

The Role of Job Satisfaction as a Mediation of the Influence of Individual Characteristics and Organizational Culture on the Performance

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ABSTRACT

Human resources are one of the assets of an agency that will determine the success or failure of the agency, because human resources are the most important factor in carrying out and achieving agency goals. This research aims to determine and analyze the role of job satisfaction as a mediating influence of individual characteristics and organizational culture on employee performance. The object of this research is the Jember Regency Transportation Service, with a permanent employee population of 54 people and the sample in this research is 54 respondents. In this study, the total number of variable indicators is 17. The data analysis method used in this research is path analysis. The results of this research indicate that individual characteristics and organizational culture have a significant effect on the performance of permanent employees at the Jember Regency Transportation Service.

INTRODUCTION

Human resources are basically an asset for an agency other than capital, because without human resources who have the ability and potential, the work in the agency will not be able to run, so it is very important to have human resources to support the activities of an agency. The success of an agency in achieving its goals is greatly influenced by the human resources within the agency. The agency will run well if the existing human resources have good individual characteristics which will then create a good organizational culture so that employees will have and feel job satisfaction which will later improve the employee's own performance. Jember Regency Transportation Service as a government agency formed based on Jember Regency Regional Regulation No. 75 of 2000 is an implementing element of the Regional Government which has the main task of carrying out the authority of the Jember Regency Regional Government in the field of land transportation. The Jember Regency Transportation Service plays an important role in relation to services to the community in the field of land transportation, where in this agency there is of course not just one human resource or employee but dozens of employees who differ from one employee to another in many ways, one of which is individual characteristics.

Individual characteristics are characteristics of a person's personality that originate from within themselves and the environment that are not limited by job duties or responsibilities so that this illustrates that individual characteristics are not the same between one person and another, each employee has very diverse individual characteristics so that differences of opinion and Thought patterns can certainly occur even though the goals to be achieved are the same. The diversity of individual characteristics of each human resource or employee can sometimes give rise to high levels of subjectivity between individuals or employees, thus having an impact on the behavior and perspective of each individual, both superiors and employees themselves, where in the end this becomes a habit that is always carried out. to create an organizational culture within an agency. Organizational culture is the basis for adaptation and the key to organizational success which is carried out to identify values or behavioral norms that can make a major contribution to organizational success. Research conducted by Mariam (2009), Amelia (2013), Nurisman (2015) and Murni (2017) found that organizational culture has a positive effect on job satisfaction, organizational culture has a significant effect on employee performance. comfortable and ultimately makes employees feel dissatisfied at work and reduces their performance. This is certainly not good for personal and organizational continuity. Job satisfaction is an important condition that every working employee must have, where the human being is able to interact with the work environment and work with passion and sincerity so that the contribution to achieving company goals will increase. Nurhamida's research (2015) states that job satisfaction has a positive effect and can mediate the relationship between individual characteristics and performance. Based on the problems faced by the Jember Regency Transportation Service in supporting high levels of employee job satisfaction, it is the duty of a superior to find out which employee's job

satisfaction each Individuals have different levels of satisfaction. When job satisfaction will have a positive impact on the performance provided by employees for the agency or organization.

The empirical phenomenon of this research is to find out and analyze whether there is still like and dislike between employees at the Department. The empirical phenomenon of this research is to find out and analyze whether there is still like and dislike between employees at the Jember Regency Transportation Service which can have an impact on the assessment on the basis of Likes and dislikes between employees are due to different individual characteristics. If this incident still exists and continues to occur, it can cause employees to make assessments based on subjectivity, not because of their abilities or potential, thereby making employees not have and feel job satisfaction which can also have an impact on decreasing the performance of each employee. This can happen if there are differences in individual characteristics that are not good and habits within the agency that are not good can also lead to a bad organizational culture that makes the working conditions or environment uncomfortable for employees in the agency, this can result in employees are lazy at work, lack of responsibility, lack of loyalty to the job and the agency which has an impact on their job satisfaction and if this habit continues to be allowed it will affect employee performance. Based on the background and phenomena explained above, it is necessary to conduct research on the role of job satisfaction as a mediation of the influence of individual characteristics and organizational culture on the performance of Jember Regency Transportation Service employees.

