

**INTERNATIONAL JOURNAL OF  
CREATIVE RESEARCH AND STUDIES**

www.ijcrs.org

ISSN-0249-4655

**The Effect of Strategic Service Quality Management and Strategic Human Resources Planning & Budgeting on the Effectiveness of Organizational Performance Mediated by Work Climate at the Main Base of the Indonesian Navy III Jakarta****Hermanto, Kusnadi, Eddy Panjaitan & Willy Arafah**

---

**ABSTRACT**

*The purpose of this study was to analyze the direct effect of Strategic Service Quality Management on Good Work Climate; Strategic Human Resources Planning & Budgeting on Work Climate; Strategic Service Quality Management on Organizational Effectiveness Performance; Strategic Human Resources Planning & Budgeting on Organizational Performance Effectiveness; Work Climate on Organizational Performance; indirect influence of Strategic Service Quality Management on Organizational Performance Effectiveness mediated by Work Climate and Strategic Planning Human Resources & Budgeting on Organizational Performance Effectiveness mediated by Work Climate. The population in this study were employees of Lantamal III Jakarta with a population sample of 172 respondents. The findings of this study are that there is an influence of strategic service quality management and strategic planning of human resources & budgeting on the effectiveness of organizational performance mediated by the good work climate and the seven hypotheses proposed are all proven to be accepted. Good Work Climate plays a very important role as mediation in improving Strategic Service Quality Management and Strategic Human Resources Planning & Budgeting on Organizational Performance Effectiveness.*

**Keywords:** *Strategic Service Quality Management dan Strategic Planning Human Resources & Budgeting terhadap Good Work Climate, Effectivities Organizational Performance*

**I. INTRODUCTION**

Indicators of the success of a development are not only seen from the economic approach, but also an interdisciplinary approach is needed which involves approaches in the social, political, cultural, educational, health and so on. The back and forth of an organization is greatly influenced by the quality of human resources in the organization, because this will determine the performance of the organization which directly or indirectly contributes to Service Quality and organizational effectiveness. Given that human resources are the most important element, maintaining continuous and harmonious relationships with colleagues in an organization is

very important. The Main Base of the Indonesian Navy III (Lantamal III) is one of the Operational Support Implementing Units for elements of the Indonesian Navy under the Fleet I Command, one of whose main tasks are enforcing sovereignty and law at or by sea by carrying out limited patrols with elements. Other Marine Security. Seeing the vast area of responsibility for Lantamal III Jakarta which oversees the work area of the Palembang Navy (Lanal) Base, Lanal Lampung, Lanal Babel, Lanal Banten, Lanal Cirebon, Lanal Bandung and the waters along Jakarta Bay and the Thousand Islands, it is very important Reliable organizational crews The success of Lantamal III is determined by the quality of human resources who play a role in planning, implementing and controlling the organization, so it is hoped that the stated organizational goals can be achieved. Douglas (2010) explains that organizations need soldiers who have high job performance. Robbins (2012) states that ability directly affects the level of performance and satisfaction of a soldier through the suitability of job abilities. Soldier performance is an important issue for the entire organization, however satisfactory performance does not happen automatically. According to Hasibuan (2015) providing a definition of performance is a result of work achieved by a person in carrying out assigned tasks, based on skills, experience, seriousness, and time. Every organization will have a different work climate, Miller (2007), said that work climate is a fundamental value of spirit in how to manage relationships and organize them. Davis and Newstrom (2015) work climate as the personality of an organization that differentiates it from other organizations which leads to the perception of each member in viewing the organization.

## **II. LITERATURE REVIEW**

### **2.1. Strategic Service Quality Management**

Strategies are born due to several things (Rangkuti, 2002): The condition is stuck in making decisions, demands that must be answered as quickly as possible, the way that must be taken in order to maintain a minimum stable condition against shocks. Service quality management is an activity or a series of activities that are invisible (cannot be touched) that occur as a result of interactions between consumers and soldiers or other things provided by service providers that are intended to solve consumer problems (Umar, 2010 ). Strategic service quality management is a way of responding to a situation and reality by providing the best service solutions based on conditions of need and being able to provide the best way for customers or consumers from the situation that occurs (Ratminto and Septi, 2005).

