_{\text{calculate}} = -0,080$. and $t_{\text{table}} (\alpha = 0,05) = 1,663$ wich mean $t_{\text{calculate}} < t_{\text{table}} (-0,080 < 1,663)$, so that H_0 is accepted and H_1 is rejected, which means the effect is not significant.

There is a direct effect of organizational culture on the performance of $\beta_{43} = 0,456$ which mean $t_{\text{calculate}} = 4,807$. And $t_{\text{table}} (\alpha = 0,05) = 1,663$ that mean $t_{\text{calculate}} > t_{\text{table}} (4,807 > 1,663)$, this H_0 is rejected and H_1 is accepted, which means the effect is significant.

There is a direct effect of organizational culture on employee motivation at $\beta_{31} = 0,474$ which mean $t_{\text{calculate}} = 5,508$. and $t_{\text{table}} (\alpha = 0,05) = 1,663$ yang berarti $t_{\text{calculate}} > t_{\text{table}} (5,508 > 1,663)$, So that mean H_0 is rejected and H_1 is accepted, which means the effect is significant.

There is a direct effect of leadership on job motivation for $\beta_{32} = 0,389$ which mean $t_{\text{calculate}} = 4,520$. and $t_{\text{table}} (\alpha = 0,05) = 1,663$ that means $t_{\text{calculate}} > t_{\text{table}} (4,520 > 1,663)$, so that mean H_0 is rejected and H_1 is accepted, which means the effect is significant.

Based on the above it can be concluded that employee performance can be improved through organizational culture and work motivation .

Keyword: organization culture; leadership, motivation, employee performance

INTRODUCTION

Background

Employees' performance is the result of an employee jobs quantitatively or qualitatively to reach the organization goals which is the tasks and responsibility of all employees. The Process of employees' performance at PT PLN is started by first activity

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which is targeting an employee's job within 6 months intervals refers to interval I – January to June and interval II – July to December. Second activity is an agreement of an approval refers to an activity to be done altogether between employees and their direct superior which is job commitment or work contract for a certain periode being acknowledged by the employee and his/her direct superior, and the superior of his/her direct superior. Both activities which is the process of employees performance has been done on-line, refers to SIMKP (Employee Performance Management System). SIMKP aims to obtain a mutual agreement between an employee and his/her direct superior, this agreement has identified the target in compliance with and the result of the employee which is Employee Performance Value.

Criteria of achievement value of employee performance refers to getting talented evaluation, as follows;

1. Extraordinary talented refers to the employees who are obliged to reach the target beyond either time line or performance data they agreed. The result must be beyond the expectation and the scoring value of achievement must be > 600.
2. Best potential talented. Employees are obliged to reach the target of performance which is beyond the time line and performance data they agreed. The result must be beyond the expectation refers to scoring value of achievement > 501 – 600.
3. The most optimum talented. Employees are obliged to reach the performance target which is beyond time line and performance data they agreed. The result must be within the expectation refers to scoring value of achievement > 401 – 500.
4. The optimum talented. Employees are obliged to reach the performance target which is either within time line or performance data they agreed. The result must be in compliance with the expectation refers to scoring values achievement > 301 – 400.
5. Potential talented. Employees are obliged to reach the performance target either timeline or data performance that must be far from the expectation they agreed. Scoring value performance must be > 201-300.

Based on the data obtained regarding the evaluation of employees performance within the last four years at PT PLN Education and Training Center, as follows:

Table : 1
 List of Employee Performance Evaluation at Education and Training Center PT PLN.

No	Talent	Score	Years				Description
			2009	2010	2011	2012	
1	<i>Extraordinary</i>	>600	1	-			Decreased
2	<i>The most potential</i>	501-600	23	8	7	4	Decreased
3	<i>The most optimum</i>	401-500	13	-			Decreased
4	<i>Optimum</i>	201-300	-	108	52	48	Decreased
5	<i>Potential</i>						increased
6	<i>Potential candidate</i>	100-200	-	-	56	63	Stable
7	<i>Need attention</i>	<100	1	-			Decreased
			115	115	115	115	

Source : HRM PLN Learning Center

Referring to the aforementioned data, it is concluded that there was a decreasing of employees performance refers to extraordinary talented, most potential talented, most

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optimum talented and optimum one. It is due to some factors which is Organizational Culture, Leadership and Work Motivation.

