

THE IMPACT OF ORGANIZATIONAL CULTURE, COMMUNICATION, AND RELIGIOSITY ON WORK ENGAGEMENT AT THE BUREAU OF PERSONNEL AND ORGANIZATION, MAIN OFFICE, BPKP

Muhammad Ramaditya¹, Gabriel Nazarrío²

Sekolah Tinggi Ilmu Ekonomi Indonesia (STEI) Jakarta

Jl. Kayu Jati Raya No. 11, Rawamangun, Jakarta

muhammad.ramaditya21@gmail.com¹, gabrielnazarrío27@gmail.com²

Abstract

This study aims to determine the effect of organizational culture, communication, and religiosity on work engagement mediated by work motivation at the Bureau of Personnel and Organization, Main Secretariat of the Financial and Development Supervisory Agency, main office of BPKP. The main problem is high level of employee retention. The population in this study was 143 Civil Servants (PNS). Samples taken by a population of 143 people. Data collection techniques using questionnaires and interviews, while the analytical tool used is the Structural Equation Modeling Equation Modeling (SEM) using AMOS version 22. The results in this study indicate: 1) Leadership has a significant positive effect on motivation; 2) Communication has a significant positive effect on motivation; 3) Leadership has a significant positive effect on performance; 4) Communication has a significant positive effect on performance; and 5) Motivation has a significant positive effect on performance.

Keywords : *Leadership, Communication, Motivation and Performance.*

I. PRELIMINARY

Human resources are one of the assets that determine the effectiveness and productivity of an organization. The success of an organization can appreciate the skills and abilities of the employees who make it up. Resources owned by the company such as capital, methods and machines provide optimal results which are not supported by human resources who have optimal performance. Human resources are a very central factor in an organization. From the form and use, an organization is created based on a vision for the benefit of humans. Likewise, in carrying out its mission, it is managed and taken care of by the humans themselves.

According to Prijono Tjiptoheryanto and Mandala Manurung, (2010) (in Abdullah Ramdani, 2017: 2) in an era of openness and fast information technology, proactive steps are needed to anticipate making a shift from conventional services to professional services, especially the Ministry and / or Non-Ministry Government Institutions in charge of public services. This condition will certainly have a wide impact on government officials, whether government officials realize it or not, as soon as possible leaving the old paradigm and replacing it with a new one that prioritizes efficiency, speed and professionalism in carrying out government tasks (Pradana, 2016). The Financial and Development Supervisory Agency (BPKP) which is legally based on Presidential Regulation Number 192 Year 2014, is a government institution that is directly under and responsible to the President which has

the task of administering government affairs in the field of state / regional financial supervision and national development.

From table 1, it can be seen that employee disciplinary violations are still quite high in the BPKP. This research aims to determine the effect of organizational culture, communication, and religiosity on work engagement mediated by work motivation.

II. LITERATUR REVIEW

2.1 Review on Research

The first study of the Journal is the journal of the FEB-UB Master of Management Program in 2015 by Nurul Indayati, Armanu Thoyib, Rofiaty, Universitas Brawijaya with the title: The Effect of Employee Involvement, Organizational Culture, and Leadership Style on Organizational Commitment in Improving Employee Performance (Study at Brawijaya University). This study aims to analyze the effect of employee involvement, organizational culture, and leadership style on organizational commitment in improving performance. Inferential statistical analysis used is SEM (Structural Equation Modeling) with data collection through a survey of administrative staff at Brawijaya University as many as 130 respondents. The results of the analysis prove that there is a significant positive influence between employee involvement, organizational culture and leadership style on organizational commitment, besides that there is a significant positive influence between employee involvement, organizational culture, leadership style, and organizational commitment on employee performance. Based on the results of the analysis, the coefficient of the relationship between Employee Engagement and Organizational Commitment is 0.367 with a p-value of 0.028, this supports the research of Blau & Boal (1987), Saks (2006) and Khan (2011) which shows that employee involvement can increase commitment. organizational.

