



Sales Performance Analysis in Adding New Indihome Customers (Case Study in Telkom Jember Area)

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ABSTRACT

Sales Force is an important position in PT Telkom Indonesia. Sales Force does not get a fixed salary; this makes Sales Force less motivated to work. This research presents the results of descriptive statistical analysis, validity and reliability tests of measurement model parameters, as well as the results of testing the research structural model. The analysis test in this research were analyzed using SMARTPLS software. Hypothesis testing, and model suitability analysis were carried out using the variance-based Structural Equation Modeling. Data collection was distributing questionnaires to 101 respondents, for the period 2019 - July 2023. The result are Motivation and Self Efficacy have positive significant of Job Satisfaction. Motivation and Climate Organization have positive significant effect on Performance.

INTRODUCTION

The development of telecommunications is currently experiencing very rapid growth, because communication has become the main need for people's lives, coupled with the demand to provide or receive information easily, quickly and in real time to produce the best quality information. The very high need for access to information requires speed and accuracy of information which can make it easier for people to choose which media and telecommunications services can support their activities.

Currently, offering IndiHome products to new and existing customers is assisted by several agencies that house people who want to work as IndiHome Sales, called the Sales. Unfortunately, the Sales gives salaries to the Sales Force based on their respective sales targets, and bonuses to the Sales Agency based on the targets given to the Agency. This makes it difficult for PT Telkom Indonesia to get new IndiHome customers, plus there are many competitors offering the same products.

The author conducted interviews with several IndiHome Sales Forces from several generations and obtained the following results: 1) The increase in people living in Jember is not massive, making the addition of potential new customers also slow and difficult to find, 2) IndiHome package prices are averaged throughout Indonesia, even though The minimum wage for each region is different and the needs of the people are different, 3) There are many competitors and prices are cheaper for selling the same package speed, 4) The benefits offered by IndiHome are less attractive for residents of Jember and the area, 5) Partnered sales do not get salaries Still, you only get a fee based on new customer orders whose internet can be activated on the same day, so this makes Sales less motivated to work, 6) Sales force has a side job so they don't focus on their work as Sales to find new customers, 7) The stigma of the people of Jember and surrounding areas is that they still think that the most important thing is cheap, not looking at the quality of the internet.

THEORETICAL REVIEW

Motivation

Motivation describes how to encourage someone's work enthusiasm, so that they are willing to work by giving their abilities and expertise optimally to achieve organizational goals (Alamsyah & Setyowati, 2019). For employees, work motivation is a tool to increase work enthusiasm, increase work productivity, create interest in their work, and increase employee participation in the company.

Meanwhile, for organizations or companies, providing work motivation is one means to increase the efficiency and effectiveness of the organization (Sarumaha, 2022).

H1: Work motivation affects Job Satisfaction

H4: Work motivation affects Performance

Self-Efficacy

Self-efficacy is a person's belief in their ability to carry out specific tasks or parts of various components of a task (Bandura, 1997). One aspect related to attitudes, traits, behaviors, interests, and values in an individual that plays an important and influential role is self-confidence (Korlefura & Rampisela, 2022) Each individual has different self-efficacy in different situations depending on: 1) the abilities required by various situations; 2) the presence of others; 3) physiological and emotional states.

Self-Efficacy is the belief that one could carry out the expected and satisfactory actions for the company. Employee job satisfaction increases when individuals experience pleasure in working, then they will do other work outside their role perception or obligations so that the employee's performance will be better (Sembiring, 2022). Job satisfaction is something that is individual because everyone will master a different level of satisfaction according to the values that apply in everyone. The more factors in the work that are in accordance with the individual's wishes, the more confident and higher the level of satisfaction felt (Afandi, 2018). Self-efficacy must be possessed by every human being so that no matter how difficult the work is, everyone remains confident that they can complete it, and can support someone's achievement (Faradhillah, Hadiya, & Fatmi, 2020).

H2: Self-Efficacy affects Job Satisfaction

H5: Self-Efficacy affects Performance

Climate Organization

According to Wirawan (2003), Work Climate is the perception of members who communicate routinely about existing facts and events and ultimately affect employee job satisfaction and performance. Work climate can lead to individual perceptions in terms of how to view a company (Davis, Keith, & Newstrom, 2002).

According to Taguiri and Litwin (1968), Organizational Climate is the quality of the internal environment of the organization that occurs and is experienced by members of the organization, can influence the behavior of employees and can be described in a package of organizational characteristics. Keith Davis (1985) defines Organizational Climate as concerning all environments that exist or are faced by humans in an organization where they work. Meanwhile, according to Owens (1995), Organizational Climate is a study of individual perceptions regarding various aspects of their organizational environment. The conclusion of these definitions is how individuals in the organization perceive their work environment.

