

Effect of Organizational Behavior and Organizational Climate on Employee Job Satisfaction in Pt. Eagle Indo Pharma

Lydia Irene Siahaan

Communication Science Study Program
Faculty of Communication and Business, Telkom University

Ayub Ilfandy Imran

Communication Science Study Program
Faculty of Communication and Business, Telkom University

Anisa Diniati

Communication Science Study Program
Faculty of Communication and Business, Telkom University

ABSTRACT

This research was conducted to determine the impact of organizational behaviour and organizational climate on employees' satisfaction at PT. Eagle Indo Pharma. This research uses quantitative methods with descriptive-causal research that uses the principle of positivism. The sampling technique used is probability sampling by taking 83 employees as a sample in this study. The data obtained in this study is by distributing questionnaires through Google Form. The questionnaire contains 33 statement items with a Likert measurement scale. Based on the test results, it was found that there was a positive and significant influence on employee organizational behaviour on employee job satisfaction, there was a positive and significant influence on employee organizational climate on employee job satisfaction and there was a positive and significant influence on organizational behaviour and organizational climate together on employee job satisfaction. Organizational climate has a greater influence (on employee job satisfaction) than organizational behaviour. The quality of organizational behaviour and organizational climate together contribute to job satisfaction by 54.4% ($= 0.544 \times 100\%$). While the remaining 45.6% is influenced by other variables which are not discussed in this study. Based on the value processed from the hypothesis test or t test, that the signification t $0.000 < 0.05$ and the thitung value (X1) $2.036 > ttabel$ 1.990 and thitung value (X2) $4.216 > ttabel$ 1.990. Hence, it can be interpreted that H_0 is rejected and H_1 and H_2 are accepted that there is a significant impact among variable X1 (Organizational Behaviour) and variable X2 (Organizational Climate) on variable Y (Job Satisfaction) in PT. Eagle Indo Pharma.

Keywords: Organizational Behavior, Organizational Climate, Job Satisfaction, Communication

INTRODUCTION

Globalization that has spread and injected all aspects of human life encourages every human being, including organizations, to prepare themselves so that they are not left out from increasingly advanced global competition. Therefore, organizational communication is the basic principle that every organization must have, because organizational communication can have an impact and benefit as a form of communication skills in order to realize organizational goals. According to Redding and Sanborn (in Rohim, 2016: 123) Organizational communication is the sending and receiving of information in complex organizations. Meanwhile, according to organizational experts R. Wayne Pace and Don F. Faules (2001: 31-33) suggest that the definition of communication can be seen through two perspectives, namely traditional (functional and objective) and interpretive (subjective). In short, the traditional perspective is aimed at seeing and interpreting messages between communication units. Meanwhile, the interpretive perspective is aimed at seeing the process of creating meaning for interactions within the organization. This interaction in the organization can also be called "organizational behavior" where each organizational personnel is involved in the interaction process and gives meaning to what is happening.

The word "organizing" here indicates that the organization in this study is not seen as a structure or unity but is seen as an activity that is carried out together. So, when a person or group of people do activities together, they are directly creating an organization, therefore this organization is carried out continuously. This activity is a form of behavior or behavior of each organizational actor or in this study are company employees.

The behavior of the organizational actors is attached to the concept of organizational behavior. Organizational behavior, according to Wexley and Yukl (in Sule & Priansa, 2018: 163) is a study related to aspects of human behavior in organizations and groups which can generally be divided into two, namely; the viewpoint of the organization towards humans and the human point of view towards the organization. One of the ways companies form their organizational identity is by integrating human behavior that takes part in the organization, which involves thoughts, speech and actions. Therefore, the relationship and work procedures in the organization have a "dynamic" pattern of communication, which means that the actions or activities carried out are only formally or informally established. According to (Fakhar Shahzad, 2012, p. 982) "Organizational culture has a deep impact on the performance of employees that can cause to improve in the productivity and enhance the organizational performance and according to journal (Idowu, 2017, p. 19) "That the most successful organisations shared the competitive, achievement-oriented culture. The proposition that organisational culture (however define) and organisational performance (in all its variety) are linked has enduring intuitive appeal." and (Joko Suwaryo, 2015, p. 77) said "the research result on organizational cultural orientation supporting readiness to change in head office with function as decision makers and operational support can be different to the operational office (regional and branch office) culture orientation with revenue target that is presumed to have achievement cultural orientation. Therefore, this can be a measure for organizational members in assessing the organization where they work. Good organizational behavior, usually seen from the behavior of employees who know each other, have common goals, are related, communicate, can lead and be led, and have a division of labor and responsibility as a form of contribution to the organization. Such behavior will influence the strongest wheels and organizations.