The second study is the Journal of Social and Industrial Psychology in 2014, pages 10-18 with ISSN Number: 2252-6838, with the title: the influence of organizational culture on employee engagement (study of PT.Primatexco Indonesia employees in the trunk). This research was conducted by Muhammad Rizza Akbar from the Department of Psychology, Faculty of Education, Semarang State University, Indonesia. The purpose of this study were: to describe descriptively organizational culture and employee engagement at PT. Primatexco Indonesia. As well as knowing the influence of organizational culture on employee engagement at PT. Primatexco Indonesia. This research was conducted at PT. Primatexco Indonesia in Batang, with a total sample size of 145 people who were determined using the one stage cluster random sampling technique. Employee engagement and organizational culture are measured using an employee engagement scale consisting of 31 items and organizational culture consisting of 30 items. The reliability coefficient of the employee engagement scale was 0.883 and the organizational culture scale was 0.095. The effect test uses regression techniques with the help of the SPSS 17.0 for windows program. The results of hypothesis testing showed that there was a significant influence between organizational culture on employee engagement, with a regression coefficient value of 0.623 and $t = 8.481$ with $p = 0.000$ ($p < 0.05$) so that the hypothesis was accepted. This means that the better the organizational culture, the higher the employee engagement, on the contrary the worse the organizational culture, the lower the employee engagement.

The third research by the Indonesian journal al-azhar series humanities, Vol. 1, No. 1, March 2014, pages 37-46 by Rochimah Imawati¹ *, Ilmi Amalia, from the Faculty of Psychology and Education, Al Azhar University Indonesia with the title: The Effect of Organizational Culture and Work Engagement on Employee Performance. This study aims to determine the Organizational Culture and Work Engagement on Employee Performance. Subjects in this study were employees of the Al Azhar Indonesia University - Jakarta (UAI) with the following characteristics: a) Al Azhar Indonesia University employees at the sub-bag level and below. b) Have worked for at least 1 year. c) Willing to fill the research scale.

The number of subjects in this study were 50 employees of the University of Al Azhar Indonesia who had worked for at least 1 year, because during that period it was estimated that they understood organizational culture and had work engagement. The average score of the work engagement scale was 84.97 (SD = 12.68). Based on the results of work engagement analysis significantly predicts work performance as much as $\beta = 0.28$, $t(38) = 2.00$, $p = 0.05$. The data processing method used is linear regression and analysis tools using SPSS. The conclusion of this study is that organizational culture variables make a significant contribution in predicting work performance, work engagement variables make a significant contribution in predicting work performance, organizational culture variables are better predictors of work performance than work engagement.

The fourth research was conducted by the Postgraduate Program in Management and Business, Bogor Agricultural University in 2015 with the title: The Influence of Individual Characteristics and Organizational Culture on Employee Engagement of Generation X and Y. This research was conducted by Hermin Fatimah, Arya Hadi Dharmawan, Euis Sunarti, M. Joko Affandi. The purpose of this study was to determine the effect of individual characteristics and organizational culture on employee engagement based on generations X and Y at a bank headquartered in Jakarta. This study is also intended to determine whether there are differences in perceptions for these two factors in generations X and Y. Data collection was carried out through a questionnaire to 220 respondents consisting of 119 X generations (59 men and 60 women), and 101 Y generations. (44 men and 57 women). Through the comparison test and Structural Equation Modeling (SEM), it was found that there was no significant difference in the individual characteristic factors between generations X and Y. Based on this research it can be concluded that: (1) individual characteristics with indicators of value in the family, social environment, and organizational activities do not differ significantly between generations X and Y. (2) The organizational culture variable differs significantly between the two generations. This difference in organizational culture is mainly due to indicators of orientation towards results and aggressiveness where generation X has a greater value than generation Y. (3) Individual characteristics and organizational culture have a significant effect on employee engagement both in generation X and generation Y.

The fifth research is from International Business Research; Vol. 10, No. 2; 2017 ISSN 1913-9004 E-ISSN 1913-9012 with the title Identified Research Gaps in Employee Engagement by Y. Anuradha Iddagoda¹, H. H. D. N. P. Opatha¹. This study aims to investigate research gaps in employee engagement for systematic empirical investigations, in order to strengthen future studies. A literature study has contributed to identifying seven gaps in employee engagement. The first gap, namely about conceptual confusion, can be minimized by formulating a job definition of employee engagement. The absence of theoretical arguments and empirical tests on the impact of religiosity on employee engagement, both in Sri Lanka and in an international context, has been identified as a second gap. The third gap has been identified as the fact that the relationship between personal character and employee engagement is, both theoretically and empirically examined, in Sri Lanka and the international context. The fourth gap is the absence of a study in the Sri Lankan context on how the impact of high performance work practices (HPWP) impacts employee engagement. The fifth gap identified is the lack of empirical evidence regarding the relationship between employee engagement and organizational financial performance in the Sri Lankan context. The absence of empirical evidence on employee job performance being an intervening variable for employee engagement and organizational financial performance is raised as the sixth gap. The same absence is found in empirical evidence on religiosity, HPWP, personal character, leadership and work-life balance that significantly affects employee engagement in nomological networks in the Sri Lankan context as well as in the international context, which is the seventh gap..

