

**THE EFFECT OF ORGANIZATIONAL CULTURE, LEADERSHIP STYLE AND WORK
MOTIVATION TOWARD EMPLOYEES' COMMITMENT
(Causal Study on Regional Public Hospital employees in Karawang Area in 2010)**

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ABSTRACT

Komitmen organisasi karyawan diduga secara signifikan mempengaruhi budaya organisasi, motivasi kerja dan gaya kepemimpinan dalam suatu organisasi.

Penelitian ini bertujuan untuk menguji hipotesis. Penelitian ini dilakukan melalui survey pada Rumah Sakit Umum Daerah Karawang, Jawa Barat dari Juni sampai Agustus 2009. Sampel yang dipilih sebanyak 108 orang yang secara random dipilih dari total populasi sebanyak 540 pegawai paramedis negeri.

Data yang dikumpulkan secara terpisah, kemudian responden mengisi kuesioner. Analisis jalur digunakan untuk menganalisis data statistic inferensia.

Hasil penelitian menunjukkan pengaruh langsung dan signifikan budaya organisasi terhadap motivasi kerja karyawan dan komitmen organisasi, dan gaya kepemimpinan terhadap motivasi kerja dan komitmen organisasi, dan motivasi kerja terhadap komitmen organisasi, tapi pengaruh tidak langsung budaya organisasi terhadap komitmen organisasi melalui motivasi kerja tidak terbukti.

Temuan penelitian merekomendasikan bahwa budaya organisasi, motivasi kerja, dan gaya kepemimpinan dalam suatu organisasi sebagai penentu penting komitmen organisasi karyawan.

Keywords : Organizational culture, Leadership style, Work Motivation, Commitment

INTRODUCTION

Leadership style illustrates how a leader directing and influencing subordinates, how to motivate and create an atmosphere of harmonious relations and cooperation. In this function, a leader needs to understand the style of leadership and the success of a leader depends on the implementation of leadership styles.

Leadership Styles in the hospital itself is a leader in a way to affect people who are in the environment in order to carry out its tasks in order to achieve the intended purpose, authority, trust in subordinates communication to subordinates decision-making achievement of targets.

Besides the organizational culture and leadership style, motivation also plays a role in influencing the commitment at Regional Public Hospital (Hospital) Karawang. Motivation is the psychological aspects of human beings who will contribute to the person's level of commitment, including the factors that lead to, distribute, and maintain human behavior in the direction of a certain determination. Thus motivating means management process to influence human behavior based on knowledge of what makes people move.

Human resources as the offender will be able to do their job properly if there is a motivation in itself and the ability to match the demands of the task and position requirements. So motivation is the willingness to issue a high level of effort to reach organizational goals, conditioned by the effort's ability to satisfy an individual requirement.

Based on preliminary studies by preliminary survey conducted at Regional Public Hospital (Hospital) Karawang, researchers found that many employees of health personnel showed low commitment produced. organizational culture is inadequate, less satisfied employees' leadership style and low employee motivation in providing health services, Based on the above description, the author was motivated to lift these problems so that researchers interested in conducting research on the subject by selecting variable organizational commitment of employees as individual outcomes evaluated from the perspective of organizational culture, leadership style and work motivation, by taking the title: "The Effect of organizational culture, leadership style, and work Motivation Toward Health Workers Employee organizational commitment: Causal Study on Regional Public Hospital".

Many factors affect the employees' organizational commitment among organizational culture, leadership, ability, job satisfaction, decision making, organizational climate, employee motivation, these factors may affect each other both directly and indirectly affecting also the commitment of employees. Forms of employees' organizational commitment can be realized, among others, in some cases, the commitment to achieve

the vision, mission, and goals of the organization, carrying out work in accordance with the working procedure standards organization, to develop the quality of human resources and product quality, developing the team together work effectively and efficiently and dedicated the organization critically and rationally.

Based on the description of researchers in the above background, we can identify the problems associated with efforts to increase employees' organizational commitment Regional Public Hospital Karawang, with the identification of the issue of whether these factors impact directly and indirectly on organizational commitment.

From the identification of the issues mentioned above, it issues an effort to increase organizational commitment is a widespread problem, complicated and complex. Considering the limited number of researchers in terms of time, cost and labor, which can be deployed in this study, the researchers limited the study on aspects of the problems of employees' organizational commitment as an endogenous variable and organizational culture, leadership style and employee motivation as exogenous.

LITERATURE REVIEW

Organizational commitment

Commitment is one's desire to merge with the organization and involved organizationally. According Luthans (2008: 147): organizational commitment is a strong desire to remain a member of the organization, a desire to show the high level of effort on behalf of the organization and a strong belief in accepting the values and goals of the organization. Desire of members of the organization that requires the commitment they are willing to in favor of organization, so that the organization can achieve the goal.

It is almost the same as stated by Mowdey, Porter & Steers (2007: 328), reflecting the strength of employees in identifying recused himself into parts of the organization that can be marked: the acceptance of values - values and goals of the organization, readiness and willingness to strive to sincerely on behalf organization and the desire to maintain membership in the organization (to be part of the organization).

In dynamics of the the organization, organizational commitment of employees is necessary in order to establish the performance of employees so that organizational goals can be achieved. in this sense, according to Mowdey, Porter & Steers (2007: 328): "reflects the strength of employees in identifying recused himself into parts of the organization, which can be marked: the acceptance of the values and goals of the organization, readiness and willingness to strive in earnest on behalf of the organization, and the desire to maintain membership in the organization (to be part of the organization) ". Here that reflects the organizational commitment of loyalty, fidelity, readiness preparation, dedication and a strong willingness to engage employees in the organization.

Organizational culture

Organizational culture according to Gregory Moorehead and Ricky W. Griffin (1999: 513) is a set of values that help members of the organization to determine actions that can be received and the actions that can not be accepted. Definition of a set of values indicate that the values embodied in the culture of the organization is considered to meet their needs at any given time and therefore the person concerned on those values.

