SINOMICS JOURNAL
International Journal of Social Science, Education, Communication and Economics
ISSN (e): 2829-7350 | ISSN(p): 2963-9441

The Influence of Work Discipline and Compensation on Work Effectiveness with Job Satisfaction as An Intervening Variable in Field Employees Authority Office Medan Region II Airport Authority

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Abstract

This study aims to look at the Effect of Work Discipline and Compensation on Work Effectiveness with Job Satisfaction as an Intervening Variable. This research uses a quantitative associative research type, the research location is in the Field of Aviation Security, Medan Region II Airport Authority Office, the population of employees is 97 employees because the research took all samples. Then using saturated sample techniques, the research model is path analysis and research data collection using questionnaires and surveys. and significant to the effectiveness of this can be proven in the original Path Coefficients table sample 0.650 P values 0.000. Work Discipline has a positive and significant effect on Job Satisfaction, this can be proven in the original Path Coefficients table sample 0.881 P values 0.000. Job Satisfaction has a positive and significant effect on Job Satisfaction. This can be proven in the original Path Coefficients table sample 0.282 P values 0.002. Compensation has no significant positive effect on effectiveness, this can be proven in the original Path Coefficients table sample 0.060 P values 0.271. Compensation has no significant negative effect on job satisfaction. This can be proven in the original sample Path Coefficients table -0.063 P values 0.415. Job satisfaction can be an intervening variable on work discipline and work effectiveness. This can be proven in the original Path Coefficients table sample 0.249 P values 0.002. Job Satisfaction is not an intervening variable on Compensation and Work Effectiveness, this can be proven in the original sample Path Coefficients table -0.018 P values 0.443.

Keywords *Work Discipline, Compensation, Job Satisfaction, Work Effectiveness*

INTRODUCTION

In an organization, the human element as an employee has a strategic position, because it is humans who can know what inputs are taken from the environment, how to obtain and process or transform them appropriately into output. The role of humans as employees will reveal a good work effectiveness for the organization concerned. The result of use or referred to as work effectiveness is the completion of work on a predetermined time, meaning that the implementation of a work is considered good or not very dependent on the completion of the task, how to carry out it and the costs incurred for carrying out the work. To foster the effectiveness of this employee's work there are several aspects that need to be considered by organizational leaders including aspects of supervision, work discipline,

Discipline encourages performance or discipline is an important means of achieving performance. In this condition, the action that the company should take to improve the quality of the company, for example, is by increasing employee work, namely work discipline. Employee performance can be seen from the daily work discipline. In addition, with high work discipline from employees, they will be able to feel the results of the work that has been occupied so far and will be able to achieve the performance expected by the company so that employees have high work effectiveness at work, so that organizational

goals can be achieved. Good discipline reflects the magnitude of a person's sense of responsibility towards the tasks assigned to him. This will encourage work passion, morale, and the realization of company goals, employees and society. The effectiveness of the work of employees at the Regional II Medan airport authority office is very important for the company.

Where the work of most employees of the Regional II Medan airport authority office is directly related to aviation, so that the work of ineffective employees will have an impact on flights, such as slowing down service and employee responses to those who are less responsive. Therefore, employees must work effectively where employees are able to complete their work with minimal mistakes so that every activity of the company can run smoothly. Another factor that is no less important is the compensation factor. Dessler (2012) argues that compensation is all forms of payment or gifts given to employees and arising from their work. Compensation that is not in accordance with what is expected of employees will lead to feelings of disappointment and lack of enthusiasm at work. On the contrary, Appropriate compensation as expected by employees makes employees work more enthusiastically in devoting all their abilities both energy and mind in providing work results as expected by the organization. Compensation can improve employee performance. Therefore, organizational or company attention to rational and fair compensation arrangements is needed. With the provision of compensation, the life and status of employees become more secure in the midst of society so that those concerned feel cared for. Providing proper compensation can not only affect the material condition of employees but can also provide peace or calm the hearts of employees so that they can work more diligently and take the initiative.

LITERATURE REVIEW

Work Effectiveness

According to Admosoeprapto (2016) work effectiveness is a measure that describes the extent to which targets can be achieved by employees based on targets or standards set by the company.

