

# THE INFLUENCE OF WORK CULTURE, INCENTIVES, JOB CHARACTERISTICS ON EMPLOYEE DISCIPLINE AND PERFORMANCE OF CV. JAYA KARYA IN RANTAU, TAPIN REGENCY

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ARTICLE INFO	ABSTRACT
<p><b>Keywords:</b> Work Culture, Incentives, Job Characteristics, Discipline, Employee Performance .</p>	<p>This study aims to determine the Influence of Work Culture, Incentives, Job Characteristics on Discipline and Performance of CV. Jaya Karya in Rantau, Tapin Regency. The method used in this study is a quantitative method, with a population of 102, a sample of 102 people and the data analysis technique in this study uses Partial Least Square (PLS). PLS is a Structural Equation Modeling (SEM) equation model with an approach based on variance or component-based structural equation modeling. The results of this study indicate that (1) Work Culture has no and no significant effect on Discipline (2) Incentive variables have no positive and significant effect on Discipline (3) Job Characteristics variable has a positive and insignificant effect on Discipline (4) Work Culture variable has a positive and significant effect on Discipline not significant to performance (5) the Incentive variable has a positive and insignificant effect on performance (6) the Job Characteristics variable has a positive and significant effect on performance and (7) the Discipline variable has a positive and significant effect on performance.</p>
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## 1. INTRODUCTION

Organization or company is important elements Because employee or Employees are very important proceed or whether or not company In the business world , companies are highly demanded For create performance high employee performance for the progress of the Company ( Riniwati , 2016). High employee performance is one of condition in achievement vision and mission company . Achievements vision and mission the nothing else is from manage source Power humans who have the potential to be able to increase results its performance . In addition , in develop world business companies , when This sued For apply management source Power a good and productive human being quality employees high (Aisyah & Giovanni, 2018).

In addition , the use increase performance organization besides from HR factors , required culture good organization . Culture organization is system values that are believed and can be studied , can implemented and developed in a way Keep going continuously ( Lompoliuw) et al. , 2021). In general comprehensive culture organization defined as pattern assumption base together studied by the group in a organization as tool For solve problem to adjustment factor external and integration internal factors , and have proven valid , and therefore taught to the members new organization as the right way For perceive , think and feel in the relation with the problems faced . This is Enough valuable and, therefore, proper taught to the members new as the right way For perceive , think , and feel in the relationship with these problems (Marta & Wijayanti , 2016)

Incentives must also be given to employees who have good performance . Thing This is a award to performance it's the good ones who improve income or performance company.Awards given so that they still maintain performance Which good.Because No close possibility employee repair its performance Because hope to obtain award from company so that can repair level his life toward Which more Good Again . So Also according to The Mangkunegaran (2015), to put forward that incentive is : “ a form stated motivation in top form of money base high performance and also is a taste confession from party organization to performance employees and contribution to organization ( company ). While according to Rivai (2014) to put forward that incentive is : Form linked payments with performance , as distribution profit for employees . From the description on can it is said that performance employee influenced existence justice wages or incentives . The more big contribution a employee to company so the more big also Which should be given company as reward to employee .

*The Influence Of Work Culture, Incentives, Job Characteristics On Employee Discipline And Performance Of Cv. Jaya Karya In Rantau, Tapin Regency. **Rahmawati, et.al***

Attitude internal aspects of Work That itself consisting of from variation required skills , procedures and clarity task , level interest duties , authority and responsibility as well as bait come back from tasks that have been conducted . Assessment about characteristics work is matter important for management source Power man in analyze properties work For under consideration in design job . Next manager must know characteristics , standards and capabilities man in every work Because every work need condition education , age , gender gender , experience , talents and interests as well as different experiences .

Discipline Work employee in carry out duties and obligations as support success organization in reach purpose , then role the leader is very decisive in increase quality source Power man through discipline Work employee . Discipline Work is behavior somebody with regulations , procedures existing work or discipline is attitude , behavior behavior , and appropriate actions with regulation from organization Good written and also No written (Sutrisno, 2013). Employee performance often interpreted as achievement task , where employee in Work must in accordance with work program organization For show level performance organization in reach vision , mission and goals organization (Heny, 2015). Astianto & Suprihadi (2014) said that performance is a results of work in frame reach purpose organization that is implemented legally , no violate law as well as in accordance with morals and responsibility the answer given to him .