Problems Determination

Based on the aforementioned problems limitation, this research has determined the problems as follows;

1. Is there any positive direct effect of organizational culture affecting the employees performance?
2. Is there any positive direct effect of leadership affecting the employees performance?
3. Is there any positive direct effect of job motivation affecting the employees performance?
4. Is there any positive direct effect of organizational culture affecting the job motivation?
5. Is there any positive direct effect of leadership affecting job motivation?

THEORETICAL REVIEW

Performance is a common activity evaluated in an organization, refers to how employee has done everything related to a job, title, or contribution within an organization. Important things related to job performances, first thing is functional tasks that are related to the competency of an employee to complete varied jobs including technical aspects accomplishment.

Second thing is behavior tasks, this kind of tasks are related to people interpersonal relationship within an organization including conflicts handling, time management.

Some factors have been influencing job performance achievement, as follows;

1. Employee competency refers to an employee who is being expected to have a competency, an ability and the skills as well as willingness and seriousness to work effectively and efficiently.
2. Organizational Culture can be changed and created by people and as a motivator to reach the achievement of an organization.
3. Motivation is shaped by employee's attitude dealing with job situation at work, a condition or an energy exerts employee to pursue company's achievement. Positive and proactive mental attitude of an employee are required to obtain maximum performance of an organization.
4. Leadership, leaders should have to be able to do their best to their internal customers which is their employees affecting the employees' achievement, and the first-rate services. Competency and capability of employees will be meaningless unless respecting job morality and employees discipline to pursue the goals.

According to theory of some experts regarding performance, Leslie W.Brue and Lloyd L. Byars. Performance refers to how well an employee is fulfilling the requirement of the job. An employee's performance is determined by a combination of three factors; effort, ability and direction. The factors are; a)ability, b) effort, c) direction, d) competency, e) creativity, f) targets, g) capacity, f) responsibility.

Organizational culture is a set of value arrangement system that can give an implicit assumption to a group of the people having an authority to determine a vision, to think and to react upon an organizational environment. The factors are: a) Awareness, b) Direction about Culture, c) Organizational Structure, d) Social group, e) Attitude and Behaviour and f) Organizational Achievement.

Furthermore, according to James L.Gibson et al, Organization Culture is what the employees perceive and how this perception creates a pattern of beliefs, values, and

expectations. Some factors mentioned on this theory are as follows; a) Flexibilit, b) Stability, c) Attitude, d) Beliefs, e) Expectation.

Furthermore theory of some experts, Ivancevich et.al, organization culture refers to the pattern of belief resulting from group norms, value and informal activities. The factors are: a) Beliefs, b) Norms, c) Behaviour, d) Attitude, e) Group value, f) Informal activity.

Other experts theory, Jason A. Colquit et, al, Organization Culture is social knowledge among members of the organization. Organization Culture as the shared social knowledge within an organization regarding the rules, norms, and value that shape the attitudes and behaviors of its employees. The factors are: a) Norms, b) Value, c) Attitude, d) Behaviour, e) Rules and f) Social knowledge.

Stephen P. Robbins , on his book *The Principles Organization Behaviour*, organization behavior is a system of mutual purpose applied by the members to distinguish their organization from another one. The factors are: a) Initiative, b) Attention, c) Behaviour, d) Stability, e) Result oriented and f) Communication.

Leadership can be determined as a method of a leader to influence, exert, direct and manage all elements in a team or organization to achieve an expected company's goals resulting maximum employees' performance.

Gary Yukl, Leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives. The factors are: a) External interpretation, b) Objective Strategy, c) Motivation, d) Beliefs, e) Self-competency and self-confidence development.

Sudarwan Danim, leadership is an individual or a team work to coordinate and to direct a person or team which are engaged in an organization to reach the goals determined. The factors are; a) strong integrity, b) Strength and Knowledge, c) Self-confidence, d) Decision maker, e) Emotional Stability, spiritual and physical health, f) Prospective.

Bertocci, Leadership is ...an attempt to use non coercive influence to motivate individuals to accomplish some goals. The factors are: a) Strength, b) Persistence.