Work Effectiveness Indicator

According to Admosoeprapto (2016) indicators of work effectiveness are as follows:

a. Achievement of objectives

The company's ability to achieve organizational goals in the form of increasing profit, quality and quantity of service. Each individual must be able to complete the work according to the target given so as to achieve optimal work effectiveness.

b. Work quality

Quality of work relates to the quality of the results of work given by employees to the company/top. Where the quality of work is also an attitude shown by employees in the form of work results in the form of neatness, accuracy, and linkage of results without ignoring the volume of work in doing work.

ISSN (e): 2829-7350 | ISSN(p): 2963-9441

c. Working Quantity

The quantity of work is the volume of work produced under normal conditions. This is obtained from the large amount of workload and circumstances obtained or experienced while working.

d. On time

Complete the work on time and achieve the goals that have been achieved.

Work Discipline

According to Singodimedjo (2016) discipline is the attitude of a person's willingness and willingness to understand and obey the regulatory norms that apply in the company.

Work Discipline Indicator

According to Singodimedjo (2016), indicators that can be used to measure work discipline are:

a. absence

Absenteeism indicators include the timeliness of employees in coming to work and returning from work, and having a high level of attendance so that employees have a low level of absenteeism.

b. Compliance with Regulations

Employee compliance with all existing regulations in the company which includes working time regulations, work clothing regulations, regulations in maintaining and maintaining office facilities used.

c. Compliance with Work Standards

Employee adherence to work standards set by the company which includes employees having to work according to company procedures, both work completion procedures and security procedures.

d. High Vigilance Level

Every employee must have a high level of vigilance in working so that employees have accuracy and do not make mistakes that will damage the results of work or endanger the employee or other employees.

e. Ethical Work

Employees are required to have work ethics by being polite and respectful to both colleagues and superiors.

Compensation

According to Dessler (2013) employee compensation is all forms of payment or gifts given to employees and arising from their work. Meanwhile, according to Mondy (2015) compensation is the total of all rewards received by employees in lieu of the services they have provided.

Compensation Indicator

Dessler (2013) revealed that there are 2 main indicators that can be used to measure compensation, namely:

1. Direct Financial Compensation

   This compensation consists of payments received by an employee in the form of wages, salaries, commissions and bonuses that can be used directly without waiting for certain circumstances.
2. Indirect Financial Compensation

   This compensation includes various rewards or benefits that are usually received indirectly by employees so that they can only be used in certain circumstances. Indirect financial compensation consists of social security, unemployment benefits, family leave, health care, life insurance, retirement plans, employee services and paid premiums.

Job satisfaction

According to Wibowo (2015) job satisfaction is the level of a person's feelings of pleasure as a positive assessment of his work and the work environment. According to Robbins (2015) job satisfaction is a general attitude towards one's work as the difference between the number of rewards received by workers and the number of rewards that are believed to be received Job satisfaction is an important thing that an individual has at work.Each individual worker has different characteristics, so the level of job satisfaction is also different so that the level of job satisfaction can have a different impact.

Job Satisfaction Indicator

According to Robbins (2015) indicators of job satisfaction:

1. Mentally challenging work

   Employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer multiple assignments, freedom, and feedback.
2. Supportive working conditions

   Employees care about a good environment for personal comfort and making it easier to do good work.
3. Decent salary or wages

   Employees want a pay system and promotion policy that they perceive is fair and in line with their expectations.
4. Personality compatibility with work

   People with the same personality as their jobs have a high probability of being successful in their jobs, so they will also get high satisfaction according to their expectations.
5. Supportive co-workers

   For most employees, work also fills the need for social interaction. Therefore, it is not surprising that having friendly and supportive co-workers leads to increased job satisfaction.

METHODS

This type of research can be classified as casual associative quantitative research. According to (Sugiyono 2017) quantitative research is used to examine populations or

SINOMICS JOURNAL
International Journal of Social Science, Education, Communication and Economics
ISSN (e): 2829-7350 | ISSN(p): 2963-9441

samples, sampling techniques are generally carried out randomly, data collection uses research instruments, quantitative or statistical data analysis with the aim of testing established hypotheses. The research location was carried out at the Medan Regional Airport Authority Office.

