

The Influence of Organizational Culture and Leadership to Organizational Commitment and its Implication to Work Engagement of Civil Servant in Riau Islands Province

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ABSTRACT

Focus of this research is the influence of organizational culture and leadership to organizational commitment and its implication to work engagement of civil servant in Riau Islands Province. In general, this study aims to review, assess, and recognize how the influence of organizational culture and leadership of Civil Servant Organization which is Civil Servant in Indonesia in according to enhance organizational commitment and work engagement because based on the result of previous research is considered still not able to achieve the objectives proclaimed in the Act of the Republic of Indonesia Number 43 of 1999 regarding the Principles of Civil Servant, while Civil Servant is a principal element of government executor. This study has been studied using quantitative research methods. The result of the research shows that there is influence of organizational culture and leadership to organizational commitment and there is also an implication to work engagement. Therefore, if the work engagement of employees wants to be improved then it needs to get more attention to the elements of organizational culture, leadership, and organizational commitment.

Keywords: Organizational Culture, Leadership, Organizational Commitment, Work Engagement, Civil Servant.

INTRODUCTION:

Civil Servants plays an key role in organizing the government and development in order to achieve the national objectives. Because of the importance of the role of Civil Servants in achieving the objectives of the state, it is a necessary that Civil Servants should carry out the national objectives with high commitment and good employment engagement. But right now, civil servants have no high commitment and good work engagement. Jeky Winarandu and Marlini (2013: 64-71) mentioned that the low level of performance of Government employees in achieving organizational goals is due to personality factors, leadership factors, team factors, work system factors, and quality. Work engagement also influence the performance, and it can be seen that good work engagement is influenced by leadership factors.

The results of a survey conducted by prominent human resource consultant Watson Wyatt with the theme "Work Indonesia 2004/2005". Indonesia's Commitment Index based on Watson Wyatt's calculations shows only 57%, 7 points lower than Asia Pacific. That means, employee loyalty levels in Indonesia are among the lowest in the region. All of this will affect the low level of Civil Servant's involvement in the Region in achieving the organizational goals as aspired in the Law of the Republic of Indonesia Number 5 Year 2014 About the State

Civil Apparatus that regulates the duties and responsibilities of employees.

Bass and Avolio (1993) and Schein (2004) suggest that a leader shapes the organizational culture and is in turn shaped by the resulting organizational culture. This demonstrates the significant role of a leader in shaping the organizational culture and commitment within his or her agency that will influence the work engagement of Civil Servants. Based on the description on the above recognition then it is deemed necessary to conduct research as outlined in the central theme "The Influence of Organizational Culture and Leadership To Organizational Commitment And Its Implication To Work Engagement Of Civil Servant In Riau Islands Province".

LITERATURE REVIEW:

Organizational Culture:

The term organizational culture is generally accepted with meaning, belief, and understanding that certain groups have of their problems, practices and goals (Reichers and Schneider, 1990). In relation to the organizational culture of Civil Servants, it can be attributed to Claver's opinion on the culture of public organization that determines the orientation of the public service of traditional internal bureaucratic culture centrally and oriented and has the following features (Claver et al 1999: 459):

1. Authoritarian management style and there is a high level of control;
2. There is little communication, and management is usually univocal and top down;
3. Individuals seek stability, have limited scope for initiative, and are oriented to obey orders;
4. The process of decision-making is repetitive and centralized;
5. There is a reluctance to start innovative processes;
6. There is a high degree of suitability.

Organizational culture at least plays three important roles. First, organizational culture can provide an identity for its members, second, increase commitment to the vision and mission of the organization, and third, strengthen the standards of behavior. When an organizational culture is strongly attached, each member will feel that they are part of the organization. Feeling as part of the organization will strengthen its commitment to the vision and mission of the organization. Organizational culture will also direct the behavior of members of the organization. Organizational culture gives a lot of influence to individual and organizational processes. Culture puts pressure on individuals to act in a certain direction, to think and act in a manner consistent with their organizational culture. None of the best types of organizational culture can be universally applicable. The most important thing is that organizations must know the current portrait of organizational culture and evaluate whether the prevailing culture can support organizational change programs (Prawirodirdjo, 2007).