According to Zachary and Kuzuhara (2005: 241): organizational culture is the values, beliefs, norms, rituals, symbols and stories that are shared, which form the identity of the organization, its objectives and how to achieve it. In short, the culture of an organization is a "collective personality" or "way of doing things". Under such circumstances, it can be understood that the organizational culture influence the work motivation and organizational commitment of employees.

Leadership style

A leader either organization leader or company leader can affect morale, comfort, quality and job satisfaction. Especially in improving the achievement of an organization or an increase in the life of society in achieving the goals that have been set. Leadership style is closely related to how well the objectives can be achieved, which is a feat that can be achieved when compared with that may be achieved while maintaining the quality.

Leadership according to Lussier and Achua (2001: 6) is "a process that affects the leader and his followers to achieve organizational objectives through change". Implementation of the leadership can inspire trust, loyalty and motivation of its employees by persuasive means. This can be implemented because of the skills, capabilities and behavior as a leader. Thus leadership is a way of how one affects the other person to perform a task or work in accordance with the objectives that have been outlined by the organization or group.

Leadership is an ability to influence others in their duties or works using the authority or power that belongs to him. Leader is someone who has an ability to influence others to be willing to be happy to do the work or task assigned to him. Authority or power that exist in a leader is an ability to influence subordinates / employees in the execution of tasks / work that must be implemented.

The Leader if it is seen from its kind, there are two kinds, the first is the formal leader and the second is the informal leader. The formal leader occurs because leaders rely on formal authority, while the informal leader is a leader who happens even without formal authority succeeded in influencing the behavior of others. Ability to influence others through the power which is based on rewards, coercion, expertise, references, legal, charisma / personal power. A good leader is one that could achieve organizational goals that have been set properly and effectively. The success of a leader in its duties and functions is to mobilize human resources, either individually or in groups in achieving the organization's goals can not be separated from the effectiveness of the work performed.

Work motivation

Robert C. Beck (1990: 21) argues that: "The motivation is the driving force that affects readiness to undertake a series of activities in a behavior". This view is in line with the opinion of Richard and Lyman (1991: 6) which states that the motivation is: (1) needs or expectation, (2) behavior, (3) goals, and (4) some form of feedback, which means that the motivation occurs because there is a need or expectation that drives the behavior for the purpose and some form of feedback or input from the behavior. Work motivation comes from the motivation to work. Daft (2005: 294) provides an understanding of the motivation as the encouragement from inside and outside ourselves that raises enthusiasm and persistence to perform an action.

Ivancevich (2007: 56) said that motivation is the attitudes that predispose a person to act in an objective. Motivation is something within that gives energy, channel and assign human behavior to achieve the goal. Work motivation is associated with a person's attitude to the job channel behavior and leads away from relaxed attitude.

Based on the description of the theories mentioned above, it can be synthesized that what is meant by work motivation is the encouragement in a person to do his job better posed by factors inside and outside the encouragement, with indicators: (1) Desire develop; (2) please work; (3) willing to cooperate; (4) want to work better; (5) healthy competition; and (6) want the award.

RESEARCH METHODOLOGY

This research was conducted in order to determine empirically the direct influence of organizational culture, leadership style and work motivation on employees' organizational commitment of health workers in Regional Public Hospital Karawang. The research was conducted at the Regional Public Hospital (Hospital) Karawang, which is located in Karawang, West Java Province. The research was carried out from June 2009 until August 2009.

Research Methods and Data Analysis Techniques. This study used a survey method with causal approach. The data analysis will use inferential statistics with Path Analysis Method (Path Analysis) to determine the direct and indirect effect of each variable of the study. The process of collecting data is conducted by a survey using a questionnaire as a research instrument. There are four variables that will be analyzed in this study, namely: (1) Cultural organizations (X1); (2) The style of leadership (X2), (3) Motivation (X3), and (4) Commitments organization (X4).

Population of Research. Target population in this study are employees of health personnel in the Regional Public Hospital (Hospital) Falkirk. Meanwhile affordable target population of this research are health personnel , they were civil servants, based on the data amounted to 540 people.

Sampling technique. The sample in this study were taken by using simple random sampling technique for the target population homogeneous health personnel are employees with civil servant status, the number of samples in this study as many as 108 respondents employee health personnel.

Research Instruments. The research instrument used is a standard instrument that is based on the conceptual and operational definitions of each study variable. Each comes with a variable alternative options are provided for each item in the statements of the research instruments.

Matrix of Organizational Commitment Research Instruments

No	Indicator	Item Number	Total
1	Glad toward tasks assigned	1, 2, 3, 4, 5	5
2	Concerned for the work atmosphere	6, 7, 8, 9, 10	5
3	Proud of the organization	11, 12, 13, 14, 15	5
4	Willing to sacrifice for the organization	16, 17, 18, 19, 20	5
5	Willing to stay in an organization	21, 22, 23, 24, 25	5
6	Having a sense of responsibility	26, 27, 28, 29, 30	5
Total of Item			30

Matrixs of Organizational Culture Research Instruments

No	Indicator	Item Number	Total
1	Working with energetically	1, 2, 3, 4	4
2	Awards to achievement	5, 6, 7, 8	4
3	Honesty behave	9, 10, 11, 12	4
4	Discipline in the works	13, 14,15,16	4
5	Socialization rules and organizational policies	17, 18, 19,20	4
6	The responsibility for the task	21, 22, 23,24	4
7	Realize the mission of the organization	25, 26, 27	3
8	Follow the procedure	28, 29, 30	3
Total of Item			30

Matrixs of Research Instruments Leadership Style

No	Indicator	Item Number	Total
1	Authority	1, 2, 3, 4, 5, 6	6
2	Trust to subordinates	7, 8, 9, 10, 11, 12	6
3	Communication to subordinates	13, 14, 15, 16, 17, 18	6
4	Decision-making	19, 20, 21, 22, 23, 24	6
5	Achievement of targets	25, 26, 27, 28, 29, 30	6
Total of Item			30