According to Subkhi (2013:23), individual characteristics include abilities, needs, beliefs, experiences, hopes and so on. individual characteristics are people who see things differently and will behave differently, people who have different attitudes will give different responses to orders, so that if people have different personalities then they will interact in different ways both with superiors, colleagues and subordinates. Because individual characteristics will be a benchmark for each individual in making decisions. According to Miftah in Suwadi (2012: 10), every human being has individual characteristics that differ from one another. Individuals bring to the organization their abilities, personal beliefs, expectations, needs, and past experiences. These are all characteristics that individuals have, and these characteristics will be brought when entering a new organizational environment, namely an organization or company. Individual characteristics are the personality that each individual has, which includes attitudes, behavior, thought patterns, feelings, moods, and beliefs as well as values that will respond to every command. This arises from within each individual and will later be carried over when entering an organizational or company environment that is not limited by job duties or responsibilities, so this illustrates that individual characteristics are not the same between one individual and another. The existence of a reference as a benchmark for determining indicators of individual characteristics is based on several expert opinions, one of which is according to Subyantoro (2009:11) that indicators of individual characteristics include ability, namely the individual's capacity to carry out tasks. In this case, the abilities referred to are intellectual abilities, physical abilities and

emotional abilities. Second, responsibility, is the employee's ability to carry out responsibilities at work. Third, responsiveness as a determinant of behavior, because they are related to perception, personality and motivation. Fourth, namely interest, shows a person's tendency towards something. Interest in work is shown through interest in the work being done, enthusiasm for work, feelings of joy when working.

Organizational culture certainly has an understanding from several experts, such as according to Luthans (2006: 47), culture can be defined as knowledge gained to interpret experience and produce social behavior. Organizational culture is what employees perceive and the way that perception creates a pattern of beliefs, values and expectations. Organizational culture is the glue for everything in the organization Wibowo (2006:353). This means that organizational culture is able to unify the differences that exist within the organization and unite them under one goal. Many experts say that organizational culture can be the basis for adaptation and the key to organizational success, so much research has been carried out to identify values or behavioral norms that can make a major contribution to organizational success. According to Robbins (2008:256), organizational culture refers to a system of shared meaning held by members which differentiates the organization from other organizations. So that organizational culture can be concluded that organizational culture is habits and regulations that include beliefs, values, behavior and expectations which will later be used as a reference for learning to adapt to overcome external problems and internal integration, therefore it needs to be taught and passed on to employees. – new employees as the right way to understand, think, feel, behave and act in dealing with everything related to these problems. According to Luthans (2006: 550), the first indicator that determines organizational culture is norms, namely standards of employee behavior which serve as a guideline regarding the suitability between employee abilities and the tasks given. Second, philosophy, the existence of rules or policies that shape organizational beliefs regarding how employees and customers are treated in transactions. Third are rules, there are standards that must be adhered to regarding the achievement of organizational employee performance. New employees must learn techniques, procedures, and adapt to existing standards in order to be accepted as members of the group. Fourth, namely communication, is the physical arrangement and relationships between employees, the way each member interacts with each other, and the way members of the organization relate to customers and individuals. outside the organization.

Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. Sunyoto (2013: 210). Job satisfaction is of course very important for every organization or agency, because in an organization, one of the convincing signs of whether an organization or agency is stable is that if job satisfaction is low then the most extreme forms will occur such as work strikes, work slowdowns, absenteeism and high employee turnover rate. Discussions about employee job satisfaction cannot be separated from the fact that employee job satisfaction can be achieved if all their desires and expectations can be

fulfilled in carrying out their duties or work. Job satisfaction is actually a person's attitude towards their work which can be a positive or negative attitude, satisfied or dissatisfied Badeni (2014:43) and according to Handoko (2008:24) job satisfaction is a pleasant emotional state in which employees view their work. Job satisfaction also reflects an individual's or a person's feelings towards his or her job. According to Hasibuan (2003: 203), there are several indicators that influence job satisfaction, namely: The first is appropriate placement according to skills, the second is the severity of the work, the third is the atmosphere and work environment, the fourth is equipment that supports the implementation of work, the fifth is the attitude of the leader in leadership, the sixth is whether the work is monotonous or not. Meanwhile, according to Robbins and Judge (2013: 79), job satisfaction has five dimensions, namely the job itself with indicators: tasks, learning opportunities, and responsibility. Current salary, with indicators: salary system and salary fairness. Promotional opportunities, with indicator: promotional opportunities. Leadership, with indicators: leadership style. Colleagues, with indicators: support between coworkers.

