

Determinant of Performance of Steel Industry Supervisors in Indonesia

Tata Rustandi¹**Wibowo²****Widarto Rachbini³****Abstract**

The purpose of this study was to develop the determination of training factors, Job Satisfaction, Organizational Culture, Work Motivation, and Emotional Intelligence (EQ) on Supervisor Performance in the steel industry in PT. Krakatau Steel and PT. Pindad. The design of this study is Ex-Post Facto which uses causal analysis that explains the relationship between variables and the number of samples of 200 people selected through convenience sampling samples. The data collection method uses questionnaires and processed using SPSS applications and Lisrel applications to process and analyze Structural Equation Modeling data. Descriptive research results state that respondents' assessment of Training, Job Satisfaction, Organizational Culture, Work Motivation, Emotional Intelligence (EQ) and Supervisor Performance has been relatively good. The results of causality research that received hypotheses are: 1) Training affects Job Satisfaction and 2) Work Motivation affects Job Satisfaction. The results of causality studies that reject hypotheses and become novelty of this study are: 1) Training has no effect on Work Motivation; 2) Training has no effect on Performance; 3) Emotional Intelligence has no effect on Performance; 4) Emotional Intelligence has no effect on Job Satisfaction; 5) Emotional Intelligence has no effect on Work Motivation; 6) Organizational Culture has no effect on Work Motivation; 7) Organizational Culture has no effect on Job Satisfaction; 8) Organizational Culture has no effect on Performance; 9) Work Motivation has no effect on Performance; and 10) Job Satisfaction has no effect on Performance.

Keywords: Performance, Training, Organizational Culture, Emotional Intelligence, Motivation, Satisfacti



^{1,3}Sekolah Pascasarjana Universitas Pancasila, Indonesia

²Universitas Prof. Dr. Moestopo (Beragama), Jakarta, Indonesia

Background Issues

In Indonesia, various industries are available to meet the needs of consumers, one of the industries that became the object of research is steel industry and industry that uses raw materials from steel, as one of the characteristics of this research is to use different industries industries. Steel Industry whose products can be used by other industries as raw materials. The company in the selected steel industry is PT. Krakatau Steel (KS) and the company chosen as the user of steel raw materials is PT. Pindad's producing weapons. Both companies are Indonesian government-owned companies.

The problems faced by these two companies in developing businesses and in the face of business competition are not light. Similarly, internal problems, including human resources. One of the problems that will be reviewed is the work capability of supervisors in these two companies.

Based on the results of preliminary research through supervisors, there were indications of gaps, especially in Performance, Job Satisfaction, Work Motivation, Skills, Training Implementation, Employee Trust, Employee Empowerment, Emotional Intelligent (EQ), and Corporate Culture. Based on all variables that have gaps, employee performance is further defined as the main variable that will be studied so that it can be predicted by other variables as variables that affect it through the support of the results of previous quality research both supporting and rejecting (research gap).

Identify The Problem

Based on the description on the background of research, especially on the phenomenon of problems empirically starting from the macro environment, shipping industry, and human resources in the selected company, accompanied by exposure to research gaps that will be proven through this research, the identification of problems found and adjusted to the results of the research gap review, the limitations of this research problem are set as follows.

1. How organizational culture affects supervisor's job satisfaction..
2. How Organizational Culture affects Supervisor Performance.
3. How the Influence of Organizational Culture on Supervisor's Work Motivation.
4. How training affects supervisor's work motivation.
5. How training affects Supervisor Job Satisfaction.
6. How training affects Supervisor Performance Satisfaction.
7. How does Work Motivation affect Supervisor's Job Satisfaction.
8. How emotional intelligence (EQ) affects supervisor's work motivation.
9. How work motivation affects supervisor performance.
10. How Emotional Intelligence (EQ) affects Supervisor Job Satisfaction
11. How Emotional Intelligence (EQ) affects Supervisor Performance.
12. How Job Satisfaction affects Supervisor Performance.

References

1. **Employee Performance Concept**

Based on the results of Singh (2011), Mathis and Jackson (2010), Bernardin and Russel (2012), performance is a record of the results obtained from certain work functions or certain activities over a certain period of time. Wibowo (2016) stated more broadly, that performance is not only the result of work, but also includes how the work process takes place. Based on some of these opinions, it can be synthesized conceptual definition of employee performance is the result of employee work compared to the burden of duties and responsibilities carried out at a certain period of time where the performance results have a strong relationship with the strategic objectives of the organization.