Matrixs of Work Motivation Research Instruments

No	Indicator	Item Number	Total
1	want to progress	1, 2, 3, 4, 5	5
2	Enjoy work	6, 7, 8, 9, 10	5
3	Willing to cooperate	11, 12, 13, 14, 15	5
4	Want a better work	16, 17, 18, 19, 20	5
5	Healthy competition	21, 22, 23, 24, 25	5
6	Want the awards	26, 27, 28, 29, 30	5
Total Butir			30

Statistical hypotheses

- ρ_{31} : Direct effect of organizational culture towards work motivation.
 ρ_{41} : The direct effect of organizational culture towards organizational commitment.
 ρ_{32} : The direct effect of leadership style towards work motivation.
 ρ_{42} : The direct effect of leadership style towards organizational commitment.
 ρ_{43} : The direct effect of work motivation towards organizational commitment.

RESULT

The data that will be analyzed in this study is data from a survey of 108 employees Regional Public Hospital (Hospital) Karawang. In accordance with the research problem, the process of data analysis and discussion of the results of this research will be focused on explaining the effect of directly or indirectly between organizational culture, leadership style, employee motivation, and organizational commitment.

The research results will be presented in the following discussion includes five parts: (1) Description of the data that will describe the characteristics of respondents and the data from each study variable based on the size and distribution; (2) testing requirements analysis results will be used as a basis in determining the data analysis techniques; (3) Testing hypotheses about the process of processing and data analysis to explain empirically the relationship between the study variables.

Description Data Research

The sample which become the source of the data in this study were 108 employees Regional Public Hospital (Hospital) Karawang .They were selected using simple random sampling method. Based on data obtained from the questionnaire sheet about the identity of respondents, it is known 57 respondents (53%) were male and 51 respondents (47%) were female. The data illustrates that virtually balanced between the number of male

employees and female employees. By level of education, it is known that 73 respondents (68%) educated to bachelor level and 35 respondents (35%) diploma III level. It can be said that the employees of Regional Public Hospital (Hospital) Karawang are generally educated to bachelor level.

Based on the duration of work at the Hospital, it is known 43 respondents (71.67%) have worked in over 5 years, 10 respondents (16.67%) has been working for 3 years up to 5 years, and 7 respondents (11.66%) duration of working under 3 years old. The data show that most employees Regional Public Hospital (Hospital), including senior employees if the terms of the duration work criteria.

Next will be described a data score measurement results of the four variables using descriptive statistical techniques. The process is done by calculating the size of the data include the average score, median, mode, standard deviation, and variance score. Explanation of data distribution is done by designing a frequency distribution table and display the histogram graph that illustrates a visual model of the spread of scores.

Summary Descriptive Statistics Data

	Organizational culture	Leadership style	Work motivation	Organizational commitment
Respondent	108	108	108	108
Item of Questions	28	28	26	27
Total Score	10.843	10.868	9.964	10.938
Minimal Score	84	83	74	82
Maximal Score	114	114	105	121
Score range	30	31	31	39
Average Score	100.398	100.630	92.259	101.278
Median	101	101	93	101
Modus	101	100	97	101
Standard Deviation	7.463	8.066	8,077	9.247
Variance	55.700	65.058	65.241	85.511
Number of classes	8	8	8	8
Class Interval	4	4	4	5

Cultural Organization (Variable X1)

Organizational culture variables in this study was measured using a research instrument consisting of a 28point statement. Each statement is equipped with five alternative answers. Thus the theoretical range of scores of organizational culture ranges from 28 to 140. The data acquisition of the complete study score for each respondent is given in Appendix 4.

Based on the calculation and analysis of data in Appendix 5, the range of scores empirical organizational culture has a minimum score of 84 and a maximum score of 30. The score 114 so that the range of descriptive statistics calculation result obtained an average score of 100.398 organizational culture variables median and mode were 101. Size of diversity or variations scores are shown with a value of 7.463 standard deviation and variance 55.700. The distribution of scores can be seen in the frequency distribution table that uses the number of 8th grade and 4th grade intervals as follows:

Table 4.2
The frequency distribution of scores of organizational culture (X1)

Class Number	Class Interval	Frequency		
		Absolute	Relative (%)	Cumulative (%)
1	84 – 87	5	4.63	4.63
2	88 – 91	10	9.26	13.89
3	92 – 95	13	12.04	25.93
4	96 – 99	21	19.44	45.37
5	100 – 103	20	18.52	63.89
6	104 – 107	18	16.67	80.56
7	108 – 111	15	13.89	94.44
8	112 – 115	6	5.56	100.00
Total		108	100.00	

Leadership Style (Variable X₂)

Leadership style variable in this study was measured using a research instrument consisting of a 28 item statement. Each statement has a score of 1 to 5. Thus, the theoretical range of scores for these variables ranged from 28 to 140. The data acquisition of the complete study score for each respondent is given in Appendix 4. Based on the calculation and analysis of data in Appendix 5, the range of scores empirical leadership styles have a minimum score of 83 and a maximum score of 114. The score 114 so that the range of descriptive statistics calculation result obtained an average score of 100.63 leadership style variable, median 101, mode 100. The size of the diversity or variation of scores are shown with a value of 8.066 standard deviation and variance 65.058. The distribution of scores can be seen in the frequency distribution table that uses the number of grade 8 and grade interval 4 as follows.

Table 4.3
The frequency distribution of leadership style scores (X₂)

Class Number	Class Interval	Frequency		
		Absolute	Relative (%)	Cumulative (%)
1	83 – 86	6	5.56	5.56
2	87 – 90	9	8.33	13.89
3	91 – 94	9	8.33	22.22
4	95 – 98	15	13.89	36.11
5	99 – 102	20	18.52	54.63
6	103 – 106	19	17.59	72.22
7	107 – 110	18	16.67	88.89
8	111 – 114	12	11.11	100.00
Total		108	100.00	

Work Motivation (Variable X₃)

Work motivation variable in this study was measured using a research instrument in the form of a questionnaire consisting of 26 items statement. Each statement has a scale score (rating scale) 1 to 5. Thus, the range of scores theoretical work motivation ranges from 26 to 130. The data acquisition of the complete study score for each respondent in Appendix 4.