### **2.2. Strategic Planning Human Resources & Budgeting**

Strategic human resources planning & budgeting is a plan that aims to maintain and improve an organization's ability to achieve its goals, through a strategy of developing human resource contributions and future budgeting (Nawawi, 2007). The strategic planning of human resources that is selected and determined determines what kind of human resource needs will be desired, both in quantity and quality (Alwi, 2001). Strategic planning budgeting must pay special attention to control during and after operations to ensure the efficiency of these operations and that operations are carried out in accordance with predetermined plans. The realization of each activity is compared to planning, where significant differences are analyzed for later improvements. Management carries out the control function by comparing performance with planning as a systematic effort to achieve organizational goals (Romney and Steinbart, 2014).

### **2.3. Work Climate**

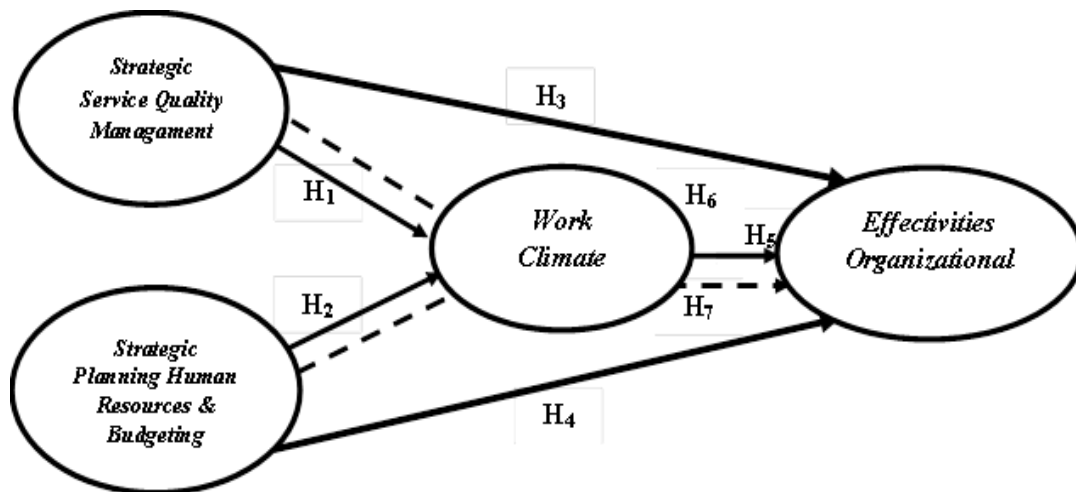
The high and low morale of the soldiers is also influenced by the work climate that takes place where they work. Control of the work climate is one way that can be used to increase the productivity of human resources (Munirul, 2010). Each organization will have different characteristics and work climate. The work climate is determined by how well members are directed, built, and valued by the organization (Ayudiarini, 2009). Wirawan (2007) states that work climate is the perception of members of the organization (individually and in groups) and those who are in constant contact with the organization (for example suppliers, consumers, consultants, and contractors) regarding what is or happens in the organization's internal environment on a regular

basis. which affects the attitudes and behavior of the organization and the performance of organizational members who then find organizational performance. Davis and Newstrom (2001) stated that the work climate is the personality of an organization that differentiates it from other organizations which leads to the perception of each member in viewing the organization. The work climate is a condition and condition of the work atmosphere in which the institution feels comfortable, calm and free in doing work without any fear (Agustini, 2010).

