

INFLUENCE LEADERSHIP STYLE AND CULTURAL ORGANIZATION ON THE JOB SATISFACTION EMPLOYEES PT ADYAWINSA STAMPING INDUSTRIES KARAWANG

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ABSTRAK

The development of the automotive industry is currently growing very rapidly, especially the automobile industry. The number of new cars that are very affordable, making the circulation of four-wheeled vehicles is increasingly prevalent in the market.

From humble beginnings in a small garage workshop in 1994, Adyawinsa has devoted itself to supply a wide range of automotive parts ranging from wheels for up to two to four wheels.

The purpose of this study was to identify and analyze the influence of Leadership Style and Culture Organization on Job Satisfaction. The analytical methods used in this research is quantitative (number) and qualitative (bukanangka). Quantitative data were analyzed with statistical whereas qualitative data is data in the form of numbers. Quantitative methods used is hypothesis testing.

Based on the research results can be concluded:

1. The leadership style in PT Adyawinsa Stamping Industries Karawang rated excellent by the respondent. This is evidenced by the average score of 960.9 which is on a scale of good, but there are still small in the indicator by indicator skorter fair with a score of 921, honored with a score of 925, and the attention with a score of 926.
2. Organizational Culture in PT Adyawinsa Stamping Industries Karawang rated excellent by the respondent. This is evidenced by the average score of 951.4 which is located on a scale of good, but there is still a small indicator with a score that indicator briefing or a meeting every morning with a score of 926, finishing work according to the procedure and finish the job properly with same-score at 919.
3. Job satisfaction in PT Adyawinsa Stamping Industries Karawang rated excellent by the respondent. This is evidenced by the average score of 989.5 which is on a scale of good, but there are indicators to the smallest value that is friendly indicator with a score of 977.
4. The relationship between the free variable that is between the leadership style (X1) and organizational culture (X2) showed a correlation of 57.4%, showed a significant positive correlation between leadership style and organizational culture. This indicates that the style of leadership can improve organizational culture Adyawinsa Stamping Industries PT Karawang and vice versa.
5. Leadership styles (X1) effect on job satisfaction (Y) in PT Adyawinsa Stamping Industries Falkirk with the effect of 39.1%, while the organizational culture (X2) has a greater influence on kepuasankerja (Y) in PT Adyawinsa Stamping Industries Falkirk with the effect of 39.7%.
6. The leadership style and organizational culture influence on job satisfaction simultaneously with the effect of 0.489 or 48.9%. While the remaining 51.1% is influenced by other variables not examined.

Keywords: Leadership Style, Organizational Culture and Job Satisfaction

A. INTRODUCTION

Organizations are basically the cooperation of two people or more in order to achieve certain goals. In achieving these goals, organizations require a variety of resources. Ranging from human resources, equipment, machinery, finance, and information resources. Each

resource has its duties and functions of each. As a system, resource-these resources will interact and cooperate with each other so that the goal can be achieved effectively and efficiently.

Malay S.P Hasibuan (2009: 203) said that job satisfaction is influenced by the behavior of the leadership to his subordinates. From these statements can already be seen that the style of leadership can affect employee satisfaction. "The conception of a leader and leadership have always attracted attention for dibicarakan. Hal This is understandable because the leadership is very important and needed by manusia. Lebih much can be said that the success or failure of mankind in the world this is essentially determined by a few people, namely those who act as leaders.

According to Robbins (2012: 36), employee job satisfaction is influenced by the culture of the place where he worked, because it can determine the performance of an employee.

The phenomenon is often the case in a company is questioned how passionate work of employees can be maintained and even improved, so that employees are willing and able to strive voluntarily able and willing to donate all the skills, mind, skills, and attitudes of moral good to achieve organizational goals.

B. STUDY THEORY

1. Definition of Management

Management is a typical process that consists of the actions of planning, organizing, directing and controlling performed to determine and achieve the goals that are determined through the use of human resources and other sources. G.R Terry in Malay S.P Hasibuan (2008: 2)

2. Definition of Human Resource Management

Human resource management (HRM) is one of the areas of general management that includes aspects of planning, organizing, implementation and control. This process is contained in functions / areas of production, marketing, finance, and personnel. Due to human resource management (HRM) is considered an increasingly important role in the achievement of organizational objectives, the various experiences and research results in the field of human resources systematically collected in what is called human resource management. The term "management" has the meaning as a collection of knowledge about how to manage (manage) the human resources. Veithzal Rival (2005: 1)

3. Definition Leadership Styles

Leadership style is the embodiment of a leader's behavior, which involves the ability to memimpin. Perwujudan usually form a pattern or shape (Sudaryono, 2014: 312).