According to Sugiyono (2017) population is a generalized area consisting of objects or subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. Based on this research, the population in the organization is 128 employees. The sample technique uses the Slovin Formula so that the number of samples is 97 respondents.

The data source uses one primary data source. According to Riduwan (2010) the meaning of data collection techniques is: "Data collection methods are techniques or methods that can be used by researchers to collect data. Questionnaires are written questions that are used as a form to obtain information from several respondents aiming to find out characteristics of the respondent and his personality as well as obtaining information that is known by the respondent.

The regression equation is:

$$Z = a + b1X1 + b2X2 + e$$

$$Y = a + b3X1 + b4X2 + b5Z + e$$

Where:

Y = Work Effectiveness
Z = Job Satisfaction
X1 = Work Discipline
X2 = Compensation
b1 = work motivation coefficient
b2 = work environment coefficient
b3 = work motivation coefficient
b4 = Work Environment coefficient
b5 = coefficient of Job Satisfaction
a = constant

Data analysis technique

Data analysis in this study used Partial Least Square (PLS) based Structural Equation Modeling (SEM) using SmartPLS 3.3.3 software. PLS is a method of solving Structural Equation Modeling (SEM) which has advantages over other SEM techniques. SEM has a higher degree of flexibility in research that links theory and data and is capable of carrying out path analysis with latent variables, so it is often used by researchers who focus on social sciences. PLS is a component- or variant-based structural equation model (SEM).

According to (Gozali, 2013) Partial Least Square (PLS) is a fairly strong analytical method because it is not based on many assumptions. The data also does not have to be normally distributed multivariate (indicators with categorical, ordinal, interval to ratio scales can be used in the same model), the sample does not have to be large. Apart from being able

to confirm the theory, Partial Least Square (PLS) can also explain whether or not there is a relationship between latent variables. In prediction-based research, PLS is more suitable for analyzing data.

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.

1. Validity Test

The validity test is used to assess whether or not a questionnaire is valid. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items in each variable. There are several stages of testing that will be carried out, namely through convergent validity and discriminant validity tests.

a. Convergent Validity

At this stage, it will be seen how big the correlation is between the indicators and their latent constructs. So that it produces a loading factor value. The loading factor value is said to be high if the component or indicator correlates more than 0.70 with the construct you want to measure. However, for research at the early stages of development, a loading factor of 0.5 to 0.6 is considered sufficient (Ghozali, 2013). In addition, at this stage it is seen how much value each variable has. So that it produces an AVE (Average Variance Extracted) value. The AVE value is said to be high if it has a value of more than 0.5. If there is an AVE value of less than 0.5, then there is still an invalid indicator. (Ghozali, 2013).

b. Discriminant Validity

This validity test explains whether the two variables are sufficiently different from one another. The discriminant validity test can be fulfilled if the correlation value of the variable to the variable itself is greater than the correlation value of all other variables. This value is called Fornell Lacker. Besides that, another way to fulfill the discriminant validity test can be seen in the cross-loading value (how much is the correlation value between indicators that measure variables). The cross-loading value is acceptable if the cross-loading value of each variable statement item to the variable itself is greater than the correlation value of the statement item to other variables (Ghozali, 2013).

2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. The reliability test is used to measure the consistency of measuring instruments in measuring a concept or measuring the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the value of the alpha coefficient or Cronbach's alpha and composite reliability). Cronbach's alpha value is suggested to be greater than 0.7 and composite reliability is also suggested to be greater than 0.7. (Now, 2014)

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International Journal of Social Science, Education, Communication and Economics
ISSN (e): 2829-7350 | ISSN(p): 2963-9441

Structural Model (Inner Model)

This test was conducted to determine the relationship between exogenous and endogenous constructs which has become a hypothesis in this study (Hair et al., 2017). To produce inner model test values, steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using the R-square for the dependent variable, the Stone-Geisser Q-square test for predictive elevation and the t test and the significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R2)

In assessing the model with PLS begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation of the regression. Changes in the R-square value can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect (Ghozali, 2012). The value of R2 is generally between 0 and 1.

