

THE EFFECT OF ORGANIZATIONAL CULTURE AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT PT SIIX ELECTRONICS INDONESIA

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ABSTRACT

The performance of employees of PT SIIX Electronics Indonesia every month during 2021 occurred as much as damage to goods with an average percentage of 2.41% and the damage every month has a fluctuating target and the damage that occurs, employee performance is suspected to be due to organizational culture and also employee work discipline. The purpose of this research is to determine whether organizational culture and discipline have an influence on employee performance either partially or simultaneously at PT SIIX Electronics Indonesia. The type of research used in this study is descriptive research, this observation is in the form of causal symbolic associative observations, the source of data in this study is primary data using questionnaires, the sample used is probability sampling type, totaling 181 respondents. The analytical tool used is multiple linear regression with the help of SPSS 22. The results partially show organizational culture has an effect on employee performance with a value (6.952 > 1.653) and probability value (0.00 < 0.05), work discipline has an effect on employee performance with a value (4.943 > 1.653) and a probability value (0.00 < 0.05). Simultaneously organizational culture and work discipline have a simultaneous effect on employee performance with a value (132,638 > 3.89) and probability (0.00 > 0.05). Conclusions according to the hypothesis that organizational culture partially has a significant effect on employee performance at PT SIIX Electronics Indonesia so that hypothesis H1 is accepted, work discipline partially has a significant influence on employee performance at PT SIIX Electronics Indonesia so hypothesis H2 is accepted, organizational culture and work discipline simultaneously has a significant influence on the performance of PT SIIX Electronics Indonesia employees so that the hypothesis H3 is accepted.

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1. INTRODUCTION

Human resource management is a field of management which specializes in the study of human relationships and roles in companies. Human resources are the capital that determines competitive advantage and success in achieving a company's goals. To achieve this goal, it is necessary to have the willingness, ability and attitude of employees in carrying out the duties and responsibilities of the company, so that the performance results are carried out in accordance with the objectives, which must be considered by managing the management functions is how to increase human resources to increase work efficiency and effectiveness and the company's performance can be seen from the performance that has been achieved by its employees, therefore the company demands that its employees be able to perform optimally. Because the good or bad performance achieved by employees will affect the performance and success of the company as a whole. Employee performance is an important factor in the process of achieving the goals of a company, employee performance as the ultimate goal and is a way of management to ensure that employee activities and outputs are in accordance with the organization [1]. The greatest asset in an organization is its human resources which determine the success of the organization. A large number of human resources if it can be applied effectively and efficiently will be beneficial to produce optimal performance. Humans are the main driving factor of all organizational activities, because of that role, the workforce must receive more serious attention if the organization moves [2]. In trading companies and manufacturing companies, Human Resources (HR) is a major problem because it is very important to support employee performance. If employees have good performance, of course, it will have an impact on the output obtained which makes the company experience profits. There are various things that can cause

the performance of these employees to be optimal and good, including the existence of organizational culture and discipline.

PT Siix Electronics Indonesia is one of the companies engaged in manufacturing which certainly does not want its employees to experience a decrease in performance because it can affect low-quality performance output and have a bad impact on business development. Employee performance is also required to maintain product quality by minimizing the manufacture of reject products or damaged goods [3]. The results of the employee's performance can be seen from the performance output produced by employees while working on product quality. If a lot of production output is damaged or defective, it is considered that the performance is getting worse. The following is a production that is damaged or defective to assess performance for the last 1 year i.e. 2021 every month:

Tabel 1 Hasil Kinerja Departemen Produksi

Bulan	Target	Jenis Defect/ Reject pada barang					Reject pada barang (%)
		Bengkok (Warpage)	Lebih Pematernal (Over soldering)	Ada Jarak (Gap)	Pin Patah (Pin Broken)	fitting issue (keluar air)	
Januari	500	2	-	1	3	-	1.20%
Februari	600	2	3	1	4	1	1.83%
Maret	550	3	1	3	1	-	1.45%
April	650	4	2	2	4	2	2.15%
Mei	700	5	2	3	4	2	2.29%
Juni	500	4	2	4	6	1	3.40%
Juli	400	3	2	2	4	-	2.75%
Agustus	450	3	4	1	2	2	2.67%
September	500	2	3	1	5	3	2.80%
Oktober	570	3	6	3	2	1	2.63%
November	600	3	4	5	1	-	2.17%
Desember	700	5	6	8	2	4	3.57%
Rata-rata							2.41%

Of the total every month during 2021 there was damage to goods with an average percentage of 2.41% and the damage every month had a fluctuating target and damage that occurred. The biggest damage occurred in December, which was 3.57%, while the lowest was 1.20% in January. Rejecting goods produced by employees indicates a decreased performance because basically the company really hopes that the goods produced do not experience rejection of goods because it will affect the expected profit. If employees in their performance always experience rejection, of course the company will experience losses.