According to Dessler (2012), five dimensions of employee performance performance, namely: a. Quality of Work, b. Quantity of Work, c. Supervision, d. Presensi, and e. Conservation. While Bernardin and Russel (2012), concluded the dimensions of employee performance consists of: a. Quality of Work, b. Quantity of Work, c. Working Time, d. Cost Effectiveness, e. Supervision Needs, and f. Interpersonal Impact.

The dimensions of employee performance that are adjusted to this study, namely the supervisors, the composition of selected dimensions are: a. Quality and quantity of Work, b. Time of Work, c. Conservation, d. Interpersonal Impact.

2. Training Concept

Dessler (2012) and Whitmore (2014) stated that training is a systematic effort to improve competence (knowledge, new skills and changes in work behavior). The company's planned training will be useful as one of the factors to improve supervisor performance.

Based on the dimensions of employee training put forward by Kirkpatrick (2012), Holton and Yamkovenko (2008), Dessler (2012) and Whitmore (2014) and adapted to this study of supervisors, the dimensions used are: a. Reactions, feelings of trainees about training and learning experiences, b. Learning, knowledge improvement between before and after study, c. Behavior, applied level of learning outcomes into the job after training, and d. Results, impact on the business or environment of the trainees.

3. Organizational Culture Concept

Kandula (2014) states that corporate culture is the values, beliefs, attitudes and behaviors held by members of the organization, but Schein (2014) states somewhat differently, he states that the culture of the organization built and conveyed by the founders and or leaders is the character of an organization. Kreitner and Kinicki (2005) argue that organizational culture is a form of assumption that belongs, is implicitly accepted by the group and determines how the group feels, thinks, and reacts to its diverse environment. Based on the dimensions of organizational culture that has been put forward by Luthans (2010), Greenberg (2011), Robbins and Judge (2013), and adapted to this research, the composition of selected dimensions is: a. Power, i.e. supervisor controlling the work process in his area of power, confidence in leading and firmness in enforcing the rules; B. The orientation of the results, i.e. the extent to which the supervisor focuses on the results; c. Team orientation, i.e. the extent to which work activities are organized by team, and d. Culture of achievement, atmosphere of how to encourage each other's self-expression and effort for work achievements.

4. The Concept of Emotional Intelligence (EQ)

Mayer and Salovey (2006) stated that emotional intelligence is a person's ability to control feelings in both oneself and others and then use that information to guide his

thoughts and actions.

According to Goleman (2010), emotional intelligence can be divided into four dimensions of emotional intelligence, namely: a. Self Awareness that is the ability to read feelings of oneself and know the impact of the use of emotional feelings when making decisions; b. Self Management is the ability to regulate feelings and desires and can adapt to changes in the environment; c. Social Awareness is the ability to feel, understand, and react to the feelings of others while understanding the social networks around us; d. Relationship Management is the ability to inspire, influence, and advance others when handling conflicts. According to Gulsun and Serap (2013), to measure emotional intelligence its dimensions are: a. Quick and precise information; B. Control of desires, c. Efforts to realize ideals, d. Tend to work in groups. E. Troubleshooter and f. Respect and respect for others in relation to getting the job done; and realize the error in work and willing and immediately fix it.

This research takes the dimension of Emotional Intelligence that Goleman (2010) and Gulsun and Serap (2013) have put forward, namely. a. Self Awareness, b. Self Management, c. Social Awareness d. Relationship Management.

5. Work Motivation Concept

Gibson, et al. (2012) stated from the results of his study that employee work motivation is a concept about the ability of employees who can direct the behavior of the person who is different from others. The rate of power will decrease as it approaches its destination or as it approaches the incentive acceptance stage. While the conclusion of the results of the study. Newstorm (2011) proves that work motivation is the result of a collection of internal and external forces that cause workers to choose the appropriate path of action and use certain behaviors. activities for the success of the organization to achieve its goals.

Based on the dimensions of Work Motivation that have been put forward by Gibson, et al. (2012), Newstorm (2011), , and Martin et al. (2005), Adapted to this study are: a. Have potential energy for a job show that concentrates on work; B. Thoughts and actions to achieve the desired achievements. c) Commitment and consistent attitude towards achievement; and has adequate management potential, namely time management and other resources.

