

The Effect of Organizational Culture, Communication, Discipline and Work Motivation on Employee Performance in the National Land Agency of Labuhanbatu Regency

Asrol Efendi¹, Siti Lam'ah², Abd. Halim³

¹Students in Faculty of Economics and Business, Universitas Labuhanbatu, Indonesia

^{2,3}Lecturer in Faculty of Economics and Business, Universitas Labuhanbatu, Indonesia

Abstract

This study aims to analyze organizational culture, communication, discipline and work motivation on employee performance at the National Land Agency of Labuhanbatu Regency. This type of research is quantitative, the place of this research is the National Land Agency of Labuhanbatu Regency and a questionnaire using a Likert scale. The multiple linear regression equation of this study is: $Y = (-6.790) + 0.263X_1 + 0.314X_2 + 0.657X_3 + 0.312X_4$. The results of the regression analysis obtained the t-count value of 2.423 > t-table 1.66277 explaining that the Communication variable (X2) has a positive effect on the Employee Performance variable (Y). Then the significant value is 0.017 < 0.05, which means that the Communication variable (X2) has a significant effect on the Employee Performance variable (Y). Then the results of the regression analysis obtained the t arithmetic value of 4.496 > t table 1.66277 indicating that the Discipline variable (X3) has a positive effect on the Employee Performance variable (Y). From these results it can be stated that Organizational Culture (X1), Communication (X2), Discipline (X3), and Work Motivation (X4) simultaneously have a positive and significant effect on Employee Performance (Y). The value of R Square from the analysis of the coefficient of determination of 0.588 means that Employee Performance can be explained by the variables of Organizational Culture, Communication, Discipline and Work Motivation of 58.8%, while the remaining 41.2% can be explained by other variables not examined in this study.

Keywords

organizational culture;
communication, discipline;
work motivation; employee
performance



I. Introduction

Strategic human resource management can focus on performance to complement each other between practices in the system. The relationship between sustainability and human resource management is demonstrated as an innovative approach to organizational sustainability. For this reason, organizations can take various ways to improve performance including organizational culture, communication, discipline and work motivation. According to Fernandes and Maupa (2018), organizational culture is defined as the shared values that the organization holds for its members to act on matters related to the organization's activities. To create an environment of knowledge, values and culture are needed, changing attitudes and work patterns of members, as well as providing easy and relevant access between members as well as sources of information. Organizational culture can also encourage the dissemination of knowledge to improve organizational performance. With the

dissemination of knowledge supported by organizational culture, organizational performance can be improved. This work culture can be formed through the beliefs, values and behavior of organizational members so that it becomes personal learning that can be beneficial for organizational members and encourage the emergence of innovations that lead to organizational performance.

The phenomenon found in the National Land Agency of Labuhanbatu Regency is the lack of cultural implementation in the work environment of the agency. The implementation of the work of Civil Servants (PNS) at the National Land Agency of Labuhanbatu Regency has not implemented the work culture that has been set by the Labuhanbatu Regency Government. This is related to the achievement of national development goals which are largely determined by reliability. The government through the Ministry of Administrative Reform (MenPAN) has formulated a work culture guide as a guide so that productivity and employee performance can be achieved optimally. But in reality, many employees have not implemented a culture at work, causing low employee performance at the National Land Agency of Labuhanbatu Regency. If a job is not supported by a positive work culture, the development process in various sectors will experience delays, so that efforts to provide services to a just and prosperous society as well as fair and equitable welfare will be far from what they should have hoped for. Nawawi (2015) suggests that the indicators of work culture are: 1) Carrying out work according to duties. Employees are able to carry out the assigned tasks properly and correctly. 2) Honest at work. Honesty can make a person get more value in the eyes of others. Being honest at work is also able to make employees gain more trust. 3) Have a commitment. High commitment is able to make a person motivated to complete something according to the specified target. 4) Responsibility for work. Responsibility is able to make someone get more trust from other people around. 5) Able to work together with co-workers. Interacting and cooperating well with fellow people can make a person accepted in the environment well.