Mc Shane et. al, leadership is about influencing, motivating, and enabling others to contribute toward the effectiveness and success of the organizations of which they are member. The factors are: a) Personality, b) Self-concept, c) Flow of a process, d) Integrity, e) Motivation, f) Contribution.

Fred Luthans, Leadership is... in terms of group process, personality, compliance, particular behavior, persuasion, power, goal achievement. The factors are: Influence, personality and interaction.

Leslie W. Rue et. al, Motivation is getting people to exert a high degree of effort on their job. The factors are: a) Needs, b) Achievement, c) Social and security.

Jerald Greenberg, The set of processes that arouse, direct and maintain human behavior toward attaining some goals. The factors are: a) Company contribution, b) Loyal and quick response, d) Initiative, e) Development program.

Based on the aforementioned motivation theory, it can be concluded that job motivation is a driven and energy either internal or external of an individu to increase, control, fulfil and maintain individual intensity in an organization to work effectively and integrated to reach the goal.

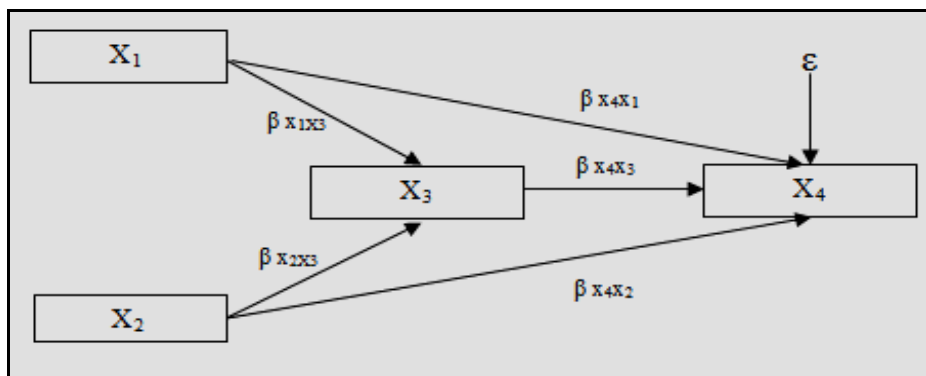
There are six factors; a) Needs, b) Target, c) Intensity, d) Hope, e) social relationship, f) Reward.

Research Hypotheses

Based on the aforementioned description, some hypotheses offered, as follows:

- Hypothesis I : There is a direct positive effect of organization culture to the employees performance.
 Hypothesis II : There is direct positive effect of leadership to the employees performance.
 Hypothesis III : There is a direct positive effect of job motivation to the employees performance.
 Hypothesis IV : There is a direct positive effect of organization culture to job motivation.
 Hypothesis V : There is a direct positive effect of leadership to job motivation.

Constellation Research



Picture 1.
Constellation Relationship Model

Description

- X_1 : Variable of Organization Culture.
 X_2 : Variable of Leadership
 X_3 : Variable of Job Motivation
 X_4 : Variable of Employees Performance.
 ϵ : Other variables.

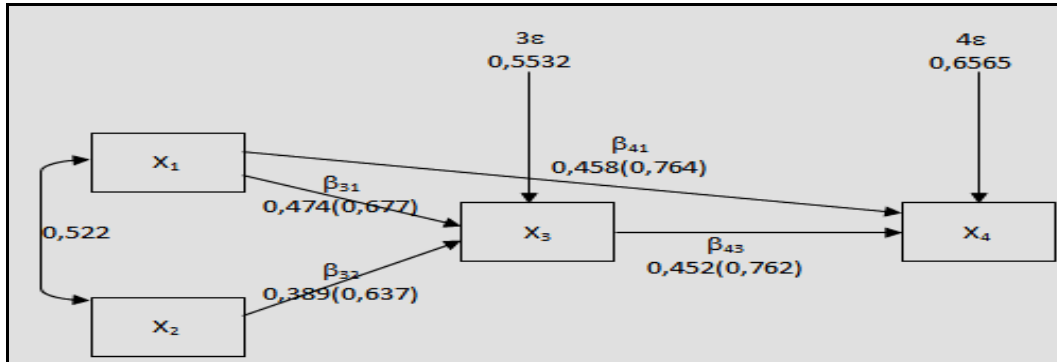
RESEARCH METHOD

Research method has applied quantitative description refers to Regression Analysis Approach which is a research designed to obtain some information about the effect of a relationship of varied variables within a population. This research has studied four variables which is three independent variables and one dependent variable. The population of the research is 115 staffs at Diklat PT PLN. Total samples are 83 respondents which are the staffs at headoffice of Diklat PT PLN. Data collection technique is using questionnaires. Questionnaire designed is about the questions related to the variable being studied.

