Transformation of Organizational Culture in Promoting the Effectiveness of Performance Success in Sukamakmur District Bogor Regency

Abubakar Iskandar*

Juanda University Postgraduate School
Email: abubakar.iskandar.adn@unida.ac.id

Abstract

The aim of the research is to analyze the culture of creativity in community services; Explaining the culture of productivity towards community services; Analyzing performance culture towards community services. The success of the sub-district government relies on a Culture of Creativity, a Culture of Productivity and a Culture of Performance. Therefore, when dealing with people, it is necessary to maintain pleasant verbal language. After the statement is issued, then action is followed to answer what the community needs. Service is the act of serving the needs of the community. Meanwhile, training is the process of socializing and internalizing the behavior of state civil servants regarding mechanisms, procedures, etc. to all state civil servants so that they carry out their duties well. Meanwhile, governance is the preparation and administration of an administrative system that can produce standard operational procedures. This research uses the "empirical research" method. Therefore, the approaches used are the services approach, governance approach and performance approach. Intentional collection of informants from several Sukamamur and Village District staff as many as 30. The data required is primary and secondary data. Data collection techniques are interviews, observation, literature study and documentation. To determine the culture of creativity, culture of productivity, culture of performance, qualitative descriptive methods are used. Research shows that employee creativity in building performance is a planning strategy where the informant's answer to the formulated strategic plan is at a highly achieved level. Meanwhile, the factors that influence productivity are technical factors, production factors, organizational factors, personal factors, financial factors, management factors, location and government factors. Meanwhile, the informants' views on performance in public services are at a very high level. The conclusion is that a culture of creativity, a culture of productivity and a culture of performance influence the effectiveness of success.

Keywords: effectiveness; function; creativity; performance; society; productivity; service; tasks.

1. Preliminary

1.1Background

Transformation is a change in the contours and configuration of a culture of creativity, a culture of productivity and a culture of performance from a situation that previously still used conventional (manual) patterns of creativity, productivity and performance in the form of writing, typing data using a typewriter, while daily communication uses telecom from office to office and changes to a new model in the form of data processing and analysis via computers, while daily social interactions use the internet, telephone, website, email and so on from individual to other individual or from individual to certain agencies so that it is more easy to complete daily work The level of employee productivity depends on their performance. If their performance is low then their productivity is also low, conversely if their performance is high then their productivity is also high, then performance must be used as a culture in an organization. A good work culture will have a positive impact on the employees concerned. Therefore, it is important For an employee, he must excel so that he has the feeling of being a productive employee because of his maximum work ethic at work. Culture according to Douglas Kliner in [5] has several dimensions, namely reading, science, technology, art and others. So the success of an organization such as the Sukamakmur District Government, Bogor Regency depends on its work culture. A good work culture depends on the transformation of organizational culture which includes: (1) Creativity Culture, (2) Productivity Culture, (3) Performance Culture [17] Based on the three elements mentioned above, humans will have advantages in their work which allows humans to live even in different spaces and times. For this reason, from a disciplinary perspective,

anthropology is diametrically opposed to other sciences. This difference can be seen from the understanding of the meaning of culture itself. Where culture is translated as an idea then reduced to a narrative, then the narrative is applied in everyday life rationally [6]

This rational action can be seen from research conducted by Wawan Risnawan regarding: "The Influence of Organizational Culture on Employee Work Productivity". The results of this research explain that the ethical dimension must be prioritized quantitatively, requiring employees to work optimally wherever the employee works. That's why compliance with ethical values and etiquette is very important in an organization and performance evaluations are continuously carried out whether the desired results have been achieved or not according to the organization's goals.

Meanwhile, the research carried out by researchers concerns several dimensions, namely Creativity Culture, Productivity Culture, and Performance Culture. A culture of creativity can be built through service to the community, coaching employees and secretarial administration. Every state civil servant must position themselves as servants and not served. Therefore, every state civil servant when dealing with the public needs to maintain verbal language that is pleasant and does not disappoint the public. A culture of productivity can be built through work discipline and employee performance. This work discipline concerns timeliness in completing work, accuracy in using the available budget, accuracy in utilizing existing facilities and infrastructure and accuracy in utilizing available Human Resources. Performance culture concerns the identification of inputs that will be used through a reciprocal process to obtain the expected outputs and