**2.4. Effectivities Organizational Performance**

The measure of the effectiveness of organizational performance can be assessed by comparing the achievement of the objectives of an activity carried out and not regarding the costs incurred to carry out these activities (Danim, 2004). The effectiveness of individual performance can be measured from job skills, increased performance, ability to adapt, and being able to deal with change (Bass and Daft, 1989). Organizational effectiveness is the activities carried out by organizational elements that run effectively and efficiently so that they can achieve organizational goals that have been compiled beforehand (Tangkilisan, 2005). Effectiveness of organizational performance and achievement is preceded by planning how to achieve it and setting goals to be achieved. The organizing function explains the responsibility and authority of individuals in the organization while the directing function explains the guidelines for achieving results in the form of interactions that are more oriented to individual psychology in the organization. Meanwhile, the control function describes the individual's ability to ensure consistency between actual and planned results. Adding the ability to manage individuals in an organization effectively is the key to increasing performance effectiveness (Gibson, 1996).

**III. CONCEPTUAL FRAMEWORK**

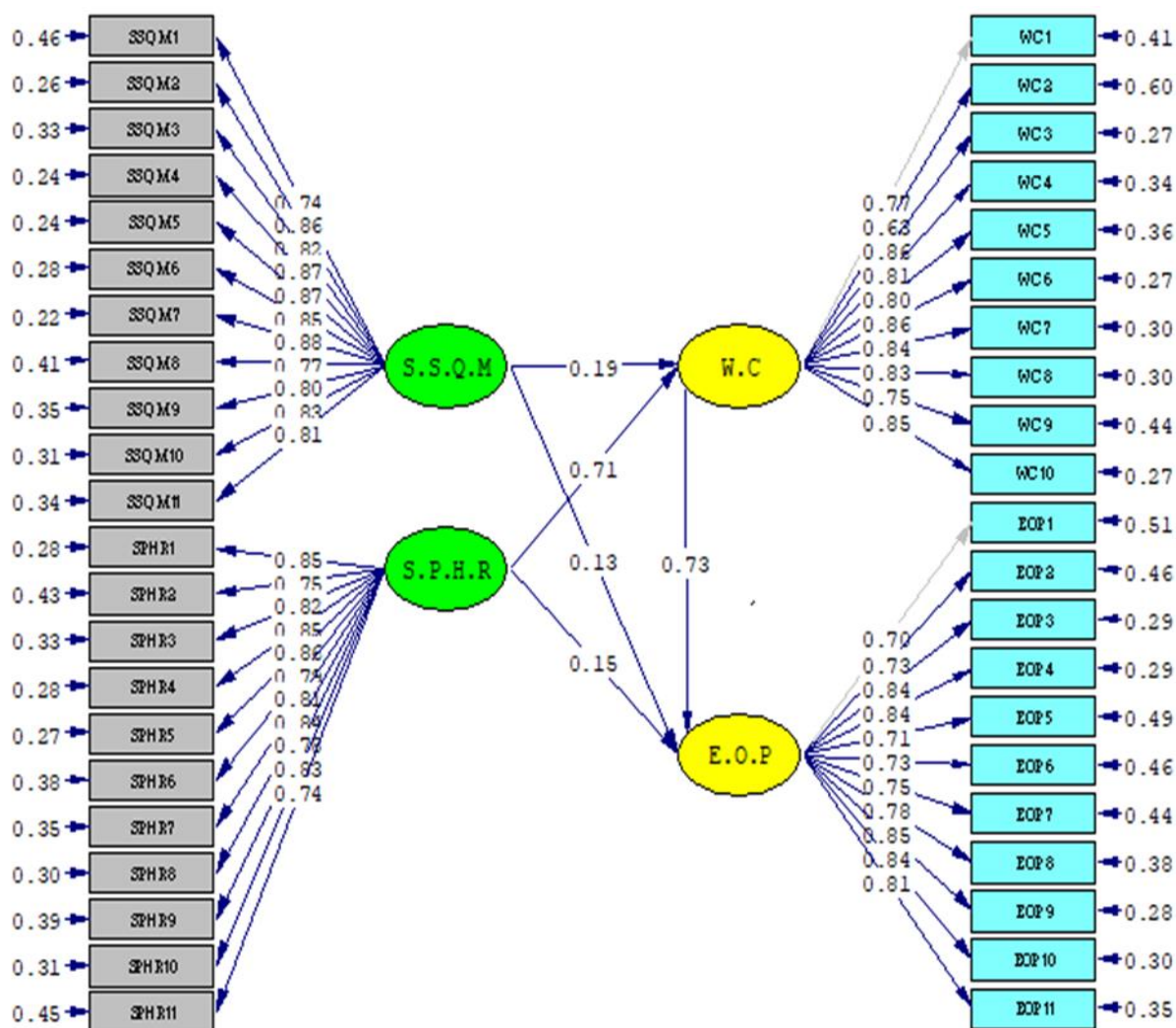


**IV. RESEARCH DESIGN**

The research design used is explanatory research, namely analyzing the concepts and problems under study to see the causality relationship, then explaining the variables causing the problem under study. This study used a survey (survey research), namely using data collection techniques by compiling questions and asking the respondents. Based on the unit of analysis, this study uses an individual unit of analysis, namely collecting data from each individual. Based on time, this study uses cross sectional studies, which is conducted with data, only once collected in a daily, weekly or monthly period in order to answer research questions (Sekaran and Bougie, 2013). In this study, the responses or respondents to the research variables were through descriptive analysis of each indicator. The variables in this study consisted of Strategic Service Quality Management, Strategic Human Resources Planning & Budgeting, Good Work Climate and Organizational Performance Effectiveness. In result of data analysis by using the method of SEM and by using the tool of software processing application of LISREL 8.80.