According Rival and Mulyadi (2013: 42) dimensions of leadership style some of them:

1. Conduct, namely: Philosophy, Vision and Mission, Pride, Respect and Trust.
2. Strategy, namely: skill, intelligence, rationality, Troubleshooting and Train and Advise.

Meanwhile, according to Sudaryono (2014: 312) dimensions of leadership style among other things:

Confidence, namely: Personality and Attitude

4. Definition Organizational Culture

According Creemers and Reynolds (2012: 31) is the overall organizational culture norms, values, beliefs, and assumptions that are owned by members of the organization.

According to Bambang Tri Cahyono (2011: 114) by quoting thought Alan Kennedy in his book Corporate Culture There are six important factors that influence the culture of the organization, namely:

1. General Behavior
namely keberaturan way of acting of the members who seemed observed. When members of the organization interact with other members, they may use a common language, terms, or certain rituals.
2. Norma
the various existing standards of conduct, including guidelines on the extent to which a job to be done.
3. Dominant values
namely the existence of core values that are shared by all members of the organization, for example on high product quality, low attendance or high efficiency.
4. Filosofi
namely the existence of policies with regard to confidence in the organization treats its customers and employees.
5. Regulation
namely the existence of strong guidelines, associated with the advancement of the organization.
6. Organizational Climate
an overall feeling (anoverall "feeling") are portrayed and conveyed through the spatial conditions, how to interact with the members of the organization, and how the organization's members and customers treat themselves or others.

5. Definition of Job Satisfaction

According to Handoko (2009: 193) job satisfaction is an emotional state that is pleasant or unpleasant by which employees view their work.

Nelson and Quick (2009: 33) revealed that job satisfaction is affected five specific dimensions of work, namely the salary, the job itself, promotion, supervision and co-workers.

1. Salary: amount of wages received and the degree to which this can be considered as the proper thing compared dengan others in the organization. Employees view salary as a reflection of how the management view of their contribution to the company.
2. Work is something that is done by the employee with the expertise and skills, so that employees can work optimally.
3. Promotions are factors related to the presence or absence of the opportunity to gain career advancement during bekerja. This is an opportunity that has a different effect on job satisfaction.
4. Supervision is an employer's ability to provide technical assistance and support behavior to subordinates who experience problems at work.
5. Coworkers are tingkat where co-workers who are good and its social support is a factor related to the relationship between the employee and the employer and the other employees of either the same or a different type of work.

C. METHODS

1. Design Research

Based on his research design of this study is a survey research where researchers went to the field to collect data by means of interviews or fill out a questionnaire.

2. Variable Research

Table 3.1
Research Instruments

Variabel	Sub Variabel	Indicator	Item Questions
Leadership Style (X1)	behavior	Philosophy	
		Vision dan Mission	1
		Pride	2
		Tribute	3
		Trust	4
	Strategy	Skills	
		Intelligence	5
		Rationality	6
		Solution to Problem	7
		Train and Advise	8
	conviction	Character	
		Attention	9
		Fair	10
		Open	11
		Receiving Feedback	12
		Attitude	
		Acknowledging Achievement	13
		Responsible	14
		Decision	15
Cultural Organization (X2)	Public behavior	Brifing every morning	1
		Help other employees	2
		Pray before work	3
	Norm	Completing the work on time	4
		complete the work in accordance with procedures	5
	Values	Finish the job properly	6
		Arrive on time	7
		Attendance	8
	Philosophy	policy towards the sick employee	9
		policy towards employees who are unable to attend	10
	Regulation	Strict regulation	11
		The number of jobs	12
		Employees Must Follow Procedure	13
	Climate Organization	Layout	14
		Office facilities	15
Job Satisfaction (Y)	Salary	Incentive	1
		Overtime pay	2
		Money Transport	3
	Works Employees	Skills	4
		Expertise	5
		Neatness	6

	Promotion	Loyalty	7
		Rotation	8
		Creativity	9
	Supervision	helping Liege	10
		Giving Referrals	11
		Giving Motivation	12
	Co-workers	Friendly	13
		Can help	14
		easily accessible	15

Source : Malayu S.P Hasibuan (2008 : 205), Bambang Tri Cahyono (2011 : 114)

3. Method of collecting data

1) Population, Sample, and Sampling Techniques

a. Population

The population in this study, are all employees of PT. Stamping Adyawinsa Industries totaling 877 people.

b. Sample

The sample in this study amounted to 275 Determination of the number of samples of a given population using the formula Slovin. Juliansyah Noor (2011: 158).