outcomes. Apart from that, reliable human resources are also needed, namely people who have: (1) expertise, (2) enthusiasm, (3) obedience and (4) obeying work rules. [2]. Creativity Culture, Productivity Culture and Performance Culture are developed within the framework of organizational culture so that the work ethic of the employees concerned can increase. The high work ethic is of course due to the effectiveness of the activity plans carried out by the Sukamakmur District Government before the activity. In general, effectiveness is always linked to organizational goals and pays little attention to human aspects and behavior and this should be placed at the core of the discussion when we talk about performance issues. So organizational culture socializes and internalizes its members in order to achieve optimal performance [12]. When we talk about effectiveness, the main elements that need to be considered are production, efficiency and satisfaction. Production is the ability to produce goods and services according to the interests and needs of society. Meanwhile, efficiency is a need that is directly related to the interests of society. Meanwhile, satisfaction is related to attitude, namely showing to what extent the organization can fulfill the interests of the community so that the community feels satisfaction in the services provided by officers both in the sub-district or in the village/kelurahan. Therefore, the focus of this research is organizational culture and the effectiveness of the success achieved. by the Sukamamur District Government

2.2 Research purposes

This research aims to identify several main elements as follows:

a. Analyze the culture of creativity towards community services;

b. Explaining the culture of productivity towards community services;

c. Analyzing performance culture towards community services

2. Materials and Methods

2.1 Research Approach

The approaches used are the services approach, cavernance approach and performance approach. The services approach is carried out by examining empirical data available in the Sukamakmur District Government, while the performance approach moves from employee performance as seen from the volume and weight of work with the aim of finding work targets and objectives that give rise to work performance. Meanwhile, the cavernance approach was carried out by looking at existing work procedures and mechanisms in the Sukamakmur District Government. Thus, the narrative uses qualitative descriptive

2.2 Research design

This research uses a "qualitative descriptive" design, which is carried out to determine the problems of employee success taken from primary data in the field, with reference to . organizational culture which will then be studied regarding the process of achieving success [13]

2.3 Research Locus and Time

The research locus is in the Sukamakmur District Government, Bogor Regency, West Java Province, which was carried out in January-February 2024.

2.4Research Stages

The stages carried out are: (a) Determining the problem, (b) Studying related literature, (c) Choosing a research location, (d) Preliminary study, (e) Determining data collection techniques, (f) Controlling interview guidelines, (g) Processing research data (h) Analysis data after validation and reliability, (i) Results of informant answers, descriptions and narratives [15]

2.5Informants

Intentional collection of informants from several staff at the Sukamamur District Office and several Village Office staff in Bogor Regency [15]. The number of informants taken were employees in the Sukamakmur District Government and several staff at the Village and Subdistrict Offices totaling 35 informants [14]

2.6Types of Data and Data Sources

The information collected is main information and supporting information. The main information is accessed through key informants, while supporting information is collected through other informants who understand the transformation of organizational culture in encouraging employee performance in the form of narratives [14]

2.7 How to Obtain Information

The methods used to collect information in this research are dialogue, discussion, observation, study references and documents available at the Institute [18]

2.9Information Analysis

To obtain information, this is done by distributing interview guidelines to selected informants. The interview guide was filled in by the informant and a group discussion was held. The information is accessed and written for qualitative analysis, to determine the culture of creativity, culture of productivity, culture of performance improvement, using content analysis through processing information, presenting information and drawing conclusions. Content analysis is an in-depth verbal expression of information, so interviews become more urgent in this analysis. [7].

3. Results

3.1Creativity Culture

This creative culture is related to human behavior, activities or way of life of an employee or a group of employees which attaches to them an element of novelty or innovation for a more modern and better life for change in an organization where the employee works [17]. Meanwhile, creativity is the power or imaginative ability of a person who is able to create an idea, then the idea or idea is narrated in a structured and systematic way so that when a work program is prepared it becomes effective and efficient. So employee or employee creativity is a process of creating real works based on creative abilities to create work achievements that have never existed before. The culture of creativity is also built from the results of social interactions between people between groups. Thus, innovation or renewal is the renewal of the technological and economic elements of a culture [6]. By knowing the components of the work plan, it will be easy to understand it thoroughly as in the

