

THE INFLUENCE OF ORGANIZATIONAL CULTURE, COMMUNICATION, WORK ENVIRONMENT, AND LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE PT. DUTA ANUGERAH INDAH

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ABSTRACT

Television is one of the mass media with the greatest influence in society. Therefore, human resources are needed not only professional and reliable but also have human values to improve and educate the nation and become the most important asset for a company. Employee performance is the key for a company to grow and develop. Like a television with social value, DAAITV certainly has its own organizational culture that is applied to employees which are expected to have an impact on employee performance. Leaders have a role in determining success in the organization. It is believed that a good work environment can have an impact on employee performance. Likewise, organizational communication is closely related to employee performance. Therefore, this study focuses on measuring the influence of organizational culture, communication, work environment, and leadership style on DAAITV employee performance. The method used is an associative research method. Data collection techniques using questionnaires, interviews, and documentation study. Types and sources of data are primary and secondary. The population in this study was 165 people and 79 samples using the purposive sampling technique. Methods of data analysis using Partial Least Square (PLS). The results of this study indicate that organizational culture has a significant effect on employee performance. Communication has a significant effect on employee performance. The work environment has a significant effect on employee performance. Leadership style has no significant effect on employee performance.

Keywords: Organizational Culture, Communication, Work Environment, Leadership Style, Employee Performance

INTRODUCTION

Television is one of the mass media that has the greatest influence in society. The media must present positive values so that the media can become a pioneer in various things, of course, those that are beneficial to all groups. Television is also very efficient in broadcasting information that has spread widely to a large number of audiences; not only millions but tens, even hundreds of millions.

Seeing its very significant influence, it requires not only professional and reliable human resources but also human values to improve and educate the nation. Besides that, it can also be said to be one of the most important assets for an organization or company.

DAAITV officially broadcasts in 2007 as private television in Indonesia with terrestrial views in Medan and Jakarta. As a social television station and positioning itself as "Loving Television", DAAITV fills every program with messages of kindness and education. Therefore, companies need adequate human resources.

Employee performance is a key factor in a company that can grow and develops as well as a benchmark for the success of the company while improving employee performance itself is influenced by many factors as well. To improve the quality and growth of the company, adequate human resources are needed. Therefore, the employee performance appraisal at DAAITV is carried out annually, starting from January to December of that year. The assessment involves three parties, namely the employees themselves, their direct superiors, and leaders in their departments/divisions. The results of employee performance appraisals from 2018-2019 can be seen in Table 1.1

Table 1.1. Employee Performance Appraisal Results

No.	Score	2018	2019
1	91- 100	0,0%	0,6%
2	81-90	24,3%	13,9%
3	71-80	59,0%	56,3%
4	51-70	16,7%	29,7%
5	<50	0,0%	0,0%

Source: Data from the HR Department for 2018 – 2019

Based on the data in Table 1.1. It can be seen that the percentage of employees to get a score of 81-100 in 2019 is decreasing. For this reason, researchers want to ascertain and find out what factors affect the employee's work performance value.

Organizational culture is one of the variables that can affect employee performance. A strong organizational culture supports company goals. In a company with a strong organizational culture, shared values are deeply understood, embraced, and fought for by most of the members of the organization. Employee behavior and performance effectiveness are strongly influenced by a strong and positive culture, Deal & Kennedy (1982).

Likewise, research conducted (Putra, 2015), (Giantari & Riana, 2017), (Fahmi et al., 2018) states that organizational culture affects employee performance.

The development of an organization depends on the leader's ability to manage the organization. One of the duties of an organizational leader is to communicate the mission, vision, and policies of the organization to build employee morale, ensure efficient business operations, help employees grow professionally, and contribute positively to the organization's mission. It is not easy to become a leader because you not only lead yourself but you also have to lead many people with different types of character towards the goals the company wants to achieve. A leader must increase the morale of his employees or subordinates. Besides, leaders must motivate employees so that they are willing to commit to advancing the organization. Leaders must have initiative, care and must be familiar with members of the organization to ensure that employees can be more effective and efficient in the success of the organization they dream of.

It is not easy to become an ideal leader, among others, not to dominate his subordinates, to guide members, to provide direction to achieve organizational goals successfully, and to act optimistically and responsibly, and to understand what the members need.