2. Predictive Relevance (Q2)

This test is used to measure how well the observed values are generated by the model and also the parameter estimates. If the Q2 value is greater than 0, it indicates that the model has predictive relevance, which means it has a good observation value, whereas if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistics

at this stage it is used for hypothesis testing, namely, to determine the significance of the relationship between variables in research using the bootstrapping method. In the full Structural Equation Modeling model besides confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Latan and Ghozali, 2012) the criteria for the t table value are as follows:

- Value 1.96 with a significance level of 5%

4. Path Coefficient (Path Coefficient)

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between variables is declared negative.

5. Model Fit

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this study, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

RESULTS AND DISCUSSION

Outer Model Analysis

Testing the measurement model (outer model) is used to determine the specification of the relationship between latent variables and their manifest variables, this test includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the item/indicator score and the construct score. Individual indicators are considered reliable if they have a correlation value above 0.70. However, in the scale development stage research, loading 0.50 to 0.60 is still acceptable. Based on the results for outer loading, it shows that there is an indicator that has a loading below 0.60 and is not significant. The structural model in this study is shown in Figure 1 below:

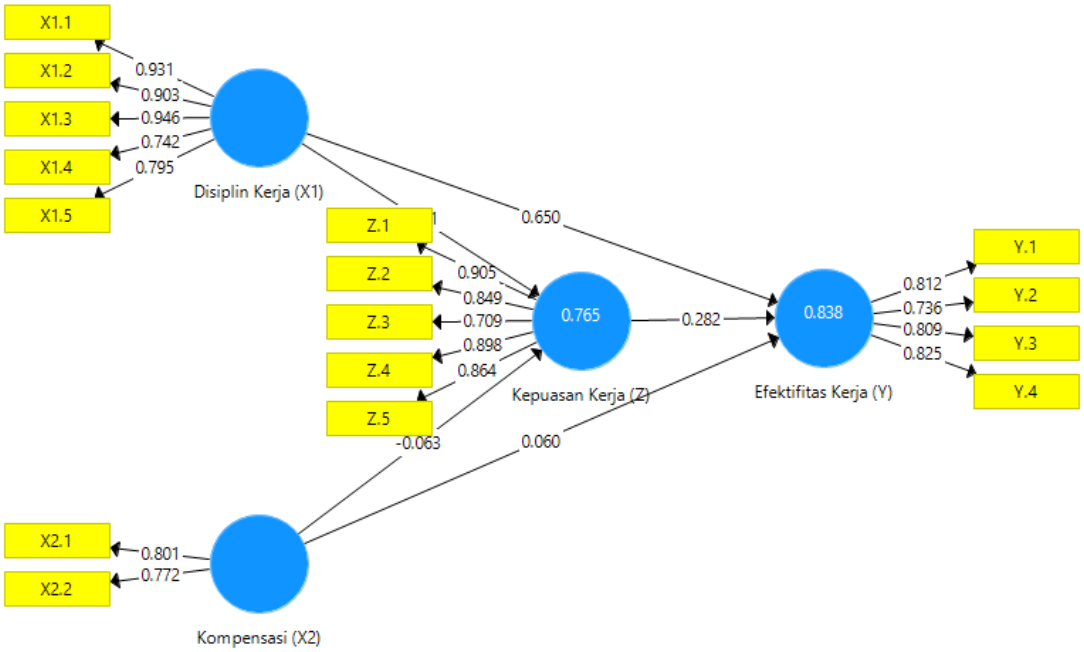

Figure 1. Outer Model
Source: Smart PLS 3.3.3

The Smart PLS output for the loading factor gives the results in the following table:

Table 1. Outer Loadings

	Work Discipline (X1)	Work Effectiveness (Y)	Job Satisfaction (Z)	Compensation (X2)
X1.1	**0.931**			
X1.2	**0.903**			
X1.3	**0.946**			

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International Journal of Social Science, Education, Communication and Economics
ISSN (e): 2829-7350 | ISSN(p): 2963-9441

X1.4	0.742			
X1.5	0.795			
X2.1				0.801
X2.2				0.772
Y. 1		0.812		
Y.2		0.736		
Y.3		0.809		
Y.4		0.825		
Z. 1			0.905	
Z. 2			0.849	
Z. 3			0.709	
Z. 4			0.898	
Z. 5			0.864	

Source: Smart PLS 3.3.3

In table 1 all loading factor indicators have a value > 0.7, meaning that the indicator is a valid indicator because it is greater than 700 or 0.7.