Robbins, (Robbins, 2007: 256) explains that organizational culture is a value system held and carried out by members of the organization, so that such a thing can distinguish the organization with other organizations. The value system is built by seven characteristics as essence of organizational culture. The seven characteristics that become dimensions of organizational culture are:

1. Innovation and risk taking: the extent to which organizations encourage employees to be innovative and risk-conscious and how organizations value employee risk-taking and generate employee ideas;
2. Attention to detail: the extent to which the organization expects employees to show carefulness, analysis and attention to details;
3. Outcome orientation: the extent to which management focuses on outcomes rather than attention to the techniques and processes used to achieve those outcomes;
4. People orientation: the extent to which management decisions take into account the effects of results on people within the organization;
5. Team orientation: ie the extent to which emphasis is placed on teamwork compared to individual work;
6. Aggressiveness (Aggressiveness): the extent to which people in the organization are aggressive and competitive in order to best organize organizational culture; and
7. Stability (Stability): the extent to which organizational activities emphasize the preservation of the status quo as opposed to growth.

Leadership:

Leadership is the ability to combine skills, experience, and ethics to lead a company or organization for successful outcomes through positive actions such as serving the interests of others; apply vision; building lasting relationships; take risks and learn from mistakes; gain trust; facilitate change, and encourage excellence

(Jaafar Muhamad, 2010: 103). Leadership is also a set of traits and skills including but not limited to the following (Anonymous, 2009: 7-8):

1. Exemplary professional behavior;
2. Good judgment;
3. Effective communication skills;
4. Strategic thinking;
5. Effective listening skills;
6. Collaborative management skills;
7. Empathy;
8. Decision-making Wisdom;
9. Reliability and follow-up, and
10. Trust.

The theory of nature assumes that the leader was born, not made (Lussier & Achua, 2015). Typical characteristics related to leader effectiveness include: high energy levels, physical appearance, independence, and firmness. The nature of the theories seeks to take a personality-based approach to choose effective leaders. Although the universal list of qualities possessed by successful leaders is still available, Lussier and Achua (2015) offer nine characteristics of effective leaders based on empirical studies. The nine characteristics are: dominance, high energy, confidence, control, stability, integrity, intelligence, flexibility, and sensitivity towards others (Buchanan, 2008).

Organizational Commitment:

The term commitment is an important thing in all organizations because it relates to the sustainability of an organization (Ghina, 2012: 167). The competitiveness of an organization is influenced by employees' commitment to organizational goals and working as effective team members. It is no longer enough to have employees who come to work faithfully every day and do their work independently. In the current development of existing workers should think like entrepreneurs while working the way must be part of the organization. Therefore, in the section below will be discussed more clearly about the commitment of workers' organizations. Organizational commitment is the feeling of a person related to continuing its relationship with the organization, acceptance of organizational values and goals, and a willingness to help the organization achieve its goals and values. Miner (1992) mentions this type of commitment as a presence to stay with the organization.

Organizational commitment according to Meyer and Allen (1993: 540) divided into three components:

1. Affective components relate to emotional, employee identification and engagement.
2. The normative component is the feeling of the employee's feelings about the obligations he must give to the organization.
3. The continuance component means a component based on the employee's perception of the disadvantage he will face if he leaves the organization.

Porter's measurement of commitment (McNeese & Smith, 1995: 167), which contains 15 items ranging from "strongly disagree" to "strongly agree" on the Likert scale of seven points. Nine positive items such as "For me, this is the best organization to work". Six negative items and judged otherwise, such as "The decision to work for this organization is a mistake for me". Begley (1987: 553) used nine different questionnaires to measure the commitment to the organization developed by Mowday & Steers (1982). It includes statements such as "I'm willing to work harder than I expected to help the hospital to be more successful", "I tell others proudly that I am part of (the hospital)".

Work Engagement:

There have been many studies that have been conducted on work engagement, but there has not been a consistent and universal definition for work engagement. Work engagement is often regarded as an exaggerated old concept with the use of different words. Many views say that the concept of self-employment is merely an outdated concept that is trying to be packed with new packaging (Schaufeli, 2013). In fact, the concept of work-relatedness is a unique concept that is different from other concepts, not just the old-packed concept of being packaged. Therefore, it is important to demonstrate its conceptual distinctiveness of overall work engagement, particularly regarding work attitude, work behavior and behavioral intent, as well as certain aspects of the employee's health and well-being, and the personality of the employee itself.

The above opinion is that work engagement enables individuals to entirely self-engage in the work by enhancing self-efficacy and positively impacting the health of employees who will increase employee support for the organization (Robertson & Markwick, 2009). Work engagement as said by Baumruk and Gorman (2006) consistently shows three common behaviors that indicate an improvement in organizational performance:

1. Say - Employee support for organizations to communicate smoothly among colleagues, and refer potential employees and customers;
2. Stay - employees have a fervent desire to be members of an organization despite opportunities to work elsewhere;
3. Strive - employees give extra time, effort and initiative to contribute to the success of the business.