6. Concept of Job Satisfaction

Dipboye et al. (2009) states based on that satisfaction is the overall result of a degree of labor likes or dislikes to various aspects of the work. Mathis and Jackson (2010) stated their findings that job satisfaction is an employee's emotional state in which there is or does not occur a meeting point between the value of employee's return from the company and the level of return desired by employees. Organizational Culture affects Job Satisfaction. Peter and John (2004) stated that the culture of the organization and moreover equipped with a good leadership style affects job satisfaction.

The dimensions of the supervisor in this study are based on a combination of Hackman and Oldham statements (2006), Hampton et al. (2008), Gregory (2010), Sempane *et al.* (2002), Luthans (2010) namely: a. The work itself; B. Supervision, c. Rewards.; d. Promotion of work. e. Co-workers.

Research Method

Based on the exposure of the influence of one variable on one variable, it can be determined the research model plan dissertation and research hypotheses as in Figure 2.1.

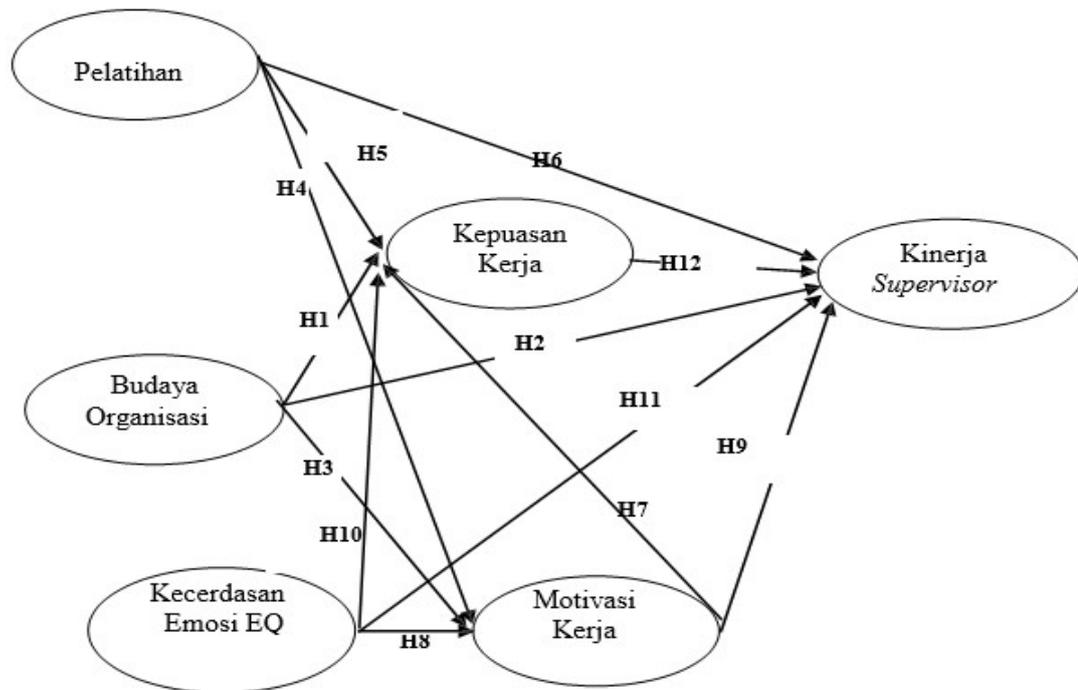


Figure 2.1. Conceptual Model Research

Research Hypothesis

Based on the hypotheses between established variables, this section summarizes all the research hypotheses.

- H1. Organizational Culture positively affects Job Satisfaction
- H2. Supervisor at PT. Krakatau Steel and PT. Pindad.
- H3. Organizational Culture positively affects Supervisor Performance at PT. Krakatau Steel and PT. Pindad.
- H4. Organizational Culture positively affects the Supervisor's Work Motivation at PT. Krakatau Steel and PT. Pindad.
- H5. Training has a positive effect on supervisor's work motivation at PT. Krakatau Steel and PT. Pindad.
- H6. Training has a positive effect on Supervisor Job Satisfaction at PT. Krakatau Steel and PT. Pindad.
- H7. Training has a positive effect on Supervisor Performance at PT. Krakatau Steel and PT. Pindad.
- H8. Work Motivation has a positive effect on Supervisor's Job Satisfaction at PT. Krakatau Steel and PT. Pindad.