Sinambela (2016:480), suggests that employee performance is defined as the employee's ability to perform certain skills. Then Bangun (2012:231) stated that performance is the result of work achieved by a person based on the job requirements that have been determined. Meanwhile, according to Wibowo (2011:2) performance is about what is done and how to do it, performance is the result of work that has a strong relationship with consumers and makes an economic contribution. And according to Moehariono (2012:96) is the work result that can be achieved by a person or group of people in an organization or agency, both quantitatively and qualitatively, in accordance with their respective authority, duties and responsibilities in an effort to achieve the goals of the organization concerned both legally. , does not violate the law and is in accordance with established norms and ethics. Measurements or indicators regarding employee performance depend on the type of work and the goals of the organization concerned. Mangkunegara (2011:75) states that there are several indicators used in assessing employee performance, the first is quality, which is the result of individual work achievements in accordance with the standards set by the agency or organization. Second, quantity, completion of work in accordance with the workload given by the agency or organization. Third, namely task completion, the employee's ability to complete work well, accurately and without errors. Fourth, namely initiative, the employee's ability to try to take the initiative in every job given by the company.

METHODOLOGY

Based on the existing background and problem formulation, this research explains the relationship and influence between variables so that this research is included in explanatory research. The population in this study were all permanent employees who worked at the Jember Regency Transportation Service. Where the total number of permanent employees working at the Jember Regency Transportation Service is 54 people. The sampling method used in this research is saturated sampling. Where a saturated sample or census is a sampling

technique if all members of the population are used as samples. So the sample used was all 54 permanent employees at the Jember Regency Transportation Service. This research uses quantitative research. This is because the data obtained will be data in the form of numbers. After the data is obtained, it will then be processed using SPSS v.22 Windows software which will then be analyzed. The data sources in this research come from primary data and secondary data. Primary data is data obtained directly from the research object. In this research, the primary data obtained came from distributing questionnaires directly to employees of the Jember Regency Transportation Service. The data source obtained is in the form of statements related to research variables in the form of individual characteristics, organizational culture, job satisfaction and employee performance. Secondary data is data that is obtained indirectly from information sources that are not collected by the researcher himself. For example, in the form of reports, literature studies, previous research and readings related to this research. The researchers used data collection in this research by distributing questionnaires and interviews. The variables used in this research are grouped into three, namely independent variables, intervening variables and dependent variables. The variables in this research include the Independent Variable which consists of Individual Characteristics (X1) and Organizational Culture (X2). The dependent variable (Y) is Job Satisfaction. The Intermediary Variable (Z) is Employee Performance

RESULTS AND DISCUSSION

The hypothesis test used is the t test, namely to find out whether the influence of the independent variable (X) is significant on the dependent variable (Y).

Table 1. T-test results

Hypothesis	A	Sig
X1 - Y	0.05	0,000
X2- Y	0.05	0.023
X1 - Z	0.05	0,000
X2- Z	0.05	0.002
Z - Y	0.05	0.019

Source: SPSS

Based on Table 1, it can be seen that the significance level (α) of the Individual Characteristics variable (X1) is $0.000 < 0.05$. This means that individual characteristics have a significant effect on performance (H1 is accepted). The significance level (α) of the Organizational Culture variable (X2) is $0.023 < 0.05$. This means that Organizational Culture has a significant effect on Performance (H2 is accepted). The significance level (α) of the Individual Characteristics variable (X1) is $0.000 < 0.05$. This means that individual characteristics have a significant effect on job satisfaction (H3 is accepted). The significance level (α) of the Organizational Culture variable (X2) is $0.002 < 0.05$. This means that Organizational Culture has a significant effect on Job Satisfaction (H4 is accepted). The significance level (α) of the Job Satisfaction variable (Z) is $0.019 <$

0.05. This means that Job Satisfaction has a significant effect on Performance (H5 is accepted).

Path analysis is part of regression analysis which is used to analyze causal relationships between variables where the independent variables influence the dependent variable either directly or indirectly through one or more intermediaries. The causal relationship formed with the model must be based on theory (Sarwono, 2006:1). The results of the path analysis are presented in the table as follows.