Based on the calculation and analysis of data in Appendix 5, the range of scores empirical work motivation have a minimum score of 74 and a maximum score of 105 so that the range of scores 31. By using descriptive statistical techniques, the results obtained by calculating the average score of 92.259 work motivation, median 93 and 97. Diversity mode data or variation of scores are shown with a value of 8.077 standard deviation and variance 65.241. By using the number of grade 8 and take the 4th grade intervals can be constructed showing the frequency distribution table for distributing scores of work motivation as shown in Table 4.3.

Table 4.4
Score Frequency Distribution of work motivation (X₃)

Class Number	Class Interval	Frequency		
		Absolute	Relative (%)	Cumulative (%)
1	74 – 77	7	6.48	6.48
2	78 – 81	5	4.63	11.11
3	82 – 85	12	11.11	22.22
4	86 – 89	16	14.81	37.04
5	90 – 93	16	14.81	51.85
6	94 – 97	19	17.59	69.44
7	98 – 101	18	16.67	86.11
8	102 – 105	15	13.89	100.00
Total		108	100.00	

Organizational Commitment (Variable X₄)

Organizational commitment variable in this study was measured using a research instrument in the form of a questionnaire consisting of 27 point statement. Each statement has a scale score (rating scale) 1 to 5. Thus, the theoretical range of organizational commitment scores ranging from 27 to 135. The data acquisition of the complete study score for each respondent in Appendix 4.

Based on the calculation and analysis of data in Appendix 5, the range of scores empirical organizational commitment has a minimum score of 82 and a maximum score of 121 so that the range of scores 39. By using descriptive statistical techniques, the results obtained by calculating the average score of 101.278 organizational commitment variable, median 101 and 101. the diversity mode data or variations scores are shown with a value of 9.247 standard deviation and variance 85.511. By using the number of grade 8 and take the 5th grade intervals can be constructed showing the frequency distribution table for distributing scores of organizational commitment variables as shown in Table 4.4.

Table 4.5
Score Frequency Distribution Organizational Commitment (X₄)

Class Number	Class Interval	Frequency		
		Absolute	Relative (%)	Cumulative (%)
1	82 – 86	6	5.56	5.56
2	87 – 91	11	10.19	15.74
3	92 – 96	17	15.74	31.48
4	97 – 101	22	20.37	51.85
5	102 – 106	20	18.52	70.37
6	107 – 111	16	14.81	85.19
7	112 – 116	9	8.33	93.52
8	117 – 121	7	6.48	100.00
Total		108	100.00	

B. Testing Requirements Analysis

The testing process analysis requirements LANE (Path analysis) is the relationship between the variables in the model must be so compliant linear regression analysis. The tests were conducted on samples normalized test study normal population distribution, homogeneity test scores dependent variable (Y), which are grouped by similarity score of the independent variable (X) which has a homogeneous variance and linearity test as well as the significance of regression and correlation coefficients.

Normality test

The test results of the research sample used to conclude whether the observed population distribution is normal or not. In this study used one sample Kolmogorov Smirnov test using a significance level of 0.05, the second hypothesis test criteria is determined using statistical value-L is calculated based on test-Lilliefors procedures provided that the data are expressed in normal distribution if the significance is greater than 5% or 0.05 or B count value is smaller than B table.

The testing process is done by testing the normality of the data distribution of the four variables. Summary of test results are presented in Table 4.5.

Table 4.6
Normality Test Results Summary Data

No	Variable	Statistical Testing		Conclusion
		L _{count}	F _{table (α=0.05)}	
1	Organizational culture (X ₁)	0.070	0.085	Normal
2	Leadership style (X ₂)	0.067	0.085	Normal
3	Work motivation (X ₃)	0.082	0.085	Normal
4	Organizational commitment (X ₄)	0.054	0.085	Normal

C. Significance Tests, Linearity Regression and Correlation

Process research hypothesis testing is done by applying the techniques of regression and correlation analysis. Regression analysis was used to examine the relationship between variables such qualified that these variables must have a linear relation and regression limitations. It is also used to determine how much correlation of variabels that has to do causally as a basis for the calculation of path analysis.

a. The relationship between organizational culture with work motivation

Based on the calculation result data for modeling regression equation between the culture of the organization with motivation to work in Appendix 7 obtained regression constants $\alpha = 22.689$ and the regression coefficient $\beta = 0.693$. Thus the relationship is simple linear regression model as follows: $X_3 = 22.689 + 0,693.X1$.

Before the regression model will be analyzed further and used to draw conclusions, first conducted significance test and linearity regression equation. The result of the calculation of significance test and ANAVA tables arranged linearity shown in Table 4.7.

Table 4.7
Table ANAVA for significance and Linearity Testing
Regression $X_3 = 22.689 + 0,693.X1$

Sources of Variance	df	JK	RJK	F test		
				F _{count}	F _{table}	
					$\alpha=0.05$	$\alpha=0.01$
Total	108	926252				
coefficients a	1	919271.259	919271.259			
Regression (b a)	1	2861.748	2861.748	73.646**	3.94	6.90
remainder	106	4118.992	35.858			
Tuna Fit Error	28	1274.076	45.503	1.248 ^{ns}	1.60	1.94
	78	2844.917	36.473			

Description :

- **) : Regression was highly significant ($F_{count} 73.646 > F_{table} 9.90$) at $\alpha = 0.01$
- ^{ns}) : Linear shaped regression ($F_{count} 1,248 < F_{table} 1,60$) pada $\alpha = 0,05$
- dk : Degree of freedom
- RJK : Average Number of Squares
- JK : number of Squares

Significance of regression test results shown in the table can be seen ANAVA F_{count} equal to 73.646 larger than $F_{table} 6.90$ at $\alpha = 0.01$. This means a very significant regression. The test results showed linearity regression F_{count} on line tuna fit of 1.248 which is smaller than $F_{table} = 1.60$ at $\alpha = 0.05$. Thus. it can be stated that the regression equation is linear.