The regression equation in this study has 2 substructures.
Substructure 1
Z = b1X1 – b2X2 + e1
Z = 0.881 – 0.063 + e1

Substructure 2
Y = b3X1 + b4X2 + b5Z + e2
Y = 0.650 + 0.060 + 0.282 + e2

2. Discriminatory Validity

This section will describe the results of the discriminant validity test using the cross-loading value. An indicator is declared to meet discriminant validity if the indicator's cross loading value on the variable is the largest compared to other variables. The following is the cross-loading value for each indicator:

Table 2. Discriminant Validity

	Work Discipline (X1)	Work Effectiveness (Y)	Job Satisfaction (Z)	Compensation (X2)
X1.1	0.931	0.863	0.809	0.104
X1.2	0.903	0.834	0.816	0.054
X1.3	**0.946**	0.851	0.842	0.124

X1.4	0.742	0.676	0.506	0.195
X1.5	0.795	0.675	0.762	0.121
X2.1	0.166	0.131	0.041	**0.801**
X2.2	0.038	0.122	0.043	0.772
Y. 1	0.695	0.812	0.694	0.131
Y.2	0.653	0.736	0.710	0.033
Y.3	0.741	0.809	0.721	0.045
Y.4	0.784	**0.825**	0.597	0.294
Z. 1	0.769	0.755	**0.905**	-0.017
Z. 2	0.757	0.755	0.849	-0.066
Z. 3	0.548	0.508	0.709	0.206
Z. 4	0.788	0.767	0.898	0.079
Z. 5	0.800	0.783	0.864	0.075

Source: Smart PLS 3.3.3

Table 2 shows the indicators on the research variables have a cross loading value that is greater than the cross-loading value on other variables. The cross-loading value for the Work Discipline variable is greater than the other variables. the cross-loading value for the Job Satisfaction variable is greater than the other variables for the cross-loading value for the Compensation variable is greater than the other variables, which means that the cross loading value is discriminately valid.

3. Composite reliability

The next test is the composite reliability of the indicator blocks that measure constructs. A construct is said to be reliable if the composite reliability value is above 0.60. Then it can also be seen by looking at construct reliability or latent variables which are measured by looking at the Cronbachs alpha value of the indicator block that measures the construct. A construct is declared reliable if the Cronbachs alpha value is above 0.7. The following is a table of loading values for the research variable construct resulting from running the Smart PLS program in the next table:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline (X1)	**0.915**	**0.938**	**0.752**
Work Effectiveness (Y)	**0.807**	**0.874**	**0.634**
Job Satisfaction (Z)	**0.901**	**0.927**	**0.719**

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International Journal of Social Science, Education, Communication and Economics
ISSN (e): 2829-7350 | ISSN(p): 2963-9441

Compensation (X2)	**0.886**	**0.765**	**0.619**

Source: Smart PLS 3.3.3

Table 3 shows that the Average Variance Extracted (AVE) for each variable, namely Work Discipline and Compensation, Job Satisfaction and Work Effectiveness, has a construct > 0.50 meaning that all constructs are reliable. Thus, it can be stated that each variable has high discriminant validity. Meanwhile, it can be seen in the table above that the composite reliability value of each variable shows a construct value > 0.60. These results indicate that each variable meets composite reliability so that it can be concluded that all variables have a high level of reliability.

The cronbach's alpha value for each variable shows a construct value > 0.70, which means that it meets the requirements for the cronbach's alpha value, so that all variables have a high level of reliability. The indicators used in this study have high discriminant validity.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

1. Coefficient of Determination (R2)

Based on the data processing that has been done using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4..Results of R Square

	R Square	Adjusted R Square
Work Effectiveness (Y)	0.838	0.831
Job Satisfaction (Z)	0.765	0.759

Source: Smart PLS 3.3.3

Table 4 above shows that the R Square value for the Work Effectiveness variable is 0.838. This acquisition explains that the percentage of Work Effectiveness is 83.8%. This means that the variables of Work Discipline, Compensation and Job Satisfaction affect Work Effectiveness by 83.8% and the remaining 16.2% are influenced by other variables. Meanwhile, the R Square value for the Job Satisfaction variable is 0.765. This acquisition explains that the percentage of Job Satisfaction is 76.5%. This means that the variables of Work Discipline and Compensation affect Job Satisfaction by 76.5% and the remaining 23.5% are influenced by other variables.