According to Prayogi et al., (2019), communication is an important thing in an organization. Good communication will have a positive impact on the work atmosphere. Communication is an unavoidable process for having a good job. Excessive communication or inadequate communication will reduce employee performance, communication also serves to strengthen employee performance motivation. Communication is important for an organization because communication is the main tool for employees to work together in activities to achieve organizational goals. The importance of communication as an ongoing process carried out by the organization can bring benefits to improve performance by carrying out the communication process carried out between an employee and superior. Communication has two types, namely internal communication and external communication. In this case, internal communication occurs within an organization by involving employees, while external communication occurs outside the organization. Good organizational communication will make delivering organizational messages easier. The phenomenon that often occurs in the National Land Agency of Labuhanbatu Regency is related to communication, namely the lack of communication between employees and leaders in solving problems within the organization. This causes frequent errors in carrying out the work specified in accordance with the responsibilities and punctuality in completing the work. Robbins, et al (2018) suggest that communication indicators consist of: 1) Openness in conveying information to co-workers, 2) Having the value of empathy to understand co-workers, 3) Willing to accept opinions from co-workers, 4) Mutual support for fellow co-workers, 5) Give/receive each other in the delivery of information.

In addition to communication, employee is an important element in the organization. In addition, work discipline can form effective work behaviour. The more disciplined an

employee is in carrying out his work, the higher the performance shown by the employee which can be seen from the level of expertise to carry out his responsibilities as an employee in the organization. Employees who follow the rules of the organization's provisions can carry out their duties in an orderly and smooth manner, including refraining from acts that deviate from the rules. Problems encountered regarding discipline in The National Land Agency for Labuhanbatu Regency is still having employees who delay work. Based on a survey conducted by researchers, many employees do not enter the office (such as: absent, permission not to work, leave) which results in not achieving work realization. Employees who have high discipline will not delay work and always try to complete work on time even though they are not directly supervised by their superiors. Work discipline can encourage employees to improve performance in order to increase the achievement of organizational goals. According to Hasibuan (2017), indicators that affect the level of discipline of an organization's employees include: 1) Leaders' role models, 2) Justice. 3) Waskat (attached supervision), 4) Punishment, 5) Firmness.

Vanesa, et all (2019), suggests that motivation is a skill in coordinating employees so that they can work successfully, so that organizational goals can be achieved. Motivation functions as a motivator or encouragement to employees to work actively to achieve good organizational goals. Work motivation is mobility that creates a person's passion to work together, work effectively and is integrated with every effort to achieve satisfaction. Problems encountered regarding work motivation at The National Land Agency of Labuhanbatu Regency is a lack of motivation in improving the quality of one's work. The low quality of employee work in doing work can reduce the achievement of organizational goals. In a survey conducted by researchers, employees lack self-motivation due to unfair treatment of the work they do and rewards for employee performance. According to Lusri and Siagian (2017), work motivation has indicators consisting of: a) Behavior, b) Level of effort, c) Have persistence at work. Al-Musadieq (2018) mentions indicators of work motivation including: a) Rewards, b) Cultivating social values, c) Self-actualization (Desire to use all his abilities). The indicators used in this research are 1) Behavior, 2) Have persistence at work, 3). rewards, 4) cultivate social values, 5) have the ability, (Lusri and Siagian (2017); Al-Musadieq (2018)).

Afandi (2018), argues that performance is an ability that refers to the results of work that can be obtained by a person or group of people in an agency in accordance with the authority and responsibility of individuals, to achieve the wishes of the organization illegally, without violating the law and immoral conflicts using morality. Afandi (2018) put forward employee performance indicators, namely: 1) Perform tasks efficiently. 2) Comply with the policies set by the organization. 3) Have initiative, 4) Accuracy at work. 5) Honest, 6) Have creativity.

