

Effect Of Organizational Climate And Job Stress On Employee Performance In Banking X Medan

Farah Sarini Junnah¹, Zulkarnain¹, Sherry Hadiyani¹

Master of Science Psychology

¹Faculty of Psychology, Universitas Sumatera Utara

North Sumatera, Indonesia



Abstract—The purpose of this study was to determine the effect of organizational climate and job stress on the performance of banking employees in Medan City. This study involved 116 employees at Banking X Medan City. The measuring instrument used in this research is the organizational climate scale, job stress scale and employee performance scale. The results of regression analysis show that the organizational climate and job stress simultaneously had a positive and significant effect on employee performance at the Medan X Banking. The results also show that the Organizational climate and job stress also have an influence on employee performance by 70.9%. The implication of this research is expected to help the company in improving employee performance in banking companies.

Keywords— Organizational Climate, Job Stress, Employee Performance

I. INTRODUCTION

Companies are required to be able to develop and maintain quality human resources to be able to compete and achieve the company's goals. Human resource issues are an important concern for the company. Various efforts were made including evaluating the strengths and weaknesses of the company's human resources in order to achieve optimal performance.

Human resource problems are also experienced in the banking industry. The increasing needs of customers and the rise of other financial institutions have made competition in the banking industry more competitive. This condition requires human resources to be active in competition. According to Afandi (2018), one of the keys to success in competition is the existence of quality human resources.

One of the banking companies in Medan City have low performance. This indicates that there are problems related to employee performance, namely leaders who do not motivate subordinates; lack of supervision and consider subordinates to be incapable; more work to be done and; conflicts at work; non-objective assessment of employees' work; employee tardiness, and weak teamwork. Based on the above problems, it can be said that job stress at one of the X BUMN banking units in Medan is quite high.

Job stress is a condition in which employees are faced with opportunities, demands for environmental resources and organizational conditions. Job stress is a tension that affects emotions, ways of thinking and the condition of an employee. There are three indicators of work stress, namely 1) environmental stress in which employees feel stress due to the pressure of uncertainty in the organizational environment, 2) organizational stress, namely a situation where employees feel that they are overly demanded both in terms of job division and job personal, and 3) individual stress, namely about personal problems that become pressures in carrying out work (Robbins & Judge, 2013).

Employee performance can be influenced by work stress and organizational climate which can reduce employee performance. Chandra (2012) states that employee performance is partially and significantly affected by job stress, in the sense that when the job stress is low, the employee's performance is high. Rachel., et al (2018) stated that job stress has a negative and significant effect on employee performance. Anxiety and tension in employees occur as a result of the work and tasks assigned to it by the company, problems and disturbances that come from outside the organization such as family or social problems around the company will also create a level of anxiety and tension in employees at work. So that if the pressure is continuously exerted and always confronted by employees, job stress will arise on the employees and result in decreased employee performance. There is a difference with the research above, Wartono (2017) states that there is a positive influence between job stress on employee performance. This research explains that job stress can create a company's competitive advantage, but if the stress is too high it will affect performance.

Kusumo's research results (2014) explain a positive relationship between organizational climate and employee performance. His perception of psychological safety and psychological meaning fulness states that the dimensions of organizational climate have a positive relationship with employee performance. Companies that provide a good work climate will improve their employees performance. This is reinforced by the results of researched by Pritchard and Karasick in Young (2000) explaining that the dimensions of organizational climate have a significant relationship to employee performance. The research explain that organizational climate has a very important role in improving the performance of employees in a company, if the work climate in a company is getting better, the employee's performance will be higher. These results are different from the research of Pasaribu and Indrawati (2016) which states that organizational climate has no significant effect on employee performance in the company. Therefore leadership is needed to create a safe and comfortable atmosphere. So that it will create good communication between leaders and subordinates.

Based on the differences in the results of previous research and the phenomena that occurred in one of the BUMN X units in Medan, the researcher is interested in conducting a study entitled "The Effect of Organizational Climate and Job Stress on the Performance of Banking Employees X in Medan City"

II. STATEMENT OF THE PROBLEM

How does organizational climate and job stress affect employee performance in banking x medan

III. LITERATURE REVIEW

3.1. Employee Performance

Performance is the result of work achieved by a person in carrying out the overall job responsibilities which are assessed in terms of quality and quantity (Mangkunegara, 2015). According to Rivai (2014) performance is employee behavior which is shown as work performance produced by employees according to their role in the company.