- H9. Emotional Intelligence (EQ) positively affects the Work Motivation of Supervisors at PT. Krakatau Steel and PT. Pindad.
- H10. Work Motivation positively affects supervisor performance at PT. Krakatau Steel and PT. Pindad.
- H11. Emotional Intelligence (EQ) positively affects Supervisor Job Satisfaction at PT. Krakatau Steel and PT. Pindad.
- H12. Emotional Intelligence (EQ) positively affects Supervisor Performance at PT. Krakatau Steel and PT. Pindad.
- H13. Job Satisfaction has a positive effect on Supervisor Performance at PT. Krakatau Steel and PT. Pindad.

Research Methods:

This research is a combination of causality research and descriptive research. The population of this research is all employees with supervisor positions at PT companies. Krakatau Steel in Banten Province and PT. Pindad in West Java Province which became an analysis unit to be sampled was determined by 200 people in accordance with the opinion of Hair *et al.* (2014) which is among the range of 200-300 respondents as a condition of using the Structural Equation Model (SEM) method using Lisrel software.

Sampling techniques are done by means of convenience sampling, namely submitting questionnaires to supervisors and supervisors who are expected to be willing to fill out questionnaires, the process of questionnaire content is coordinated by each company management. The submission of questionnaires to supervisors as a research sample was conducted in August-September 2019.

Research Result and discussion**Descriptive analysis results**

The results of descriptive analysis have established indicators that are rated low by supervisors, as follows

1. Cooperation between supervisors and staff still needs to be improved
2. Confidence, assertiveness, or flexibility in controlling subordinates still need to be improved by supervisors
3. Cooperation in encouraging subordinates to improve teamwork performance under supervisor coordination still needs to be improved
4. Training is only technical, not on attitudes and behaviors and not on improving supervision skills.
5. The Rewards Received are not enough
6. Promotion to promotion is unfair.

The results of the test of influence between variables**H1 - Training affects Job Satisfaction**

Known Statistical value t count = 6.31 greater than the statistics t table α 5% = 1.96, it can be concluded that training has a significant influence on Satisfaction

H2 - Training affects Work Motivation

Known Statistical value t calculate = 0.36 smaller than statistics t table $\alpha 5\% = 1.96$, it can be concluded that Training t not significantly influenced Work Motivation.

H3 - Training has no significant effect on Employee Performance

Diktehui Statistical value t calculate = 0.47 smaller than statistics t table $\alpha 5\% = 1.96$, it can be concluded that training does not have a significant effect on Employee Performance

H4 - Emotional Intelligence affects Job Satisfaction

Known Statistical value t calculate = 0.84 smaller than the statistics t table $\alpha 5\% = 1.96$, it can be concluded Emotional Intelligence t idak significant effect of Job Satisfaction.

H5 - Emotional Intelligence affects Work Motivation

Known Statistical value t calculate = 0.18 smaller than the statistics t table $\alpha 5\% = 1.96$, can be amputated Emotions t not have a significant effect On Work Motivation.

H6 - Emotional Intelligence affects Employee Performance

Known Statistical value t calculate = 0.09 smaller than statistics t table $\alpha 5\% = 1.96$, it can be concluded Emotions have no significant effect on Employee Performance

H7 - Organizational Culture influences Work Motivation

Known Statistical value t calculate = 0.28 smaller than statistics t table $\alpha 5\% = 1.96$ can be concluded Organizational Culture does not affect the work motivation

H8 - Organizational Culture affects Job Satisfaction

Known Statistical value t calculate = -0.56 smaller than statistics t table $\alpha 5\% = -1.96$, it can be concluded organizational culture has no significant effect on Job Satisfaction

H9 - Organizational Culture affects Employee Performance

Known Statistical value t count = 0.45 smaller than statistics t table $\alpha 5\% = 1.96$, it can be concluded organizational culture has no significant effect on Employee Performance

H10 - Work Motivation affects Job Satisfaction

Known Statistical value t calculate = 2.60 greater than statistics t table $\alpha 5\% = 1.96$, can be concluded Work Motivation has a significant effect .to Satisfaction