According to (Fakhar Shahzad, 2012) "Organizational culture has a deep impact on the performance of employees that can cause to improve in the productivity and enhance the organizational performance." More over (Kaifi, 2011, p. 89) explain that "Diagnosing organizational behavior is an ongoing cycle of recognizing areas of concerns, explaining the short-term and long-term implications of each behavior, and continuously developing best practices and strategies that can help an organization transform into a robust, high-performing, and dynamic entity".

The behavior or attitude that employees have is a form of representation of a person's feelings about the job related. By describing natural conditions about whether they will get job satisfaction or vice versa in return for the work that has been done. Therefore, so that employees can survive in the company's environment and conditions, companies that need to increase employee satisfaction by building a happy work environment in order to create positive interpretations and perceptions of their work because employees' feelings about their work can represent their attitudes and behaviors in carrying out work. .

The goal of every organization, especially business organizations, is to get a very large profit by minimizing costs as efficiently as possible. In order to achieve this goal, every company needs to be managed professionally and a conducive organizational climate is also needed. The quality of the organization's internal environment that is sustainable and sustainable by the members of the organization which can influence the behavior of the members of the organization and can be described in the nature and organization of the organization. Organizational climate is what is felt in the organization.

The author chooses PT. Eagle Indo Pharma as the object of this research because apart from the results of the author's interviews with the company's employees and finding interesting events that occurred, especially due to the impact of exposure to the COVID-19 virus in Indonesia, this has encouraged the national private company to keep working and running production but keep maintaining the health and safety of employees. The author is encouraged to analyze the company's concern for the needs and rights of its employees that have been satisfied so that employees who work for the company will feel happy, comfortable and safe with the current working situation.

LITERATURE REVIEW

Communication is the process of sharing information, ideas, or attitudes with other communication participants. According to Redding and Sanborn (in Rohim, 2016: 123) Organizational communication is the sending and receiving of information in complex organizations. Meanwhile, according to organizational experts R. Wayne Pace and Don F. Faules (2001: 31-33) suggest that the definition of communication can be seen through two perspectives, namely traditional (functional and objective) and interpretive (subjective). In short, the traditional perspective is aimed at seeing and interpreting messages between communication units. Meanwhile, the interpretive perspective is aimed at seeing the process of creating meaning for interactions within the organization. This interaction in the organization can also be called "organizational behavior" where each organizational personnel is involved in the interaction process and gives meaning to what is happening.

Robbins (in Sule & Priansa, 2018: 156) also states that organizational behavior is a field of study to research and examine the consequences of organizational actors and structures in organizations with a view to implementing science and knowledge to improve the organization. Based on these various explanations, it can be seen that organizational behavior is related to human behavior in it. Therefore, this behavior will affect the wheels and the effectiveness of organizational performance. Organizational behavior has three main variables (Sefudin, Hapsari, & Prasetyono, 2014: 5), namely: (1) individual-level variables, which include biographical characteristics, personality, values and attitudes, and abilities, (2) group-level variables, which includes effective groups, conflict, negotiation, power and politics, inter-group relations, team building and team performance improvement. (3) Variables at the level of organizational systems, which include motivation, job stress, leadership, and communication.

According to G. Owen (in Wirawan, 2007: 122) that organizational climate is a study of individual perceptions regarding various aspects of the organization's environment. The term is used to describe the scope of the relationship between humans and their work environment. Therefore, this element has a subjective nature. So that the perceptions of each individual or group about the climate in the organization can be different. Perception itself is an individual process of receiving, organizing and interpreting information in their work environment and using it to carry out activities / work. According to Wirawan (2007: 129), there are several dimensions of organizational climate, namely: the state of the physical environment, the state of the social environment, the implementation of the management system, the physical and psychological conditions of organizational members, and organizational culture.