II. Research Methods

This type of research is quantitative, and the place of this research is the Office of the National Land Agency of Labuhan Batu Regency. Data collection techniques used in the study were observation, documentation and questionnaires using a Likert scale. The population in this study were 119 employees of the National Land Agency Office of Labuhanbatu Regency. Sampling was carried out in this study using the Slovin formula, with a significance level of 0.05. The sample calculation using the Slovin formula in this study was 92 people. The analytical method used in this research is validity and reliability test, classical assumption test which includes: data normality test, heteroscedasticity test, and multicollinearity test.

III. Discussion

3.1 Results

The validity test in this study was conducted on 30 respondents outside the research sample using the Slovin formula. Ghazali (2018) states that the validity test is used as a measure of whether a questionnaire is eligible to be declared valid or not with significant criteria > 0.5 . Valid data is data that does not differ between data reported by researchers and data that actually occurs in the object of research. The results of the validity test in this study are listed in Table 1:

Table 1. Validity Test Results

Indicator	Total Correlation	Criteria Sig.	Description
Carry out work according to duties	,731	0.5	Valid
Honest at work	,571	0.5	Valid
Have a commitment	,695	0.5	Valid
Responsibility for work	,779	0.5	Valid
Able to work together with co-workers.	,863	0.5	Valid
Organizational Culture (X1)	,840	0.5	Valid
Disclosure of information delivery	,595	0.5	Valid
Have empathy value	,763	0.5	Valid
Willing to accept opinion	,742	0.5	Valid
Mutual support	,711	0.5	Valid
Give/take each other in the delivery of information	,863	0.5	Valid
Communication (X2)	,922	0.5	Valid
Leadership Example	,864	0.5	Valid
Justice	,793	0.5	Valid
Waskat (attached supervision)	,860	0.5	Valid
Penalty Sanctions	,851	0.5	Valid
Firmness	,864	0.5	Valid
Discipline (X3)	,949	0.5	Valid
Behavior	,864	0.5	Valid
Have tenacity at work	,864	0.5	Valid
Rewards	,793	0.5	Valid
Cultivating Social Value	,860	0.5	Valid
Have Ability	,851	0.5	Valid
Work Motivation (X4)	,948	0.5	Valid
Performing Tasks Efficiently	,637	0.5	Valid
Comply with Policies	,553	0.5	Valid
Have Initiative	,860	0.5	Valid
Work Accuracy	,851	0.5	Valid
Honest	,864	0.5	Valid
Have Creativity	,695	0.5	Valid
Employee Performance	,922	0.5	Valid

Description: *Sig Criteria < 0.5

Source: Research Results, 2021

Sugiyono (2017) suggests that the reliability test is carried out to find out the results of the measurement are consistent when the same measuring instrument is measured. An indicator in the questionnaire can be accepted or said to have good reliability if the value of Croanbach Alpha > 0.6. The results of the reliability test in this study can be contained in Table 2:

Table 2. Reliability Test Results

Variable	Croanbach Alpha (CA)	Description
Organizational culture	,951	Reliable
Communication	,948	Reliable
Discipline	,950	Reliable
Work	,946	Reliable
motivation	,922	Reliable
Employee Performance		

Description: *Criteria CA > 0.6.
Source: Research Results, 2021

Table 1 and Table 2 show that all statement items are valid and reliable because they meet the criteria for measuring validity and reliability, namely 0.5 and 0.6. The next test uses the classical assumption test with normality. The normality test of this study is contained in Table 3:

**Table 3. Test Results Normality
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		92
Normal Parameters, b	mean	.0000000
	Std. Deviation	3.95842001
Most Extreme Differences	Absolute	.154
	Positive	.089
	negative	-.154
Test Statistics		.154
asymp. Sig. (2-tailed)		.023c

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

The normality test in Table 3 uses the Kolmogorov-Smirnov method with a significance value of 0.23. These results indicate that the significance level is > 0.05, so it can be stated that the normality test in this study is normally distributed. The following is a normality test using the p-plot graph contained in Figure 1:

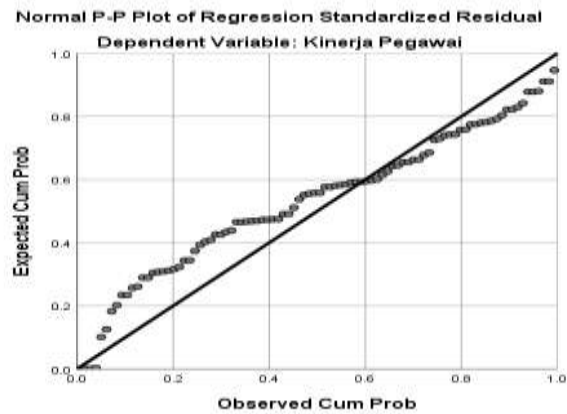


Figure 1. P-Plot Graph Normality Test

Source: Research Results, 2022

Graph 1 shows that the regression model in this study is normally distributed, it can be seen from the residual points of the regression model which spread following the diagonal line. Another classic assumption test was analyzed by multicollinearity test. The results of the multicollinearity test in the study are listed in Table 4:

Table 4. Multicollinearity Test Results

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
	B	Std. Error	Beta	Tolerance	VIF
1 (Constant)	-6,790	2.886			
Organizational culture	.263	.120	.192	.611	1,636
Communication	.314	.130	.246	.458	2.185
Discipline	.657	.146	.337	.843	1.187
Work motivation	.312	.131	.226	.519	1,927

a. Dependent Variable: Employee Performance

Description: *p< 0.05.

Source: Research Results, 2022.

Table 4 shows that the three independent variables have a VIF value < 10 and a value of *tolerance* > 0.1 which means that the data in this study did not experience multicollinearity. Classical assumption testing with heteroscedasticity test in this study can be contained in Figure 2:

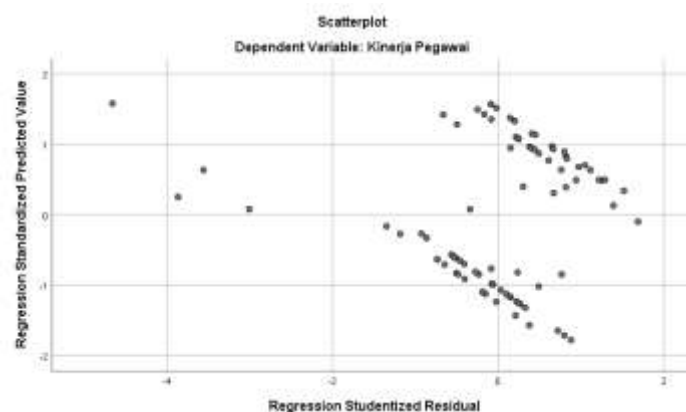


Figure 2. Scatterplot Graph

Source: Research Results, 2022

Figure 2 shows that the data from this study spreads above and below the number 0 on the Y axis, and does not form a clear pattern, thus it can be stated that the data does not experience symptoms of heteroscedasticity. The results of the research analysis by testing multiple linear analysis can be contained in Table 5:

Table 5. Research Analysis by Testing Multiple Linear Analysis Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-6,790	2.886		-2.353	.021
	Organizational culture	.263	.120	.192	2.185	.032
	Communication	.314	.130	.246	2.423	.017
	Discipline	.657	.146	.337	4.496	.000
	Work motivation	.312	.131	.226	2,371	.020

a. Dependent Variable: Employee Performance

Description: *p< 0.05

Source: Research Results, 2022.

Table 5 shows that the multiple linear regression equation in this study is as follows: $Y = (-6.790) + 0.263X_1 + 0.314X_2 + 0.657X_3 + 0.312X_4$. The results of this equation explain that the B value in Organizational Culture (B1) is 0.263. Communication value (B2) is 0.314. Discipline value (B3) is 0.657. The value of Work Motivation B4 is 0.312 and the value of constant (a) is (-6.790). The description of this multiple linear regression equation proves that the variables of Organizational Culture (X1), Communication (X2), Discipline (X3) and Work Motivation (X4) have a direction coefficient that is negative or has decreased on Employee Performance. That is, if the employee's performance decreases, the organizational culture, communication, discipline and work motivation will also decrease.