H3: Organizational Climate affects Job Satisfaction

H6: Organizational Climate affects Performance

Job Satisfaction

Job satisfaction is the dominance of a feeling for one's work that results from the employee's own hard work and support from many people (Mafrukhah, 2022). The more comfortable employees feel at work, the more employee satisfaction will arise and can improve performance (Narulita & Charina, 2020). A person's job satisfaction or job dissatisfaction measures the extent to which employees receive positive or negative treatment while working at a company. Work happiness factors include employee compensation, positive coworkers, a personality that matches the tasks assigned, and supervision from the company, and all contribute to high job satisfaction and increased employee performance (Tanjung, Ariyati, & Yolandari, 2020).

A person's job satisfaction measures the extent to which employees receive positive treatment while working. The more employee satisfaction with their work increases, the better their work performance will be, and the company's vision and mission will be achieved (Tanjung, Ariyati, & Yolandari, 2020). Every employee who tends to be satisfied with their work will automatically make maximum contributions so that they can provide good performance for the company (Narulita & Charina, 2020).

H7: Job Satisfaction affects Performance

Job Performance

Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period (Fadilah S. I., 2019). In a company, not all performance produced by employees always gets good results, because the performance level of each employee is different, and each employee also has their own way of improving their performance (Ramawati & Tridayanti, 2020).

In this way, training, communication and work discipline affect employee performance in a company, so that if employees are not given training, or there is a lack of communication between colleagues and superiors, and work discipline is not implemented, then employee performance in a company will decline. and will result in hampering the achievement of company goals (Pratiwi, et al., 2023). Research results (Pandiangan & Sudjiman, 2022) show that the workplace influences worker execution. This means that a workplace marked with office signs, neatness, working air, security, trust, and association directly affects the performance of representatives. The influence of hard skills and soft skills on employee performance can be concluded that they have a positive and significant effect on employee performance (Jaya & Rosadi, 2022). Employee performance, which is formed from encouragement or employee work motivation, is a form of support for achieving organizational goals (Alamsyah D. D., 2022).

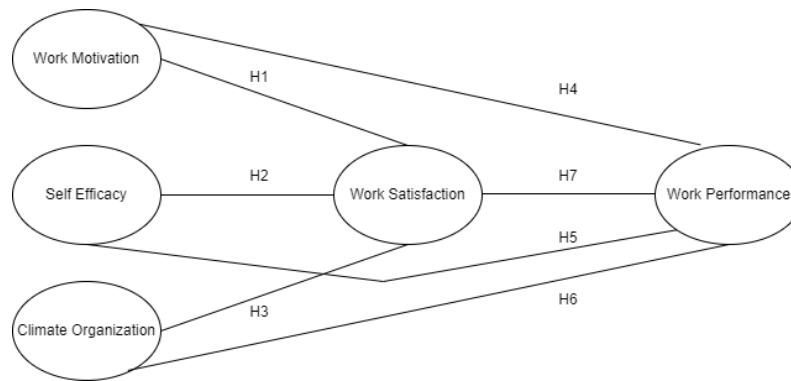


Figure 1. Conceptual Framework

METHODOLOGY

Data Type

Quantitative data is data in the form of numbers or figures (Siyoto, Sandu, & Sodik, 2015). In accordance with its form, quantitative data can be processed or analyzed using mathematical or statistical calculation techniques. There are two types of data in this study, namely primary data and secondary data.

Population and Sample

The population selected in this study was all IndiHome Sales Forces located in 5 Telkom Jember Office Areas, such as Jember, Tanggul, Bondowoso, Situbodo, Banyuwangi. Respondents used in this study were those who met the following criteria, (1) active IndiHome Sales in the Telkom Jember Area, (2) at least 18 years old, (3) minimum work period of 3 months, (4) already have a Sales certificate from the company to justify being allowed to sell, and (5) willing to be involved in the research.

Sampling Techniques

This study uses a non-probability sampling technique with a purposive sampling type. The reason is because not all samples have the appropriate criteria and sample selection has certain considerations that must be met in this study.

Data Analysis Techniques

The data analysis technique used in this study is Structural Equation Modeling (SEM). The data analysis technique using SEM is carried out to thoroughly explain the relationship between variables in the study. The SEM analysis technique can carry out three activities at once, namely checking the validity and reliability of the instrument for testing the relationship model between latent variables and obtaining a model that is useful for prediction (Yamin, 2013).