The sixth study of the Journal of Management Applications (JAM) Vol 13 No 4, 2014 with the title The Effect of Organizational Culture and Employee Engagement on Employee Performance at PT PLN (Persero) Bekasi Area by Shindie Aulia Joushan Muhammad Syamsun Lindawati Kartika from the Management Department of FEM, Bogor Agricultural University. This study aims (1) to analyze the influence of organizational culture on employee engagement, (2) to analyze the influence of organizational culture and employee engagement on employee performance at PT PLN (Persero) Bekasi Area. The data processing and analysis methods used are descriptive analysis, structural equation modeling (SEM) analysis with the help of Microsoft Excel, SPSS 16.0 for windows, and SmartPLS 3.0. The results showed that: (1) organizational culture has a significant effect on employee engagement; (2) Organizational culture has a significant effect on employee performance. However, employee engagement has no significant effect on employee performance.

The seventh research was conducted by the National Conference of Creative Industry: Sustainable Tourism Industry for Economic Development Bunda Mulia University, Jakarta, in September 2018 with the number E-ISSN No: 2622-7436 by Thennia Sari, Henilia Yulita from Management, Bunda Mulia University. This study aims to determine the influence of emotional intelligence and motivation on employee engagement at PT. Fajar lestari truly, Jakarta. In this study, it explains whether there is an effect of emotional intelligence and motivation on employee engagement with the sample used is 99 employees of PT. Fajar Lestari Sejati, Jakarta. To analyze the data, the researchers used SPSS version 23.0 for windows. Based on the results of the analysis, it shows that the emotional intelligence style variable (X1) has an influence on employee engagement (Y) with a value of 0.000; Motivation (X2) has an influence on employee engagement (Y) with a value of 0.024; Emotional intelligence and motivation simultaneously influence employee engagement with a significance of 0.005.

2.2 Definition of Human Resource Management

According to Hasibuan (2014) human resource management is a science and art that regulates the relationship and role of the workforce to be effective and efficient in helping the realization of company, employee, and community goals.

2.2 Organizational Culture

Rahmady (2005: 310) states that organizational culture can be formed in a relatively long time because it originates and can be influenced by internal culture, external culture and big culture. According to Mondy dan Noe (1990: 87), culture can be characterized by trust in subordinate, open communication. Considerate and supportive leadership, group problem solving, worker autonomy, information sharing and high output goal.

2.3 Communication

The purpose of communication according to Cangara (2002:22) :

- 1) To understand each other
- 2) To understand people
- 3) So that ideas can be accepted by others
- 4) Move other people to do something.

2.4 Religiosity

Thouless (1995: 34) states that the factors that influence religious attitudes are as follows:

- 1) The influence of education.
- 2) Experience factor.
- 3) The factor of life.
- 4) Intellectual factor.

2.5 Motivasion

According to Handoko (2008), motivation is a condition in a person's personality that encourages an individual's desire to carry out certain activities in order to achieve goals. The motivation that exists in a person is a driving force in realizing an action in order to achieve his own goals. Meanwhile, Robbins (2008) argues that motivation is a process that explains the intensity, direction and effort to achieve a goal.

2.6 Work Engagement

Naiido and Martin (2014) define employee engagement as a manifestation of employees and individual expressions in task behavior that encourages collaboration with others, personal presence in the company (physical, cognitive, and emotional) and the relationship to roles in improving company performance.

2.7 Relationship Between Research Variables

The relationship between research variables that can be described as a guide to solving research problems in this thesis is represented by a flowchart.