Table 2. Path Analysis Results

Track	Beta	Sig.	Alpha	Description
X1 -> Z	0.521	0,000	0.05	Significant
X2 -> Z	0.434	0.002	0.05	Significant
X1 -> Y	0.384	0,000	0.05	Significant
X2 -> Y	0.225	0.023	0.05	significant
Z -> Y	0.225	0.019	0.05	Significant

Source: SPSS

Path calculations explain individual characteristics (X1), Organizational Culture (X2), both directly and indirectly on Employee Performance (Y) through influencing the Job Satisfaction variable (Z). Each path must be tested for significance first. If after testing there is a path that is not significant, then a trimming method needs to be carried out. Based on the following table, the test results for calculating the path coefficient:

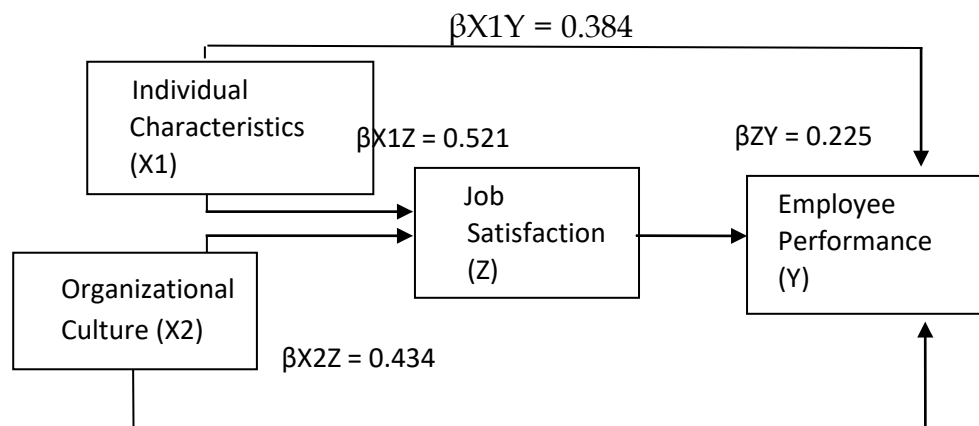


Figure 1. Path Analysis

Path calculations produce direct and indirect effects. The direct influence of the Individual Characteristics variable on Job Satisfaction is 52.1%. Direct influence of Cultural variables Organization on Job Satisfaction is 43.4%. The direct influence of the Individual Characteristics variable on Performance is 38.4%. The direct influence of the Organizational Culture variable on Performance is 22.5%. The direct effect of the job satisfaction variable on performance is 22.5%. The indirect effect of the Individual Characteristics variable through Job Satisfaction on Performance is 0.117. The indirect effect of the Organizational Culture variable through Job Satisfaction on Performance is

0.097. The total effect for individual characteristic variables on performance through job satisfaction, both directly and indirectly, is 0.501. This means that through job satisfaction, individual characteristics can influence the performance of permanent employees of the Jember Regency Transportation Service by 50.1%. The total effect for the organizational culture variable on performance through job satisfaction, both directly and indirectly, is 0.322. This means that through job satisfaction, organizational culture can influence the performance of Jember Regency Transportation Service employees by 32.2%.

The results of the path analysis in the t test on the first hypothesis (H1) can be seen in Table 1 that Individual Characteristics influence Employee Performance by looking at the significance level, which is 0.000. The relationship shown by the regression coefficient is positive, meaning that the better the individual characteristics, the more employee performance will increase (H1 is accepted). The research results indicate that the higher the perception of Individual Characteristics, the better the perception of Employee Performance. Employees should be able to have good individual characteristics or personalities. According to Miftah in Suwadi (2012: 10) every human being has individual characteristics that are different from one another, each individual will be drawn into the organizational structure, abilities, personal beliefs, expectations, needs and past experiences. These are all characteristics that individuals have, and these characteristics will be brought to new organizations, namely organizations or agencies. Of course, the organization or agency must be able to see and read what must be done to improve the performance of its employees. Because each employee has different potential, abilities and needs, therefore every organization or agency is required to be able to understand employee behavior that occurs within the organization or agency. The right decisions and policies for different individual characteristics will increase performance which will lead to achieving organizational or agency goals.

The results of this research are in line with previous research conducted by Nurhamida (2015) which stated that individual characteristics have a positive effect on employee performance. So it can be concluded that individual characteristics have a positive effect on the performance of Jember Regency Transportation Service employees.

Path analysis results in the t test on the second hypothesis (H2) can be seen in Table 4.15 that Organizational Culture influences Employee Performance by looking at the significance level, which is 0.023. The relationship shown by the regression coefficient is positive, meaning that the better the organizational culture, the more employee performance will increase (H2 is accepted). The research results indicate that the higher the perception of Organizational Culture, the better the perception of Employee Performance. Organizational culture is the glue for everything in the organization Wibowo (2006:353). This means that organizational culture is able to unify the differences that exist within the organization and unite them in one goal. One of the factors or keys in supporting the success of an organization is organizational culture which has a fairly close relationship with employee performance because organizational culture is one of the characteristics of an organization and is a set of meanings shared by the

members of the organization itself. Where it must be able to encourage increased employee performance in the organization through improving employee performance. The results of this research are in line with previous research conducted by Murni (2017) which stated that organizational culture has a positive effect on employee performance. So it can be concluded that Organizational Culture has a positive effect on the Performance of Jember Regency Transportation Service Employees.