Path analysis is to analyze a relationship pattern of varied variables in order to recognize either a direct effect or indirect effect of exogen (independent variables) upon the endogen (dependent variables). Problem formulation within path analysis designed refers to (X_1) , (X_2) , (X_3) have affected (X_4) using SPSS.

RESULT AND DESCRIPTION

Based on the result of analysis, a change of the variables of causal constellation can be identified at the causal form regarding the variables of path coefficient value, coefficient value and correlation of coefficient value at each path as the following;



Picture 2
 Path Diagram Model of some variables.

1. Direct Effect of Organization Culture to the Employees' Performance

Based on the test result applying path analysis model, it indicated that organizational culture has positively affected directly to the employees performance. This findings are in line with the previous theory determined refers to organizational culture applied 6 indicators, Initiative, Beliefs, Behaviour Guideline, Integrity and Result Oriented which are the guideline for the people in the organization to work for. The existence of the people in an organization is an important fundamental pillar of an organization to survive as long as they are fully aware of the values of the related indicators. So that the employees would surely be happy to work longer, to respect the policies and rules of an organization. Furthermore, PT PLN Pusdiklat can create the character of its employees, refers to Jerard Greenberg. Robert A. Baron, Behaviour in Organizations, Ninth edition (Pearson Education, Inc. Upper Saddle River, New Jersey) p. 543 determined Organization Culture is a cognitive framework consisting of attitudes, value, behavioral, norm and expectations shared by organization members, a set of basic assumptions shared by members of an organization.

Inspite of a positive and direct effects of organization culture to the employees performance, it has also had a job motivation effect to the employees performance. It has indicated that employees are obviously part of business process at PLN Pusdiklat. When the employees have been satisfied with the values, behavior guideline designed and applied altogether, the company's objectives would surely be achieved. It is determined that people in an organization has given a positive response to the indicators of organization culture, so that it could improve the employees performance accordingly.

2. The Effect of Leadership to the Employees Performance.

Based on the result of path analysis method, it identified that there was not any direct effect of leadership to the employees' performance. This finding is an explanatory facts and data about people behavior in an organization which has been responded by the management since it could affect employees' loyalty against the management. Therefore, positive perception of the people in an organization upon the management is an achievement of the organization obtaining the maximum performance.

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3. The Effect of Job Motivation to the Employees Performance.

According to the result of path analysis, it has indicated that job motivation has affected directly the employees' performance. This finding is an explanatory fact about the employees who have strong motivation at work will improve their job performance, hence, in order to improve employees job performance, the company should have to be able to stimulate job motivation. This finding is in compliance with the previous one. Job motivation in this research has applied 6 indicators; a) Needs, b) Objective, c) Intensity, 5) Expectation, 6) Social relationship which is a guideline for the people in an organization to act. Job motivation is something you are unable to see it in reality but you can recognize it thru people's behavior. It is in accordance with Angelo Kinicki, Management A Practical Introduction, Third edition (The McGraw-Hill, Companies, Inc, New York, 2008) p.384 defined motivation is difficult to understand because you cannot actually see it or know it in another person, it must be inferred from one's behavior.

4. The Effect of Organizational Culture to Job Motivation.

Based on the analysis result of path analysis model, it explains that organizational culture has affected job motivation. It is indicating that the value of direct effect of organizational cultures upon job motivation is $\beta_{31} = 0.474$ and $t_{\text{calculated}} = 5.508$ and $t_{\text{table}} (\alpha = 0.05) = 1.663$ means $t_{\text{calculated}} > t_{\text{table}}$ ($5.508 > 1.663$), so that H_0 is rejected and H_1 is accepted, it explains that path coefficient is significant. It has indicated that values of beliefs and behavior guideline shaped together can direct people in the organization to improve their job performance accordingly. These findings are in accordance with the theory determined by Jason A. Colquite, Jefery A. Lepine, Michael J. Wesson, refers to Organizational Behavior Improving Performance and Commitment in The Workplace. (New York: McGraw-Hill Comp.Inc, 2009) p.546 defined Culture is social knowledge among members of the organization. Organization culture as the shared social knowledge within an organization regarding the rules, norms, and value that shaped the attitudes and behaviors of its employees.