According to the journal (Alan H. Rosenstein, 2015, p. 3) "improving leader attitudes will increase their overall satisfaction with work experiences and provide the stepping stone to worked engagement. Asking for worker input and involvement, where they are able to voice their opinions into care, will help solidify their "And according to (Ahmad, 2015, p. 61) Employee's performance is ascertained through multipurpose capacities like human, technological, organizational and institutional level. It starts from top line management but outcomes are achieved from the bottom line (employees). High-performing companies show greater satisfaction level among their employees while sometimes companies indicating poor financial performance also have the same scenario of satisfaction among their employees. Gibsons (in Fauzi & Warso, 2016: 3) argues that job satisfaction is a form of self-expression of the rewards related to work, which is received by him. Each individual has their own character, therefore the level of job satisfaction will vary. Basically, job satisfaction depends on descriptions of fair results, treatment and procedures. It should be noted that every form of work requires interacting with colleagues and superiors, obeying organizational rules and policies, meeting performance standards, and accepting work conditions / conditions, whether ideal or not. Therefore, the factors that can determine job satisfaction are (Robbins, 2006), among others; the nature of the job, the appropriate salary or wages, working conditions. (enjoy), support from colleagues, personality compatibility with work.

METHODS

This research applies a quantitative approach through a causal descriptive study. As stated by Sugiyono (2017: 8) that the quantitative approach is a research technique that uses the principle of positivism. According to Sugiyono (2017: 19) the descriptive approach intends to describe

problems or events and values between variables independently, while according to Sugiyono (2017: 20) causal research is research that aims to describe and explain and test temporary assumptions between the relationships of each variable.

This study uses the concept of correlation with the aim of finding a causal relationship between variables. The survey method was used to support this research process. Sugiyono (2013: 11) states that survey research uses a questionnaire as a research tool to understand sample data from a large or small population. The goal is to be able to describe the special background, nature and character of a common problem. The target population in this study were employees at the Geliga production section at PT. Eagle Indo Pharma. The population in this study was 83 people with the desired error rate of 5%, so the sample calculation in this study used the Slovin formula, as follows:

$$n = \frac{83}{1 + (83 \times (0.05)^2)} = 69.16$$

Based on the sample calculations above, the number of samples to be used in this study was rounded up to 70 people. With the remaining 13 people being the pre-test sample of the initial questionnaire.

RESULTS AND DISCUSSION

In this study, two attributes were obtained in the research data, namely the gender of the employee and the age of each employee. The descriptions of the two research attributes were processed using the IBM SPSS Statistics 21 program, the following information was obtained as in the Gender Table and the Case Summaries Table:

Jenis Kelamin

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Women	64	91.4	91.4	91.4
	Men	6	8.6	8.6	100.0
	Total	70	100.0	100.0	

Case Summaries^a

		Umur Karyawan
Total	N	70
	Mean	29.54
	Median	30.00
	Mode	35
	Std. Error of Mean	.678
	Minimum	20
	Maximum	41
	Range	21
	Std. Deviation	5.671
	Variance	32.165

a. Limited to first 100 cases.

of all respondents (70 people), it is known that the majority are women (64 people, 91.4%) and only a few are men (6 people, 8.6%). In terms of age, the youngest respondents were 20 years old and the oldest 41 years. The average age of the respondents was 29.54 years. This means that the

research data were obtained from millennial young company employees. The most data mode or respondents are those aged 35 years.

Research Variable Data

This study has three variables, namely two independent variables: Organizational Behavior (x_1), and Organizational Climate (x_2), and one dependent variable, namely: Job Satisfaction (Y). The data description for each research variable that is processed using the IBM SPSS Statistics 21 program is obtained as follows:

a. Data Statistics

Case Summaries ^a				
		Organizational behavior (x_1)	Organizational Climate (x_2).	Job satisfaction (Y)
Total	N	70	70	70
	Sum	2156	3299	2290
	Mean	30.80	47.13	32.71
	Median	31.00	47.50	33.00
	Minimum	25	38	28
	Maximum	35	52	36
	Range	10	14	8
	Std. Deviation	2.511	3.772	2.015
	Variance	6.307	14.230	4.062
	Minimum Ideal	9	13	9
	Maksimum Ideal	36	52	36

a. Limited to first 100 cases.