In addition to giving incentives and guarantees social , so that activities in company get appropriate results with hope or objective so companies must also apply discipline work . With existence discipline Work so employee expected can increase awareness and willingness employee For obey all prevailing social rules and norms . As example , some employee used to late For work , ignore procedure security , neglect work and still Lots again . So that employees can Work with Good so companies must also give motivation Because motivation is matter important , as has been Maslow stated that every individual own structured needs in a way hierarchy from the most basic level up to the highest level . Efforts understand need employee must accompanied by with compiler n policy company and procedures effective work . CV. Jaya Karya in Rantau Regency Tapin is company in motion in field General Contractor, Mining, and Trading businesses that require power Work Enough many . In his efforts maintain continuity live and develop business to more direction good and profitable , company give so company need be wise so from That company need evaluate employee with Culture Work , Discipline , Incentives, Atmosphere work , and characteristics Jobs . For Improve Employee Performance and Discipline employee .

## **Literature Review**

### **Work Culture**

Culture Work is a assumptions , values and norms that are carried out repeatedly by Employees or developed employees in organization that reflects from attitude become behavior , beliefs , ideals , opinions and actions that are manifested as Work or Work as strength For increase efficiency work (Rahmah & Ranu, 2013).

Culture Work is statement philosophical , can put into operation as binding demands on employees Because can formulated formally in various Company regulations and provisions ( Arianto , 2013). Culture work , is a bunch pattern inherent behavior in a way whole in self every individual in A organization . Building culture also means improving and maintaining sides positive , and make an effort get used to pattern behavior certain to be created a form newer one good (Mulyadi, 2017).

Culture Work has long been known to humans , but Not yet realized that a success Work rooted in the values that are held and the behavior that becomes habits . Values the started from custom customs , religion, norms and rules that become self - confidence perpetrator Work or organization . The values that become habit the named culture and remembering matter This associated with quality work , then named culture work ( Sedarmayanti & Rahadian , 2018) .

Culture Work formed so unit Work or organization That stand . Formation culture Work That happen when environment Work or organization Study face problems , both concerning changes external or internal matters concerning unity and integrity organization . Required long enough time to to form culture work . Formation culture Work started by the owner or top management *Top Management* or appointed official Where the magnitude the influence that is possessed will determine a method run separately in unit the work he leads .

### **Incentive Concept**

One of effort company in increase performance employee is with give satisfactory incentives to his employees. According to Mangkunegara (2013 :78 ) incentives is giving money outside salary paid by the party leader organization as confession to performance work and contribution employee to organization . According to Hasibuan (2003) incentives is addition reply services provided to employee certain ones

whose achievements are above performance standard . According to Ningtyas et al (2013) incentives is stimulant or the given incentive with on purpose to the workers to be in self they arise more spirit big For achieve for organization . From several understanding incentive according to experts , it can concluded that incentive is the reward given to employee on performance work that has been done obtained .

### **Job Characteristics**

Characteristics work is characteristic from tasks that include not quite enough answer , kind tasks and levels satisfaction obtained from work That themselves . According to Halim (2021) the characteristics work is attitude internal aspects of Work That itself consisting of from variation required skills , procedures and clarity task , level interest duties , authority and responsibility answer as well as bait come back from tasks that have been done . many research conducted For designing work such that appearance so that motivation , satisfaction and performance Employee can increased . Research beginning regarding characteristic models work among others, carried out by Turner & Lawrence in Grant et al (2011), who identified Requisite Task Attributes that were related with satisfaction work and level absence Employees . Sixth attribute the is diversity , autonomy , required interaction , required interaction , required knowledge and skills and responsibility answer .