This is supported by research (Dewi & Handaruwati, 2019), (Susanty & Baskoro, 2013), (Depitra & Soegoto, 2018) which states that leadership style has a positive and significant effect on employee performance.

Communication can be understood as the activity of sending and receiving messages between individuals in a specific social environment with specific goals. The social environment in question is the setting in which individuals are located, namely organizations both in formal and informal organizations. Communication skills are knowledge possessed by employees to communicate properly using messages that are considered appropriate and effective.

If communication is hampered, the employee cannot achieve the expected performance standard so that he/she cannot achieve the performance previously expected. Communication skills can maintain motivation by explaining to members what they should do, how well they should do it, and what to do, how well they can do to improve performance if it falls below standard. Therefore communication has an impact on employee performance.

The results of previous research conducted by (Lawasi & Triatmanto, 2017), (Azwar, 2016), (Indah Mariani & Sariyathi, 2017) state the same thing that communication also has a significant and significant effect on employee performance.

The work environment is something that is around the workers and that affects them in carrying out the tasks that are assigned (NitiseMITO, 1992: 25). Furthermore, according to Sedarmayati (2001: 1), the work environment is the entire tooling tool and material faced, the surrounding environment where a person works, the work method, and the work arrangement both as an individual and as a group.

The condition of the work environment is said to be good or appropriate if humans can carry out activities in an optimal, healthy, safe, and comfortable manner. The suitability of the work environment can be seen as a result in the long term, furthermore, unfavorable work environments can demand more labor and time and do not support the obtaining of an efficient work system design (Sedarmayanti, 2001: 12).

According to Ishak and Tanjung (2003), the benefit of the work environment is to create work enthusiasm, so that productivity and work performance increase. Meanwhile, the benefit that comes from working with motivated people is that the work can be completed appropriately, which means that the work is completed according to the correct standards and within the specified time scale. His work performance will be monitored by the individual concerned, and will not result in too much supervision and his morale will be high.

The results of this study are following research conducted by (Adha et al., 2019), (Masitoh et al., 2020), (Fachreza et al., 2018) which states that the work environment has a positive and significant effect on employee performance.

Based on the phenomenon that occurred at PT. Duta Anugerah Indah, the researcher is interested in conducting a study related to the variables of Organizational Culture, Communication, Work Environment, and Leadership Style which later refers to the performance of company employees.

IDENTIFICATION OF PROBLEMS

From the background of this problem, the problems that can be identified are as follows:

1. The decline in employee ratings in 2019 to a score of 81-100 for the special and very good categories.
2. The career development system has not been optimal in developing every employee.
3. Lack of appreciation to employees so that employee performance is less than optimal.
4. Compensation that is not following employee expectations so has an impact on sub-optimal performance.
5. Lack of continuous training so that employee performance is less than optimal.

RESTRICTING THE PROBLEM

The limitation of the problems in this study are:

1. The object of research in this study is organizational culture, communication, work environment, leadership style as an exogenous variable, and employee performance as an endogenous variable.
2. The unit of analysis in this research is Daaitv Jakarta which is located at Tzu Chi Center Tower 2, Jl. Boulevard Pantai Indah Kapuk, North Jakarta.
3. This research uses SEM-Partial Least Square (PLS) data analysis method and uses SmartPLS version 3.2.9 software.

THEORETICAL BASIS

ORGANIZATIONAL CULTURE

Organizational culture is defined as a set of systems of values, beliefs, assumptions, or norms that have long been valid, agreed upon, and followed by members of an organization as behavior guidelines and problem-solving. - organizational problems (Sutrisno, 2010).

ORGANIZATIONAL COMMUNICATION

According to Wayne Pace and Don F. Faules (2010: 31), Organizational communication is defined as the performance and interpretation of messages between communication units that are part of an organization. (Tubbs and Moss: 2005) that communication is the process of forming meaning between two or more people. So in communication not only understand the meaning of the language but the meaning also because of a series of words that have been arranged to form a certain meaning.

Communication according to Devito (2011: 24) refers to actions by one or more people, who send and receive messages that are distorted by interference (noise), occur in a certain context, have a certain effect and there is an opportunity to provide feedback.