The organizational culture at PT SIIX Electronics Indonesia is shown by the 5S slogan, namely Seiri, Seiton, Seisou, Seiketsu, and Shitsuke where the slogan is taken from the Japanese language which means concise, neat, clean, caring, and diligent. The slogan serves as a basis before starting the work process. Each work area is emphasized to always apply the 5S culture both before and after the work is completed. This is intended so that the work process and work environment remain in good condition. The 5S culture is also used to support the company's efficiency level, as well as apply a positive attitude to improve employee performance and the company's environment.

Apart from this organizational culture, other factors such as discipline are one of the things that need to be considered because it can cause an increase or decrease in the performance of the employee. This discipline is a regularity that appears and is continuous based on applicable regulations according to standards so that they do not violate existing and established laws [4]. The rules that have been set by the company must be obeyed by every employee with a conscious attitude and availability in obeying them. If the discipline made in the form of this regulation is implemented properly and adhered to by employees, it is very likely that all the goals of the company for its survival can be implemented and achieved.

The purpose of this study is to determine partially and simultaneously whether organizational culture and work discipline have an influence on employee performance at PT SIIX Electronics Indonesia. Hypotheses that can be raised:

- H1: It is suspected that organizational culture partially has a positive and significant influence on employee performance at PT SIIX Electronics Indonesia.
- H2: It is suspected that work discipline partially has a positive and significant effect on employee performance at PT SIIX Electronics Indonesia.
- H3: It is suspected that organizational culture and work discipline simultaneously have a positive and significant influence on employee performance at PT SIIX Electronics Indonesia.

2. METHOD

The type of research used in this study is descriptive research. This study means the right approach is factual, systematic, and accurate in a phenomenon [5]. The source of data in this study is primary data. Primary data is the type of data collected directly from the main source such as through interviews, questionnaires, surveys, experiments, and so on. Primary data is usually always specific because it is tailored to the needs of the researcher. According to [6] in his research using a questionnaire as a tool to collect results from respondents' answers. Questionnaire is a data collection technique in which participants/respondents fill out questions or statements then after they are filled in completely, return them to the author [5]. The author will distribute questionnaires to employees of PT SIIX Electronics Indonesia in Batam.

According to [7] the population is the total number of units where some of the samples will be taken to be used as research objects to solve existing problems. The type of population in this study is Accessible Population. Accessible Population is a population in research whose conclusions can be applied by researchers [8]. The population in this study were all employees in the company totaling 330. The target population in this study were employees of PT SIIX Electronics Indonesia precisely in Batam, where respondents were employees from the operator to the leader or local employees who worked at the company. with a total of 330 employees who work at PT SIIX Electronics Indonesia Batam.

There are techniques in sampling to conduct research. [5] revealed that the sampling technique used is divided into 2 groups, namely probability sampling and non-probability sampling. In this study, the researcher used probability sampling technique. According to [5] probability sampling is a sampling technique that provides equal opportunities to members of the population to be sampled.

Probability sampling consists of simple random sampling, proportionate stratified random sampling, disproportionate stratified random, area sampling (cluster sampling). In this study the researcher uses simple random sampling. Simple random sampling is sampling from a population that is carried out randomly without regard to the strata in the population. The sampling was random sampling because the members of this research population were considered homogeneous because the samples taken were employees who were in the LEGO PCBA area at PT SIIX Electronics Batam. The sample in this study was 181 respondents.

According to [5] data analysis activities are to find out the overall results of the answers from respondents and test hypotheses on the questionnaires that have been distributed previously. Descriptive statistics is a data analysis technique used by the author to test the data that has been distributed. The analytical methods used are validity test, reliability test, classical assumption test such as normality test, multicollinearity test, heteroscedasticity test, multiple linear regression analysis, partial and simultaneous hypothesis testing and the last is the termination coefficient test.