### V. RESULTS

Processing data on a structural model with Lisrel 8.80 software produces a standardized solution graph as follows:



Picture 1: Structural Model (Standardized Solutions)

Source: Results of Treatment with LISREL 8.80

Table 1: Model Conformity Index

Goodness of fit index	Criteria (cut-off value)	Result	Conclusion
X <sup>2</sup> - Chi-square	Expected small	2869.05	
Significance probability	< 0,05	0.000	Not Good Fit
RMSEA	≤ 0,1	0.106	Not Good Fit
NFI	≥ 0,90	0.96	Good Fit
NNFI	≥ 0,90	0,97	Good Fit
PNFI	≥ 0,90	0.91	Good Fit
CFI	≥ 0,90	0.97	Good Fit
IFI	≥ 0,90	0.97	Good Fit
RFI	≥ 0,90	0.96	Good Fit

Source: Results of Treatment with LISREL 8.80

**Table 2: Structural Equations**

Structural Equations				
$W.C = 0.19 * S.S.Q.M + 0.71 * S.P.H.R, \text{ Errorvar.} = 0.23, R^2 = 0.77$				
	(0.082)	(0.096)	(0.040)	
	2.32	7.36	5.82	
$E.O.P = 0.73 * W.C + 0.13 * S.S.Q.M + 0.15 * S.P.H.R, \text{ Errorvar.} = 0.053, R^2 = 0.95$				
	(0.090)	(0.055)	(0.073)	(0.015)
	8.11	2.29	2.08	3.49
Indirect Effects of KSI on ETA				
	S.S.Q.M	S.P.H.R		
W.C	- -	- -		
E.O.P	0.14	0.52		
	(0.06)	(0.09)		
	2.27	6.05		

Source: Results of Treatment with LISREL 8.80

**Table 3: Hypotesis Results Test**

Path	Estimasi	t-value	Results
Strategic Service Quality Management → Good Work Climate	0.19	2.32	Accepted
Strategic Planning Human Resources & Budgeting → Good Work Climate	0.71	7.36	Accepted
Strategic Service Quality Management → Effectivities Organizational Performance	0.13	2.29	Accepted
Strategic Planning Human Resources & Budgeting → Effectivities Organizational Performance	0.15	2.08	Accepted
Good Work Climate → Effectivities Organizational Performance	0.73	8.11	Accepted
Strategic Service Quality Management → Good Work Climate → Effectivities Organizational Performance	0.14	2.27	Accepted
Strategic Planning Human Resources & Budgeting → Good Work Climate → Effectivities Organizational Performance	0.52	6.05	Accepted