Hypothesis testing in this research study can use the t test. This test was conducted to analyze the effect of the independent variables, namely Organizational Culture (X1), Communication (X2), Discipline (X3) and Work Motivation (X4) partially on the dependent variable, namely work productivity (Y). The equation for determining the ttable value can be used as follows: $df = nk - 1 = 92 - 5 - 1 = 86$. After being calculated using this equation, the ttable value is 1.66277. The results of the t test can be loaded in Table 6:

Table 6. The Results of T Test Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-6,790	2.886		-2.353	.021
	Organizational culture	.263	.120	.192	2.185	.032
	Communication	.314	.130	.246	2.423	.017
	Discipline	.657	.146	.337	4.496	.000
	Work motivation	.312	.131	.226	2,371	.020

a. Dependent Variable: Employee Performance

Description: *p< 0.05

Source: Research Results, 2021

Table 6 proves that the results of the regression analysis with a t-count value of 2.185 > t-table 1.66277. This shows that the Organizational Culture variable (X1) has a positive effect on the Employee Performance variable (Y). Then the significant value is 0.032 <0.05, which means that the Organizational Culture variable (X1) has a significant effect on the Employee Performance variable (Y). The results of the regression analysis obtained the t-count value of 2.423 > t-table 1.66277 explaining that the Communication variable (X2) has a positive effect on the Employee Performance variable (Y). Then the significant value is 0.017 <0.05, which means that the Communication variable (X2) has a significant effect on the Employee Performance variable (Y). Then the results of the regression analysis obtained the value of t count of 4.496 > t table 1, 66277 shows that the Discipline variable (X3) has a positive effect on the Employee Performance variable (Y). Then the significant value is 0.000 <0.05 explaining that the Discipline variable (X3) has a significant effect on the Employee Performance variable (Y). Furthermore, the results of the regression analysis obtained the t-count value of 2.371 > t-table 1.66277 indicating that the work motivation variable (X4) has a positive effect on the employee performance variable (Y). Then the significant value is 0.020 <0.05 explaining that the work motivation variable (X4) has a significant effect on the employee performance variable (Y).

The F test was conducted to test the independent variables, namely the ability of Organizational Culture (X1), Communication (X2), Discipline (X3) and Work Motivation (X4) simultaneously have a significant relationship or not to the dependent variable, namely work productivity (Y). As for determining the value of Ftable, the following equation can be used: $df = k; n - k = 4; 1 - 4 = 4; 91$. After calculating using this equation, $F_{table} = (4; 91 - 4)$, the value of Ftable is 2.48. The results of the F test in this study can be contained in Table 7:

Table 7. F. Test Results

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2034,841	4	508,710	31,039	.000b
	Residual	1425,887	87	16,390		
	Total	3460.728	91			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Motivation, Discipline, Organizational Culture, Communication

Description: *p< 0.05

Source: Research Results, 2021.

Table 7. shows the Fcount value of 31.039 > Ftable 2.48 with a significance value of 0.000 <0.05. From these results it can be stated that Organizational Culture (X1), Communication (X2), Discipline (X3), and Work Motivation (X4) simultaneously have a positive and significant effect on Employee Performance (Y).

The coefficient of determination test was carried out to analyze the contribution of the influence of the independent variables, namely Organizational Culture (X1), Communication (X2), Discipline (X3) and Work Motivation (X4) on the dependent variable, namely Employee Performance (Y). The results of the coefficient of determination test can be contained in Table 8:

Table 8. Coefficient of Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.767a	.588	.569	4048

a. Predictors: (Constant), Work Motivation, Discipline, Organizational Culture, Communication

Description: * $p < 0.05$

Source :Research Results, 2022.

The value of R Square from the analysis of the coefficient of determination of 0.588 means that Employee Performance can be explained by the variables of Organizational Culture, Communication, Discipline and Work Motivation of 58.8%, while the remaining 41.2% can be explained by other variables not examined in this study.