H11 - Work Motivation affects Employee Performance

Known Statistical value t calculate = 0.21 smaller than statistics t table $\alpha 5\% = 1.96$, it can be concluded that Work Motivation has no significant effect .on Employee Performance

H12 - Job Satisfaction affects Employee Performance

Known Statistical value t calculate = -1.49 smaller than statistics t table $\alpha 5\% = -1.96$, can conclude Job Satisfaction has no significant effect on Employee Performance is small and insignificant, so it is stated

Nilai Pengaruh antar Variabel Penelitian

Table 4.28. Value of Influence between Research Variables

No.	Pengaruh antar Variabel	Nilai Pengaruh Langsung	Melalui Variabel Intervening	Nilai Pengaruh Tidak Langsung	Pengaruh Total
			Kepuasan Kerja	$0,41 \times -0,11 = -0,045$	-0,005
1.	Pelatihan terhadap Kinerja	0,04	Motivasi Kerja	$0,03 \times 0,01 = 0,003$	0,043
2.	Kecerdasan Emosi terhadap Kinerja	0,02	Kepuasan Kerja	$0,05 \times -0,11 = -0,005$	0,015
			Motivasi Kerja	$0,01 \times 0,01 = 0,0001$	0,0201
3.	Budaya Organisasi terhadap Kinerja	0,03	Kepuasan Kerja	$0,03 \times -0,11 = -0,003$	0,027
			Motivasi Kerja	$0,02 \times 0,01 = 0,0002$	0,030
4.	Motivasi Kerja terhadap Kinerja	0,01	Kepuasan Kerja	$0,16 \times -0,11 = 0,017$	0,027

- Variable intervening Job Satisfaction that resulted in a major change in the direct influence of Training, Emotional Intelligence, Organizational Culture and Work Motivation on Supervisor Performance turns out that the role is not to enlarge the influence but to minimize. Thus, the role of Job Satisfaction does not exist in improving it.
- Similarly, variables
- Intervening Work Motivation. Variable work motivation that results in a big change in the direct influence of Training, Emotional Intelligence, Organizational Culture and Job Satisfaction on Supervisor Performance turns out that the role is not to enlarge the influence but to minimize. Thus, the role of Work Motivation does not exist in improving it

Discussion:
Performance Supervisor

Measurement of supervisor performance in one company is certainly different from other companies, especially in different industries. In one company performance measurement will be determined and measured based on indicators and standard levels of different values both quantitatively and qualitatively even a combination of both.

Organizational Culture

Organizational culture proclaimed by the founders of the company to be implemented in order to achieve the vision and mission of the company by all employees is very dependent on the business it pursues. Although it has similarities in the status of majority share ownership, namely the government of Indonesia, each company is PT. Krakatau Steel strives to provide steel and its variations while PT. Pindad is a company that uses steel and derivatives as raw materials for the

production of weaponry and the like

Job satisfaction

The gap between their expectations and their perceived reality, the closer the gap will be. Judging from the differences occurred in the two companies related to job suitability is due to the current situation of PT company. Krakatau Steel is threatened with bankruptcy. This makes employees feel uncomfortable working for the future. Along with such situations, proposals for employees who want early silence seek the trigger of dissatisfaction. On the contrary with PT. Pindad who is involved in the strategic industry of weapons, is experiencing a good situation, especially in the current government that is strengthening weaponry so that the demand for maximum production

Emotional Intelligence

Attitude and behavior of supervisors at PT. Krakatau Steel and PT. Pindad is different, can be seen from the background of the employee, the culture of the organization applied. The working regulations of the weapons industry with all kinds of products are partly dangerous products in case of mechanical errors, procedural violations, and behavior. This is what distinguishes it from employees at PT. Krakatau Steel is more flexible because the production of steel and its derivatives are different from bullet products, weapons, or dynamite.

Training Program

Employee anticipation can be done among others through training and education. Different corporate background between PT. Krakatau Steel and PT. Pindad resulted in different training and education programs.

Discussion of the findings of influence between variable

Training has no effect on the Work Motivation of Supervisors

Various training conditions are not in accordance with the needs of employees, including conceptual training can not be directly practiced, training has expired, and other reasons that have a low impact on work motivation.