5. Effect of Leadership upon Job Motivation

Based on the aforementioned result of analysis, leadership has affected directly job motivation. This finding has identified that leadership as an important part of safety and secure situation to motivate people at work refers to what happened within PLN PUSDILAT. It is related to the research data determining leadership has affected obviously job motivation. This research has applied 6 indicators to measure a leadership process such as, strategy, direction, interaction, guidance, teamwork and beliefs. People in an organization will be motivated to work to obtain their need or their want, but a leadership process is a behavior that drives or influences other people to perform their task and responsibility to reach the company's goals determined together

The aforementioned descriptions have been in line with the theory defined by McShane, and Von Glinov refers to Organizational Behavior Emerging Knowledge and Practice for The Real Worlds, Fifth edition, (New York: Mc Graw-Hill International Inc, 2005) p.5 identified, leadership is about influencing, motivating, and enabling others to contribute toward the effectiveness and success of the organizations of which they are members. In accordance with the aforementioned result of analysis and description, obviously some facts and data have identified that leadership will affect job motivation at PLN PUSDIKLAT.

CONCLUSION AND SUGGESTIONS

Conclusion

1. There is a direct and positive effect of Organizational Culture upon the Employees' Performance refers to the equations of $X_4 = 0.458_{X_4X_1}X_1$, ($\alpha = 0.01$)
2. There is not any positive effect of leadership upon the Employees' Performance.
3. There is a direct positive effect of Job Motivation upon the Employees' Performance which is $X_4 = 0.474_{X_3X_1}X_3$, ($\alpha = 0.01$)
4. There is a direct positive effect of Organizational Culture upon Job Motivation which is $X_3 = 0.389_{X_3X_1}X_1$. ($\alpha = 0.01$)
5. There is a direct positive effect of Leadership upon Job Motivation which is $X_3 = 0.452_{X_3X_2}X_2$. ($\alpha = 0.01$)

Suggestions

1. An Employee Performance is related to Teamwork, due to the effort to exert people to improve their interaction, communication at work and to use the informal condition as a place to discuss any kind intention or idea, the management should have to enable appreciating people giving the best contribution.
2. The Employees' Performance is related to an involvement, it is about the people within an organization who are able to give their contribution and responsibility. Furthermore, they have been evaluating themselves continuously to do their best at work based on the target and requirements determined.
3. The Employee Performance is related to job quantity and quality, in order to perform a planning to optimize Human Resources Management functions defining a job which is in compliance with the job volume, the management should have enable to response any kind of problems coming up at any time. In connection with job quality, the management should have to give a proper opportunity to the employees to develop themselves either internal or external of the company. Management should have to be able to demonstrate its job spirits which is a good sample for the employee to conduct.
4. Organizational Culture is related to beliefs, it is an effort of an organization to determine organization decision by considering the employees' aspiration to evaluate them accordingly.
5. Organizational culture is related to the values, it is an effort of an organization to be able to response any kind of changes, to provide a satisfied service, to focus to a comfortable condition. The organization should have to keep good attitude and performance either internal of the organization or external.
6. Organizational Culture relating to an integrity; the employees' effort to give a good example of responsibility how to manage the job according to the timeline, regulations, full activity during the sparetime, and the ability to ensure the superiors that they are able to complete their job satisfactorily.
7. A leadership relating to motivate people in an organization; An effort to be done by the manager or direct superior to intensify their guidance, attention, clarification of the jobs ordered and more concerned about what their subordinates are doing.
8. A Leadership relating to beliefs; An effort of the management or direct superior of the employees to make any decision needed to solve the problems occurred.
9. Job motivation relating to rewards; the management should have to be fair and consistent to give the rewards to the best employees due to their performance. This reward should have to be in compliance the evidence and accurate data and it is not because of like or dislike matter. In spite of giving a reward, the management should have to be able to punish any employee who has been doing something wrong which is breaking the rules or immoral conduct. Rewarding and punishment will impact the opinion about the management obviously.

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