Organizational culture that is manageable and changeable allows each individual to change old behavior into new behavior and a positive organizational culture will encourage employee motivation and increase organizational effectiveness. So it can be concluded that the stronger the employee organizational culture, the higher the work motivation. (H. Friends Koesmono, 2017).

Khoerunnisa (2013), in his research entitled "The Effect of Internal Communication on Employee Motivation at PT PLN (PERSERO)" said that communication has a positive and significant effect on employee motivation. The flow of communication that is smooth and clear and until it is in accordance with the needs affects the work motivation of employees.

In Ghozali's research (2002: 10) found an influence between religiosity on, motivation, job satisfaction, productivity, and organizational commitment.

Samsari's research (2014: 73) also found that there was a positive influence between the religiosity of the belief dimension on work engagement, the religiosity of the commitment and behavior dimensions did not have a positive effect on work engagement, while work engagement and organizational commitment had a positive influence on job satisfaction. In other words, the religiosity dimension of belief has a positive indirect effect on attachment.

Research (Annisa Putri, 2017) found a positive influence between motivation and employee engagement, especially on indicators of dedication. This has an impact on employees who will recommend the company as a good place to work compared to other places because of the well-formed work environment.

III. RESEARCH METODOLOGY

- 1) The strategy used in this study is the associative strategy. Associative strategy is research that aims to determine how much influence between variables and can identify the role, influence, and causal relationship, namely between independent / exogenous variables and dependent / endogenous variables (Sugiyono, 2014). In this study, researchers used quantitative research methods

- 2) The method used in this sampling was saturated sampling or a census of 143 employees of the Personnel and Organization Bureau, Central BPKP.
- 3) This research was conducted data collection, the data used in this study are primary data. Primary data is data obtained directly from main sources such as respondents or research subjects through questionnaires, interviews, surveys, documentation, and focus group discussions (Sugiyono, 2014). The methods used are as follows:
 - 1) Library Research
 - 2) Interview
 - 3) Questionnaire
- 4) The methods of data analysis carried out by researchers are:
 - 1) Validity Test
 - 2) Reliability Test
 - 3) Multicollinearity Test
 - 4) Heteroscedasticity Test
 - 5) Sobel Test
 - 6) Path Analysis with Moderation variables

IV. RESEARCH RESULT AND DISCUSSION

4.1 Descriptive Analysis Results

Table

Table of Middle Value and Research Data Distribution

Variabel	N	Minimum	Makimum	Mean	Std. Deviation	Variance
	Statistik	Statistik	Statistik	Statistik	Std. Error	Statistic
Org. Culture	143	7,00	35,00	24,62	0,55	42,44
Communication	143	8,00	34,00	23,10	0,44	28,15
Religiosity	143	9,00	43,00	30,65	0,45	29,10
Motivasion	143	8,00	24,00	15,29	0,30	13,23
Work Engagement	143	10,00	50,00	35,71	0,56	44,26

4.2 Test Results of the Validity of Research Instruments

All the validity values of the research instrument X1 organizational culture, X2 communication, X3 religiosity, Z motivation and Y work engagement obtained from the organizational culture questionnaire items were 0,000. Because this value is less than the value of $\alpha = 0.05$, it can be said that all items are valid and fit for use.

4.2 Test Results of the Reliability Instruments

Tabel 4.2

Variabel	Jumlah Item	Cronbach's Alpha	Keterangan
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Org. Culture	7	0,820	very reliabel
Communication	7	0,693	Reliabel
Religiousity	9	0,570	Reliabel Enough
Motivasion	5	0,466	Reliabel Enough
Work Engagement	10	0,699	Reliabel