METHODOLOGY:

Research method used is descriptive and verification. Nasution (2011:78) suggests the use of descriptive method descriptive research method is a general term that includes analyzing classify, investigation with survey techniques, interviews, observation and descriptive implementation is not only limited to data collection but includes analysis and interpretation of the data. While the verification research basically wants to test the truth of a hypothesis implemented through data collection in the field (Arikunto, 2009: 243). While the method used is survey method. The survey method according to Nazir (2008: 56) is an investigation held to obtain the facts of the symptoms that exist, and seek information about the social, economic or political institutions of a group or a region.

The main independent variable in this research is about organizational culture and leadership; the dependent variable is employee engagement; and intervening variable is organizational commitment. In addition, the relationship between variables is also determined through five stages: (1) the relationship between organizational culture and leadership; (2) organizational culture affects organizational commitment; (3) leadership influences organizational commitment; (4) organizational culture and leadership influence to organizational commitment; (5) organizational culture has an effect on work engagement; (6) leadership influences on job involvement; (7) organizational commitment has an effect on job involvement; and (8) organizational culture, leadership and organizational commitment have an effect on employee engagement. At stage: (a) first calculated the correlation coefficient between organizational culture and leadership; (b) second and third, organizational commitment is dependent variable while organizational culture (in second stage) and leadership (in third stage) as variable of influence (independent variable); (c) fourth, organizational commitment is dependent variable while organizational culture and leadership are simultaneously as variables of influence (independent variable); (d) fifth and sixth, organizational work involvement is a dependent variable while organizational culture (in the fifth stage) and leadership (in the sixth stage) as an independent variable; (e) seventh, organizational commitment is a variable of influence and employee involvement as an influenced variable; and (f) eighth, employee involvement as an influenced variable while organizational culture, leadership and organizational commitment are simultaneously as influence variables.

Sample Determination Technique:

In this research, the sampling process can be minimally done by stratified random sampling technique through two stages (two stage cluster sampling), which is random first stage to determine the number of local government districts which become sample of research area and then do random of second stage to determine the number of employees who are respondents to the selected.

In this research there are seven sampling primary unit (SPU) because in Riau Islans Province there are five district government and two city government which made SPU. According to Moh. Nazir (1988: 369) Random sampling of SPU was performed using the formula:

$$f = \frac{m}{M}$$

Where:

- f = sample fraction
- m = sample unit size
- M = total SPU

Because the test statistic used in this study is multiple regression analysis which is basically a correlation, then the determination of the minimum sample size used the formula Cohen and Cohen (1983: 98-99) as follows:

First iteration:

$$n = \frac{(Z_{1-\alpha} + Z_{1-\beta})^2}{(U'_p)^2} + 3; \quad U'_p = 1/2 \ln\left(\frac{1+\rho}{1-\rho}\right)$$

Second iteration:

$$n = \frac{(Z_{1-\alpha} + Z_{1-\beta})^2}{(U'_p)^2} + 3; \quad U'_p = 1/2 \ln\left(\frac{1+\rho}{1-\rho}\right) + \frac{\rho}{2(n-1)}$$

Where:

$Z_{1-\alpha}$ = constants obtained from the normal distribution table.

$Z_{1-\beta}$ = constants obtained from the normal distribution table.

α = error type I, ie an error when rejecting the correct H_0 (should be accepted).

β = type II error, ie an error when accepting a false hypothesis (should be rejected).

ρ = estimate of the smallest correlation coefficient between the variables of cause and effect in path.

n = sample size

By taking $\alpha = 5\%$, $\beta = 5\%$, and $\rho = 0.3$ then the minimum sample size obtained is 115 employees. In this study to determine the minimum sample size used $\alpha = 5\%$ and $\beta = 5\%$ because in social science research the real level or mistake of receiving H_0 is wrong of 0.05 is statistically still considered small or tolerable level of risk and Harun Al Rashid (1994: 156) suggest that the power of the test or test power ($1-\beta$) in determining the minimum sample size should be greater than 0.8. While $\rho = 0.31$ is used in this study because it follows the findings of research conducted by Griffin et al. (2001: 549) regarding the relationship of job control with work decision with $r = 0.31$. Because the employees of Karimun District Government, Natuna Regency, Batam City and Tanjung Pinang City become observation units consisting of two work unit strata namely Assistant Administration & Administration (Assistant I) and Assistant for Economic & Social Welfare (Assistant II) and each unit stratum work is divided into four sub-stratum, namely group IV; class III; class II; class I, then in this study the determination of the sample used is stratified random sampling technique with a size proportional to the population strata (proportional to size) and the selection of samples from each population strata used simple random sampling technique. Determination of sample size on each employee strata used size proportional to the population strata (proportional to size) which the formula as follows:

$$n_i = \frac{N_i}{N} \times n$$

Where:

n_i = the sample size in the i th stratum

N_i = population size in the i -th stratum

N = total population

n = sample size of the population

Data Analysis Procedure:

Data analysis consists of two procedures, namely the analysis of quantitative and qualitative data. Quantitative data analysis is done by calculating scores from numerical data (numbers) either descriptively through the frequency distribution table or verification (hypothesis testing) through multiple linear regression test formula that will be used to answer the research problem. The second stage is qualitative analysis, that is the analysis of data that is not numerical and can be used to support the research so that it can state the truth of the hypothesis. Regression analysis is used to determine the relationship and influence of independent variables to the dependent variable so that from the relationship can be estimated one variable, if the value of other variables is known. The equation of regression model used by writer is simple and multiple regression model equation. Stages of multiple regression analysis is done with correlation analysis is used to measure the closeness of the relationship between independent variables with dependent variables. This relationship can be seen from the value of R from the regression model that can be used to determine the relationship between the variables. Then, proceed with the coefficient of determination test. The coefficient of determination test is used to measure how far the model capability in explaining the variation of independent variable to the dependent variable. The coefficient value of determination shown by R Square value of the regression model is used to know the variability of the dependent variable that can be explained by the independent variable.

Multiple Linear Regression Analysis:

Given the problem of this research is to solve the problem about the influence of organizational culture and leadership to organizational commitment and work involvement, the researchers used multiple linear regression analysis. This is because researchers will examine the effects of two different variables, ie organizational culture (Y), leadership (X1), organizational commitment (X2), and job engagement (X3). Regression equation in general in this research is as follows (Sugiyono, 2006: 211):

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Where:

- Y = Cultural organization
- a = constants
- b1 ... b3 = regression coefficient 1 ... 3
- X1 = Leadership
- X2 = Organizational commitment
- X3 = Employee engagement
- e = Epsilon

Correlation Analysis:

Pearson correlation analysis (product moment) shows strong weak relationship and direction of independent variable with dependent variable where relationship is expressed by sign (+) and (-). The correlation formula used is as follows:

$$r = \frac{n \sum XY - \sum X \sum Y}{\sqrt{(n \sum X^2 - (\sum X)^2) \times (n \sum Y^2 - (\sum Y)^2)}}$$

Information :

- r = validity coefficients
- n = Number of respondents
- X = Total score of respondent question variable X
- Y = The total score of respondents question variable Y
- Σ X = Number of scores in variable X
- Σ Y = Number of scores in variable Y
- Σ X² = The sum of squares of each variable X
- Σ Y² = The sum of squares of each variable Y

The magnitude of the correlation coefficient is $-1 \leq r \leq 1$.

If (-): There is a negative or opposite relationship.

If (+): There is a positive or one-way relationship.

Interpretation of correlation coefficient value:

- a. If r = 0 or close to 0, then the relationship between the variables is very weak or there is no relationship at all.
- b. If r = 1 or close to 1, then the relationship between variables is very strong with a direct relationship.
- c. If r = -1 or close to -1, then the relationship between variables is very strong and has an inverse relationship.

To be able to provide an interpretation of the correlation coefficients found, it is guided by the following criteria:

Table 1: The Power of Influence Between Independent and Dependent Variables

≥ 0,00 → < 0,20	A very small and neglected relationship
≥ 0,20 → < 0,40	Very small relationship (not close)
≥ 0,40 → < 0,70	The relationship is quite close
≥ 0,70 → < 0,90	Close relationship (reliable)
≥ 0,90 → < 1	A very close relationship

Sources: Sugiyono (2010:183)

Coefficient Determination:

The coefficient of determination is used to find out how far the influence of independent variables to the dependent variable. The percentage of influence of all independent variables on the dependent variable value is indicated by the magnitude of the coefficient of determination (R²). The formula used is:

$$KD = R^2 \times 100\%$$

Information :

R² = Squares of correlation coefficient.