Interpretation of the regression model $X_3 = 22.689 + 0.693.X1$ is any change in the organizational culture scores by one unit, motivation will increase by 0.693 units in the same direction with constant 22.689. For example, when the organizational culture scores $X = 50$ then score employee motivation can be predicted by using linear regression model that is equal $X_3 = 22.689 + 0.693 (50) = 57.339$.

Based on the results of tests performed, the regression equation can be used as a model that shows the shape of a linear relationship between the culture of the organization with motivation to work.

Organizational culture and work motivation associated with simple linear regression equation $X_3 = 22.689 + 0,693.X1$ levels are reviewed relation to calculating the value of the correlation coefficient (r) and the coefficient of determination (r^2). The result of the calculation of the correlation coefficient, coefficient of determination, as well as the significance test (t_{-test}) are summarized in the following table:

Table 4.8
The correlation coefficient between organizational culture and work motivation

N	Cooficient		Significance Test		
	r_{y1}	r_{y1}^2	t_{count}	$t_{table} (\alpha=0.05)$	$t_{table} (\alpha=0.01)$
108	0.640	0.410	8.582**	1.980	2.617

Description :

**): Highly significant correlation coefficient ($8.582 t_{count} > t_{table} 2,617$) at $\alpha = 0.01$

The calculation results are summarized in Table 4.8 which shows the relationship between the levels of organizational culture with work motivation at 0.640. The test results of significance (t_{test}) of the value of the correlation coefficient r indicates that a very significant on $\alpha = 0.01$.

c. The relationship between leadership style with employee motivation

Based on data from the calculation results with the relationship between leadership style work motivation can be expressed in a simple linear regression model as follows: $X_3 = 8.107 + 0,836.X_2$.

Significance testing and linearity form of the regression equation obtained are shown in Table 4.9.

Table 4.12
Table ANAVA for significance and Linearity Testing
Regression $X_3 = 8.107 + 0,836.X_2$

Sources of Variance	df	JK	RJK	F test		
				F _{count}	F _{table}	
					$\alpha=0.05$	$\alpha=0.01$
Total	108	926252				
Coefficients a	1	919271.259	919271.259			
Regression (b a)	1	4868.187	4868.187	244.267**	3.94	6.90
remainder	106	2112.553	19.930			
Tuna Fit Error	30	643.201	21.440	1.109 ^{ns}	1.60	1.94
	76	1469.352	19.334			

Description :

**): Regression highly significant ($F 244.267 \text{ arithmetic} > F \text{ table } 6,90$) at $\alpha = 0.01$

ns): Shaped linear regression ($F \text{ count } 1,109 < F \text{ table } 1,60$) at $\alpha = 0.01$

df : Degree of freedom

RJK : Average Number of Squares

JK : Sum of Squares

Based on test results shown using ANAVA tables obtained F_{count} on the regression line of 244.267 larger than $F_{table} = 6.90$ at $\alpha = 0.01$. Based on testing criteria can be stated that the regression model that shows the relationship between leadership style with a significant motivation. The test results by using the linearity regression of F on line tuna fit was obtained for 1,109 smaller than F_{table} is 1,60 on $\alpha = 0.01$. In accordance with the testing criteria can be stated that the regression equation is linear.

Based on the results of significance testing and linearity above, the regression equation can be used as a model that shows the relationship between the leadership style with employee motivation. Interpretation of the regression model $X_3 = 8.107 + 0.836.X_2$ is: when variables of leadership style and work motivation is measured by the instrument used in this study so any change score by one unit leadership style, employee motivation will increase by 0,836 units in the same direction with the constant 8.107.

Leadership style and motivation to work which was modeled by simple linear regression equation $X_3 = 8.107 + 0.836.X_2$ can be seen to do with the levels of calculating the value of the correlation coefficient (r) and the coefficient of determination (r^2). The result of the calculation of the correlation coefficient, coefficient of determination, as well as the significance test (t -test) are summarized in Table 4.10.

Table 4.13
The correlation coefficient between leadership style and motivation

N	Coefficient		Significance test		
	r_{y1}	r_{y1}^2	t_{count}	t_{table} ($\alpha=0.05$)	t_{table} ($\alpha=0.01$)
108	0.835	0.697	15.629**	1.98	2.617

Description :

*) : Highly significant correlation coefficient ($t_{count} 15.629 > t_{table} 2,617$) at $\alpha = 0.01$

Based on calculations that are summarized in the table 4.10 correlation coefficient between the motivational leadership style of work of 0.835. The test results of significance (t-test) showed that the correlation coefficient was significant at $\alpha = 0.01$.

d. The relationship between leadership style and organizational commitment

Based on the calculation result data relationship between leadership style and organizational commitment can be expressed in a simple linear regression model as follows: $X_4 = 20.627 + 0,801.X_2$.

Significance testing and linearity form of the regression equation obtained are shown in Table 4.13.