The reason for using SEM is that SEM could estimate the relationship between variables that are multiple relationship in nature where this relationship is formed in a structural model (the relationship between dependent and independent constructs), SEM has the ability to describe the pattern of

relationships between latent constructs and manifest variables or indicator variables.

Data Collection Techniques

The research instrument functions as a tool in data collection. The questionnaire is a method of data collection, the instrument is called according to the name of the method. The form of the questionnaire can be a few written or online questions, the aim is to obtain information from respondents about what is experienced and known (Siyoto, Sandu, & Sodik, 2015).

The data collected comes from questionnaire data to the Sales Force spread across the Telkom Jember area, distributed online. In this study, the technique used to collect data is by using a combination of direct questionnaires and checklists.

Variable Measurement

The measurement of variables in this study used the Likert Scale. The Likert Scale is a psychometric scale commonly used in questionnaires and is the most widely used scale in survey research (Djaali, 2008). With the Likert Scale, the variables to be measured are described into variable indicators. Then the indicators are used as a starting point for compiling instrument items that can be in the form of questions or statements and the answers to each instrument using the Likert Scale have a gradation from very positive to very negative.

Table 1. Indicator and Variable

| No | Variable | Definition | Indicator | Calculation Scale |
|----|--|---|--|----------------------------|
| 1 | Motivation (X1) Adha, Qomariah, & Hafidzi (2019) | Motivation is the provision of driving force that creates a person's work spirit to work together, work effectively and with integrity with all efforts to achieve good satisfaction and appropriate results. | <ol style="list-style-type: none"> 1. Self-esteem 2. Reward 3. Health and safety guarantees 4. Career ladder 5. Old age security | Likert Scale 5, 4, 3, 2, 1 |
| 2 | Self-efficacy (X2) Basith, Syahputra, & Ichwanto (2020) | Self-efficacy is a belief in the ability and self-assessment that everyone must complete their tasks. | <ol style="list-style-type: none"> 1. Be confident in achieving work targets according to the Company 2. Be confident in finding solutions when it feels difficult 3. Be confident in being able to compete | Likert Scale 5, 4, 3, 2, 1 |

| | | | | |
|---|---|--|---|----------------------------|
| | | | 4. Never give up in completing the given targets | |
| 3 | Climate Organization (X3) (Syuhada & Sastrohadiwiryo, 2021). | Work climate is a condition, situation and work circumstances that cause the workforce to have high work enthusiasm and morale, to increase work productivity as expected. | <ol style="list-style-type: none"> 1. Company standards are still within reasonable limits 2. Get support from superiors and co-workers 3. Trust between co-workers 4. There are discussions between employees and superiors 5. Family atmosphere at work. | Likert Scale 5, 4, 3, 2, 1 |
| 4 | Job Satisfaction (Y1) Mafrukhah (2022) | Job satisfaction is the dominant feeling of satisfaction with one's work which is the result of the employee's own hard work and the support of many people. | <ol style="list-style-type: none"> 1. Benefits are in accordance with company regulations 2. Lots of experience 3. Enjoy working 4. Support from superiors 5. The environment is very supportive. | Likert Scale 5, 4, 3, 2, 1 |
| 5 | Job Performance (Z1) Fadilah (2019) | Performance is the results of work and work behavior that have been achieved in completing tasks and responsibilities given in a certain period. | <ol style="list-style-type: none"> 1. Quality of Work 2. Quantity 3. Punctuality 4. Effectiveness 5. Independence | Likert Scale 5, 4, 3, 2, 1 |

Data Collection Procedures

Data collection and preparation of research instruments are carried out carefully to obtain results that are in accordance with their use, namely the collection of appropriate variables (Siyoto, Sandu, & Sodik, 2015). In this study, data collection used was through the questionnaire method. Most studies generally use questionnaires as the method chosen to collect data.

Data Analysis Methods

The data analysis method used in this study is Structural Equation Modeling (SEM), because it can test causality, validity, reliability at once, test several independent and dependent variables at once, and can measure factor variables that cannot be measured directly through their indicators. SEM can be described as an analysis that combines the factor analysis approach, structural models and path analysis. To process SEM data more easily, you can use statistical software. This study uses SMARTPLS software.

RESULTS

The results of data analysis consisting of the results of descriptive statistical analysis, the results of validity tests and reliability tests of measurement model parameters, and the results of testing the structural model of the study. The descriptive statistical analysis, validity tests and reliability tests in this study were analyzed using SMARTPLS software. Meanwhile, hypothesis testing and model suitability analysis in this study were carried out using the variant-based Structural Equation Modeling (SEM) method with the help of SMARTPLS software. The use of SMARTPLS was carried out because this study had limited sample size and wanted to find out the relationship between latent variables. Data collection in this study was carried out directly by distributing questionnaires to 101 respondents, who were IndiHome Sales at PT Telkom Indonesia in the Telkom Jember area for the period 2019 - July 2023.