3. RESULT AND DISCUSSION

3.1 Validity test

[9] suggests that validity is "a measure that shows the levels of validity or validity of an instrument". A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. The value of r-table is 0.1454. The following are the results of the validity test:

Tabel 2 Uji Validitas

Variabel	Item	R-hitung	R-tabel	Keterangan
Budaya Organisasi (X ₁)	X1.1	0.222	0.145	Valid
	X1.2	0.268	0.145	Valid

	X1.3	0.241	0.145	Valid
	X1.4	0.243	0.145	Valid
	X1.5	0.181	0.145	Valid
	X1.6	0.220	0.145	Valid
	X1.7	0.193	0.145	Valid
	X1.8	0.203	0.145	Valid
	X2.1	0.188	0.145	Valid
	X2.2	0.147	0.145	Valid
	X2.3	0.149	0.145	Valid
	X2.4	0.201	0.145	Valid
Disiplin Kerja (X ₂)	X2.5	0.559	0.145	Valid
	X2.6	0.158	0.145	Valid
	X2.7	0.146	0.145	Valid
	X2.8	0.262	0.145	Valid
	X2.9	0.265	0.145	Valid
	Y.1	0.178	0.145	Valid
	Y.2	0.182	0.145	Valid
	Y.3	0.319	0.145	Valid
	Y.4	0.220	0.145	Valid
Kinerja (Y)	Y.5	0.203	0.145	Valid
	Y.6	0.185	0.145	Valid
	Y.7	0.455	0.145	Valid
	Y.8	0.157	0.145	Valid
	Y.9	0.157	0.145	Valid

From the table above, which is in accordance with the SPSS output, it can be explained that all the questions on the organizational culture variable questionnaire, work discipline and employee performance all produce valid statements.

3.2 Reliability Test

According to [9] "a measurement instrument is said to be reliable if the measurement is consistent and accurate". In this study, reliability testing was carried out with internal consistency, meaning that the test was carried out by testing the instrument only once, then the data obtained were analyzed with certain techniques. "Reliability testing with the Cronbach Alpha technique is carried out for the type of interval/essay data", [9] of 0.6. the following are the test results:

Tabel 3 Uji Realibilitas

Variabel	Item	Cronbach's Alpha	Ketentuan	Keterangan
	X1.1	0.688	0.6	Reliabel
	X1.2	0.679	0.6	Reliabel
Budaya Organisasi (X ₁)	X1.3	0.696	0.6	Reliabel
	X1.4	0.676	0.6	Reliabel
	X1.5	0.696	0.6	Reliabel
	X1.6	0.699	0.6	Reliabel

	X1.7	0.705	0.6	Reliabel
	X1.8	0.723	0.6	Reliabel
	X2.1	0.642	0.6	Reliabel
	X2.2	0.651	0.6	Reliabel
	X2.3	0.698	0.6	Reliabel
	X2.4	0.666	0.6	Reliabel
Disiplin Kerja (X ₂)	X2.5	0.686	0.6	Reliabel
	X2.6	0.714	0.6	Reliabel
	X2.7	0.661	0.6	Reliabel
	X2.8	0.681	0.6	Reliabel
	X2.9	0.710	0.6	Reliabel
	Y.1	0.742	0.6	Reliabel
	Y.2	0.733	0.6	Reliabel
	Y.3	0.741	0.6	Reliabel
	Y.4	0.726	0.6	Reliabel
Kinerja (Y)	Y.5	0.747	0.6	Reliabel
	Y.6	0.740	0.6	Reliabel
	Y.7	0.761	0.6	Reliabel
	Y.8	0.746	0.6	Reliabel
	Y.9	0.764	0.6	Reliabel

From the table above, which is in accordance with the SPSS output, it can be explained that all statements on the questionnaire on organizational culture, work discipline and employee performance variables all produce reliable statements because all Cronbach's Alpha values are all above 0.6.

3.3 Normality test

Testing the normality of the data using the SPSS version 22 program was carried out with 3 approaches, namely the histogram approach, the graph approach and the Kolmogorov Smirnov approach. The following are the test results with kolmogrov Smirnov:

Tabel 4 Uji Normalitas
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		181
Normal Parameters ^{a,b}	Mean	.000000
	Std. Deviation	1.89759219
Most Extreme Differences	Absolute	.066
	Positive	.036
	Negative	-.066
Test Statistic		.066
Asymp. Sig. (2-tailed)		.052 ^c

In the normality test obtained in the table Kolmogorov Smirnov Asymp value. Sig. (2-tailed) of 0.052, which means the calculated significance value is greater than 0.05, then it is said to be normality (0.052 > 0.05).