Path analysis results for the second hypothesis (H3) can be seen in Table 4.15 that Individual Characteristics and Organizational Culture Through Job Satisfaction Mediation have an effect on Employee Performance by looking at the significance level, which is 0.019. The relationship shown by the regression coefficient is positive, meaning that the better the individual characteristics and organizational culture through job satisfaction mediation, the more employee performance will increase (H3 is accepted). The results of the path calculation show that the influence of individual characteristic variables on employee performance is actually higher at 38.4% compared to the influence of individual characteristic variables on employee performance through job satisfaction which is only 11.7%. This means that the individual characteristics of employees have an influence on the performance of Jember district transportation service employees which is better than the influence of individual employee characteristics on the performance of Jember district transportation service employees through job satisfaction, because when employees feel maximum satisfaction due to a promotion, for example, this can result in a decrease in performance levels. from the employee himself because the employee is very satisfied. The research results indicate that the higher the perception of Individual Characteristics and Organizational Culture through Job Satisfaction Mediation, the better the perception of Employee Performance. The results of this research are in line with previous research conducted by Nurisman (2015) which stated that individual characteristics and organizational culture through mediation of job satisfaction have a positive effect on employee performance. So it can be concluded that Individual Characteristics and Organizational Culture Through Job Satisfaction Mediation have a positive effect on the Performance of Jember Regency Transportation Service Employees.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the analysis and discussion that have been explained, it can be concluded that individual characteristics have a significant influence on performance permanent employee at the Jember Regency Transportation Service. This means that the higher the individual characteristics, the more employee performance will increase. It is proven that the perception of individual characteristic variables and performance is very satisfying. Organizational culture has a significant effect on performance permanent employee at the Jember Regency Transportation Service. This means it is getting higher organizational culture then employee performance will increase. Proven based on variable perceptions organizational culture and performance is very satisfying. Individual characteristics have a significant effect on job satisfaction at the Jember Regency Transportation Service. This means that the higher the

individual characteristics, the higher the job satisfaction will increase further. Proven based on variable perceptions job satisfaction and performance is very satisfactory. Organizational culture significant effect on job satisfaction at the Jember Regency Transportation Service. This means it is getting higher organizational culture so job satisfaction will increase further. Proven based on variable perceptions job satisfaction performance is very satisfactory. Job satisfaction significant effect on performance permanent employee at the Jember Regency Transportation Service. This means it is getting higher job satisfaction then employee performance will increase. Proven based on variable perceptions job satisfaction and performance is very satisfying. The results of calculating the path of influence of individual characteristics on the performance of permanent employees of the Jember Regency Transportation Service, both directly and indirectly, are higher than the influence of organizational culture on the performance of permanent employees of the Jember Regency Transportation Service, both directly and indirectly. This means that this happens because it all comes back to individual or personal characteristics, whether the organizational culture is good or bad, if the employee's personality is good then the employee will feel satisfied and their performance can increase, but on the other hand, if the individual characteristics are not good then the employee will certainly not feel satisfaction and will have an impact on reducing the performance of the employee himself.

There are several suggestions that can be put forward for consideration based on the analysis of research results, discussions and conclusions that have been stated previously. There are several suggestions that will have implications, namely the Jember Regency Transportation Service to always maintain employee perceptions of individual characteristics which are felt to be very satisfactory, and of the organizational culture which is felt has been very satisfying, for job satisfaction which is felt to be very satisfying, for employee performance which is felt to be very satisfying, and for performance even though job satisfaction is already at the peak of being very satisfied.

FURTHER RESEARCH

Further research is recommended to explore other factors that may influence employee performance and job satisfaction at the Jember Regency Transportation Service. For example, future studies could examine the role of leadership styles, work environment, and employee engagement as mediating or moderating variables. Additionally, longitudinal research could provide deeper insights into how changes in individual characteristics and organizational culture over time affect employee performance and satisfaction. Expanding the scope to include comparative studies with other government or private institutions could also enhance the generalizability of the findings. This would provide a more comprehensive understanding of the dynamics between individual and organizational factors in shaping employee outcomes.

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