Training affects the Job Satisfaction of Supervisors

Training has a significant effect on job satisfaction can be caused by a variety of conditions, including training according to the needs of employees at the time, technical training, up to date training, and other reasons that have a high impact on job satisfaction

Training has no effect on the Performance of Supervisors

Insignificant training on employee performance can be caused by a variety of conditions, including training that is not in accordance with the needs of employees at the time, conceptual training can not be directly practiced, training has expired, and other reasons that have a low impact on employee performance.

Emotional Intelligence has no effect on Supervisor Performance

Employee self-control must be able to be done independently and in all places, especially in carrying out daily tasks and obligations in the office, that the attitudes and behaviors of employees have little impact on the results of work. This indicates that the implementation of employee duties is very strict both SOP and supervisor supervision so that suka185 or do not like

to be neglected by the burden of the task

Emotional Intelligence has no effect on the Work Motivation of supervisors.

Employee intelligence is not only measured from IQ alone, but also from the EQ side that is useful in employee self-control, especially in carrying out daily tasks and obligations in the company, so that successful self-control will have an impact on increasing work motivation so that the need can be achieved work motivation in the form of desire to meet needs can not be realized because of excessive expectations or behaviors that are not in accordance with the efforts to be achieved to meet expectations

Organizational Culture has no effect on Supervisor's Work Motivation

The work efforts of the supervisors are more dominated in realizing their personal motivation so that it focuses more on technical matters, not strategic ones let alone related to the work culture that has been carried out and agreed by employees, other stakeholders and by predecessors

Organizational Culture has no effect on the Job Satisfaction of Supervisors

Organizational culture has little impact on employee job satisfaction, indicating that there is still a significant gap that the work efforts of supervisors are dominated in realizing their personal motivation so that it focuses more on technical matters, not strategic ones let alone related to the work culture that has been carried out and agreed by employees, other stakeholders and by predecessors.

Organizational Culture has no effect on Supervisor Performance

The organizational culture is built by the founders of the company so that the vision and mission of the company can direct the organization to act towards the vision and through the mission that is supported by how all employees behave and behave commendably. but in the field there is still a significant gap that the work efforts of supervisors are more dominated in realizing their personal motivation so as to focus more on technical matters.

Work Motivation affects Supervisor's Job Satisfaction

Employee work motivation will be awakened because it strives to achieve urgent needs to be realized. so that the motivation to do something task is realized.

Job Satisfaction has no effect on the Performance of Supervisors

Employee satisfaction affects performance, and good performance will return to improve work motivation. Increased work motivation will be close to the company's performance standards. So, one day it will happen that the employee's work motivation is in accordance with the company's work standards, which can finally be proven that the employee's work motivation will have a positive impact on the employee's performance as well as the company's performance.

Conclusion

Government policy. Government policy to advance the defense industry in order to meet the needs of alutista for domestic needs and even for export, has made pt performance. Pindad increased, while the reverse, PT. Krakatau Steel as one of the SOEs controlled by the Ministry of SOEs experienced many problems, especially regarding performance, so that the company's rescue measures were rolled out. These impacts are all among them psychologically affecting employees.

In causality studies, the results of this study were only able to prove two hypotheses, while the rest proved the influence that occurred was not proven. The influence between proven variables is that Work Motivation affects Job Satisfaction and Work Motivation affects Job Satisfaction. The influence between unproven variables is: Training has no effect on Work Motivation, Training has no effect on 196 Performance, Emotional Intelligence has no effect on Supervisor Performance, Emotional Intelligence has no effect on Job Satisfaction, Emotional Intelligence has no effect on Work Motivation, Organizational Culture has no effect on Work Motivation, Organizational Culture has no effect on Job Satisfaction, Organizational Culture has no effect on Performance, Work Motivation has no effect on Performance, and Job Satisfaction has no effect on performance.