Table 4.14
Table ANAVA for significance and Linearity Testing
Regression $X_4 = 20.627 + 0,801.X_2$

Sources of Variance	df	JK	RJK	F test		
				F_{count}	F_{table} $\alpha=0.05$	$\alpha=0.01$
Total	108	1116926				
Coefficients a	1	1107776.333	1107776.333	101.314**	3.94	6.90
Regression	1	4471.434	4471.434			
(b/a)	106	4678.233	44.134			
remainder						
Tuna Fit Error	30	1675.142	55.838	1.413 ^{ns}	1.60	1.94
	76	3003.090	39.514			

Description :

**): Regression highly significant ($F_{count} 101.314 > F_{table} 3,94$) at $\alpha = 0.01$

Ns) : Shaped linear regression ($F_{count} 1,413 < F_{table} 1.60$) at $\alpha = 0.05$

Df : Degree of freedom

RJK : Average Number of Squares

JK : Sum of Squares

Based on test results shown using ANAVA tables obtained F count on the regression line of 101.314 larger than $F_{table} = 6.90$ at $\alpha = 0.01$. Based on testing criteria can be stated that the regression model that shows the relationship between leadership style and organizational commitment significantly. The test results linearity regression using the F count on line tuna fit was obtained for 1.413 smaller than F_{table} is 1.60 on $\alpha = 0.05$. In accordance with the testing criteria can be stated that the regression equation is linear.

Based on the results of significance testing and linearity above, the regression equation can be used as a model that shows the relationship between the leadership style and organizational commitment. Interpretation of the regression model $X_4 = 20.627 + 0.801.X_2$ is: when variables of leadership style and organizational commitment is measured by the instrument used in this study so any change leadership style score by one unit, organizational commitment will increase by 0.801 units in the same direction with constant 20.627.

Leadership style and organizational commitment modeled by simple linear regression equation $X_4 = 20.627 + 0.801.X_2$ can be seen to do with the levels of calculating the value of the correlation coefficient (r) and the coefficient of determination (r^2). The result of the calculation of the correlation coefficient, coefficient of determination, as well as the significance test (t_{test}) are summarized in Table 4.14.

Table 4.15
The correlation coefficient between leadership style and organizational commitment

N	Coefficient		Significance test		
	r_{y1}	r_{y1}^2	t_{count}	t_{table} $(\alpha=0.05)$	t_{table} $(\alpha=0.01)$
108	0.699	0.489	10.066 **	1.98	2.617

Description :

*) : Highly significant correlation coefficient ($t_{count} 10.066 > t_{table} 2,617$) at $\alpha = 0.01$

Based on calculations that are summarized in the table 4.14 correlation coefficient between leadership style and organizational commitment at 0.699. The test results of significance (t-test) showed that the correlation coefficient was significant at $\alpha = 0.01$.

e. The relationship between work motivation and organizational commitment

Based on the calculation result data correlation between work motivation and organizational commitment can be expressed in a simple linear regression model as follows: $X_4 = 34.467 + 0,724 \cdot X_3$. Significance testing and linearity form of the regression equation obtained are shown in Table 4.15.

Table 4.16
Table ANAVA for significance and Linearity Testing
Regression $X_4 = 34.467 + 0,724 \cdot X_3$

Sources of Variance	df	JK	RJK	F test		
				F_{count}	F_{table}	
					$\alpha=0.05$	$\alpha=0.01$
Total	108	1116926				
coefficients a	1	1107776.333	1107776.333			
Regression (b a)	1	3660.825	3660.825	70.698**	3.94	6.90
remainder	106	5488.841	51.782			
Tuna fit Error	29	1425.130	49.142	0.931 ^{ns}	1.60	1.98
	77	4063.712	52.775			

Description :

***) : Regression highly significant ($F_{count} 70.698 > F_{table} 6,90$) at $\alpha = 0.01$

ns) : Shaped linear regression ($F_{count} 0.931 < F_{table} 1.60$) at $\alpha = 0.05$

df : Degree of freedom

RJK : Average Number of Squares

JK : Sum of Squares

Based on test results shown using ANAVA tables obtained F_{count} the regression line at 70.698 larger than $F_{table} = 6.90$ at $\alpha = 0.01$. Based on testing criteria can be stated that the regression model that shows the relationship between work motivation and organizational commitment significantly. The test results by using the linearity regression F_{count} on line tuna fit was obtained for 0.931 smaller than F_{table} is 1,60 on $\alpha = 0.05$. In accordance with the testing criteria can be stated that the regression equation is linear.

Based on the results of significance testing and linearity above, the regression equation can be used as a model that shows the relationship between the work motivation and organizational commitment. Interpretation of the regression model $X_4 = 34.467 + 0,724 \cdot X_3$ is when work motivation and organizational commitment is measured by the instrument used in this study so any change score by one unit of work motivation, organizational commitment will increase by 0.724 units in the same direction with constant 34.467.

Motivation and organizational commitment modeled by simple linear regression equation $X_4 = 34.467 + 0,724 \cdot X_3$ levels can be seen to do with calculating the correlation coefficient (r) and the coefficient of determination (r^2). The result of the calculation of the correlation coefficient, coefficient of determination, as well as the significance test (t-test) are summarized in table 4.16.

Table 4.17
The correlation coefficient between motivation and organizational commitment

n	Coefficient		Significance test		
	r_{y1}	r_{y1}^2	t_{count}	t_{table} ($\alpha=0.05$)	t_{table} ($\alpha=0.01$)
108	0.633	0.400	8.408 **	1.98	2.617

Description: highly significant correlation coefficient ($8.408 t_{count} > t_{table} 2.617$) at $\alpha = 0.01$
 Based on calculations that are summarized in the table 4.16 correlation coefficient between work motivation and organizational commitment at 0.633. The test results of significance (t-test) showed that the correlation coefficient was significant at $\alpha = 0.01$.