Formula Sampling

Formula 3.1

$$n = \frac{N}{1 + (N \times e^2)}$$

$$n = \frac{877}{1 + (877 \times 0,05^2)}$$

$$n = \frac{877}{3,19}$$

$$n = 274,921$$

Information :

n = Number of elements / members of the sample = 274,921 rounded to 275

N = Number of elements / members of the sample = 877

e = Error level = 5 % atau 0,05

c. Mechanical Sampling

Sampling is a sampling technique, to determine the samples to be used in research, there are various sampling techniques used. Sugiyono (2012: 81)

Sampling (sampling) is the process of choosing a sufficient number of elements of the population, so the study of samples and understanding of the nature or characteristics will allow us to generalize about the nature or the characteristics of the elements of the population. Juliansyah Noor (2011: 148)

To obtain a representative sample, then used incidental sampling a random sample selection.

In this study the authors used a technique issidental sampling.Issidental sampling is a technique used when the data source or a very broad population. To

determine which of the sampled then randomly assigned population. Juliansyah Noor (2011: 153).

D. RESULTS AND DISCUSSION

1. Variable recapitulation Leadership Style

Here is a recapitulation variable Leadership Style PT Adyawinsa Stamping Industries Karawang.

Table 4.1
Variable recapitulation Leadership Style (X1)

No	Question	Indicator	Skor	Information
1	Leadership coaching and mentoring subordinates in relation to the achievement of optimum performance	Train and Advise	996	Agree
2	Leaders have the vision and mission in the lead	Vision and mission	995	Agree
3	In the process of working to help leaders subordinate to the troubleshooting work	Solution to problem	984	Agree
4	Leaders have the right decision in determining labor policy	Decision	980	Agree
5	Belief subordinate to the leadership to lead	Trust	974	Agree
6	Leaders make subordinates have pride to be led	Pride	969	Agree
7	Leaders with an open invite employees to jointly define a working solution	Open	965	Agree
8	Leaders have the intelligence in accordance with the demands of the job	intelligence	962	Agree
9	Leaders recognize the achievements of subordinates' performance with award	Acknowledging Achievement	961	Agree
10	Leaders are always concerned with the responsibility to subordinates	Responsible	957	Agree
11	Rationality leadership in the lead according to the demands of the job	Rationality	954	Agree
12	Leaders receive input from subordinates in terms of work completion	Receiving Feedback	945	Agree
13	Pay attention to the subordinate leaders both in formal and informal situations	Attention	926	Agree enough
14	Subordinates have a sense of respect for the leadership	tribute	925	Agree enough
15	Leaders provide employment and working hours are fair to subordinates	Fair	921	Agree enough
TOTAL			14414	
AVERAGE			960,9	

Source : Results of Data Processing, 2015

Based on table 4.1 total score of all instruments leadership style of 14414 with the average - average score of 960.9.

2. Variable recapitulation Organizational Culture

Here are the results of recapitulation variable Organizational Culture PT Adyawinsa Stamping Industries Karawang.

Table 4.2
Variable recapitulation Cultural Organization (X2)