Characteristics of Research Data

The results of data processing using SMARTPLS software that produces variable descriptions consisting of minimum, maximum, average and standard deviation values. This descriptive statistical measurement shows a picture of the conditions and characteristics of respondents' answers for each variable where the variables are Motivation (M), Climate Organization (CO), Self-Efficacy (SE), Job Satisfaction (JS), Performance (PF).

Table 2. Descriptive Statistical Test Results of Variables

| Variable | N | Mean | Deviation Standar | Likert Scale |
|-----------------------------|-----|---------|-------------------|--------------|
| Dependent Variable | | | | |
| 1. Job Performance | 101 | 3,6297 | 1,73552 | Good |
| Intervening Variable | | | | |
| 1. Job Satisfaction | 101 | 3,49306 | 1,73473 | Good |
| Independent Variable | | | | |
| 1. Motivation | 101 | 3,47722 | 1,671 | Good |
| 2. Self-Efficacy | 101 | 3,5594 | 1,785003 | Good |
| | | 3,75446 | 1,829288 | Good |

| | | | | |
|-------------------------|--|--|--|--|
| 3. Climate Organization | | | | |
|-------------------------|--|--|--|--|

Tabel 3. Results of SEM Estimation and Hypothesis Testing of Structural Model Evaluation

| Hypothesis (H) | Variable | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|----------------|--|---------------------|-----------------|----------------------------|--------------------------|----------|
| H1 | Motivation -> Job Satisfaction | 0.715 | 0.715 | 0.061 | 11.722 | 0.000 |
| H2 | Self-Efficacy -> Job Satisfaction | 0.501 | 0.496 | 0.082 | 6.110 | 0.000 |
| H3 | Climate Organization -> Job Satisfaction | -0.267 | -0.260 | 0.064 | 4.202 | 0.000 |
| H4 | Motivation -> Performance | 0.314 | 0.315 | 0.154 | 2.038 | 0.042 |
| H5 | Self-Efficacy -> Performance | 0.253 | 0.269 | 0.152 | 1.666 | 0.096 |
| H6 | Climate Organization -> Performance | 0.538 | 0.530 | 0.146 | 3.682 | 0.000 |
| H7 | Job Satisfaction -> Performance | -0.258 | -0.266 | 0.133 | 1.931 | 0.054 |

DISCUSSION

Based on Table 3, it can be said that the results of the structural model evaluation hypothesis testing on each tested variable are as follows:

1. The Influence of Sales Work Motivation on Sales Job Satisfaction has a positive and significant effect. The positive Original Sample value of 0.715 means that both variables have a positive effect. The T Statistic value of 11.722 and the P Value value of 0.00 mean that both variables have a positive and significant effect.
2. The Influence of Self-Efficacy or Sales self-confidence on Sales Job Satisfaction has a significant effect. Judging from the positive Original Sample value of 0.501, it means that both variables have a positive effect. Judging from the T Statistic value of 6.110 and the P Value value of 0.000, it means that the Self-Efficacy variable on Job Satisfaction is significant. So Self-Efficacy or Self-Confidence in each Sales has a positive and significant effect. on Sales Job Satisfaction IndiHome at Telkom Jember.
3. The Influence of Organizational Climate on Sales Job Satisfaction has a significant effect but a negative effect between the two variables. It can be seen from the negative Original Sample value of -0.267 which means a negative influence. Judging from the T Statistic value of 4.202 and the P Value of 0.000, it can be interpreted that both variables have a significant influence. Based on table 3, namely the Sales Organizational Climate does not have a significant effect on IndiHome Sales Job Satisfaction at Telkom Jember. Organizational Climate can be seen from human perceptions and attitudes towards the

environment and their daily practices. According to Wirawan (2007), organizational climate is the perception of each member of the organization or employee of the company who are interconnected and communicate about facts and events in their internal environment which ultimately affects employee attitudes, behavior and performance, which later show the results of the performance of the organization or Company. Organizational Climate can depend on the environment at the time of filling out the questionnaire, maybe at that time there was a Company policy that was not in accordance with the Salesperson and the policies in the field were different.