following matrix

Table1

Number	Program	Activity Planning	Output
1	Strengthening the organizational structure of sub-districts, villages/sub-districts	1.Plan to strengthen sub-district, village and sub-district personnel work units	a. Profile of sub-district, village/sub-district personnel work units b. Sub-district, village and sub-district work plan documents
		2.Strengthening the training of sub-district, village and sub-district staff	a. Name of the educational and training place where the employee will be assigned b. Names of sub-district, village and sub-district staff who will take part in education and training c.Subdistrict, village and sub-district staff training proposal documents
		3.Improvement of facilities and infrastructure	a. Proposed plans for improving facilities and infrastructure and their implementation b. Document of proposed plans for improving facilities and infrastructure
2	Governance Arrangement	1.Preparation of standard operational governance procedures	a. Proposals for each main work process in the sub-district, village and sub-district governments b. Governance documents for each main work process in the sub-district, village and sub-district governments
		2. Electronicization of archives	a. Software procurement b. Procurement of hardware c. Staff operator training

Talking about Sukamakmur District Government Governance means we are talking about bureaucratic reform which is desired by the people through improving work systems and procedures, one-stop service so that it is easy to obtain information which of course is in order to provide better services in accordance with the main tasks set out in the Guidelines. General Bureaucratic Reform [11] namely creativity in preparing sub-district work plans and programs, creativity in formulating and preparing sub-district technical policies, and creativity in carrying out general government tasks   Derivatives of the general guidelines for bureaucratic reform are then outlined in [9] Concerning the Main Duties, Functions, Work Procedures and Job Descriptions of Structural Positions in the District Environment, including (1) Implementation of general government tasks; (2)

Coordination of community empowerment activities; (3) Coordination of maintenance of infrastructure and facilities; (4) Carry out District Government Administration

Table 2: Employee Creativity in Preparing Work Plans and Programs, Formulating and Preparing Technical Policies, and Carrying out General Government Duties

Number	Success	Number of Informants	Percentage
1	Very creative	28	80,0
2	Creative	4	11,5
3	Quite Creative	3	8,6
4	Not Creative	0	0,0
5	Very Uncreative	0	0,0
	Total	35	100.0

The creativity of these employees can be demonstrated in preparing operational plans and activities for several sectors as follows:

1. Preparing sub-district operational plans and activities

2. Formulating and preparing sub-district technical policies

3. Preparing operational plans and activities for sub-district administration

4. Preparing operational plans and activities in the sector governance

5. Preparation of operational plans and activities in the development control sector

6. Preparation of operational plans and activities in the economic sector

7. Preparation of operational plans and activities in the peace and order sector

3.2 Productivity Culture

Productivity culture is a measuring tool or parameter for comparing volume and workload in terms of quality, quantity and time used by an employee to complete work to achieve predetermined output/results. This means that the higher the culture of productivity, the higher the results achieved. That is why ethics and etiquette at work are very necessary for someone in an organization. So several methods that are considered efficient and effective in increasing productivity are the sweep, sort and standardize methods. This of course requires an employee's intellectual intelligence in completing his work without adequate intelligence it is impossible to complete the work well. What is meant by productivity here is employee work productivity. So employee work productivity is the employee's expertise and skills and competence in completing the load and volume of work

so that it can produce the targeted output compared to the input charged to an employee, and thus it can be said that the employee is productive because he is able to produce work as expected in the specified time. short and precise as well as efficient and effective in an organization [16] .Several points that must be considered in technical factors are production technology such as computers, androids, and several other equipment. A number of elements are included in employee productivity factors, namely production control and standardization of production processes .Then job expertise, as well as division or allocation of work. Furthermore, personal factors are position placement, quality of human resources, training and development of human resources and financial factors because all activities will be carried out optimally if adequate finances are available and these finances must be managed carefully and with full calculation so that they are not trapped in corruption cases such as the Sukamakmur District Government Management Financial Plan amounting to Rp. 4,831,615,231 and the realization was Rp. 4,384,507,051. These funds are managed in a transparent, accountable, effective and efficient manner.   Measuring output that is linked to the financial system gives rise to several consequences, namely (1) Measuring financial output is usually in line with organizational rhetoric. This rhetoric does not cover all outputs which follow the principle that if the planned output is not measurable or unrealistic it will be eliminated, (2) Measuring output will disrupt the expected output, for example the employee leader concerned hopes that all employees can develop into healthy employees, creative, adaptive and energetic but can never be measured. Organized professions try to socialize and control the behavior of employees who occupy important positions in the organization. Professions are usually determined based on the following criteria: (1) Standards of knowledge, skills or experience that will determine the attributes of employees, (2) Membership is limited to a number of professions, very formal procedures apply for the registration of prospective employees, (3) A socialization process that is formal for indoctrination in professional expertise and norms of behavior, (4) A series of regulations governing professional behavior and (5) Incentive Systems In connection with productivity issues, Liberal Theory can be referred to in uncovering productivity issues. This theory places human capital as the main element in increasing output or work results. This theory prioritizes individual self-development on technical skills rather than managerial skills. This means that an employee at the lower level is required to have 75 percent technical skills and 25 percent to have managerial skills. The achievement of employee productivity levels is as depicted in the following table.