### **Understanding Discipline**

Many experts define it about understanding discipline work , and every expert explain it in a way different so that under This writer to list a number of understanding from a number of expert . According to Handoko in Hamali (2016) stated that " discipline is activity management For operate standards organizational . According to Singodimedjo in Sutrisno (2013) stated that : Discipline is attitude willingness and willingness somebody For obey and comply with the applicable regulatory norms in the surrounding area . Discipline good employee will speed up objective company , while declining discipline will become barrier and slow down achievement objective company . According to Sinambela et al (2021) stated that : Work is a activities carried out somebody For to obtain mark positive from activity said . Work interpreted as a process of creation or formation mark new to a source unit work , alteration or change value of a unit of equipment Fulfiller existing needs . Based on expert opinion on so can withdrawn conclusion that discipline Work is action management For encourage members to organization fulfil various applicable rules and regulations in the form of rules and regulations and the existence of sanctions for those who violate it

### **Employee performance**

Armstrong and Baron in Wibowo (2012) define performance employee is results jobs that have connection strong with objective strategic , satisfaction consumers and provide contribution economy . Then it can concluded that performance Employee is results Work Good from quality and also quantity achieved Employees per unit period time of implementation task his work somebody in accordance with not quite enough the answer given to him . The elements Employee Performance Appraisal consists of on

1. Use power effective and focused work is key from improvement performance Employees , so that needed wisdom company through implementation structure good organization in the to move power Work so that you want to Work more productive in accordance with planning that has been determined by the company .
2. Performance Work . Achievement results Work Employees , good quality and also quantity become reject measuring performance . Where Quality It is attitudes shown by employees in the form of results Work in form neatness , precision and relevance results No ignore the volume of work in the do work . While Quantity Is the volume of work produced in normal condition . This is can seen from the amount burden work and conditions obtained or experienced worker during Work .
3. Work same . Measured from willingness Employee / employee in participate and work The same with other employees in vertical and horizontal so that results his job will the more Good .
4. Responsibility . Willingness employee in be accountable work and results its work , the facilities and infrastructure used , and behavior his work

## **2. METHOD**

Study This use approach quantitative . Research location This carried out throughout employees of CV. Jaya Karya in Rantau, Regency Tapin , precisely in Pantai Cabe Village, RT 03 RW 01, Salam Babaris District , Regency Tapin . Research This involving population as many as 102 employees , according to with definition population by Sugiyono (2012), namely a generalization area consisting of on object or subject with characteristics certain things that are studied For interesting conclusion . Because the number of underpopulated out of 100 no significant , research This covers all over population , so that its nature is

study population in accordance with guide Arikunto (2012:57). This is allow all over employees of CV. Jaya Karya become Respondent in study This. Method data collection was carried out through two approaches main : research field research and research library research. Research field involving observation direct activity source Power human in CV. Jaya Karya and questionnaire use Likert scale for measure attitudes , perceptions , and opinions respondents . The Likert scale used involves five levels : "Strongly Agree " (5), " Agree " (4), "Undecided" (3), "Disagree " (2), and "Strongly Disagree " (1). While that , research literature collect secondary data from literature , journals , and works scientific relevant . Data from questionnaire analyzed use statistics descriptive For describe response Respondent without make generalization . For data analysis , research This use Partial Least Square (PLS) method , ie approach variance - based Structural Equation Modeling (SEM). PLS was chosen Because capable handling complex models with amount sample small , without assumption normality , according to opinion Ghozali & Latan (2015). Data analysis was carried out using Smart PLS software version 3.0 with bootstrapping method for overcome limitations amount sample . Analysis process involving three stage Main : outer model analysis (measurement model), inner model analysis ( structural model ), and testing hypothesis . This method help ensure connection between latent variables can explained with Good For objective development theory or prediction .

### 3. RESULT AND DISCUSSION

#### Testing Hypothesis

Significance of the estimated parameters give very useful information about connection between variables research . The basis of used in test hypothesis is the value contained in the output result for *inner weight* .