No	Question	Indicator	Skor	Information
1	I always pray before starting work	Pray before work	1013	Agree
2	The number of tasks that I am working according to my skills	the number of jobs	989	Agree
3	Each employee shall maintain office facilities	Office facilities	970	Agree
4	Each employee is given a policy if unable to attend to the interests of a very sudden or urgent	Attendance	963	Agree
5	Each employee must follow every working procedure of Companies	Employees Must Follow Procedure	952	Agree
6	Each employee must maintain the cleanliness and tidiness of the workplace	Layout	950	Agree
7	Each employee must follow every working procedure of Companies	Strict regulation	948	Agree
8	The number of tasks that I am working according to my skills	policy towards employees who are unable to attend	947	Agree
9	Help colleagues experiencing difficulties	Help other employees	946	Agree
10	I always come to the office on time	Arrive on time	946	Agree
11	Completing the work in a timely manner is a requirement that employees	Completing the work on time	944	Agree enough
12	Any employee who violates the rules will be sanctioned in accordance with mistakes	policy towards the sick employee	939	Agree
13	I felt partially briefing or a meeting every morning	Briefing every morning	926	Agree enough
14	Complete the work according to the procedure is the obligation of the employee	complete the work in accordance with procedures	919	Agree enough
15	Finish the job properly is a requirement that employees	Finish the job properly	919	Agree enough
TOTAL			14271	
AVERAGE			951,4	

Source: Data Processing, 2015

Based on table 4.2 total score of all instruments of organizational culture of 14 271 by the average - average score of 951.4.

3. Summary of Job Satisfaction Variables

Here is the recapitulation of variable Employee Satisfaction PT Adyawinsa Stamping Industries Karawang.

Table 4.3
Job Satisfaction recapitulation variable (Y)

No	Question	Indicator	Skor	Information
1	Transport company given money very pretty	money Transport	1006	Agree
2	Incentives provided by the company highly enough	Intensif	1000	Agree
3	I always turn down work before going home	Neatness	996	Agree
4	leadership helped subordinates	helping Liege	996	Agree
5	I often work beyond working hours without overtime pay	Loyalty	995	Agree
6	Overtime pay given the company highly enough	Overtime pay	993	Agree
7	I provide advice and feedback to the company's productivity	Creativity	989	Agree
8	Colleagues easily accessible when I need help	easily accessible	989	Agree
9	Leaders provide direction to subordinates	Giving Referrals	988	Agree
10	Colleagues Can Help when I face difficulties	Giving Motivation	985	Agree
11	Rekan Kerja Dapat Membantu ketika saya menghadapi kesulitan	Can help	984	Agree
12	I would accept the position of a given company and do it well	Rotation	983	Agree
13	My work has been in accordance with the expertise that I have	Expertise	982	Agree
14	My work has been in accordance with the skills that I have	skills	980	Agree
15	Colleagues are always greeted with a friendly	Friendly	977	Agree
TOTAL			14843	
AVERAGE			989,5	

Source: Data Processing, 2015

Based on table 4.3 total score of job satisfaction of all instruments of 14843 with the average - average score of 989.5.

4. Path Analysis

The relationship between the independent variables are presented in the table below 4:56 this:

Table 4.4
Relationships Between Variables

		X ₁	X ₂
X ₁	Pearson Correlation	1	,574(**)
	Sig. (2-tailed)		,000
	N	275	275
X ₂	Pearson Correlation	,574(**)	1
	Sig. (2-tailed)	,000	
	N	275	275

Source: Data Processing, 2015

Based on the results of data processing with SPSS 16. Obtained koefesien path for each leadership style variable (X1), organizational culture (X2) to job satisfaction (Y). The results of the analysis can be seen in the following table:

Table 4.5
Effect of Partial Variables (X) Against Bound variable (Y)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	13,541	2,536		5,340	,000
	X ₁	,374	,051	,391	7,386	,000
	X ₂	,402	,054	,397	7,501	,000

Source: Data Processing, 2015

Based on the above table shows the value of the path coefficient between the variables of leadership style and organizational culture on job satisfaction.

Table 4.6 menunjukkan that the result of calculation of correlation with model 2-tailed or two-sided obtained relationship between the variables of leadership style to organizational culture at 0.574.

Simultaneously the influence of leadership style variable (X1) and organizational culture (X2) to job satisfaction (Y) can be seen in the table below:

Table 4.6
Effect of Direct and Indirect Variable X To Y

Variabel	coefficient Line	Direct Impact	Indirect Influence		Sub Total Effect
			X ₁	X ₂	
X ₁	0,391	0,153	----	0,089	0,242
X ₂	0,397	0,158	0,089	----	0,247
total Effect					0,489
Influence of Other Variables					0,511

Source: Data Processing, 2015

According to the table above, it appears that the leadership style variable has a direct influence on job satisfaction variables amounted to 0,153, an indirect effect through its relationship with 0,089. Sedangkan organisasisebesar cultural variables, variables of organizational culture has a direct impact on job satisfaction variables at 0.158, indirect effect through conjunction with the leadership style variable of 0.089.