WORK ENVIRONMENT

Gitosudarmo (2000: 151) states that the work environment is everything that is around the worker that can affect employees at work, including lighting arrangements, controlling noise, workplace cleanliness arrangements, and workplace security arrangements. A conducive work environment provides a sense of security and employees will work more optimally.

Sedarmayanti (2009: 21) explains that the Work Environment is "All conditions that exist around the workplace that will affect employees either directly or indirectly on their work". This is in line with the understanding of the work environment put forward by Saydam (2006: 226) who understands the work environment as "the entire work infrastructure around employees who are carrying out work which can affect the implementation of the work itself.

LEADERSHIP STYLE

Donnelleyet.al (1991), provides an understanding of leadership (leadership) as an effort to use a type of influence instead of coercion to motivate people to achieve certain goals. In other words, a leader is someone who has the power to attract other people without coercion so that they can jointly realize their vision.

EMPLOYEE PERFORMANCE

According to Mulyadi (2007; 337), organizational performance is the success of personnel, teams, or organizations in realizing predetermined strategic goals with expected behavior. Performance according to Daft (2010) is the ability to achieve organizational tasks by using resources effectively and efficiently.

CONCEPTUAL FRAMEWORK

Following the description above, a conceptual framework can be drawn up in Figure 1.1 as follows:

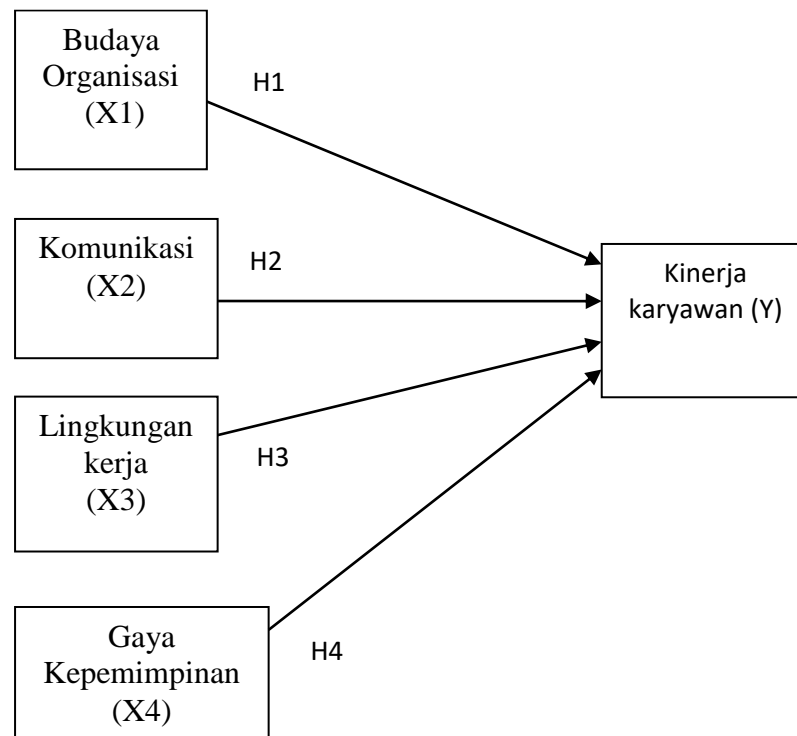


Figure 1.1 Conceptual Framework

HYPOTHESIS

According to Sugiyono (2013) Hypothesis is a temporary answer to the formulation of research problems, where the formulation of the problem is stated in the form of a question sentence. Meanwhile, the hypotheses used in this research are:

H1: Organizational culture affects the performance of employees of PT. Duta Anugerah Indah

H2: Communication affects the performance of the employees of PT. Duta Anugerah Indah

H3: The work environment affects the performance of the employees of PT. Duta Anugerah Indah

H4: Leadership style affects the performance of the employees of PT. Duta Anugerah Indah

RESEARCH METHODS

RESEARCH SITES

This research was conducted at PT Duta Anugerah Indah (DAAI TV), having its address at Tzu Chi Center, Tower 2, Jl. Boulevard Pantai Indah Kapuk, North Jakarta

POPULATION, SAMPLE AND DATA DETERMINATION TECHNIQUES

The population in this study were all employees of PT. Duta Anugerah Indah (DAAITV), Operations Office, Jakarta, which was recorded in January 2021, totaling 165 people. The sampling method in this study was purposive sampling. According to Sugiyono (2015: 124), purposive sampling is a sampling technique based on certain considerations that aim to make the data obtained later more representative.