Ricardianto (2018) states that performance is a description of the level of achievement of the implementation of an activity program or policy to realize company targets which include goals, vision and mission that are regulated in an organization's strategic plan. Tucunan, et.al (2014) states that performance is the result of the entire job or process. Rajan (2015) provides a definition of performance as an activity in which an individual is able and successful in completing the tasks assigned to him and complies with company procedures.

The ultimate goal in every effort made by a person, either individually, in groups or in an organization, is the performance of the employees (Suandi et al., 2014). It can be said that employee performance is the impact or work result of one's activities during a certain period of time (Shahzad et al., 2011).

Based on the opinions of the experts above, it can be concluded that performance is a perspective of results, activities, processes or behaviors that can lead to the achievement of organizational or company goals, which include abilities, skills and circumstances.

There are 4 indicators or dimensions that are assessed in employee performance according to Handoko's theory (2001):

- 1) The ability to do tasks effectively and efficiently. Ability is characterized by the extent to which employees can understand their work, are able to solve work problems, are responsive to work problems and have a professional attitude;
- 2) Leadership determination and objectivity, namely placing employees' positions according to their competencies so that it makes it easier for employees to do their jobs and be able to work optimally to achieve the expected organizational goals;

- 3) The scope of the task, is marked with a detailed and clear description of the tasks and functions so that employees focus on doing their respective duties.
- 4) Accuracy (discipline in work). Accuracy is indicated by employees working according to working hours and completing tasks on time.

3.2. Organizational Climate

Luthans in Simamora (2011) states that organizational climate is an internal environment or organizational psychology that can influence the behavior of members in an organization. According to Kusnan in Darodjat (2015) states that organizational climate is something that can be measured in the work environment, either directly or indirectly affecting employees and their work.

According to Taguiri & Litwin in Soetopo (2010) states that organizational climate is a condition or quality of the organization's internal environment experienced by its members, and affects the behavior of employees or members.

Based on the opinions of the experts above, it can be concluded that organizational climate is employees' perceptions of patterns or conditions in the organizational environment that affect employee behavior and attitudes and affect how employees perceive their organization.

There are 6 indicators or dimensions that affect organizational climate according to Stringer (2002):

- 1) Structure. Structure is a reflection of how employees feel about the company regarding their roles and responsibilities. A good structure if employees can define their work properly and correctly;
- 2) Standard. Standard is a measurement for employees to improve the performance of the organization or company. Standards can be categorized as high if members of the organization or employees are trying to find ways to improve performance;
- 3) Responsible. Employee responsibility is seen from the freedom to do tasks and complete them without having to be supervised by superiors, and the courage to take risks from work without fear of being scolded by the leadership. High responsibility is assessed by employees who feel supported in solving their own problems;
- 4) Awardness. Employee awards are valued according to their performance. A good reward can be assessed from the completion of work that is appropriate and on time, and is done consistently;
- 5) Support. Support is the mutual trust that occurs in members of the work group. High support if members feel they are functioning properly and feel they have received help from their superiors if they have difficulty carrying out their duties. And when support is low, members of the organization feel threatened and isolated;
- 6) Commitment. Commitment is an attitude to always provide the best for the company continuously. High commitment can be assessed from employees who feel active in achieving the company's goals.

3.3. Job Stress

Gibson, et al. (2012) define stress as an adaptive response mediated by individual differences or psychological processes resulting from any activity, situation, or event that imposes excessive psychological and physical demands on a person. Hockenbury and Hockenbury (2010) state that stress is a negative emotional state in response to an event that exceeds one's ability to deal with it.

According to Tarwaka (2015), stress is all stimulation or action from members of the human body that comes from outside or from within the body which causes various adverse impacts ranging from decreased health to suffering from a disease. This stress is also a negative reaction from humans due to excessive pressure or demands. Stress is an adaptive response, caused by individual problems or psychological factors, namely: the consequences of each activity (environment), external events, certain conditions that become an excessive burden on a person's psychological or physical (Priyoto, 2014).

According to Robbins & Judge (2013), job stress is a condition in which employees are faced with opportunities, demands for resources on environmental and organizational conditions. Job stress is a tension that affects emotions, ways of thinking and the condition of an employee. Sunyoto (2013) states that job stress is a dynamic condition experienced by a person when experiencing various pressures, opportunities, and desired objects where the results are not as expected.