#### Testing Hypothesis Influence Direct

Testing basis hypothesis in study This is value contained in the output result for *inner weight* . The output result of the estimation For structural model testing can seen in the table following

**Table 5. 7** Providing Estimation Output For Structural Model Testing

	Original Sample Estimate (O)	Mean of Subsamples (M)	Standard Deviation (STEDEV)	T- Statistics	P- Value
<b>Culture Work -&gt; Discipline</b>	0.239	0.252	0.123	1.940	<b>0.053</b>
<b>Culture Work -&gt; Performance</b>	0.591	0.573	0.113	5.235	<b>0.000</b>
<b>Discipline -&gt; Performance</b>	0.301	0.310	0.077	3.930	<b>0.000</b>
<b>Incentive -&gt; Discipline</b>	0.108	0.101	0.152	0.709	<b>0.478</b>
<b>Incentive -&gt; Performance</b>	-0.422	-0.392	0.114	3.693	<b>0.000</b>
<b>Characteristics Work -&gt; Discipline</b>	0.135	0.148	0.130	1.042	<b>0.298</b>
<b>Characteristics Job -&gt; Performance</b>	0.373	0.371	0.097	3.839	<b>0.000</b>

Source : Appendix 6 Smart PLS Test

In PLS testing in a way statistics every hypothesized relationship done with use simulation. In case This done method bootstrapping to sample. Testing with bootstrapping also intended For minimize problem research data abnormality. Test results with bootstrapping from PLS analysis is as following:

- Influence Culture Work To Discipline**  
Based on results testing on table show that For variable Culture Work obtained mark coefficient as big as 0.239 p-value is 0.053 . This value is more big from alpha value (5%). This means that variable Culture Work No influential and not significant to Discipline , then Hypothesis 1 is rejected.
- Influence Incentive To Discipline**  
Based on results testing on table show that For variable Incentive obtained mark coefficient of 0.108, the p-value is 0.478 . This value is more big from alpha value (5%). This means that variable Incentive No influential positive and significant to Discipline , then Hypothesis 2 is rejected .
- Influence Characteristics Work To Discipline**  
Based on results testing on table show that For variable environment Work physique obtained mark coefficient of 0.135 , the p-value is 0.298 . This value is more big from alpha value (5%). This means that variable Characteristics Work influential positive and negative significant to Discipline , then Hypothesis 3 is rejected .
- Influence Culture Work On Performance**  
Based on results testing on table show that For variable Culture Work obtained mark coefficient of 0.591 with a p-value of 0.000. This value is more big from alpha value (5%). This means that variable

*The Influence Of Work Culture, Incentives, Job Characteristics On Employee Discipline And Performance Of Cv. Jaya Karya In Rantau, Tapin Regency. **Rahmawati, et.al***

Culture Work influential positive and negative significant on Performance, then Hypothesis 4 is accepted .

e. Influence Incentive On Performance

Based on results testing on table show that For variable Culture Work obtained mark coefficient as big as -0.422 p- value 0.000. The value is more big from alpha value (5%). This means that variable Culture Work influential positive and negative significant on Performance, then hypothesis 5 accepted

f. Influence Characteristics Work On Performance

Based on results testing on table show that Characteristics Work obtained mark coefficient of 0.373, the p- value is 0.000. This value is more big from alpha value (5%). This means that variable Characteristics Work influential positive and significant on Performance, then Hypothesis 6 is accepted

g. Influence Discipline On Performance

Based on results testing on table show that For variable Discipline obtained mark coefficient as big as 0.301 p- value 0.000. The value is more big from alpha value (5%). This means that variable Discipline influential positive and significant on Performance, then hypothesis 7 accepted .

**Testing Hypothesis Indirect Influence**

Test results hypothesis influence No direct through Discipline as intervening variable with using the Sobel test Calculator program you can presented in the table following :

**Table 5.8** Results For Sobel Test

Variables	Original Sample Estimate (O)	Mean of Subsamples (M)	Standard Deviation (STEDEV)	T- Statistics	P- Value
<b>Incentive -&gt; Discipline -&gt; Performance</b>	0.032	0.031	0.050	0.647	<b>0.518</b>
<b>Culture Work -&gt; Discipline -&gt; Performance</b>	0.072	0.078	0.045	1,592	<b>0.112</b>
<b>Characteristics Work -&gt; Discipline -&gt; Performance</b>	0.041	0.047	0.044	0.916	<b>0.360</b>

Source : Data processing with SmartPLS , 2021

a. Influence Culture Work On Performance Through Discipline

Based on results testing on table show that Culture Work through Discipline to Performance no can processed Because Discipline to Performance no significant so connection No directly No can processed . This is means Hypothesis 7 is rejected .