Source: Results of Treatment with LISREL 8.80

**Table 4: Direct, Indirect, Total Effect**

Variabel	Effect			
	Direct	Indirect	Explanation	Total
Strategic Service Quality Management	0.13	0.14 (t= 2.27)	Mediating Good Work Climate	0.27 (t= 3.46)
Strategic Planning Human Resources & Budgeting	0.15	0.52 (t= 6.05)	Mediating Good Work Climate	0.67 (t= 7.22)

**VI. DISCUSSION AND CONCLUSIONS**

Based on the results obtained, it is known that the Strategic Service Quality Management has a direct effect on the Good Work Climate with a t-value of 2.32 (t-value > 1.96), which means that hypothesis 1 is accepted. The partial influence of the Strategic Service Quality Management on the Good Work Climate is 0.19. The influence

of Strategic Service Quality Management on the Good Work Climate is positive and significant. It means that the higher / positive the Strategic Service Quality Management, the higher / positive the Good Work Climate. This research is reinforced by the theory of Rangkuti (2002), Umar (2010), Strategic service quality management is a way of responding to a situation and reality by providing the best service solutions based on conditions of need and being able to provide the best way for customers or consumers from the situation that occurs (Ratminto and Septi, 2005).

Based on the results obtained, it is known that Strategic Human Resources Planning & Budgeting has a direct effect on the Good Work Climate with a t-value of 7.36 ( $t\text{-value} > 1.96$ ), which means that hypothesis 2 is accepted. The partial influence of Strategic Human Resources & Budgeting Planning on the Good Work Climate is 0.71. The influence of Strategic Human Resources Planning & Budgeting on Good Work Climate is positive and significant. It means that the higher / positive Strategic Planning Human Resources & Budgeting, the higher / positive the Good Work Climate. This research is reinforced by the theory of Nawawi (2007), Alwi (2001), Management carries out the control function by comparing performance with planning as a systematic effort to achieve organizational goals (Romney and Steinbart, 2014).

Based on the results obtained, it is known that the Strategic Service Quality Management has a direct effect on Organizational Effectiveness with a t-value of 2.29 ( $t\text{-value} > 1.96$ ), which means that hypothesis 3 is accepted. The big influence of Strategic Service Quality Management on Organizational Effectiveness is 0.13. The influence of Strategic Service Quality Management on Organizational Effectiveness Performance is positive and significant. It means that the higher / positive the Strategic Service Quality Management, the higher / positive the Organizational Effectiveness Performance. This research is reinforced by the theory of Umar (2010), Service quality management is an activity or a series of activities that are invisible (cannot be touched) that occur as a result of interactions between consumers and soldiers or other things provided by service providers that are intended to solve consumer problems.

Based on the results obtained, it is known that Strategic Human Resources Planning & Budgeting has a direct effect on Organizational Effectiveness with a t-value of 2.08 ( $t\text{-value} > 1.96$ ), which means that hypothesis 4 is accepted. The big influence of Strategic Planning Human Resources & Budgeting on Organizational Effectiveness is 0.15. The influence of Strategic Human Resources Planning & Budgeting on Organizational Effectiveness Performance is positive and significant. It means that the higher / positive Strategic Planning Human Resources & Budgeting, the higher / positive Organizational Performance Effectivities. This research is reinforced by the theory of Nawawi (2007), Strategic human resources planning & budgeting is a plan that aims to maintain and improve an organization's ability to achieve its goals, through a strategy of developing human resource contributions and future budgeting.