KD = How far the change of variable Y influenced variable X

Hypothesis Testing Design:

Based on the proposed conceptual hypothesis, where the conceptual hypothesis is related. Based on the paradigm it will be seen that the relationship between variables in this study form multiple regression. The hypothesis testing in this research is done partially and simultaneously. The data has been tested normality by using One Sample Kolmogorov Smirnov, where the expected value is a value of significance greater than the value of $\alpha = 0.05$. Calculation of one sample kolmogorov-smirnov for unstandardized residual value in the calculation, the first regression equation obtained value of 0.200, the second by 0.202 and the third spread of 0.200, which means that all regression equations have a sig value greater than $\alpha = 0.05$ Thus, the regression equation owned may be deemed to have a normal distribution.

This study also conducted test on each variable. Performed autocorrelation test, multicollinearity test, heteroskedasticities test. From each test the results obtained that the data:

1. In the autocorrelation test the test used is through Durbin-Watson test (DW test) is known if the DW value of the three regression models are between d lies between dU and (4-dU), H₀ is accepted which means there is no positive or negative autocorrelation between variable.
2. Based on the test results using SPSS 23.00 it is known that each variable on the whole model has a VIF value less than 10 and a tolerance value of more than 0.1 so it can be concluded there is no multicollinearity in the variable.
3. Researchers found that the existing table has a distributed spread, which illustrates that the data held, does not indicate the existence of symptoms heteroskedasticities.

RESULT:

Based on the qualitative methodology which is double regression analysis, this research produces results as following. First, there is a direct influence between organizational culture with organizational commitment. Organizational culture variables show a positive influence on organizational commitment, as indicated by the estimated value of 0.116. Second, there is a direct influence between leadership and organizational commitment. Leadership variables show a positive influence on organizational commitment, which is indicated by the estimated value of 0.276. Third, that there is a direct influence between organizational culture and leadership together with organizational commitment. Organizational culture and leadership variables show a positive influence on organizational commitment, which is shown by the value of influence of 28.1%. Forth, there is a direct influence between organizational culture with job involvement. Organizational culture variables show a positive influence on work involvement, which is shown with an estimated value of 0.021. Fifth, there is no influence between leadership with job involvement. Leadership variables showed no effect on work involvement shown with sig value of $0.111 > 0.05$. Sixth, there is a direct influence between organizational culture and leadership together with job involvement. Organizational culture and leadership variables show a positive influence on work involvement, which is indicated by an influence value of 8.9%. Seventh, there is a direct influence between organizational commitment with job involvement. Organizational commitment variable showed a positive influence on the work involvement shown by the influence value of 19%. From the result above, there is positive influence of organizational culture and leadership to organizational commitment and its implication to work engagement based on case approach of Civil Servant in Riau Island Province.

DISCUSSION:

It can be discussed further for that the key factors that have not been considered important by the Civil Servant in Riau Islands Province are leadership, organizational culture, organizational commitment, and work engagement. From the beginning, it is a must to create a good organizational culture and appropriate leadership

style that can support the success of the organization. Therefore, good organizational culture and appropriate leadership style can make good organizational commitment and employees' work engagement. It also can be discussed again about the influence of each variable against other variables. This is because there is no perfect study and the possibilities always open in the future that will come for the next researcher to re-examine the relationship between each variable. It also can be discussed with using another variable in this research for example changing the work engagement variable with performance.

CONCLUSION:

Based on the research above, it can be concluded that there is influence from organizational culture and leadership to organizational commitment and its implication to work engagement of Civil Servant in Riau Islands Province. These influences are positive and interplay with one another. Good organizational culture and good leadership traits can create a good organizational commitment that will ultimately impact on employees' work engagement. Good employees' work engagement can deliver positive results to the company because of its high sense of attachment and a high sense of engagement in its work. With the involvement to the work that they done, the employee will be serious in doing his job and produce maximum company performance. For Civil Servant in Riau Islands Province, it is necessary to enhance the organizational culture and leadership. Increasing of these two variables will have a positive effect on employees' organizational commitment for Civil Servant in Riau Islands Province. In the end, the increase of all these variables will be able to increase the work engagement of Civil Servant in Riau Islands Province. Riau Islands Province civil servants who have good work involvement are able to provide good work results that have a positive impact on the Government of Riau Islands Province. Therefore, there needs improvement for the government to be able to create a good organizational culture and leadership. After an increase in organizational culture and leadership, there will be increased organizational commitment that will ultimately increase the employees' work engagement of Civil Servant in Riau Islands Province.

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