4.3 Result Multikolinierity Test

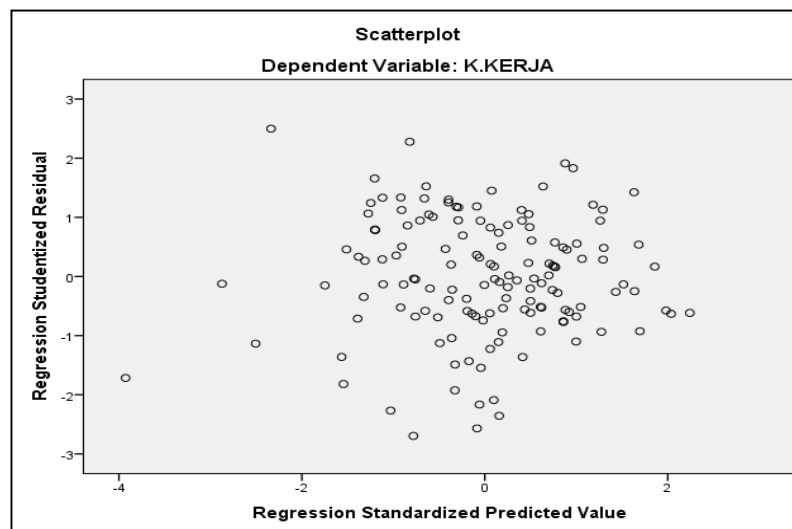
Tabel 4.3 Hasil Uji Multikolinieritas

Variabel	Collinearity Statistics	
	Tolerance	VIF
Org. Culture	0,457	2,187
Communication	0,502	1,992
Religiousity	0,768	1,301
Motivasion	0,848	1,179

Based on table 4.14, it can be seen that the independent variable has no tolerance value below 0.1 and no VIF value is above 10.0. Thus it can be said that there is no multicollinearity in the variables of organizational culture, communication, religiosity, and motivation

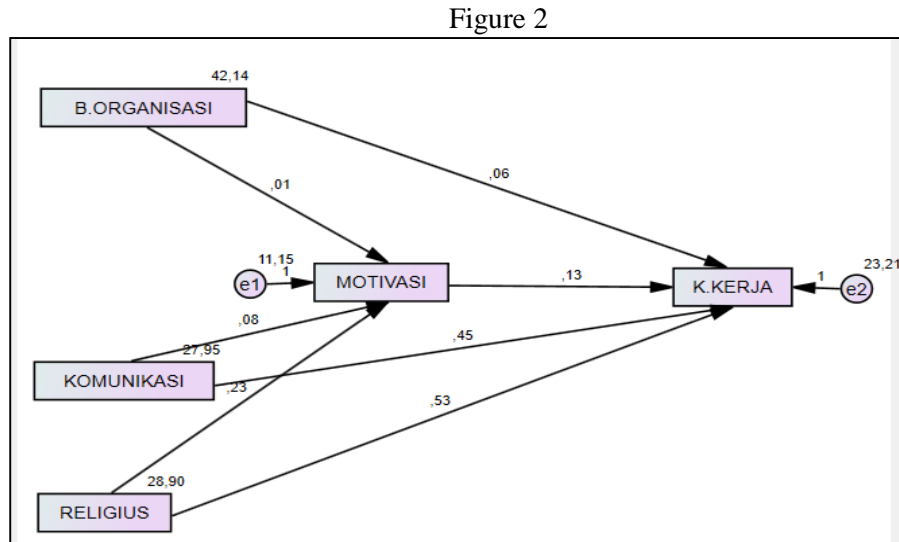
4.4 Hasil Uji Heterokedastisitas

Figure 1



Based on Figure 1, it can be seen that the dots are scattered unclearly or do not form a certain pattern. In addition, the points are also evenly distributed above and below the x-axis, so it can be said that there is no variance difference in the residual value of the regression results. Thus there are no symptoms of heteroscedasticity.

4.5 Path Analysis Test Result



Based on Figure 2, it can be seen that the direct influence of organizational culture variables on work engagement is 0.06. The direct effect of organizational culture on motivation is 0.01. The direct effect of the communication variable on the work engagement variable is 0.45. The direct effect of the communication variable on the motivation variable is 0.08. The direct effect of the religiosity variable on the work engagement variable is 0.53. The direct influence of the religiosity variable on motivation is 0.23. The direct effect of the motivation variable on work engagement is 0.13.