The statistical parameters of the three research variables, as shown in the three columns, cannot be compared with each other because they are on different scales, where all three have different numbers of statements. This study aims to find the influence of the independent variables on the dependent variable. So, it is enough to pay attention to the total number of each statement filled in by all respondents (70 people) who are also analyzed using regression analysis.

Histogram and Data Normality

Based on the results of the P-P Plot diagram of the three research variables (Job Satisfaction, Organizational Behavior and Organizational Climate), it can be seen that the data plots of the three variables are in or form a straight line from the lower left corner to the upper right corner of the diagram. This shows that the three research variable data forms a normal data distribution or the sample data is taken from a normally distributed population. Thus the requirements for normality on the three research variables are fulfilled, as a condition for conducting an inferential correlation and regression analysis as analyzed below.

First, it will be shown first the contribution or contribution of the two independent variables (Organizational Behavior and Organizational Climate) together on the dependent variable Job Satisfaction (Y) as in the information in the following Model Summary Table.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.737 ^a	.544	.530	1.38189	.544	39.888	2	67	.000	1.402

a. Predictors: (Constant), Organizational Climate, Organizational behavior

b. Dependent Variable: Job satisfaction

From the Model Summary Table above, with a significant multiple correlation coefficient, the coefficient of determination (R^2) is 0.544 (written: $[R^2]_{x_1Y} = 0.544$). This value means that the quality of Organizational Behavior (x_1) and organizational climate (x_2) together make a significant contribution to Job Satisfaction (Y) by 54.4% ($= 0.544 \times 100\%$). While the remaining 45.6% is influenced by other variables not discussed in the study.

Second, the following table presents the regression model or equation, as well as the significance (feasibility) of the multiple regression model which is used as a prediction tool for Job Satisfaction based on the two independent research variables (Organizational Behavior and Organizational Climate).

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Partial	Tolerance	VIF
1	(Constant)	13.160	2.208		5.961	.000					
	Organizational Behavior.	.204	.100	.254	2.036	.046	.650	.241	.168	.436	2.292
	Organizational Climate.	.281	.067	.527	4.216	.000	.718	.458	.348	.436	2.292

a. Dependent Variable: Job Satisfaction

Pada kolom B Tabel *Coefficient* di atas, didapat model atau persamaan regresi ganda: $Y = 13,160 + 0,204x_1 + 0,281x_2$. Sementara berikutnya model regresi ganda diuji kebaikannya (kebaikan atau kelayakan model), dimana hasilnya dapat dilihat pada tabel *anova* berikut:

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	152.342	2	76.171	39.888	.000 ^b
	Residual	127.944	67	1.910		
	Total	280.286	69			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Organizational Climate, Organizational behaviour.

In the ANOVA table, the significance value (Sig) (or often called the p-value) for regression is 0,000 where this value is smaller than the significance value $\alpha = 0.05$. It means that the model or multiple regression equation $Y = 13.160 + 0.204x_1 + 0.281x_2$ is significant. This means that the multiple regression model (equation) is suitable or appropriate to predict the effect of the dependent variable on Job Satisfaction (Y) by using data on the Organizational Behavior (x_1) and Organizational Climate (x_2) variables together.

Because testing the effect of both the Organizational Behavior (x_1) and Organizational Climate (x_2) variables in the model is significant, then it is necessary to know the significance or significance of each of the regression coefficients on the dependent variable Job Satisfaction (Y). To find out the meaning of each regression coefficient, a summary of the data section of the coefficient table above is used as follows:

Variabel	Koefisien Regresi	Sig.	α	Kesimpulan
<i>Organizational Behavior</i> (x_1)	0.204	0.046	< 0.05	Signifikan
<i>Organizational Climate</i> (x_2)	0.281	0.000	< 0.05	Signifikan
<i>Constant</i>	13.160	0.000	< 0.05	Signifikan

The table shows the Sig. regression coefficient 0.204 (on Organizational Behavior: x_1) is 0.046. This value is smaller than the probability value $\alpha = 0.05$, which means that the regression coefficient of 0.204 is significant (meaning). So the influence of Organizational Behavior (x_1) on Job Satisfaction (Y) when the Organizational Climate variable (x_2) is kept constant (constant) is significant. That is, the effect of Organizational Behavior (x_1) on Job Satisfaction (Y) when the Organizational Climate variable (x_2) is kept constant (fixed) is not accidental, but real / meaningful.