3.4 Multicollinearity Test

Symptoms of multicollinearity can be seen using the Variance Inflation Factor (VIF) and tolerance for each variable. If the VIF value is < 10 and the tolerance value is > 0.1 or 10%, it can be concluded that the regression model does not have multicollinearity (Ghozali, 2018: 94). The following are the test results:

Tabel 5 Uji Multikolinearitas
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
	B	Std. Error	Beta	Tolerance	VIF
1 (Constant)	3.843	2.034			
Budaya Organisasi	.543	.078	.485	.464	2.155
Disiplin Kerja	.375	.076	.345	.464	2.155

From the table of test results above, it can be seen that for the value of the organizational culture variable, the VIF is 2.155, which means this value is still smaller than 10 ($2.155 < 10$) and the tolerance value is 0.46, which is greater than the value 0.1 ($0.46 > 0.1$), which means organizational culture. there is no multicollinearity. For the work discipline variable, the VIF is 2.155, which means this value is still smaller than 10 ($2.155 < 10$) and the tolerance value is 0.46, which is greater than 0.1 ($0.46 > 0.1$), which means that there is no multicollinearity in organizational culture. Thus, overall, the variables of this study do not contain elements of multicollinearity symptoms.

3.5 Heteroscedasticity Test

This test is used to detect the presence or absence of heteroscedasticity, the Scatterplot graph method produced from the output of the SPSS version 22 program, if the picture shows that the points spread randomly and are spread both above and below the number 0 on the Y axis, then this can be concluded there is no heteroscedasticity in the regression model [8]. The following is a scatterplot graph:

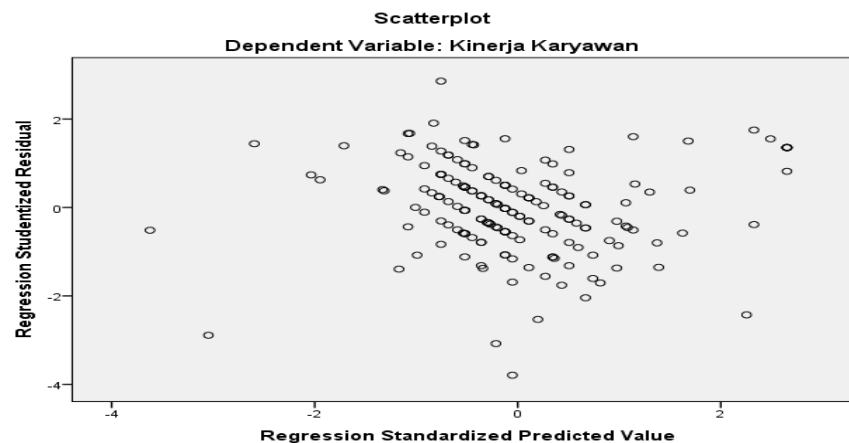


Figure 1 Heteroscedasticity Test

The picture above shows that the points spread randomly and are spread both above and below the number 0 on the Y axis, so it can be concluded that there is no heteroscedasticity in the regression model of this study.

3.6 Multiple Regression Analysis

The data analysis method used in this research is multiple regression analysis. Multiple regression analysis is a linear relationship between two or more independent variables of organizational culture and work discipline with the dependent variable of employee performance. Multiple regression is useful to prove whether or not there is a relationship between two independent variables (X) or more with a dependent variable (Y). The following are the results of the tests carried out:

Tabel 6 Analisis Regresi Berganda

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.843	2.034		1.890	.060
Budaya Organisasi	.543	.078	.485	6.952	.000
Disiplin Kerja	.375	.076	.345	4.943	.000

From the calculations above and the table it can be explained that:

1. The value of constant obtained a positive value of 3,843. This shows that if all independent variables consisting of organizational culture (X1) and work discipline (X2) variables are 0 or have not changed, employee performance will increase by 3,843.
2. The regression coefficient value for the organizational culture variable (X1) is 0.543, which means that if work discipline has increased by 1 unit, the employee performance has increased by 0.543 and the assumption is that other variables are constant or 0. A positive sign indicates that there is a positive influence between organizational culture on performance. employee.

3.7 Partial Hypothesis Testing (t Test)

The t-test was used to test the significance of the relationship between the variables X and Y whether the variables X1, X2, really had an effect on the Y variable separately or partially. The hypothesis used in this study is that H1 or H2 is accepted if the X variable affects the Y variable with a t-count value greater than the t-table value (>) and a significance value less than 0.05 (<). The t value of the variable table in this study is 1,653. The following are the results of hypothesis testing:

Tabel 7 Uji Parsial

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.843	2.034		1.890	.060
Budaya Organisasi	.543	.078	.485	6.952	.000
Disiplin Kerja	.375	.076	.345	4.943	.000

From the table above, it can be explained that:

1. The value of the organizational culture variable obtained a t-count value of 6.952, which is greater than the t-table value of 1.653 (6.952 > 1.653) and a significant value of 0.00, which is smaller than 0.05 (0.00 < 0.05). Thus, organizational culture affects employee performance.
2. The value of the work discipline variable obtained a t-count value of 4.943 which is greater than the t-table value of 1.653 (4,943 > 1.653) and a significant value of 0.00 which is smaller than 0.05 (0.00 < 0.05). Thus, work discipline affects employee performance.

