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## **DIMENSIONS OF MOTIVATION AND ORGANIZATIONAL CLIMATE DIMENSIONS ON EMPLOYEE PERFORMANCE**

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This study aims to analyze the effect of dimension work motivation (salary, employment, promotion opportunities, supervision) and dimension organizational climate (responsibility, identity, warmth, support, conflict) on employee performance at the Maluku Provincial Social Service. The research is an explanatory research with data collection in one shot study or in cross-section through a questionnaire. Due to the small population, 86 saturated samples were used. Data were analyzed with multiple linear regression. The results showed that (1) work motivation consisting of salary, work itself, promotion, supervision and organizational climate consisting of responsibilities, identity, warmth, support, conflict simultaneously had a positive and significant effect on employee performance, (2) Salary is a variable of work motivation factors that has a positive and significant influence and is most dominant on employee performance and (3) Warmth is a variable of organizational climate factors that has a positive and significant effect and is the second dominant on the performance of employees of the Maluku Provincial Social Service.

Keywords: dimension work motivation, dimension organizational climate, performance

### **BACKGROUND**

One of the elements that influence employee behavior is the environment of the employees themselves, which in this case is the corporate culture that surrounds them. As social beings, employees are inseparable from the various values and norms that exist in the company. Organizational culture can influence the way employees behave, how to describe their work, how to work with colleagues, and how to view the future with a broad perspective determined by their norms, values and beliefs. Gibson (1997) states that organizational culture determines what members of the organization can and cannot do, determine the normative boundaries of organizational member behavior, determine the nature and form of organizational control and supervision, determine managerial styles that are acceptable to members of the organization, determine how to work. right and so on.

Performance refers to an employee's achievement which is measured based on the standards/criteria set by the company. In carrying out the work, the work environment has a direct effect on work attitudes and determines employee performance. A pleasant work environment makes employees' attitudes positive and encourages them to work harder and better. Conversely, if the environmental situation is not pleasant they tend to leave the environment. As revealed by Ghiselli and Brown (in Tjalla, 1989) that the work environment affects the quantity and quality of employee work.

Steers (1980), states that the influence of the environment can be seen from two sides, namely the external environment and the internal environment. The external environment generally describes the forces that are outside the organization, while the internal environment refers to the factors within the organization that create the cultural and social values in which activities take place. This internal environment is usually referred to as the organizational climate.

Organizational climate can affect motivation, achievement and job satisfaction. Employees expect rewards, satisfaction, frustration based on their perception of the organizational climate. The organizational climate at the Faculty of Fisheries, Pattimura University (Unpatti) Ambon can move from pleasant to neutral, to unpleasant. But in general, leaders and employees want a pleasant climate because it involves benefits such as better performance, job satisfaction and can lead to even better performance (Falahy, 2005).

According to Steers (1980), there are ten dimensions of climate at the overall organizational level, namely: (1) task structure, (2) reward-legal relationship, (3) centralization of decisions, (4) pressure on achievement, (5) pressure on training and development, (6) Security vs. risk, (7) Openness vs. secrecy, (8) Status and morale, (9) Recognition and feedback, (10) Competence and general organizational flexibility.

In addition, one aspect of utilizing employees is the provision of motivation (stimulus) to employees, with the popular term now providing enthusiasm for work to employees. Every employee who gives a useful possibility to the organization, is endeavored by the leadership to make that possibility a reality. Efforts to realize this possibility is by providing motivation. This motivation is intended to provide a stimulus to the employee concerned so that the employee works with all his power and efforts (Manulang, 2002). According to Nitisemito (2010) that the work done by a manager in providing inspiration, enthusiasm, and encouragement to other people (employees) to take actions. This encouragement is intended to remind people or employees so that they are enthusiastic and can achieve the desired results from that person. Therefore, a manager is required to recognize or understand the nature and characteristics of his employees, a need based on motives with the manager's mastery of behavior and actions that are limited by motives, so managers can influence their subordinates to act in accordance with the wishes of the organization.

Referring to the theoretical studies that have been described above, the results of empirical research that support the relationship between variables are presented. Organizational climate can affect performance, this has been done by previous researchers, West (2000) argues that organizational climate refers to the functioning of the organization as a whole from the point of view of employees. This is the answer to the question “what is it like to work here?”, thus, organizational climate is a metaphor that describes individual

employees' perceptions of their organizational environment, a perception that can influence their motivation, innovation and performance.