From the table, it can be seen that the Sig value of the regression coefficient is 0.281 (on Organizational Climate: x_2) is 0.000. This value is smaller than the probability $\alpha = 0.05$, which means that the regression coefficient of 0.281 is significant. It means, the influence of Organizational Climate (x_2) on Job Satisfaction (Y) when the Organizational Behavior variable (x_1) is held constant (fixed) is significant. In other words, the influence or contribution of

Organizational Climate (x_2) to Employee Job Satisfaction (Y) when the Organizational Behavior (x_1) variable is kept constant (fixed) is not accidental, but real or meaningful.

From the table, it can be seen that the Sig value of the constant 13.160 multiple regression is 0.000. This value is also smaller than the probability $\alpha = 0.05$, which means that the regression constant 13.160 is significant. However, the meaning of this constant value is related to other variables outside the study.

The mathematical and practical meanings of each multiple regression coefficient in the equation: $Y = 13.160 + 0.204x_1 + 0.281x_2$ are interpreted as follows. First, the regression constant is 13.160, which is mathematically defined as the value of Job Satisfaction (Y) when Organizational Behavior (x_1) is 0 and Organizational Climate (x_2) is 0. But practically this is not possible (the two independent variables cannot be zero in practice). Conceptually, this regression constant (13.160) is seen as a contribution or contribution of other independent variables outside the variables studied, to Employee Job Satisfaction (Y). Second, the regression coefficient of 0.204 (on the Organizational Behavior variable: x_1) means: if the quality of the Company's Organizational Behavior (x_1) is increased by one unit (one unit), it will contribute or influence 0.204 units (units) to Employee Job Satisfaction (Y). Third, the regression coefficient of 0.281 (on the Organizational Climate variable: x_2) means: if the quality of the Company's Organizational Climate is increased by one unit (one unit), it will contribute (influence) of 0.281 units (units) to Employee Job Satisfaction (Y).

From the two multiple regression coefficients a comparison can be made, where it is known that Organizational Climate (x_2) has a greater influence (contribution) on Employee Job Satisfaction (Y) than Organizational Behavior (x_1). And the influence of the two independent variables individually and collectively is significant.

Based on the results of the hypothesis test above, there are three results of the research hypothesis test which indicate that the three research hypotheses are tested or all three are supported by the research sample data. 1. There is a positive and significant influence on Organizational Behavior (x_1) on Job Satisfaction (Y)". 2. There is a positive and significant influence of organizational climate (x_2) on Job Satisfaction (Y)". 3. There is a positive and significant influence on organizational behavior (x_1) and organizational climate (x_2) together on employee job satisfaction (Y).

CONCLUSIONS

Based on the results of research that has been conducted on employees of PT. Eagle Indo Pharma, regarding the influence of organizational behavior and organizational climate on employee job satisfaction, the authors can draw conclusions and provide suggestions / input as follows: Based on the research results, in the multiple regression test, it is known that the constant (α) value of the Organizational Behavior variable (x_1) and Organizational climate is 13.160 and the regression coefficient value is 0.204 (Organizational Behavior (x_1)) and 0.281 (Organizational Climate (x_2)) with a significance (Sig) of 0.000 which is smaller than the significance value $\alpha = 0.05$. This means that the regression model or equation above Based on the results of the regression coefficient test of 0.204 (at x_1) it can be seen that the Work Climate variable (x_2) has a greater influence

(contribution) on Employee Job Satisfaction (Y) than the influence of Organizational Behavior (x_1). The free results are equally significant. Based on the value obtained from the hypothesis test or t test, it can be concluded that the significance of t $0.000 < 0.05$ and the value of t count (x_1) $2.036 > t$ table 1.990 and the value of t count (x_2) $4.216 > 1.990$. So it can be interpreted that H_0 is rejected and H_1 and H_2 are accepted, that is, there is a significant influence between the x_1 (Organizational Behavior) and x_2 (Organizational Climate) variables on the Y (Job Satisfaction) variable at PT. Eagle Indo Pharma. The quality of organizational behavior and organizational climate together contribute to job satisfaction by 54.4% ($= 0.544 \times 100\%$). While the remaining 45.6% is influenced by other variables not discussed in the study. The amount of influence (in units) of organizational behavior and organizational climate on employee job satisfaction is expressed in the multiple regression equation: $Y = 0.204x_1 + 0.281x_2 + 13.160$.