Table 3: Employee Productivity Level in Completing Work

Number	Success	Number of Informants	Percentage
1	Very Productive	25	71,4
2	Productive	7	20,0
3	Quite Productive	3	8,6
4	Not productive	0	0,0
5	Very Unproductive	0	0,0
	Total	35	100.0

3.4 Performance Culture

Performance culture is a person's mental attitude in encouraging efforts to achieve daily and weekly work plans. Monthly, three-monthly, six-monthly or annually to achieve the work plan that has been prepared

previously. This performance culture will result in an employee being said to be an achiever or an underachiever because they have responsibility, dare to face risks and challenges and must be realistic. Besides that, there is always feedback so that you can know your strengths and weaknesses in your work.   On the other hand, it is necessary to pay attention to the individual profile in the sense that it is necessary to look at the abilities, skills, in completing the work. Apart from that, there are several factors that influence an employee's performance, namely psychological factors, namely individual views, individual roles, individual interests, individual personality, possession of skills. The definition of performance according to [20] is the achievement of work targets when realizing institutional goals. Activity governance is all activities carried out in order to realize the performance of the institution or institutions, for all employees in the institution. Employee activities are influenced by several elements inside or outside the institution. The activities of an institution or institution are the accumulation of activities of all employees who work in that institution. In accordance with the explanation above, the main roles and functions of each employee in the Sukamakmur District Government, Bogor Regency are distributed or assigned tasks as a whole across all work units, both structural and functional positions. Furthermore, according to [20] that performance coaching is intended to realize personal, system or sub-system activities as optimally as possible, which must be implemented by:

a. Motivate employees to gain an understanding of the distribution of roles and functions or detail their core duties, and have understanding and responsibility in carrying out their duties;

b. Providing encouragement to employees in knowing the targets that need to be achieved, namely the final situation that can be measured after carrying out their duties;

c. Helping employees understand how to carry out their duties by utilizing relevant work facilities and infrastructure;

d. Efforts to improve those who are classified as underprivileged to be able to work through technical guidance, socialization, work orientation, seminars, workshops, transfers to advanced and functional structural positions, fostering motivation and work ethic; and

e. Creating a conducive work climate.

In the Sukamakmur Subdistrict Government organization, Bogor Regency, the quality of civil servants shown in employee performance is a demand, because the function and role of the state civil apparatus is a subsystem in the subdistrict which carries out functions as public servants and state servants so that they are required to display more quality activities in provide fair services to the entire community without polarization and social discrimination. The government is obliged to provide guidance, encouragement and strive to develop personal capacity so that it can carry out its duties well. Thus, this coaching will increase the involvement required by state civil servants in order to achieve targets so that employees will feel happy in carrying out their duties as well as possible.Based on research conducted by [19] it shows that the state civil apparatus has implemented it optimally, as a consequence it can then obtain good performance. This activity is proven by the praise from the public who have used the services at the technical implementation unit of the North Sumatra

Provincial Revenue Service in Pematangsiantar admitted that they received satisfactory service. Responsiveness, responsiveness, accountability, quality of service, timeliness in carrying out work, correctness of work results, and productivity of the state civil apparatus are considered to have been carried out perfectly. In order to improve community services carried out by the technical implementation unit of the North Sumatra Provincial Revenue Service, the state civil apparatus must be more innovative in order to be able to increase the maximum level of performance effectively and efficiently. Thus, when the performance of the state civil apparatus has achieved maximum results, it can increase the satisfaction of the community itself. If the performance is good then the employee is said to be an achiever. So, according to the author, achievement is the result of an employee's work in accordance with their ability and intelligence in working to carry out a task given by their superiors to the employee concerned based on the knowledge and technology they possess. Thus, work performance is the hope desired by superiors in developing and smoothing the volume and workload so that the goals of the agency can be achieved.