Total influence of independent variables: leadership style (X1) and organizational culture (X2) to job satisfaction (Y) is expressed by the coefficient of determination (R²) 2 of

0.489. The effects of other factors to satisfaction kerjaditunjukkan by pyE value = 0.511 or 51.1%

Here is a table of the data processing models summary:

Table 4.7
model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,699(a)	,489	,485	5,89648

Source: Data Processing, 2015

According to the table above shows that the model summary leadership style and organizational culture on job satisfaction at 0.489, it means that the style of leadership and organizational culture has contributed to job satisfaction of 48.9% while the remaining 51.1% is contributed by other variables not examined ,

E. FINALITY

1. CONCLUSION

1. Based on the results of research and discussion of the results of an analysis of the influence of leadership style and organizational culture on job satisfaction in PT Adyawinsa Stamping Industries Karawang, then some of the things that make the writer biased conclusion of the study are:
2. Leadership styles in PT Adyawinsa Stamping Industries Karawang rated excellent by the respondent. This is evidenced by the average score of 960.9 which is on a scale of good, but there are still small in the indicator by indicator skorter fair with a score of 921, honored with a score of 925, the attention with a score of 926.
3. Organizational Culture in PT Adyawinsa Stamping Industries Karawang rated excellent by the respondent. This is evidenced by the average score of 951.4 which is located on a scale of good, but there is still a small indicator with a score that indicator briefing or a meeting every morning with a score of 926, finishing work according to the procedure and finish the job properly with same-score at 919.
4. Job satisfaction in PT Adyawinsa Stamping Industries Karawang rated excellent by the respondent. This is evidenced by the average score of 989.5 which is on a scale of good, but there are indicators to the smallest value that is friendly indicator with a score of 977.
5. The relationship between the free variable that is between the leadership style (X1) and organizational culture (X2) showed a correlation of 57.4%, showed a significant positive correlation between leadership style and organizational culture. This indicates that the style of leadership can improve organizational culture Adyawinsa Stamping Industries PT Karawang and vice versa.
6. Leadership style (X1) effect on job satisfaction (Y) in PT Adyawinsa Stamping Industries Falkirk with the effect of 39.1%, while the organizational culture (X2) has a greater influence on job satisfaction (Y) in PT Adyawinsa Stamping Industries Falkirk with influence amounted to 39.7%.
7. Leadership style and organizational culture influence on job satisfaction simultaneously with the effect of 0.489 or 48.9%. While the remaining 51.1% is influenced by other variables not examined.

2. RECOMMENDATION

In connection with the research that has been done, there are some things that need to be considered by PT Adyawinsa Stamping Industries Karawang include:

1. It is expected that the leaders in PT Adyawinsa Stamping Industries Falkirk can be more fair to his subordinates, both in providing employment as well as provide opportunities to their subordinates. Because it can increase the success of our cooperation, which affects the performance of the company. For example by providing appropriate targets history and abilities of employees.
2. Expected PT Adyawinsa Stamping Industries Falkirk can provide better training to its employees aim to reduce employee error in completing its work, so that employees can be more effective and convenient to do the job. Examples provide training such as special training for employees who do need more training.
3. Expected PT Adyawinsa Stamping Industries Falkirk can apply the friendly nature of its employees by providing training personality. Because it can promote good relations between employees with employers so that employees feel satisfied while carrying out their work. Examples greet each dealing with employees inside or outside the workplace.
4. The leadership style has a relationship with the organization's culture, and therefore PT Adyawinsa Stamping Karawang Industries are expected to apply the appropriate style of leadership so that the organization's culture will also be formed well. For example, from the behavior of leaders to subordinates should be better because it is forming a culture of the organization in PT Adyawinsa Stamping Industries Karawang.
5. The leadership style had an influence on job satisfaction, and therefore the expected style of leadership given to the subordinates should be appropriate. Then the organizational culture has an influence on job satisfaction, and therefore the expected PT Adyawinsa Stamping Industries Falkirk can form a healthy organizational culture.
6. Leadership style and organizational culture together have an influence on job satisfaction, and therefore to increase the job satisfaction of employees is expected to PT Adyawinsa Stamping Industries Karawang leadership style and organizational culture that formed in the company, because it can affect employee satisfaction.

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