b. Influence Incentive On Performance Through Discipline

Based on results testing on table show that Incentive through Discipline to Performance no can processed Because Discipline to Performance no significant . This is means Hypothesis 8 is rejected.

c. Influence Characteristics Work On Performance Through Discipline

Through Discipline Based on results testing on table show that Characteristics Work through Discipline Then to Performance no can processed Because p- value Discipline to Performance no significant . This is means Hypothesis 9 is rejected

**Discussion**

In research This use object study namely company in the coal mining sector . In the era of competition growing business competitive , company *coal mine* try attract stakeholders to invest , as effort in increase source of funds for company , good sources of funds from investors and creditors . Likewise, companies in increasing maximum results require reliable and professional workers, for the sake of smooth work in the company in this case providing incentives according to the character of the work that employees do, the company wants employees who have a good work culture and discipline in order to improve the performance of the employees themselves. Study This use a number of variable independent (X) assessed can influence mark company (variable Y), namely : *Work Culture (X1 ) , Incentive (X2) , Worker Characteristics (X3) Discipline (Y1) and Performance (Y2)*

1. In research This find results study that Influence Culture Work To Discipline Based on results testing on table show that For variable Culture Work obtained mark coefficient as big as 0.239 p-value is 0.053 . This value is more big from alpha value (5%). This means that variable Culture Work No influential and not significant to Discipline , then Hypothesis 1 is rejected , this shows that this study

is contrary to the study conducted by Nurul *et al.* (2020) with the title The Influence of Workload and Culture Work To Discipline Employee Work and Performance with cultural research results Work influential significant to discipline work , thus in reality in the company CV. Jaya Karya , the work culture that has been applied by employees automatically applies a sense of discipline in every job, therefore there is no influence on the discipline that the Company wants to apply.

2. Influence Incentive To Discipline Based on results testing on table show that For variable Incentive obtained mark coefficient of 0.108 , the p-value is 0.478 . This value is more big from alpha value (5%). This means that variable Incentive No influential positive and significant to Discipline , then Hypothesis 2 is rejected , which means it is contrary to the research of Lolita Anggraini *et al.* (2021). The results of the study showed that incentives own more influence big to discipline than performance therefore the reality that occurs in CV. Jaya Karya shows that the incentives given to employees do not affect employee discipline because employees feel that the company has paid attention to employees by providing incentives, employees feel appreciated and cared for, employees will naturally be more active in doing their work.
3. Influence Characteristics Work To Discipline Based on results testing on table show that For variable environment Work physique obtained mark coefficient of 0.135 , the p-value is 0.298 . This value is more big from alpha value (5%). This means that variable Characteristics Work influential positive and negative significant to Discipline , then Hypothesis 3 is rejected because the characteristics of the job automatically create discipline in work because it will definitely affect the results of the work.
4. Influence Culture Work On Performance Based On results testing on table show that For variable Culture Work obtained mark coefficient of 0.591 with a p-value of 0.000. This value is more big from alpha value (5%). This means that variable Culture Work influential positive and negative significant on Performance, then Hypothesis 4 is accepted , thus this research is in line with the research conducted by Noverina. *et al* (2020) with the results of cultural research Work influential significant to performance employees where the reality that occurs in CV. Jaya Karya Tapin Regency, the work culture owned by employees is demanded by the company to improve performance to demand more active work.
5. Influence Performance Based Incentives results testing on table show that For variable Culture Work obtained mark coefficient as big as -0.422 p- value 0.000. The value is more big from alpha value (5%). This means that variable Incentive influential positive and negative significant on Performance, then hypothesis 5 accepted in this case is in contrast to previous research conducted by Heppy Yuniartha Purwitasari (2021) with the results of incentive research No influential to performance employees at companies in the Regional Owned Enterprises (BUMD) of the Regency Klaten , thus the reality is that the incentives given by the company to employees have a very big influence on performance.
6. Influence Characteristics Work On Performance Based on results testing on table show that Characteristics Work obtained mark coefficient of 0.373 , the p- value is 0.000. This value is more big from alpha value (5%). This means that variable Characteristics Work influential positive and significant on Performance, then Hypothesis 6 is accepted , thus this research is in the same direction. with research by Astutik & Priantono (2020) with the results of research on characteristics work influential significant to performance employees , where the reality that occurs at CV. Jaya Karya Tapin Regency, the characteristics of employee work greatly affect the performance of the employees themselves, where the characteristics of employee work in each work result produced greatly affect the results and performance of the company.
7. Influence Discipline On Performance Based On results testing on table show that For variable Discipline obtained mark coefficient of 0.373 , the p- value is 0.000. This value is more big from alpha value (5%). This means that variable Discipline influential positive and significant on Performance, then Hypothesis 5 is accepted , thus this research is in line with the research conducted by Noverina. *et al* (2020) with research results discipline Work influential significant to performance employees , where the reality that occurs at CV. Jaya Karya Tapin Regency, the work discipline implemented by the company so far has affected employee performance.