Based on the results obtained, it is known that the Good Work Climate has a direct effect on Organizational Effectiveness with a t-value of 8.11 ( $t\text{-value} > 1.96$ ), which means that hypothesis 5 is accepted. The partial influence of Good Work Climate on Organizational Effectiveness Performance is 0.73. The effect of Good Work Climate on Organizational Effectiveness Performance is positive and significant. It means that the higher / positive the Good Work Climate, the higher / positive the Organizational Performance Effectivities. This research is reinforced by the theory of Wirawan (2007) states that work climate is the perception of members of the organization (individually and in groups) and those who are in constant contact with the organization (for example suppliers, consumers, consultants, and contractors) regarding what is or happens in the organization's internal environment on a regular basis.

Based on the results obtained, it is known that the indirect influence of Strategic Service Quality Management on Organizational Effectiveness through Good Work Climate is 0.14 and the t-value is 2.27 ( $t\text{-value} > 1.96$ ), which means that hypothesis 6 is accepted. The mediation effect of Good Work Climate between Strategic Service Quality Management and Organizational Performance Effectiveness is positive and significant. It means

that the higher / positive the Good Work Climate will further strengthen the influence of the Strategic Service Quality Management on Organizational Effectiveness Performance. This research is reinforced by the theory of Rangkuti (2002), Strategies are born due to several things, the condition is stuck in making decisions, demands that must be answered as quickly as possible, the way that must be taken in order to maintain a minimum stable condition against shocks. The high and low morale of the soldiers is also influenced by the work climate that takes place where they work. Control of the work climate is one way that can be used to increase the productivity of human resources (Munirul, 2010). The effectiveness of individual performance can be measured from job skills, increased performance, ability to adapt, and being able to deal with change (Bass and Daft, 1989).

Based on the results obtained, it is known that the indirect influence of Strategic Planning Human Resources & Budgeting on Organizational Effectiveness through Good Work Climate is 0.52 and the t-value is 6.05 (t-value > 1.96), which means that hypothesis 7 is accepted. The mediation effect of Good Work Climate between Strategic Planning Human Resources & Budgeting and Organizational Effectiveness Performance is positive and significant. It means that the higher / positive the Good Work Climate will further strengthen the influence of Strategic Human Resources Planning & Budgeting on Organizational Effectiveness Performance. This research is reinforced by the theory of Alwi (2001), the strategic planning of human resources that is selected and determined determines what kind of human resource needs will be desired, both in quantity and quality. Control of the work climate is one way that can be used to increase the productivity of human resources (Munirul, 2010). Organizational effectiveness is the activities carried out by organizational elements that run effectively and efficiently so that they can achieve organizational goals that have been compiled beforehand (Tangkilisan, 2005).

### **Managerial Implications**

Leaders and stakeholders need to improve the effectiveness of the Strategic Service Quality Management by means of, among others: Lantamal III Jakarta personnel must carry out data collection on moring boats / service boats in Banten as a source of information and support for investigating intelligence operations in urgent situations; ready to carry out monitoring and early detection as well as to recap marine traffic activities, both commercial ships and foreign warships passing through the waters; and ready to carry out monitoring and recording of every incident at sea. Leaders and stakeholders need to increase the effectiveness of Strategic Planning Human Resources & Budgeting with efforts, including: Lantamal III personnel ready to supervise and control salvage activities, underwater work and exploitation and exploration of marine resources; ready to supervise and control ship activities and traffic; and ready to carry out recapitulation and analysis of any information in the form of intelligence products in the form of periodic and non-periodic reports. Leaders and stakeholders need to increase the effectiveness of the Good Work Climate with efforts, among others: in working for Lantamal III Jakarta personnel need freedom in managing work in accordance with the expertise possessed by employees; there is clarity about the duties and limits of authority carried out in relation to personnel duties; and the workload assigned to personnel in accordance with their abilities and job roles. Leaders and stakeholders need to increase the effectiveness of Organizational Effectiveness Performance with efforts, among others: personnel of Lantamal III Jakarta to control the waters of Lanal; formulating strategic planning always evaluating the results of work in order to plan the next program; and very good at coping with changes in the internal and external environment.