Previous research has also linked organizational climate with motivation, Yun and Chuan (2012), organizational climate affects motivation, and motivation as a moderator of organizational climate on innovation. Suliman and Abdulan (2005), organizational climate is related to motivation. Prabhjot (2009), organizational climate is an important variable to generate motivation among employees. Tyagi (1982), the overall organizational climate has an effect on intrinsic motivation, and has no effect on extrinsic motivation.

The relationship between work motivation and performance has been carried out by previous researchers, Arshadi (2010), work motivation is correlated with performance. Güngör (2011), work motivation has a significant effect on employee performance, and motivation mediates the relationship between the management reward system and employee performance. Susan et al., (2012), work motivation has a significant effect on performance. Campbell (2007), intrinsic motivation has no effect on performance, while extrinsic motivation has an effect on performance. Miao et al., (2007), intrinsic motivation has a significant effect on performance, while extrinsic motivation has no significant effect on performance.

Previous research on the relationship between work motivation and performance shows different results, Arshadi (2010), Güngör (2011), and Susan et al., (2012), motivation affects performance. While research conducted by Campbell (2007) and Miao et al., (2007), internal and external motivation have no effect on performance.

The main task of the Maluku Provincial Social Service is to assist the Governor in carrying out Regional Autonomy in the Social Sector, namely (1) Formulation of programs in the social sector according to the Regional Strategic Plan of the RPJMD, (2) Formulation of technical policies in the social sector, (3) Granting of Licensing and Service Implementation General in the Social Sector based on statutory regulations, (4) Technical guidance in the Social Sector, (5) Guidance of Service Technical Implementing Units, (6) Development of functional groups of positions, (7) Administrative implementation, (8) Implementation of Governor policies given according to function service and (9) Implementation of other tasks assigned by the Governor according to his duties and functions.

To realize this main task, the vision of the Maluku Provincial Social Service is "The Realization of Social Welfare which is imbued with a sense of Social Solidarity, by and for the Communities in Maluku in a Sustainable way. The realization of the vision is carried out by all members of the organization in order to achieve the effectiveness of the implementation of tasks. To achieve the goals as expected, both individuals and organizations in carrying out their activities must be based on regulations and good performance. Or in other words, that the organization which is one form of a system consisting of several sub-systems related to each other in achieving the desired goals or objectives requires performance, both from individuals as part of the system.

## **METHOD**

The approach used in this study is a quantitative approach (positivism). Quantitative approach is a research approach that works with numbers, the data is in the form of numbers, analyzed using statistics to answer questions or test specific hypotheses.

Based on the objectives to be achieved and the nature of the relationship between variables, this research includes explanatory research with data collection carried out simultaneously in one stage (one shot study) or cross-sectionally through questionnaires. Explanatory research is intended to provide an explanation of the causal relationship between variables through hypothesis testing (Zacharias and Rahawarin, 2015). The reason that underlies the use of explanatory research is the suitability of the problem formulation and research objectives, namely to examine, explain and empirically prove the influence of organizational work climate and work motivation on employee performance at the Maluku Provincial Social Service. This research was conducted for 2 months. The research location is the Maluku Provincial Social Service.

The population in this study were all employees at the Maluku Provincial Social Service as many as 86 people. The sample is part of the population or part of the number and characteristics of the population. Due to the small population size, a saturated sample of 86 people was used. Data were analyzed by Multiple Linear Regression Analysis (multiple regression analysis). This method is used to see the level of influence of the independent variable on the dependent variable, either simultaneously or together or partially. Data processing is carried out with the help of the SPSS 11.00 program.

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6 + b_7X_7 + b_8X_8 + b_9X_9 + e_i$$

Where :

Y : Performance

b<sub>0</sub> : Constant

b<sub>1</sub>-b<sub>9</sub> : Regression coefficient

X<sub>1</sub> : Salary

X<sub>2</sub> : The work itself

X<sub>3</sub> : Promotion opportunity

X<sub>4</sub> : Surveillance

X<sub>5</sub> : Responsibility

X<sub>6</sub> : Identity

X<sub>7</sub> : Warmth

X<sub>8</sub> : Support

X<sub>9</sub> : Conflict

e<sub>i</sub> : Error

## RESULT AND DISCUSSION

The data obtained from the research results were analyzed using quantitative and qualitative methods. Quantitative analysis is used to prove the proposed hypothesis by using multiple linear regression model. Qualitative analysis is used to support and or explain the results of quantitative analysis. The results of the quantitative analysis of multiple linear regression using the SPSS 11.00 program are shown in Table 1:

**Table 1.**  
**Multiple Linear Regression Analysis Results**

| VariabLE                           | regression coefficient | t.count | probability | r partial |
|------------------------------------|------------------------|---------|-------------|-----------|
| Salary (X <sub>1</sub> )           | 0,727                  | 3,734   | 0,000       | 0,389     |
| The work it self (X <sub>2</sub> ) | 0,174                  | 2,797   | 0,008       | 0,090     |
| Promotion (X <sub>3</sub> )        | 0,009                  | 2,192   | 0,008       | 0,022     |
| Surveillance (X <sub>4</sub> )     | 0,110                  | 2,599   | 0,002       | 0,132     |
| Responsibility (X <sub>5</sub> )   | 0,721                  | 2,534   | 0,003       | 0,068     |
| Identity (X <sub>6</sub> )         | 0,635                  | 2,123   | 0,005       | 0,060     |
| Warmth (X <sub>7</sub> )           | 0,526                  | 2,576   | 0,003       | 0,206     |
| Support (X <sub>8</sub> )          | 0,044                  | 2,996   | 0,009       | 0,014     |
| Conflict (X <sub>9</sub> )         | 0,365                  | 1,984   | 0,006       | 0,176     |
| Constanta : 6,669                  | F. Ratio : 55,272      |         |             |           |
| R Square : 0,832                   | Prob. : 0,000          |         |             |           |
| Multiple R : 0,912                 | n : 86                 |         |             |           |

Source : analysis result, 2022

The results of the analysis show that the variables of salary (X<sub>1</sub>), job description (X<sub>2</sub>), promotion (X<sub>3</sub>), supervision (X<sub>4</sub>), responsibility (X<sub>5</sub>), identity (X<sub>6</sub>), warmth (X<sub>7</sub>), support (X<sub>8</sub>) and conflict (X<sub>9</sub>) together have a significant effect on the performance of the Maluku Provincial Social Service employees. This can be proven from the calculation results that Fcount is 55.272; while Ftable, is 1.99 at the 5% confidence level. The value of Fcount is greater than Ftable, in other words if Fcount is in the area of rejection of Ho, so from the results of these calculations it can be said that Ho is rejected and H1 is accepted, which means that all independent variables have a joint effect on the dependent variable.

The result of the computer print out contained in the attachment is known that the coefficient of determination (R<sup>2</sup>) is 0.832. This shows that 83.2% of the variables are salary (X<sub>1</sub>), job description (X<sub>2</sub>), promotion (X<sub>3</sub>), supervision (X<sub>4</sub>), responsibility (X<sub>5</sub>), identity (X<sub>6</sub>), warmth (X<sub>7</sub>), support (X<sub>8</sub>) and conflict (X<sub>9</sub>) jointly affect the dependent variable, namely the performance of the employees of the Maluku Provincial Social Service. While the remaining 16.8% is influenced by other variables outside the model. The regression coefficient shows the influence of each independent variable (X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub>, X<sub>4</sub>, X<sub>5</sub>, X<sub>6</sub>, X<sub>7</sub>, X<sub>8</sub>, X<sub>9</sub>) on the dependent variable (Y) if the size of the other independent variables in the model remains.

The regression equation obtained, namely:

$$Y = 6,669 + 0,727 X_1 + 0,174 X_2 + 0,009 X_3 + 0,110 X_4 + 0,721 X_5 + 0,635 X_6 + 0,526 X_7 + 0,044 X_8 + 0,365 X_9$$

The equation of the regression model can be analyzed as follows:

- a. The salary variable (X<sub>1</sub>) turned out to be positive, this means that if the motivation for the salary variable increases, the performance will also increase. Furthermore, the magnitude of the regression coefficient of 0.727 means that any increase in motivation to the salary variable will result in an increase in employee performance of 0.727; when the other variables are constant.
- b. The job description variable (X<sub>2</sub>) turns out to be positive, this means that if the motivation for the job description variable increases, the employee performance will also increase and the regression coefficient of 0.174 means that any increase in motivation to the job description variable will result in an increase of 0.174 units of employee performance. when the other variables are constant.
- c. The promotion variable (X<sub>3</sub>) also has a positive sign, meaning that if the motivation for the promotion variable increases, the employee's performance will also increase. The magnitude of the regression coefficient of 0.009 means that any increase in motivation to promotion opportunities will result in an increase of 0.009 in employee performance, if other variables are constant.
- d. The supervisory variable (X<sub>4</sub>) also has a positive sign, meaning that if the motivation for the supervisory variable increases, the employee's performance will also increase. The magnitude of the regression coefficient of 0.110 means that any increase in motivation to the supervisory variable will result in an increase of 0.110 in employee performance, if other variables are constant.
- e. The responsibility variable (X<sub>5</sub>) also has a positive sign, meaning that if the organizational climate in the form of responsibility increases, the employee's performance will also increase. The magnitude of the regression coefficient of 0.721 means that every increase in the responsibility variable will result in an increase of 0.721 employee performance, if other variables are constant.
- f. The identity variable (X<sub>6</sub>) also has a positive sign, meaning that if the organizational climate in the form of identity increases, employee performance will also increase. The magnitude of the regression coefficient of 0.635 means that any increase in the identity variable will result in an increase of 0.635 in employee performance, if other variables are constant.
- g. The warmth variable (X<sub>7</sub>) also has a positive sign, meaning that if the organizational climate in the form of warmth increases, then employee performance will also increase. From the magnitude of the regression coefficient of 0.526, it means that every increase in the warmth variable will result in an increase of 0.526 in employee performance, if other variables are constant.
- h. The support variable (X<sub>8</sub>) also has a positive sign, meaning that if the organizational climate in the form of support increases, then employee performance will also increase. The magnitude of the regression coefficient of 0.044 means that every increase in the support variable will result in an increase of 0.044 in employee performance, if other variables are constant.
- i. The conflict variable (X<sub>9</sub>) also has a positive sign, meaning that if the organizational climate in the form of the ability to manage conflict increases, the

employee's performance will also increase. From the magnitude of the regression coefficient of 0.365, it means that every increase in the ability to manage conflict variables will result in an increase of 0.365 in employee performance, if other variables are constant.

The coefficient of partial determination explains the effect of each change in the independent variable (X) on changes in the dependent variable (Y). From the results of data processing shows that the partial coefficient (r) for the variables of salary (0.389), job description (0.090), promotion opportunities (0.022), supervision (0.132), responsibility (0.068), identity (0.060), warmth (0.506), support (0.014) and conflict (0.176) This means that:

- a. The salary variable can explain each variation of changes in employee performance of 0.389 with the assumption that other variables are constant, meaning that it shows that the salary variable has a fairly large correlation with employee performance of 38.9% with the assumption that other variables do not change.
- b. The job description variable can explain each variation of changes in employee performance by 0.090 with the assumption that other variables are constant, meaning that it shows that job descriptions are significantly correlated with employee performance by 9.0% with the assumption that other variables do not change.
- c. The promotion opportunity variable can explain each variation of changes in employee performance by 0.022 with the assumption that the other variables are constant, meaning that it shows that the promotion opportunity is significantly correlated with the performance of 2.0% with the assumption that the other variables do not change.
- d. The supervision variable can explain each variation of changes in employee performance of 0.132 with the assumption that other variables are constant, meaning that it shows that supervision is significantly correlated with performance of 13.2% with the assumption that other variables do not change.
- e. The variable of responsibility can explain each variation of changes in employee performance of 0.068 with the assumption that the other variables are constant, meaning that it shows that responsibility is significantly correlated with performance of 6.8% with the assumption that other variables do not change.
- f. The identity variable can explain each variation of changes in employee performance of 0.060 with the assumption that other variables are constant, meaning that it shows that identity is significantly correlated with performance of 6.0% with the assumption that other variables do not change.
- g. The warmth variable can explain each variation of changes in employee performance of 0.206 with the assumption that other variables are constant, meaning that it shows that warmth is significantly correlated with performance of 20.6% with the assumption that other variables do not change.
- h. The support variable can explain each variation of changes in employee performance of 0.014 with the assumption that other variables are constant, meaning that it shows that support is significantly correlated with performance of 14.0% with the assumption that other variables do not change.

1. i. The conflict variable can explain each variation of changes in employee performance of 0.176 with the assumption that other variables are constant, meaning that it shows that conflict is significantly correlated with performance of 17.6% with the assumption that other variables do not change.

Testing the regression coefficients of the variables of salary (X1), job description (X2), promotion (X3), supervision (X4), responsibility (X5), identity (X6), warmth (X7), support (X8) and conflict (X9) is significant or not significant, the value of t is tested for significance. The test was carried out with a two-way test, using a significance level of 5%.

The test results obtained tcount for the variable salary of 3.734; job description variable is 2,797; promotion opportunity variable is 2.192 ; monitoring variable is 2,599; the responsibility variable is 2,534; identity variable is 2.123 ; warmth variable of 2,576; the support variable is 2,996; and the conflict variable is 1,984; While the amount of ttable at the 5% confidence level is  $\pm 1.980$ .