#### 4. CONCLUSION

Based on results analysis and discussion that has been described in the chapters previously , then conclusion study This is: In research This find results study that Influence Culture Work To Discipline Based on results testing It means that variable Culture Work No influential and not significant to Discipline , then

Hypothesis 1 is rejected, this shows that this research is contrary to the research conducted by Nurul Noverina, Arik Susbiyani, Abadi Sanosra. 2020 with the title Influence of Workload and Culture Work To Discipline Employee Work and Performance with cultural research results Work influential significant to discipline work, thus in reality in the company CV. Jaya Karya, the work culture that has been applied by employees automatically applies a sense of discipline in every job, therefore there is no influence on the discipline that the Company wants to apply. Influence Incentive To Discipline Based on results testing. It means that variable Incentive No influential positive and significant to Discipline, then Hypothesis 2 is rejected, which means it is contrary to the research of Lolita Anggraini, Maarif, MS and Amanah, S 2021, the results of the study showed that incentives own more influence big to discipline than performance therefore the reality that occurs in CV. Jaya Karya shows that the incentives given to employees do not affect employee discipline because employees feel that the company has paid attention to employees by providing incentives, employees feel appreciated and cared for, employees will naturally be more active in doing their work. Influence Characteristics Work To Discipline Based on results testing It means that variable Characteristics Work influential positive and negative significant to Discipline, then Hypothesis 3 is rejected because the characteristics of the job automatically create discipline in working because it will definitely affect the results of the work. Influence Culture Work On Performance Based On results testing It means that variable Culture Work influential positive and negative significant on Performance, then Hypothesis 4 is accepted, thus this research is in line with the research conducted by Nurul Noverina, Arik Susbiyani, Abadi Sanosra 2020 with cultural research results Work influential significant to performance employees where the reality that occurs in CV. Jaya Karya Tapin Regency, the work culture owned by employees is demanded by the company to improve performance to demand more active work. Influence Incentive On Performance Based On results testing It means that variable Incentive influential positive and negative significant on Performance, then hypothesis 5 accepted in this case is in contrast to previous research conducted by Heppy Yuniartha Purwitasari 2021 with incentive research results No influential to performance employees at companies in the Regional Owned Enterprises (BUMD) of the Regency Klaten, thus the reality is that the incentives given by the company to employees have a very big influence on performance. Influence Characteristics Work On Performance Based on results testing It means that variable Characteristics Work influential positive and significant on Performance, then Hypothesis 6 is accepted, thus this research is in the same direction. with Seger Priantono's 2020 research with the results of the research on characteristics work influential significant to performance employees, where the reality that occurs at CV. Jaya Karya Tapin Regency, the characteristics of employee work greatly affect the performance of the employees themselves, where the characteristics of employee work in each work result produced greatly affect the results and performance of the company. Influence Discipline On Performance Based On results testing It means that variable Discipline influential positive and significant on Performance, then Hypothesis 5 is accepted, thus this research is in line with the research conducted by Nurul Noverina, Arik Susbiyani, Abadi Sanosra 2020 with research results discipline Work influential significant to performance employees, where the reality that occurs at CV. Jaya Karya Tapin Regency, the work discipline implemented by the company so far has affected employee performance.

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