2. Analysis Model and Coefficient Line

Testing Model

Before the calculation in order to test the quality models, which use the path analysis method as previously described research data has been tested and meets all the necessary requirements,

One of the requirements is very important and must be met is a significant correlation between variables are related and connected to one another. However, the relationship has been demonstrated by the magnitude of the correlation coefficient is not concluded there is a causal relationship between these variables variable, it is based on the understanding that the correlation coefficient is a coefficient that states the amount of degrees or levels of the relationship between a number of variables. After the data obtained from the field and have been processed through various testing required, then the next stage of testing dlam model of causality is to conduct path analysis (path analysis)

Based on the causal model established theoretically, it will obtain the path diagram and calculated value of the coefficient of each track. Value needs to be known for further calculations adlah simple correlation values are presented in the form of the correlation coefficient matrix as follows:

Table 4.18
Simple Matrix Correlation Coefficient Between Variables

	X ₁	X ₂	X ₃	X ₄
X ₁	1	-	0,640	0,545
X ₂	-	1	0,835	0,699
X ₃	0,640	0,835	1	0,633
X ₄	0,545	0,699	0,633	1

Causal Effect of Variable Examined

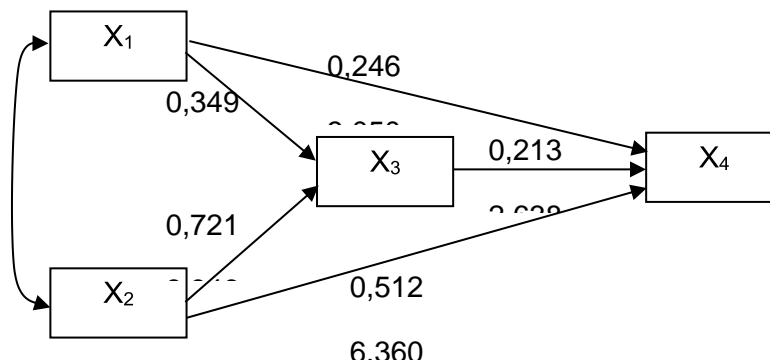


Figure 4.1. Model Theory Research

Description :

X1: Cultural organizations above: the path coefficient

X2: The leadership style below: t_{count}

X3: Motivation

X4: Organizational commitment

c. The coefficient calculation Line

Path coefficient calculation is based on the correlation coefficient values in Table 4.18. The result of the calculation of the data shown in the following table:

Table 4.19
Results Calculation and Testing Coefficient Line

No	Coefficient Line	t _{count}	t _{table}	
			α = 0.05	α = 0.01
1	ρ ₃₁ = 0.349	4.330 **	1.900	2.617
2	ρ ₄₁ = 0.246	3.050**	1.900	2.617
3	ρ ₃₂ = 0.721	8.946**	1.900	2.617
4	ρ ₄₂ = 0.512	6.360**	1.900	2.617
5	ρ ₄₃ = 0.213	2.638**	1.900	2.617

Description :

*) : Path coefficient was highly significant ($t_{count} > t_{table}$) at $\alpha = 0.01$

Based on the results of hypothesis testing, the fifth hypothesis turns out significantly acceptable. The description of each acceptance of the three hypotheses in question can be explained as follows:

First, the results of the path analysis between organizational culture variables (X_1) with variable work motivation (X_3) values obtained $\rho_{31} = 0.349$, hypothesis testing concluded that there is a direct positive influence between organizational culture (X_1) on work motivation (X_3), shown by thitung 4.330 greater than the value ttable at significance level $\alpha = 0.01$ is 2.617.

Second, the results of the path analysis between organizational culture variables (X_1) with variable organizational commitment (X_4) obtained value $\rho_{41} = 0.246$. hypothesis testing concluded that there is a direct effect of the positive and significant correlation between organizational culture (X_1) on organizational commitment (X_4), which is indicated by thitung 3,050 greater than the value ttable at significance level $\alpha = 0.01$ is 2.617.

Third, the results of the analysis of the path between the leadership style variable (X_2) with variable work motivation (X_3) values obtained $\rho_{32} = 0.721$, hypothesis testing concluded that there is a direct effect of the positive and significant correlation between leadership style (X_2) on work motivation (X_3), shown by t_{count} 8.946 greater than the value ttable at significance level $\alpha = 0.01$ is 2.617.

Fourth, the results of the analysis of the path between the leadership style variable (X_2) with variable organizational commitment (X_4) obtained value $\rho_{42} = 0.512$, fourth hypothesis testing concluded that there is a direct effect of the positive and significant correlation between leadership style (X_2) to organizational commitment (X_4), which is indicated by thitung 6.360 greater than the value ttable at significance level $\alpha = 0.01$ is 2.617.

Fifth, the results of the path analysis between the variables of motivation (X_3) with variable organizational commitment (X_4) obtained the value of $\rho_{43} = .213$, fifth hypothesis testing concluded that there is a direct effect of the positive and significant correlation between work motivation (X_3) on organizational commitment (X_4), shown by thitung 2.638 greater than the value ttable at significance level $\alpha = 0.01$ is 2.617.

DISCUSSION

In this study compiled theoretical model that describes variable variations directly influence organizational culture, leadership style, and work motivation of the employees Organizational Commitment of Regional Public Hospital Karawang.

The results showed that the whole hypothesis is accepted, it is explained that the organizational commitment of employees at Regional Public Hospital Karawang affected by variables organizational culture, leadership style and work motivation. The study also reinforces the theory Jason A. Colquitt, Jeffery A.Lepine and Michel J.Wesson about the commitment the organization's employees.

First, that the influence of organizational culture with work motivation is high at 0.112. This means there is high motivation to work in Regional Public Hospital Karawang so the higher the culture of the organization, the higher the motivation to work and vice versa worse the culture of the organization, the lower the motivation to work.

Second, that the influence of organizational culture and organizational commitment of 0.06. This value gives the sense that the variation change of organizational commitment specified / described directly by the organization's culture.

Third, that the relationship between leadership style with employee motivation is statistically shown by the percentage value of 0.519. This value gives the sense that variation changes determined work motivation / explained directly by leadership style.

Fourth, that the relationship between leadership style and organizational commitment statistically shown by the percentage value of 0.262. This value gives the sense that the variation change of organizational commitment specified / described directly by the leadership style.

Fifth, that the relationship between work motivation and organizational commitment statistically shown by the percentage value of 0.045. This value gives the sense that the variation change of organizational commitment specified / described directly by work motivation.