The values mentioned above can be explained that partially (alone), all variables have a significant effect on employee performance, because the t value  $>$  t table value. The t-count value of the nine independent Maluku Provincial Social Service variables is in the Ho rejection area, this means that the nine regression coefficients are not equal to 0, in other words the nine coefficients are significant. Discussion about the effect of the nine independent variables on the performance of the Maluku Provincial Social Service employees, the biggest influence comes from motivation on the salary variable with a large influence of 38.9%, because it has the largest correlation coefficient value among the eight other variables, so the first hypothesis is accepted.

Based on the research study, it is known that the magnitude of the influence of salary motivation on performance is due to the fact that in an effort to fulfill needs, most employees are at the level of fulfilling physiological needs, where indicators of salary aspects have a close relationship with the fulfillment of physical needs itself. One example is salary security, salary compatibility with employee rights, and the ability of salaries to meet minimum physical needs. This is in line with research conducted by Ruspudji Harnanto (2007) which concluded that work motivation variables consisting of salary, job description and supervision have a significant effect, either partially or simultaneously on employee performance, with a large effect of 76%. While the variable that has the most dominant influence on employee performance is salary of 38.9%. In line with the opinion of Robbins (1996: 181) which states that the motivational factors for job satisfaction are divided into five parts, namely: the work itself which is mentally challenging, appropriate rewards or rewards, open promotion opportunities, working environment conditions. and support from colleagues and superiors.

This is also in line with the opinion of Martoyo (1998:157) which states that the factors that act as motivators for employees, namely those that are able to satisfy and encourage people to work well, consist of: Achievement (Successful implementation), Recognition (Recognition) , The work itself, Responsibilities, Advancement.

Meanwhile, from the organizational climate factor, the dominant influencing variable is warmth of 50.6%. This is in line with the research results of Muhammad Ilham (2004) which concluded that the organizational climate which consists of the dimensions of flexibility, responsibility, standards, rewards, warmth, organizational identity and risk has a

positive and significant influence on employee performance. While the dominant influence partially comes from the warmth variable, with a large influence of 40.4%. In line with the opinion of Toulson & Smith (1994) that warmth is a feeling of a friendly work atmosphere and is more emphasized on conditions of friendliness or friendship in informal groups, as well as good relations between coworkers, emphasis on the influence of friendship and social groups. informal ones. In line with the opinion of Simamora (2001) which explains that organizational climate is the internal environment or organizational psychology. Organizational climate influences HR practices and policies accepted by organizational members. Please note that every organization will have a different organizational climate. The diversity of jobs designed within the organization, or the nature of the individuals that exist will reflect these differences. All organizations certainly have a strategy in HR management. An open organizational climate encourages employees to express interests and dissatisfaction without fear of reprisal and concern. Such dissatisfaction can be handled in a positive and thoughtful manner. A climate of openness, however, is only created if all members have a high level of confidence and believe in the fairness of action. Organizational climate is important to create because it is a person's perception of what the organization provides and is used as the basis for determining the behavior of future members. Climate is determined by how well members are directed, built and rewarded by the organization.

In this regard, efforts that can be made in order to improve employee performance in the future are to improve aspects related to satisfaction with the work they are engaged in and create a conducive organizational climate for all employees.

## **CONCLUSION**

Based on the results of the analysis and discussion, the conclusions drawn are:

1. Work motivation consisting of salary, work itself, promotion, supervision and organizational climate consisting of responsibility, identity, warmth, support, conflict simultaneously have a positive and significant effect on the performance of the Maluku Provincial Social Service employees.
2. Salary is a variable of work motivation factors that have a positive and significant and the most dominant influence on the performance of the Maluku Provincial Social Service employees.
3. Warmth is a variable of organizational climate factors that have a positive and significant and second dominant effect on the performance of the Maluku Provincial Social Service employees.

## **SUGGESTION**

1. In an effort to increase the motivation of the Maluku Provincial Social Service, interested parties should always pay attention to salaries, job descriptions, promotion opportunities, supervision, responsibility, identity, warmth, support and ability to manage conflict.
2. There are several indicators of the variables that are considered lacking, especially in the promotion aspect. For this reason, the leadership must be pro-active towards complaints and problems faced by the employees concerned, to improve organizational performance in the future.

3. Creating and maintaining a conducive office climate, so that employees feel comfortable to work better and open up opportunities for promotion in a fair and open manner.
4. Take firm and consistent actions within the framework of improving performance in order to create excellent human resources in stages, planned and according to existing standard procedures so as to be able to develop a culture of achievement and improve employee performance.

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