3.8 Simultaneous Hypothesis Testing (F statistic test)

If the calculated f value is greater than the table f value (>) and the significance value is less than 0.05 (<) then it can be said that the X variable simultaneously affects the Y variable. The f value of the variable table in this study is 3.89. The following are the results of hypothesis testing:

Tabel 8 Uji Simultan

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	965.956	2	482.978	132.638	.000 ^b
	Residual	648.154	178	3.641		
	Total	1614.110	180			

From the table above, it can be seen that the calculated f value is 132,638, which is greater than f table 3.89 (132,638 > 3.89) and the significance value is less than 0.05 (0.00 > 0.05). So it can be said that

the X variable simultaneously affects the Y variable or the organizational culture and work discipline variables simultaneously affect the employee's performance.

3.9 Coefficient of Determination Analysis (Adjusted R Square)

This test aims to determine the proportion or percentage of the total variation in the dependent variable explained by the independent variable. The value of the coefficient of determination is between zero and one. A small value of Adjusted R Square means that the ability of the independent variables in explaining the variation of the dependent variable is very limited, while a value close to one means that the independent variables provide almost all the information needed to predict the variation of the dependent variable. The following are the test results:

Tabel 9 Analisis Koefisien Determinasi (*Adjusted R Square*)
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.774 ^a	.598	.594	1.908

From the table above, it can be seen that the value of the Coefficient of Determination (Adjusted R Square) is 0.594, which means that in this study the variables of organizational culture and work discipline can affect employee performance by 59.4% while the remaining 40.6% are other variables not examined in this study.

3.10 Discussion

1. The Influence of Organizational Culture on Employee Performance

The value of the organizational culture variable obtained a t-count value of 6.952, which is greater than the t-table value of 1.653 ($6.952 > 1.653$) and a significant value of 0.00, which is smaller than 0.05 ($0.00 < 0.05$). Thus, organizational culture affects employee performance. The results of this study are the same as those conducted by [10] and [11] that organizational culture can affect employee performance. As in this sense, organizational culture is the customary values that are generally instilled in the employees of each company so that the employee's obedience to the culture that has been created will affect the performance of the employees themselves. The company certainly makes organizational culture nothing but wants to create a good working atmosphere so that later it will affect the company's profits through the resulting performance.

2. The Effect of Work Discipline on Employee Performance

The value of the work discipline variable obtained a t-count value of 4.943, which is greater than the t-table value of 1.653 ($4.943 > 1.653$) and a significant value of 0.00, which is smaller than 0.05 ($0.00 < 0.05$). Thus, work discipline affects employee performance. The results of this study are the same as the results of research conducted by [12]–[15] that work discipline can affect employee performance. Employees who have work discipline in accordance with the rules that have been made by the company will certainly have a positive effect on their performance when compared to employees who are less disciplined so that performance will be influenced by the presence of discipline for each employee.

3. The Influence of Organizational Culture (X1) and Work Discipline (X2) on Employee Performance (Y)

The calculated f value is 132,638, which is greater than f table 3.89 ($132,638 > 3.89$) and the significance value is less than 0.05 ($0.00 > 0.05$). So it can be said that the X variable simultaneously affects the Y variable or the organizational culture and work discipline variables simultaneously affect the employee's performance. The results of this study are the same as the results of research conducted by that employee performance can be influenced by organizational culture and work discipline because these two variables are positive values created by companies to boost employee performance.

4. CONCLUSION

From the various tests that the researchers have done and refer to the answered hypotheses, the conclusions of this study are: Organizational culture partially has a significant influence on employee performance at PT SIIX Electronics Indonesia. So the hypothesis H1 is accepted. Work Discipline partially has a significant effect on employee performance at PT SIIX Electronics Indonesia. So the hypothesis H2 is accepted. Organizational Culture and Work Discipline simultaneously have a significant influence on employee performance at PT SIIX Electronics Indonesia. So the hypothesis H3 is accepted.

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