3.2. Discussion

Performance can be influenced by various factors, both internal factors and environmental factors directly or indirectly. According to Ivancevich, Konopaske and Matteson (Busro in Edward, 2020) that performance shows the ability and skills of workers. Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities (Wulandari, 2021). According to Yani in Syardiansyah (2020) performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time. This means that in work contains elements of the standard that achievement must be met, so, for those who reach the standards set means good performance (Wahjudewanti, 2021).

The results of the regression analysis obtained the t-count value of $2.185 > t\text{-table } 1.66277$, which indicates that the Organizational Culture variable (X1) has a positive effect on the Employee Performance variable (Y). Then the significant value is $0.032 < 0.05$, which means that the organizational culture variable (X1) has a significant effect on the Employee Performance variable (Y). These results are in accordance with previous research conducted by Andayani and Tirtayasa (2019) which stated that organizational culture had a positive and significant effect on employee performance at the Aceh Tamiang Public Works and Public Housing Service. The Communication variable (X2) has a positive effect on the Employee Performance variable (Y) with a t-count value of $2.423 > t\text{-table } 1.66277$. Then the significant value is $0.017 < 0, 05$ which means that the Communication variable (X2) has a significant effect on the Employee Performance variable (Y). This study is in accordance with research conducted by As'ad (2018), the results of the study prove that communication has a positive and significant effect on employee performance at PT Titipan Mas Area V Makassar. Discipline variable (X3) has a positive effect on the Employee Performance variable (Y) with a t value of $4.496 > t\text{ table } 1.66277$ and a significant value of $0.000 < 0.05$ which means that the Discipline variable (X3) has a significant effect on the Employee Performance variable (Y). The results of this study are in accordance with research conducted by Wahyudi (2019) which indicates that discipline has a positive and significant effect on employee performance at Bank BCA Syariah Mangga branch. Work Motivation Variable (X4) has a positive effect on the Employee Performance variable (Y) with a t-count value of $2.371 > t\text{-table } 1.66277$ and a significant value of $0.020 < 0.05$, which means that the Work Motivation variable (X4) has a significant effect on the Employee Performance variable. (Y). The results of this study are in accordance with research conducted by Hasibuan and Bahri

(2018) which indicates that work motivation has a positive and significant effect on employee performance on police personnel at the Medan Area Police.

Organizational Culture (X1), Communication (X2), Discipline (X3), and Work Motivation (X4) simultaneously have a positive and significant effect on Employee Performance (Y), with an Fcount of 31,039 > Ftable 2.48 with a significance value of 0.000 < 0, 05. The results of this study are also in accordance with the research of Syukur, Supriyono and Suparwati (2019) which states that Organizational Culture and Communication simultaneously have a positive and significant effect on the performance of the Secretariat Employees of the Tegal Regency DPRD. The results of the coefficient of determination with an R Square value in research on the analysis of Organizational Culture, Communication, Discipline and Work Motivation on Employee Performance at the National Land Agency of Labuhanbatu Regency, proves that Employee Performance can be explained by the variables Work Culture, Communication, Discipline and Work Motivation of 0.588 means that employee performance can be explained by the variables of Organizational Culture, Communication, Discipline and Work Motivation of 58.8%, while the remaining 41.2% can be explained by other variables not examined in this study.

IV. Conclusion

1. Organizational Culture has a positive and significant effect on Employee Performance in Labuhanbatu Regency National Land Agency.
2. Communication has a positive and significant impact on employee performance at Labuhanbatu Regency National Land Agency.
3. Discipline has a positive and significant effect on employee performance at Labuhanbatu Regency National Land Agency
4. Work Motivation has a positive and significant effect on Employee Performance at Labuhanbatu Regency National Land Agency
5. Organizational Culture, Communication, Discipline and Work Motivation simultaneously have a positive and significant effect on employee performance in Labuhanbatu Regency National Land Agency

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