Tia Oktavia (2015) states that work stress has a positive and significant effect on individual work motivation. This statement is supported by Heni Pertiwiningsih and Durinda (2014), that work stress has a significant, strong and positive effect on work motivation.

Based on the opinions of the experts above, it can be concluded that work stress is an employee's physical and mental response to excessive or exceeding work pressure and has an impact on employees in achieving expected work results.

According to Robbins & Judge (2013), job stress has three dimensions which are indicators of work stress, namely as follows:

- 1) Environmental stress, is an organizational design that is influenced by environmental uncertainty which results in pressure on employees. The dimensions of environmental stress are technological uncertainty, political uncertainty, and economic uncertainty in the company which increases employee work stress;
- 2) Organizational stress, related to the condition of employees who have job demands, roles and personal demands. Job demands are seen from the number of tasks given so that employees feel tired in carrying out their duties. Role demands are seen from the pressure of employees in the process of carrying out tasks. While personal demands are seen by employees who feel they are not given technical assistance from groups or colleagues when needed;
- 3) Individual stress, is a personal problem for each employee and becomes pressure for employees in carrying out their duties. Individual stress can take the form of family problems, personal economic problems or employee personality problems.

IV. MATERIAL AND METHOD

Operational definitions of research variables:

a. Employee Performance

Employee performance is the result of employee work in achieving predetermined goals or targets in a certain period of time. The employee performance scale used in this study uses a scale from Vanjery (2016) with the theory of performance aspects according to Handoko (2001), namely:

1. The Ability with indicators, namely understanding the task and solving work problems;
2. Determination and objectivity, with indicators, namely details of tasks and carrying out tasks according to tasks and functions;
3. Scope of duty, with indicators, namely intellectual expertise and using different points of view;
4. Accuracy, with indicators, namely working according to working hours and complete assignments on time.

Measuring employee performance is seen from the total score of the employee performance scale, If the total scale score is higher, it means the employee's performance will be higher. Conversely, if the total scale score is lower, it means the employee's performance is also low.

b. Organizational Climate

Organizational climate is the employee's perception of the organizational structure and the place where employees carry out work that can affect employee duties, responsibilities and performance. The organizational climate scale used in this study uses a scale from Susanti (2012) with the theory of organizational climate aspects according to Stringer (2002), namely:

1. Structure, which is clear in carrying out tasks, there are procedures, has the authority to work and rules.
2. Organizational standards, namely written regulations that contain work regulations and guidelines for each worker and are used as standards in operational activities.
3. Recognition, as a sign of appreciation from the company and aims to increase employee motivation.
4. Responsible, which is concern about work, consistency and consequences in the workplace.
5. Commitment, is a condition in which an employee sided with a certain organization with the aim of maintaining membership in the organization.

6. Support, Support is an effort given to someone both morally and materially to motivate others to carry out an activity

Measuring organizational climate can be seen from the total score of the organizational climate scale. If the total scale score is higher, it means the higher the organizational climate. Conversely, if the total scale score is lower, it means that the organizational climate is also low.

c. Job Stress

Job stress is a condition in which employees are faced with opportunities, demands for resources on environmental and organizational conditions. Job stress scale used in this study uses a scale from Susanti (2012) with the theory of job stress aspects according to Robbins & Judge (2013), namely:

5. Environmental stress, which is comfortable or uncomfortable working conditions.
6. Organizational stress, namely the high and low levels of tasks and work demands
7. Individual stress, whether there is a problem in the person of each employee.

Measuring job stress can be seen from the total score of the job stress scale. If the total scale score is higher, it means the lower the employee's performance. Conversely, if the total scale score is lower, it means the higher the employee's performance.

The population in this study were 116 employees using a total sampling technique,

V. RESULT

Table 4.1 One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		116
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	27103466
Most Extreme Differences	Absolute	.098
	Positive	.098
	Negative	-.090
Test Statistic		.098
Asymp. Sig. (2-tailed)		.208 ^d

Based on the table above, it can be seen that the significant value is $0.208 > 0.05$, it can be concluded that the residual value is normally distributed.