According to [3] work performance is the result of work produced by employees. If work performance is poor or not as expected, then it is possible that the employee's activities must be reviewed by conducting a performance assessment of the employee's work.

According to [4] the problem of the performance of the State Civil Apparatus has actually become one of the bureaucratic demands that is expected by all people today, namely the reconstruction of the contour and configuration of public services through improving mechanisms and procedures for excellent service, including simplifying one-stop service procedures and so that the public obtains convenience in achieving expected wishes. Therefore, in order to improve the implementation of public services that are more accurate, concise and clear and create cleaner and more responsible institutions, it is necessary to strengthen the implementation of Performance Accountability for State Civil Servants, so a media called the Government Agency Performance Report has been developed.

The narratives presented above are the core idea of the general goal of bureaucratic reform, namely how to create the behavior and attitudes of State Civil Apparatus to have high integrity, commitment and consistency in providing excellent service according to their competence and abilities so that the public can feel the positive influence. from the work of employees who are professional in accordance with the direction of bureaucratic reform in Indonesia, highly dedicated, and have high standards of moral values in carrying out their role as state servants and public servants. Therefore, employees always work to maintain an attitude of professionalism and uphold ethical values (honesty, loyalty, commitment) and maintain their good name or personal image. This is shown through optimal and responsible work results, namely the output achieved by employees from a number of innovative, creative and initiative activities in arranging available materials and non-materials and supported by dedication and higher work performance. Meanwhile, the specific aim of bureaucratic reform is to design: a clean bureaucracy, namely a bureaucracy that works on the basis of the rules of the game and values that must prevent the emergence of various kinds of abuse of power and disgraceful acts such as corruption, collusion and nepotism which are currently being carried out by officials. particular in creating hegemony towards the kingdom system. The consequence then is that a performance assessment list has been established in order to carry out tasks correctly while still adhering to time discipline and work discipline in carrying out daily tasks.

This requires accountable services, namely openness and connectedness between state officials and between state officials and the community in carrying out services that are fair to the community's right to obtain correct information and that there is no discrimination and polarization while still paying attention to the rights of the people without distinction of ethnicity, religion, race and class..The consequence then is a bureaucracy that serves the community, namely a bureaucracy that does not ask to be served by the community, but a bureaucracy that provides excellent service to the public, so that an accountable bureaucracy is needed, namely a bureaucracy that is responsible and accountable for every process and performance or final result. from managing and controlling resources and implementing policies to achieve objectives based on applicable laws and regulations.

The elements assessed are loyalty, work performance, honesty, discipline, creativity, cooperation, leadership, personality, initiative, skills and responsibility. Research according to [1] assesses the performance of State Civil Apparatus based on the Job Implementation Assessment List with elements which include: loyalty, work performance, responsibility, obedience, honesty, cooperation, initiative and leadership. Based on the Job Implementation Assessment List, it can be seen that an employee civil servants succeed or fail in carrying out their work by using work standards as a benchmark.

By using the standard Job Implementation Assessment List, the employee is said to be qualified. According to Goetsh and Davis in [21] that quality is a dynamic condition related to products, services, people, processes and environments that meet or exceed expectations.

Meanwhile [22] states that quality is a standard that must be achieved by a person, group, institution and organization regarding the quality of Human Resources, the quality of work methods, processes and work results or products in the form of goods and services. Quality means satisfying those who are served, both internally and externally, in the sense of optimal fulfillment of customer/society demands/requirements.

Table 4: Identification of Assessments of the Performance of State Civil Apparatus by Leadership

Number	Evaluation	Number of Informants	Percentage
1	Very good	28	80,0
2	Good	4	11,5
3	Pretty good	3	8,6
4	Not good	0	0,0
5	Very Not Good	0	0,0
	Total	35	100.0

In government or private organizations, the quality of civil servants or private employees shown in employee performance is a must. Therefore, the role and function of the state civil apparatus as a government or executive subsystem that carries out its duties as state servants and public servants has a moral obligation to be able to show more dignified work results in providing fair services and not to sort and choose based on ethnicity, religion, race and class in society

4. Conclusion

The conclusions that can be drawn from this research are:

1. Employee creativity in building performance, one of which is strategic planning The informant's answer to the formulated strategic plan was at a very high level.