4.6 Signifikant Value

Tabel 4.4

	Variabel	Estimate	S.E.	C.R.	P
Motivasion	<--- Org. Culture	0,013	0,043	0,302	0,762
Motivasion	<--- Communication	0,077	0,053	1,457	0,145
Motivasion	<--- Religiouosity	0,225	0,052	4,324	***
W. Engagement	<--- Budaya Organisasi	0,059	0,062	0,940	0,347
W. Engagement	<--- Motivasion	0,126	0,121	1,037	0,300
W. Engagement	<--- Commmunication	0,454	0,077	5,893	***
W. Engagement	<--- Religiouosity	0,525	0,080	6,567	***

4.7 R Square Test Result

Tabel 4.5. Nilai R ²	
Variabel	R ²
Motivasion	0,128
WE	0,396

From table 4.5 it can be seen that the coefficient R² for the motivation variable is 0.128. This shows that together the variables of organizational culture, communication, and religiosity contribute 12.8% in forming the motivation variable. The R² coefficient for the work engagement variable is 0.396. This shows that together the variables of organizational culture, communication, and religiosity contribute 39.6% in forming work engagement variables.

4.8 4.8 Standardized Regression Coefficient Test

Tabel 4.5 Value Koefisien Regresi Terstandar

	Variabel	Estimate
Motivasion	<--- Org. Culture	0,024
Motivasion	<--- Communication	0,114
Motivasion	<--- Religiosity	0,339
Work Engagement	<--- Org. Culture	0,061
Work Engagement	<--- Motivasion	0,072
Work Engagement	<--- Communication	0,387
Work Engagement	<--- Religiosity	0,456

Based on table 4.5 above, it can be seen that the standardized regression coefficient value of organizational culture on motivation is 0.024. The standardized regression coefficient value of the communication variable on motivation is 0.114. The value of the standardized regression coefficient for the variable of religiosity on motivation is 0.339. The standardized regression coefficient value for organizational culture on Work Engagement is 0.061. The standardized regression coefficient value for the motivation variable on Work Engagement is 0.072. The standardized regression coefficient value for the communication variable on Work Engagement is 0.387. The value of the standardized regression coefficient of the religiosity variable on work engagement is 0.456.

V. CONCLUSION AND SUGGESTION

5.1 CONCLUSION

Based on the results of research on the data of respondents to civil servants at the Bureau of Personnel and Organization, Central BPKP, the following conclusions can be drawn:

- 1) Organizational Culture has no significant impact on work motivation at the Personnel and Organization Bureau.
- 2) Communication has no significant impact on work motivation at the Personnel and Organization Bureau.

- 3) Religiosity has a significant impact on work motivation at the Personnel and Organization Bureau.
- 4) Organizational Culture has no significant impact on Work Engagement at the Bureau of Personnel and Organization.
- 5) Religiosity has a significant impact on Work Engagement at the Bureau of Personnel and Organization.
- 6) Work motivation does not moderate organizational culture towards Work Engagement at the Personnel and Organization Bureau.
- 7) Work motivation does not mediate communication on Work Engagement at the Bureau of Personnel and Organization.
- 8) Work motivation does not mediate religiosity towards Work Engagement at the Bureau of Personnel and Organization

5.2 SUGGESTION

Based on the results of the analysis, suggestions can be conveyed as follows:

- 1) To improve the organizational culture in the personnel bureau and organization, it can be done through increasing activities that reintroduce organizational cultures in between the routine activities of the Personnel and Organization Bureau.
- 2) In order to improve communication in personnel bureaus and organizations, it is necessary to carry out additional activities that can improve employee communication knowledge such as training as a key note speaker, training on how to communicate.
- 3) Increasing the religiosity program in personnel bureaus and organizations also needs to be improved because these variables are proven to directly and significantly have a significant impact on employee motivation.
- 4) Increasing the values of organizational culture also needs to be improved to achieve more optimal Work Engagement. This can be done by forming a task force for organizational culture. This task force aims to map the values and indicators of organizational culture in each division to then run a program to increase the organizational culture value.
- 5) Increased religiosity programs in personnel bureaus and organizations also need to be increased through the addition of prayer activities before work, short lectures after midday prayers, and other things related to religiosity because these variables are proven to directly and significantly have a significant impact on work engagement. employees.
- 6) Increased internal motivation also needs to be improved to achieve more optimal Work Engagement by assigning leaders in personnel bureaus and organizations to participate in motivational seminars in order to transmit this motivation to its members.
- 7) In an effort to increase the impact of communication on Work Engagement, it is necessary to have employee outing activities that can improve the quality of employee communication not only between divisions but also between work units.
- 8) In line with that, efforts to increase the impact of religiosity on work engagement, it is necessary to add natural meditation activities for all

employees of personnel bureaus and organizations to increase the value of employee religiosity.

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