Table 4.2 Linearity Test

Variabel	F	Sig.
Organizational Climate *	69.254	.004
Employee Performance		
Job Stress* Employee Performance	82.860	.000

Based on the description of the value of the linearity test in the table above, the variable organizational climate and employee performance obtained a value of $F = 69.254$ with a significance value of linearity $.004$ ($p < 0.05$), it can be concluded that the organizational climate variable has a linear relationship with employee performance. Then for the variable job stress with employee performance, the value of $F = 82.860$ with a significance value of linearity $.000$ ($p < 0.05$) is obtained, it can be concluded that the variable of job stress has a linear relationship with employee performance.

Table 4.3 Coefficient

Coefficients ^a		Collinearity Statistics	
Model		Tolerance	VIF
1	Organizational Climate	0.961	1.041
	Job Stress	0.961	1.041

a. Dependent Variable: Employee Performance

Based on the table above, it can be seen that the tolerance value is above 0.10 and the VIF value (variance inflation factors) is below 10. It can be concluded that there is no multicollinearity problem in the regression model.

Table 4.4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.842 ^a	.709	.704	.27342

Based on the table above, it is known that the R Square value is .709, this shows that the influence of organizational climate and job stress on employee performance is 70.90% while the remaining 29.10% is explained by other factors outside of this research model.

Table 4.5 Simultaneous Test Result

ANOVA ^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	20.564	2	10.282	137.534	.000 ^b
	Residual	8.448	113	.075		
	Total	29.012	115			

Based on the table above, it is known that the F_{value} is 137.534 > F_{table} is 3.08, It can be concluded that variable organizational climate and job stress simultaneously have a significant effect on Employee Performance.

Table 4.6 Additional Analysis Result

Variabel	Data Hipotetik		Data Empirik					
	Mean	Maks	Min	SD	Mean	Maks	Min	SD
Organizational Climate	45	98	71	10	63	105	21	14
Job Stress	14	53	32	7	36	60	12	8
Employee Performance	42	75	55	7	48	80	16	11

The description of organizational climate is seen based on the mean, standard deviation, drinking and maximum value of the research subjects. The assessment is carried out based on a trial scale consisting of 21 items that have a value range of 1-5, so that the hypothetical minimum total score is 71 and the hypothetical maximum total score is 98. Based on the research results, the total empirical minimum score is 21 and the maximum empirical score is obtained. is 105.

The description of job stress is seen based on the mean, standard deviation, drinking and maximum value of the research subjects. The assessment is carried out based on a trial scale consisting of 12 items that have a value range of 1-5, so that the hypothetical minimum total score is 32 and the hypothetical maximum total score is 53. Based on the research results, the total empirical minimum score is 12 and the maximum empirical score is obtained. is 36

The description of employee performance is seen based on the mean, standard deviation, drinking and maximum value of the research subjects. The assessment is carried out based on a trial scale consisting of 16 items that have a value range of 1-5, so that the hypothetical minimum total score is 55 and the hypothetical maximum total score is 75. Based on the results of the study, the total empirical minimum score is 16 and the maximum empirical score is obtained. is 80.

Table 4.7 Organizational Climate Categorization

Categorization	Value Range	N	(%)
Low	$X < 49$	1	0.9
Medium	$49 \leq X < 77$	89	76.7
High	$77 \leq X$	26	22.4

Based on the table 4.7, it can be seen that subjects who have a high level of organizational climate are 26 people with a percentage of 22.4%, then subjects who have a medium organizational climate level are 89 people with a percentage of 76.7% and subjects who have a low organizational climate level is 1 people with a percentage of 0,9%. In table 4.6, the empirical mean value of job satisfaction in this study is 63, this indicates that the average research subject has a organizational climate level in the medium category.

Table 4.8 Job Stress Categorization

Categorization	Value Range	N	(%)
Low	$X < 28$	31	26.7
Medium	$28 \leq X < 44$	76	65.5
High	$44 \leq X$	26	7.8

Based on the table 4.8, it can be seen that the subjects who have a high perception of job stress are 26 people with a percentage of 7.8%, then subjects who have a medium perception of job stress are 76 people with a percentage of 65.5% and subjects who have a low job stress level are 31 people with a percentage of 26.7%. In table 4.6, the empirical mean value of job stress in this study is 36, this indicates that the average research subject has a perception level of job stress in the medium category.