### **Research Limitations**

In this study there are still many limitations, including: this study only took respondents from only one dimension, namely officers in the Indonesian Navy; and the research is quantitative in nature and the data collection process lasts a short time with a limited number of respondents.

## Suggestion

Taking into account the various limitations of this study, the researcher provides suggestions for further research including: further research to take respondents not only from one dimension but also from other dimensions such as the Army and Air Force, as well as other agencies, both government and government companies. private; and adding qualitative research to deepen the conclusions obtained from the quantitative research results that have been obtained.

## References

- Agustini, Fauziah (2010). *Manajemen Sumber Daya Manusia Lanjutan*. Medan: Penerbit Madenatera.
- Alam, Andi Samsu dan Prawitno, Ashar (2015). Pengembangan Kapasitas Organisasi dalam Peningkatan Kualitas Pelayanan Publik Dinas Kehutanan dan Perkebunan Kabupaten Bone. *Government, Jurnal Ilmu Pemerintahan* Volume 8, Nomor 2, Juli 2015 (93-104) ISSN 1979-564.
- Alwi, Syafaruddin (2001). *Manajemen Sumber Daya Manusia, Strategi Keunggulan Kompetitif*. Yogyakarta: Penerbit BPFE UGM.
- Assauri, Sofyan (2001). Pangsa Pasar. Jakarta: Penerbit Universitas Indonesia.
- Ayudiarini, Natasya. 2009. *Pengaruh Iklim Organisasi Dan Pengembangan Karir Terhadap Kepuasan Kerja*. Depok: Penerbit Universitas Gunadarma.
- Bass, Bernard dan Daft Richard 1989). Predicting Unit Performance By Assessing Transformational And Transactional Leadership. *Journal of Applied Psychology*, 88 (2), 207-218.
- Bazeley, P dan Jackson, K (2013). *Qualitative Data Analysis Nvivo*. London: Penerbit Sage Publications Ltd.
- Dahlan dan Iriawan, Hermanu (2018). Pengaruh Manajemen SDM dan Budaya Organisasi Terhadap Kualitas Pelayanan Pada Kantor Kecamatan Tamalate Kota Makassar. *Jurnal Analisis Kebijakan dan Pelayanan Publik* Volume 4 No. 2, Desember, pISSN: 2460-6162, eISSN: 2527-647.
- Danim, Sudarwan (2004). *Motivasi Kepemimpinan & Efektivitas Kelompok*. Jakarta: Penerbit PT. Rineka Cipta.
- Davis, Keith dan Newstrom, John (2001). *Perilaku Dalam Organisasi*. Jakarta: Penerbit Erlangga.
- Dharmanegara, Ida Bagus Agung (2010). *Penganggaran Organisasi Teori Dan Aplikasi*. Yogyakarta: Penerbit Graha Ilmu.
- Fitriana, Wedi (2013). Pengaruh Koordinasi, Pengawasan Dan Iklim Kerja Terhadap Kinerja Pegawai di Kantor Dinas Sosial Provinsi Jawa Barat. *Jurnal Empowerment* Volume 2, Nomor 1 Februari 2013, ISSN No. 2252-4738.