Therefore, in order to increase employee commitment to the Regional Public Hospital (Hospital) Karawang, need to be considered variable organizational culture, leadership style and employee motivation in the strategic plan (strategic plan) Regional Public Hospital Karawang from the influence of the change in environmental conditions, among others, the influence of the local economy the social, cultural, demographic and environmental. the political power of government and law, technology strength or strength of competition however the Regional Public Hospital is still under the control of local government influence.

CONCLUSION

Based on the results of hypothesis testing and discussion, it was Obtained results and conclusions of the study as follows:

1. The organizational culture affect directly and very significant on work motivation.
2. The organizational culture affect directly and very significant on organizational commitment.
3. Leadership style influence directly and significantly to employee motivation.
4. The leadership style affect directly and very significant on organizational commitment.
5. Work motivation affect directly and very significant on organizational commitment.

Based on these results we can conclude that organizational commitment is directly affected by the organizational culture, leadership style and work motivation. This means that the higher the organizational culture, leadership style and motivation, the higher employee organizational commitment.

Therefore, changes or variations that appear on organizational commitment can be influenced by the organizational culture, leadership style and work motivation, therefore, in order to increase the commitment organiasi in the Regional Public Hospital Karawang need to be considered that variable in the strategic plan Regional Public Hospital Karawang.

Based on the results of the four variables studied were the organizational culture, leadership style and work motivation is very important implications on improving employee commitment directly. It is expected to make Regional Public Hospital can work effectively and efficiently, able to adapt to changes in their environment and be able to compete.

Employees are required to have a commitment to the organization as a whole and adequate, indications among other things that should be visible are their alignments someone to the organization to indicate the organization's objectives in accordance with the target himself, pleased with the tasks assigned to him, care about the working atmosphere, proud of the organization, willingly sacrifice for the organization, are willing to stay in an organization and have a sense of responsibility.

The greater challenges for Regional Public Hospital Karawang in the development of the organization, to the Regional Public Hospital in order to seek to create a culture of high employment, leadership style to motivate and create a situation conducive working so Regional Public Hospital Karawang can compete with other hospitals in both districts karawang or in western Java.

The theoretical implications. Efforts to improve employee commitment theoretically, it can be done by looking at the factors that can influence it. For that we need to learn how best to get human resources able to adapt to the organizational culture, leaders who can create a work situation that is comfortable and conducive and motivating employees to be able to work well and excel. It is very necessary and worthy of further consideration.

Policy Implications. The results of this study could imply policy consideration based policy-making these three variables, namely the organizational culture, leadership style and work motivation. Policies regarding the creation of organizational culture, using the appropriate style of leadership and increased motivation to work:

- a. **The effort of creating an organizational culture.** Efforts to create an organizational culture in hospitals Falkirk can be done through 1) the selection test which involves assessment of how suitable a candidate with the organization, the actions of the leadership in the form of awards, promotions, and others 2) socialization to help employees adapt to the culture.
- b. **Efforts to increase leadership style.** Efforts to improve the style of leadership is through a method that can be done in order to achieve the commitment of employees in the context of the organization's goals, including: 1) to persuade, by way of awakening or inducement to influence or lead to an awareness to perform its obligations 2) include, by way of dialogue in order to bring the intended target. 3) advocate, by influencing subordinates to do something to give suggestions and expectations. 4) discussion, by way of a dialogue between leaders and subordinates in determining the goals / objectives of the organization. 5) advises, by giving advice to subordinate to the objectives to be achieved organization. 6) funishment, by giving encouragement or pressure to subordinates to be willing to carry out orders or expectations leader. 7) line of command, with the harder way through commands or coercion to carry out orders or assignments without any other alternative, impose sanctions / penalties against deviant behavior gradually.
- c. **Efforts to Increase Work Motivation.** Increased motivation to work can be done by increasing encouragement from within and outside the employee by: 1) creating a pleasant working atmosphere

and a spur to achievement; 2) provide supporting facilities are modern inspection work; 3) the disclosure and dissemination of strategic plans need; 4) the award; 5) provide an opportunity to excel 6) lack of recognition in support of the work 7) the opportunity to be responsible as well as 8) the opportunity to grow and develop themselves.

Practical Implications. As a practical need of undertaking a rigorous selection to become an employee of health personnel in the Regional Public Hospital. Need to increase the skills and knowledge of employees on an ongoing basis to be able to work better accompanied by appropriate wage workers will be able to compete with the healthy well with colleagues and with other employees of similar institutions.

Based on the research and findings above, then in an effort to increase the commitment of employees in hospitals Karawang, researchers gave suggestions are useful for the development of Karawang Regional Public Hospital are as follows:

1. **The Head of Karawang Regional Public Hospital.** A Director of Hospital expected to increase organizational commitment of employees in hospitals through increased motivation to work, the creation of an organizational culture that is conducive, and efforts to foster a positive perception of the leadership of the self-chief Regional Public Hospital, the Leader Hospital should be able to influence people to follow a course of action with use persuasion or example, as a leader should be in a relationship and partnership with others, leaders must be able to inspire, influence, and motivate others and to spearhead the move beneficial changes. Leaders are expected to maintain the Regional Public Hospital as an organization that has a level of commitment to his/her employees is very high.
2. **Employees of Regional Public Hospital Karawang.** Employees of Regional Public Hospital Karawang expected to constantly make efforts enhancing employee motivation by creating an organizational culture conducive and foster a positive perception of the leadership of the director of Regional Public Hospital in order to improve their organizational commitment, should be able to develop themselves through training and capacity building based on competency through formal and informal education in order to create high organizational effectiveness in anticipation of the global changes in maintaining organizational effectiveness is very high. Settling is not only focused on employees and working facilities, but also involves revamping the culture, work ethics, compensation systems and work methods.
3. **Researchers.** Related to the other supporting components that can increase employees' organizational commitment, which is not described in this study, especially those interested in the field of study is to conduct research involving more variables predictors so that other aspects are thought to contribute a significant contribution towards enhancing employees' organizational commitment can be detected. In addition, the researchers next should use the sample relatively greater, both in terms of research sites and the number of population and sample.

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