2. Factors that influence productivity are technical factors, production factors, organizational factors, personal factors, financial factors, management factors, location factors and government factors;

3. Informants' views on performance in community services provided to the community is at a very good level.

Acknowledgements

Bibliography

[1] Chairullah, W.A. Pengembangan Model Penilaian Kinerja Pegawai Negeri Sipil pada Kantor BAPPEDA Kabupaten Sampang. Surabaya: Thesis Magister Pengembangan Sumber Daya Manusia Program Pascasarjana Universitas Airlangga Surabaya. 2024

[2] Cikijing, K., & Majalengka, K. Manajemen Sumber Daya Manusia, Budaya Organisasi dan Kinerja Pegawai . : Jurnal Riset Ekonomi dan Akuntansi. Bandung. Vol 1, pp. 10-17. Maret 2023

[3] Hariandja, M. Manajemen Sumber Daya Manusia. Jakarta, Grafindo, 2002, pp. 3-6

[4] Heri. Hubungan Budaya Organisasi Terhadap Efektivitas Keberhasilan Pemerintah Kecamatan Sukamakmur Kabupaten Bogor. Bogor: Thesis Magister Administrasi Publik Sekolah Pascasarjana Universitas Djuanda.2023

[5[Haryanto dan Nugrohadi. Pengantar Sosiologi Dasar. Jakarta. Prestasi Pustaka. 2011,pp. 202-203

[6] Koentjaraningrat. Pengantar Antropologi. Jakarta, Penerbit Rineka Cipta. 2011, pp 160-161

[7] Miles, M.B, dan Huberman, A.M. Analisa Data Kualitatif. Jakarta, Universitas Indonesia. 1992, pp.15-21

[8]Mangkunegara, A. A. Anwar Prabu. Manajemen Sumber Daya Manusia Perusahaan. Bandung. Remaja Rosdakarya.2001,pp.67-68

[9] Peraturan Bupati Bogor Nomor 72 Tahun 2016, tanggal 14 Desember 2016 Tentang Kedudukan, Susunan Organisasi, Tugas dan Fungsi Serta Tata Kerja Kecamatan

[10] Prawirosentono, Suryadi. Kebijakan Kinerja Karyawan, edisi Pertama, Yogyakarta, BPFE 1999, pp.20

[11]Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor PER/15/M.PAN/7/2008 Tahun 2008 tanggal 10 Juli 2008 tentang Pedoman umum Reformasi Birokrasi

[12]Russell, J. A. *Core affect and the psychological construction of emotion*. Jurnal *Psychological Review, Boston College, Vol 110, pp.* 145–172. 2003

[13]Suharsimi. Prosedur Penelitian Suatu Pendekatan Praktek. Jakarta: Rineke Cipta.1993, pp.272-278

[14] Supranto, J. Teknik Sampling untuk Survei dan Eksperimen. Jakarta, Rineka Cipta, 2000, pp. 136-142

[15]Suryana, A. Tahap-Tahapan Penelitian Kualitatif. Bandung,Universitas Pendidikan Indonesia.2007, pp.1-12

[16]Sutrisno. Pelaksanaan Pembelajaran Pendidikan Sistem Ganda di Lembaga Pasangan Sekotah Menengah Kejuruan.Jurnal Ilmu Pendidikan. Malang. Vol 4, pp.151- 161. Agustus 1977

[17]Sutrisno, Edy.Budaya Organisasi.Jakarta, Prenadamedia Group, 2010, pp.81-90

[18]Sugiyono. Metode Penelitian Administrasi. Bandung, Alfabeta, 2015, pp.156-165

[19]Silalahi, Ch. Kinerja Pegawai Negeri Sipil.: Yogyakarta. Skripsi Sarjana Pengembangan Sumber Daya Manusia Universitas Muhammadiyah Yogyakarta. 2011

[20]Simanjuntak, J. P. Manajemen dan Evaluasi Kinerja, Jakarta, Edisi 3, LPFE UI, 2011 pp.98

[21]Tjiptono, Fandy, Manajemen Jasa, Jakarta: Andi, 1996, pp.18-19

[22]Triguno, Budaya Kerja, Menciptakan Lingkungan yang Kondusif untuk Meningkatkan Produktivitas Kerja, Jakarta: PT. Golden Teravon Press.1997, pp.