2. Assessment of Goodness of Fit (GoF)

The goodness of fit model test can be seen from the NFI value ≥ 0.697 which is declared fit. Based on the data processing that has been done using the SmartPLS 3.3 program, the Fit Model values are obtained as follows:

Table 5. Model Fit

	Saturated Model	Estimation Models
SRMR	0.084	0.084
d_ULS	0.965	0.965
d_G	0.709	0.709
Chi-Square	287,012	287,012
NFIs	0.748	0.748

Source: Smart PLS 3.3.3

The results of the goodness of fit test for the PLS model are in table 5. The following shows that the NFI value of 0.748 means FIT. Thus, from these results it can be concluded that the model in this study already has a high goodness of fit and is suitable for testing the research hypothesis.

3. Hypothesis Testing

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and the P-Values are <0.05. The following are the results of the Path Coefficients of direct influence:

Table 6. Path Coefficients (Direct Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Result
Work Discipline (X1) -> Work Effectiveness (Y)	0.650	7,554	**0.000**	**Accepted**
Work Discipline (X1) -> Job Satisfaction (Z)	0.881	30,555	**0.000**	**Accepted**
Job Satisfaction (Z) -> Work Effectiveness (Y)	0.282	3,190	**0.002**	**Accepted**
Compensation (X2) -> Work Effectiveness (Y)	0.060	1.102	**0.271**	**Rejected**
Compensation (X2) -> Job Satisfaction (Z)	-0.063	0.816	**0.415**	**Rejected**

Source: Smart PLS 3.3.3

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International Journal of Social Science, Education, Communication and Economics
ISSN (e): 2829-7350 | ISSN(p): 2963-9441

Based on table 6 above, it shows that of the five hypotheses that have a direct effect, there are 5 hypotheses that are accepted, namely because the T-Statistics value > 1.96 and P-Values < 0.05 in this study, hypothesis 3 is accepted and has a significant positive effect and 2 hypotheses that are rejected.

Table 7. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Discipline (X1) -> Job Satisfaction (Z) -> Work Effectiveness (Y)	0.249	3,150	**0.002**	**Accepted**
Compensation (X2) -> Job Satisfaction (Z) -> Work Effectiveness (Y)	-0.018	0.768	**0.443**	**Rejected**

Source: Smart PLS 3.3.3

Based on table 7 above that from the hypothesis indirectly that H6 variable Z Job Satisfaction can be an intervening variable H7 indicates that Job Satisfaction is not an intervening variable which means the hypothesis is rejected

CLOSING

Conclusion

Based on the results of the research that has been done and the analysis of the data as described in the previous chapter, the following conclusions are drawn from the results of the research as follows:

1. Work Discipline has a positive and significant effect onJob satisfaction employeein Aviation Security Field Medan Region II Airport Authority Office
2. Compensation has a positive and not significant effect on Job satisfaction employee Aviation Security Field Medan Region II Airport Authority Office.
3. Work Discipline has a positive and significant effect on Work Effectiveness employee in Aviation Security Field Medan Region II Airport Authority Office.
4. Compensation has a positive and significant effect on Work Effectiveness employee in Aviation Security Field Medan Region II Airport Authority Office.
5. Job Satisfaction effect on Work Effectiveness employee Aviation Security Field Medan Region II Airport Authority Office.
6. Work Discipline has a positive and significant effect on Work Effectiveness through Field Employee Job Satisfaction Aviation Security Medan Region II Airport Authority Office.
7. Compensation has no positive and significant effect on Work Effectiveness through employee job satisfaction Aviation Security Field Medan Region II Airport Authority Office.

Suggestion

1. Organizations are able to discipline employees and familiarize employees with discipline at work.
2. Organizations must provide commensurate compensation for employees to employees able to work properly.
3. Organizations must meet the work needs of employees to make employees feel satisfied at work.
4. Organizations must be able to conduct training for employees so that their effectiveness increases.

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