DAFTAR PUSTAKA

1. Bernardin, H. John, dan Russel Joyce, 2012. *Human resource management : An experimental approach. (International edition)*. Singapore : Mc. Graw-Hill.
2. Dessler, Gary, 2012. *Human Resource Management*, edisi 13, New Jersey: Prentice Hall Inc.
3. Dipboye, R. L., Smith, C.S., dan Howell, W. C. (2009). *Understanding an industrial integrated organizational approach psychology*. Florida: Hachour Brace.
4. Gibson, James, John Ivancevich, James Donnelly dan Robert Konopaske. 2012. *Organizations: Behavior, Structure, Process*. McGraw-Hill/Irwin.
5. Goleman, Daniel, 2010, *Primal Leadership: Kepemimpinan Berdasarkan Kecerdasan Emosi*, Jakarta: PT. Gramedia Pustaka Utama, terjemahan.
6. Greenberg, J. 2011. *Behavior in Organizations: Understanding and Managing the Human Side of Work*, USA: Pearson Education International.
7. Gregory, Dess, 2010, *How to Motivate Employees*, 4th Edition, New York: McGraw-Hill/Irwin.
8. Gülsün ERİGÜÇ dan Serap DURUKAN KÖSE, 2013. Evaluation of Emotional Intelligence and Communication Skills of Health Care Manager Candidates: A Structural Equation Modeling, *International Journal of Business and Social Science Vol. 4 No. 13; October*.
9. Hackman, J. R., dan Oldham, G. R. 2006. Motivation through the design of work : Test of a theory. *Organizational Behavior and Human Performance*, 16, 250–279.
10. Hair, Jr.J.F., Black, W.C., Babin, B.J., Anderson, R.E. 2014. *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. Thousand Oaks, Sage Publications Inc.
11. Hampton, R. David, Charles Edgar Summer, dan Ross A. Webber. (2008). *Organizational Behavior and The Practice of Management*, edisi 4, Boston: McGrawHill.
12. Holton, E.F. dan Yamkovenko, B. 2008. Strategic intellectual capital development: A defining paradigm for HRD?, *Human Resource Development Review, Vol.7, No.3, pp. 270-291*.
13. Kandula, S. R. 2006. *Performance management*. New Delhi: Prentice Hall of India private limited.

14. Luthans, Fred. 2010. *Corporate Culture: Challenge to Excellence*. Jakarta: PT.Elexmedia Komputindo, terjemahan.
15. Martin, J. (2005) *Organizational Behaviour and Management* (3rd Ed). Thomson learning London. pp 420-466.
16. Mathis, R. L., dan Jackson, J. H., (2010). *Human resource management. (13th ed.)*. South-Western College Pub.
17. Mayer, J. D., dan Salovey, P., Caruso, 2006. *Measuring Emotional Intelligence*. Kennet S. Law dan Chi-Sum Wong. 2008. The Effects of Emotional Intelligence on Job Performance and Life Satisfaction for The Research and Development Scientists in China. *Asia Pasific Journal of Management*. Vol 25, No.1, March 2008.
18. Kreitner, Robert dan Angelo Kinicki. 2005. *Organizational Behavior*. New York: McGraw-Hill.
19. Kulkarni, 2009. Employee Emotional Intelligence and its Impact on Employee Performance on The Job. *International Journal of Business and Management* Vol. 4. No. 4. April 2009.
20. Martin, E.W., Brown, C. V., OeHayes, O. W., Hoffer, J. A., dan Perkins, W. C. (2005). *Managing Information Technology*. Prentice-Hall.
21. Mayer, J. D., dan Salovey, P., Caruso, 2006. *Measuring Emotional Intelligence*. McKenna, Eugene dan Nic Beech, 2008. *The Essence of Human Resources Management*. Prentice Hall Int.
22. Newstorm, John W. 2011. *Organizational Behavior, Human Behavior at Work*, New York: Mc-GrawHill.
23. Peter, Lok dan John Crawford, 2004. The effect of organisational culture and leadership style on job satisfaction and organisational commitment: A cross- national comparison. *Journal of Management Development, Vol. 23 Iss: 4*.
24. Robbins, P. Stephen. dan Timothy A. Judge, (2013). *Organizational Behavior*. New Jersey: Prentice Hall.
25. Schein H. Edgar. 2014. *Organizational Culture and Leadership*. San Fransisco: John Wiley and Sons.
26. Sempene, M., Rieger, H. dan Roodt, G. 2002. Job satisfaction in Relation to Organisational Cul-ture. *South African Journal of Industrial Psy-chology*, 28(2), 23-30.
27. Whitmore, John, 2007. *Performance Appraisal*. Jakarta: PT. Raja Grafindo.Terjemahan.
28. Wibowo, 2016. *Manajemen Kinerja*. Jakarta : PT. Rajagrafindo Persada.