- Ghozali, Imam (2011). *Aplikasi Analisis Multivariat Dengan Program SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.
- Gibson, Donnell (1996). *Organisasi, Perilaku, Struktur, Proses*. Jakarta: Penerbit Erlangga.
- Gunawan, Adisaputro dan Asri, Marwan (2004). *Anggaran Organisasi*. Yogyakarta: Penerbit BPFE.
- Jesus, Luis De dan Supartha, Wayan Gede (2019). Pengaruh Iklim Organisasi, Kompetensi Dan Motivasi Terhadap Kinerja Pegawai Di Kantor Perdagangan Industri Dan Lingkungan Hidup Di Timor Leste. *E-Jurnal Ekonomi dan Bisnis Universitas Udayana* 8.1 (2019): 61-78, ISSN : 2337-3067.
- Karnadi, Erwin B (2017). *Panduan Eviews Untuk Ekonometrika Dasar*. Jakarta: Penerbit Grasindo.
- Kuncoro, Mudrajad (2011). *Metode Kuantitatif; Teori dan Aplikasi untuk Bisnis dan Ekonomi*. Yogyakarta: Penerbit Sekolah Tinggi Ilmu Manajemen YKPN.
- Miller, Patrick (2010). *Measurement and Work Climate*. New Jersey: Penerbit Prentice Hall.
- Moenir, H.A.S (2001). *Manajemen Pelayanan Umum di Indonesia*. Jakarta: Penerbit Bumi Aksara.
- Munirul, Abidin (2010). *Iklim Kerja Yang Kondusif dan Kompetitif*. Malang: Penerbit UIN Maliki Press.
- Nawawi, Hadari (2007). *Manajemen Sumber Daya Manusia*. Yogyakarta: Penerbit Andi.
- Pasaribu, Safran Efendi (2016). Pengaruh Iklim Organisasi Terhadap Kinerja Pegawai Pada Biro Rektor Universitas Muhammadiyah Tapanuli Selatan. *Jurnal Administrasi Publik* ISSN: 2088-527x.
- Priyatno, Dwi (2010). *Teknik Mudah dan Cepat Melakukan Analisis Data Penelitian dan Tanya Jawab Ujian Pendaratan*. Yogyakarta. Penerbit Gaya Media.
- Rangkuti, Freddy (2002). *Analisis SWOT, Teknik Membedah Kasus Bisnis: Reorientasi Konsep Perencanaan Strategis untuk menghadapi Abad 21*. Jakarta: Penerbit Gramedia Pustaka Utama.
- Ratminto, dan Septi, Atik Winarsih (2005). *Manajemen Pelayanan*. Yogyakarta: Penerbit Pustaka Pelajar.
- Retherford, Robert, D (1993). *Statistical Models For Casual Analisis*. New Jersey: Penerbit John Wiley & Sons.
- Riduan, Sunarto (2011). *Pengantar Statistika Untuk Penelitian Pendidikan, Sosial, Ekonomi, Komunikasi*. Bandung: Penerbit CV. Alfabeta.
- Romney, Marshall B dan Steinbart, Paul John (2014). *Sistem Informasi Akuntansi: Accounting Information Systems*. New Jersey: Penerbit Prentice Hall.
- Sekaran, U dan Boogie. (2013). *Research Methods for Business: A Skill –Building approach*. New York: John Wiley and sons. Inc.
- Sinambela, Litjan Poltak (2014). *Reformasi Pelayanan Publik*. Jakarta. Penerbit PT. Bumi Aksara.
- Soeprihanto, Jhon. 2001. *Penilaian Kinerja dan Pengembangan Prajurit*. Yogyakarta. Penerbit BPFE.

- Sugiyono (2016). *Metode Penelitian Kuantitatif Kualitatif dan R & B*. Penerbit Alfabeta. Bandung.
- Tangkilisan, Nogi Hessel (2005). *Manajemen Publik*. Jakarta: PT. Gramedia Widiasarana Indonesia.
- Timpe, Dale (2009). *Memimpin Manusia, Seri Ilmu Dan Seni Manajemen Bisnis*. Jakarta. Penerbit Gramedia Asri Media
- Umar, Husein (2010). *Manajemen dan Perilaku Konsumen*. Jakarta: PT. Gramedia Pusat.
- Umar, Husein (2008). *Riset Pemasaran Dan Bisnis*. Jakarta: Penerbit Gramedia Pustaka Utama.
- Webley, Paul dan Lea, Stephen (1997). *Path Analysis, Exeter*. United Kingdom: Department Of Psychology, University Of Exeter.
- Wirawan (2007). *Budaya dan Iklim Organisasi Teori Aplikasi dan Penelitian*. Jakarta: Penerbit Salemba Empat.