SUGGESTIONS

Based on the conclusions that the researcher has described above, the researcher can provide several suggestions which are expected to be useful for PT. Eagle Indo Pharma and for further researchers, namely: It is hoped that further research can develop this research by adding several other variables that have not been researched, such as organizational culture, motivation, loyalty or employee performance and can reach other research objects in the realm of the scope of work that are different from the number of larger samples, such as SOEs, communities, or hotels. As for suggestions for PT. Eagle Indo Pharma, namely; it is expected that PT. Eagle Indo Pharma can add or balance the length of work and time off, so that it will maximize employees while working, and can balance the ability of employees with given production targets. So, the atmosphere at work is more comfortable and safer, adjusting the salary / wages given to employees by meeting the contact standards at work and regional work standards, so that employees will work more satisfied because of the reciprocal expectations that are worth the effort they have spent.

Reference

- Ahmad, T. (2015). Capacity building boost employees performance. *Industrial and Commercial Training* , 47.
- Alan H. Rosenstein, M. M. (2015). Strategies to Enhance Physician Engagement. *Medical Practice Management* .
- Bellini, D. (2019). Exploring the influence of working environments' restorative quality on organisational citizenship behaviours. *International Journal of Environment Workplace and Employment* .
- Broeck, A. V. (2014). The mediating role of psychological needs in the relation between qualitative jobinsecurity and counterproductive work behavior. *Career Development International* , 19.
- Damayanti, T. W. (2014). Nonpositivism in Behavioral Accounting Research: Initiated a Collaboration ofParadigm. *International Journal of Management Excellence* , 3.
- Fakhar Shahzad, R. A. (2012). Impact of Organizational Culture on Organizational Performance: An. *Interdisciplinary Journal Of Contemporary Research In Business* , 3.
- Fauzi, M., & Warso, M. (2016). Pengaruh Budaya Organisasi dan Job Satisfaction terhadap Kinerja Karyawan dengan Komitmen Organisasi Sebagai Variabel Intervening. *Journal of Management Vol.02 No. 02*, 3.
- Idowu. (2017). Understanding Organisational Culture and Organisational Performance: Are They Two Sides of. *Journal of Management Research* , 1, 19.
- Idowu, D. O. (2017). Understanding Organisational Culture and Organisational Performance: Are They Two Sides of. *Journal of Management Research* , 1, 19.
- Joko Suwaryo, H. K. (2015). Organizational Culture Change and its Effect on Change Readiness through Organizational Commitment. *International Journal of Administrative Science & Organization* , 22.

- Kaifi, B. A. (2011). Organizational Behavior: A Study on Managers, Employees, and Teams. *Journal of Management Policy and Practice* , 12, 89.
- Pace, R. W., & Don, F. F. (2001). *Komunikasi Organisasi: Strategi Meningkatkan Kinerja Perusahaan*. Bandung: Rosdakarya.
- Robbins, S. P., & Judge, T. A. (2008). *Perilaku organisasi*, Edisi 12. Jakarta: Salemba Empat.
- Rohim, H. S. (2016). *Teori Komunikasi: Perspektif, Ragam, dan Aplikasi*. Jakarta: Rineka Cipta.
- Sefudin, A., Hapsari, S., & Prasetyono, H. (2014). *Perilaku organisasi*. Jakarta: Mitra Abadi.
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta.
- Sule, E., & Priansa, D. (2018). *Kepemimpinan & Perilaku organisasi: Membangun Organisasi Unggul di Era Perubahan*. Bandung: PT. Refika Aditama.
- Wirawan. (2007). *Budaya dan Iklim organisasi: Teori Aplikasi dan Penelitian*. Jakarta: Salemba Empat.