4. The Influence of Work Motivation on Sales Performance has a significant effect. It can be seen from the positive Original Sample value of 0.314, which means that both variables have a positive effect. Judging from the T Statistic value of 4.202 and the P Value of 0.042, it can be said that both variables have a significant effect. Based on Table 3, Sales Work Motivation has a positive and significant effect on IndiHome Sales Performance at Telkom Jember.
5. The Effect of Self-Efficacy on Performance has a positive but not significant effect. Judging from the Original Sample value of 0.253 where the results are that both variables have a positive effect. Judging from the T Statistic value of 1.666 and the P Value of 0.096, it can be interpreted that both variables do not have a significant effect. Based on Table 3, Sales Self-Confidence has a positive but not significant effect on IndiHome Sales Performance at Telkom Jember. It can be said that the individual's perception of the individual Sales' self-confidence for their own abilities at that time was good but the Performance results made a difference because there were company target provisions in seeing Sales performance performance.
6. The Effect of Organizational Climate on Sales Performance has a positive and significant effect. Judging from the T Statistic value of 3.682 and the P Value of 0.000, then the Organizational Climate has an effect on Performance, and the test results are produced based on Table 3, namely Organizational Climate has an effect on IndiHome Sales Performance at Telkom Jember.
7. The effect of Job Satisfaction on Performance does not have a significant effect. It can be seen from the negative Original Sample value of -0.258, meaning that both variables have a negative effect. Judging from the T Statistic value of 1.931 and the P Value of 0.054, it means that the two variables do not have a significant effect. The test results are produced based on Table 3, namely Sales Job Satisfaction does not have a significant effect on IndiHome Sales Performance at Telkom Jember.

CONCLUSIONS

Based on the research of Work Performance Analysis conducted on IndiHome Sales Force in Telkom Jember area in adding New IndiHome Customers, it can be concluded as follows:

1. Based on the results of the Descriptive Statistical Test on the variables of Work Motivation, Work Climate, Self-Efficacy, Job Satisfaction, the mean value is in the Good category in the Likert Scale.

2. Based on the results of SEM analysis and Hypothesis Testing of Structural Model Evaluation, it is concluded that Sales Force Work Motivation and Sales Force Self-Confidence have a positive and significant effect on Sales Force Job Satisfaction. Sales Work Motivation and Work Climate in Telkom Jember have a positive and significant effect on IndiHome Sales Force Performance.
3. Based on the results of SEM analysis and Hypothesis Testing of Structural Model Evaluation, it is concluded that Work Climate does not have a significant effect on Job Satisfaction. If the Sales Force Work Climate is low, then Sales Force Job Satisfaction will also decrease. According to Wirawan (2003), Work Climate is the perception of members who communicate routinely about existing facts and events and ultimately affect employee job satisfaction and performance. When filling out the questionnaire regarding the perception of the Sales Force, they felt that the Work Climate at Telkom Jember was not in accordance with the perception of the individual Sales Force, resulting in poor Sales Force Job Satisfaction.
4. Based on the results of the SEM analysis and the Structural Model Evaluation Hypothesis Test, it was concluded that Self-Efficacy did not have a significant effect on Performance. The Sales Force felt that they were confident in their work, but because in the company there were sales targets and achievement targets, the fact was that Sales performance was not yet good when viewed from the percentage of targets and Sales facts. Sales perceptions in their work ability were different from the Performance targeted by Telkom Jember for each Sales Force.
5. Based on the results of the SEM analysis and the Structural Model Evaluation Hypothesis Test, it was concluded that Sales Job Satisfaction did not have a significant effect on Sales Performance. It can be interpreted that Sales felt dissatisfied and affected their performance results. There was a difference in perception of satisfaction between Sales Force and PT Telkom Jember where Sales felt that what was obtained was different and less than what was believed should be obtained, while PT Telkom had a perception of job satisfaction if Sales Force achieved the target or even exceeded its Sales target. Job Satisfaction increases performance, so that satisfied Sales will be more productive in their work spirit.

FURTHER STUDY

This research has been conducted in accordance with the thesis writing and analysis procedures, but the author realizes that there are still many shortcomings and limitations in this research. In this study, the limitations of the existing research are as follows:

1. The limitations of this research lie in the small number of research respondents. Where the sample size used is only 1 (Sales) and the existing sample size is 101 people. The sample of this research was taken only from the Sales Force selling IndiHome in the Telkom Jember area, which areas are Jember, Kebonsari, Ambulu, Tanggul, Bondowoso, Situbondo, Genteng and Banyuwangi.

2. The next limitation of the research is in the sampling using a questionnaire where the answers chosen by the respondents do not always match the actual Work Climate conditions.
3. The limitations of this research lie in the collaboration between the Sales Partner (Agency) and PT Telkom Indonesia, where there is no basic salary per month and the salary is calculated from the Sales acquisition of each Sales Force. The results of this study cannot be generalized to other companies, considering the job satisfaction obtained by the Sales Force.

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