Table 4.9 Employee Performance Categorization

Categorization	Value Range	N	(%)
Low	$X < 37$	0	0
Medium	$37 \leq X < 59$	83	71.6
High	$59 \leq X$	33	28.4

Based on the table 4.9, it can be seen that subjects who have a high level of Performance are 33 people with a percentage of 28.4%, then subjects who have a medium performance level are 83 people with a percentage of 71.6% and subjects who have a low performance level is 0. In table 4.6, the empirical mean value of employee performance in this study is 48, this indicates that the average research subject has a employee performance level in the medium category.

VI. DISCUSSION

a. The Effect of Organizational Climate on Employee Performance in Banking X Medan

The organizational climate variable had a positive and significant effect on Employee Performance at Banking X Medan with an influence contribution of 17.90%. This study is in accordance with research conducted by Bhaesajsanguan (2010); Selamat et al. (2013); Suliman and Harethi (2013); Suandi et al. (2014); and He et al. (2015) who state that employee performance is significantly influenced positively by organizational climate. With this, it is indicated that the more conducive or healthier the climate of an organization is, the higher the level of individual employee performance and conversely, the less conducive or unhealthy the climate of an organization is, the lower the individual employee performance level.

The results of this study are supported by Kiki (2015) which states that the dimensions of organizational climate have a significant relationship to employee performance. The results of these studies explain that organizational climate has a very important role in improving employee performance in a company. The better the organizational climate, the higher the employee's performance. In contrast to research by Pasaribu & Indriwati (2016), it is revealed that there is no significant influence between organizational climate on employee performance in a company. Leader's ability is needed to create a safe and comfortable atmosphere in order to create good communication between the leader and his subordinates.

b. The Effect of Job Stress on Employee Performance in Banking X Medan

Job stress variable has a negative and significant influence between job stress on employee performance at X Medan Employee Banking, in the sense that when there is an increase in Job Stress, it will reduce Employee Performance at Bank X Medan. Job stress variable has the greatest influence on employee performance in X Banking Medan with a total contribution of 53.0%. The results of this study are in accordance with the research of Bashir & Ramay, (2010); and Goswami (2015) and said that employee performance is also influenced by job stress which has a negative effect.

The results of this study are also in accordance with Chandra's (2012) study which states that employee performance is partially and significantly affected by work stress in the sense that when work stress is low, employee performance is higher and vice versa. Alishah (2015) also revealed that there is a significant influence between job stress and employee performance in a company. The work that is given in a row and continuously has the potential for anxiety and tension of the employees themselves, so that it will cause pressure at work and result in stress on employees and decreased performance.

The results of this study are different from the researched of Wicaksono (2017), which states that there is a significant influence between job stress and employee performance. It is explained in the research that job stress can create competitive advantage in the company, but if the stress is prolonged and too high it will also affect employee performance and reduce employee productivity.

c. The Effect of Organizational Climate and Job Stress on Employee Performance in Banking X Medan

The results showed that the variables of organizational climate and work stress simultaneously had a positive effect on employee performance. High stress situations at work will have a negative impact on employee performance and will also hinder the overall operational performance at the organizational level (Goswami, 2015). One of the factors causing the high level of work stress in the organization is an unhealthy organizational climate and does not care about the condition of employees (Putra. et al., 2014).

Some employee perceptions about organizational characteristics are reflected in the policies, practices and conditions that exist in the work environment, if the work environment is unhealthy it will cause negative perceptions from employees which will cause negative emotions and ultimately lead to job stress felt by the employees

The results of this study also provide empirical evidence which explains that a healthy organizational climate will have a direct impact on low work stress and high employee performance. Conversely, an unhealthy organizational climate will have a direct impact on high work stress and low employee performance.

By using respondents of employees at Banking company X Medan, it can be explained that low work stress is able to mediate the indirect effect between a healthy organizational climate on high employee performance. Conversely, high work stress is able to mediate the indirect effect of an unhealthy organizational climate on low employee performance.

VII. CONCLUSION

Based on the results obtained in this study, it can be concluded that:

- a. Organizational climate and job stress have a positive and significant effect on employee performance.
- b. The amount of contribution of organizational climate and job stress to performance of employee in Banking X Medan is 70.90%, while the remaining 29.10% is influenced by other variables that have not been examined in this study.
- c. Employee at Banking X Medan generally have an organizational climate, job stress and employee performance that are in the medium category.

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