The following is the amount of data per each section and those that pass according to the criteria:

Table 1.2. Number of Employees Per Division

Part	Number (people)	Passing the Selection (people)
1. Marketing	9	5
2. AV Art	7	4
3. Business Development	3	3
4. Corporate Secretary	1	1
5. Engineering	15	5
6. Finance & Accounting	4	4
7. HRGA	14	5
8. HM Pro	11	5
9. Media Operation	7	5
10. Multimedia	8	5
11. PR & Brand	2	2
12. Produksi	10	5
13. Program	63	25
14. Program Mandarin	11	5
Jumlah	165	79

Researchers provide prior directions to section leaders to distribute questionnaires to employees who have met the following criteria:

1. Have worked at least 1 year
2. Has become a permanent employee
3. Having a humanist culture following the organizational culture

RESEARCH DESIGN

This study uses an associative research method with a casual or causal relationship. According to Sugiyono (2013), associative research is research that aims to determine the relationship between two or more variables. With associative research, a theory can be built those functions to explain, predict and control a symptom/phenomenon

OPERATIONAL DEFINITION OF VARIABLES

The operational definition of the research variables can be presented in Table 1.3 as follows:

Table 1.3. Operational Definition Table

Variable	Definition	Indicator	Measuring scale
Employee performance	Is one measure of the success of a company	1. Effective and efficiency 2. Have responsibilities 3. Be disciplined 4. Initiative	Likert scale (1-5)
Organizational culture	Norms and rules that have been agreed upon to be carried out by an organization or company in	1. Innovation and risk-taking 2. Attention to detail 3. Result orientation	Likert scale (1-5)

	running the wheels of the organization (company)	4. Team orientation	
Style Leadership	a manifestation of the behavior of a leader which concerns his ability to lead.	1. Style instructions 2. Consulting style 3. Participation Style	Likert scale (1-5)
Environment Work	a place that is around employees that can influence employees in carrying out their work	1. Relationships with colleagues 2. The relationship between subordinates and leaders 3. Work facilities	Likert scale (1-5)
Organizational Communication	the process by which a person or group of people creates and uses some information to connect with the surrounding environment	1. Can communicate down 2. Can communicate upwards 3. Can communicate horizontally 4. Can communicate across channels	Likert scale (1-5)

SOURCES AND DATA COLLECTION TECHNIQUES

The source of this research comes from the source directly and requires further processing of the data obtained. Based on the source, the data can be divided into two, namely primary data and secondary data

The data collection techniques that researchers use are as follows:

1. Researchers obtain company documents in the form of company history, organizational structure, and job descriptions of the company. Questionnaire Researchers give a questionnaire to the HRD department which will be given to employees to answer their statements. The measurement criteria for variables are as follows:

Table 3. Likert Scale Score Value

No	Statement	Indicator	Score
1	Strongly agree	SS	5
2	Agree	S	4
3	Disagree less	KS	3
4	Disagree	TS	2
5	Strongly Disagree	STS	1

Source: Sugiono (2012)

1. Interview

Researchers conducted direct interviews with the HRD department.

2. Document Study

According to Sujarweni (2014: 75), "document analysis that leads to real evidence and to analyze the contents of documents that can support researchers".

Researchers obtain company documents in the form of company history, organizational structure, and job descriptions of the company.

3. Literature Study

According to Widodo (2017: 44) "a literature review reflects a comprehensive description of the theories or concepts that are relevant to the research topic, even more specifically reaching variables, dimensions, and indicators that are inherent (related)".

Researchers used several theoretical reference books related to organizational culture, discipline, and employee performance.

DATA ANALYSIS TECHNIQUE

Using the validity and reliability test, the causality test using PLS tests the outer model (convergent validity, discriminant validity, composite reliability) and inner model (R-square and Path coefficients)

RESEARCH STRUCTURE MODEL

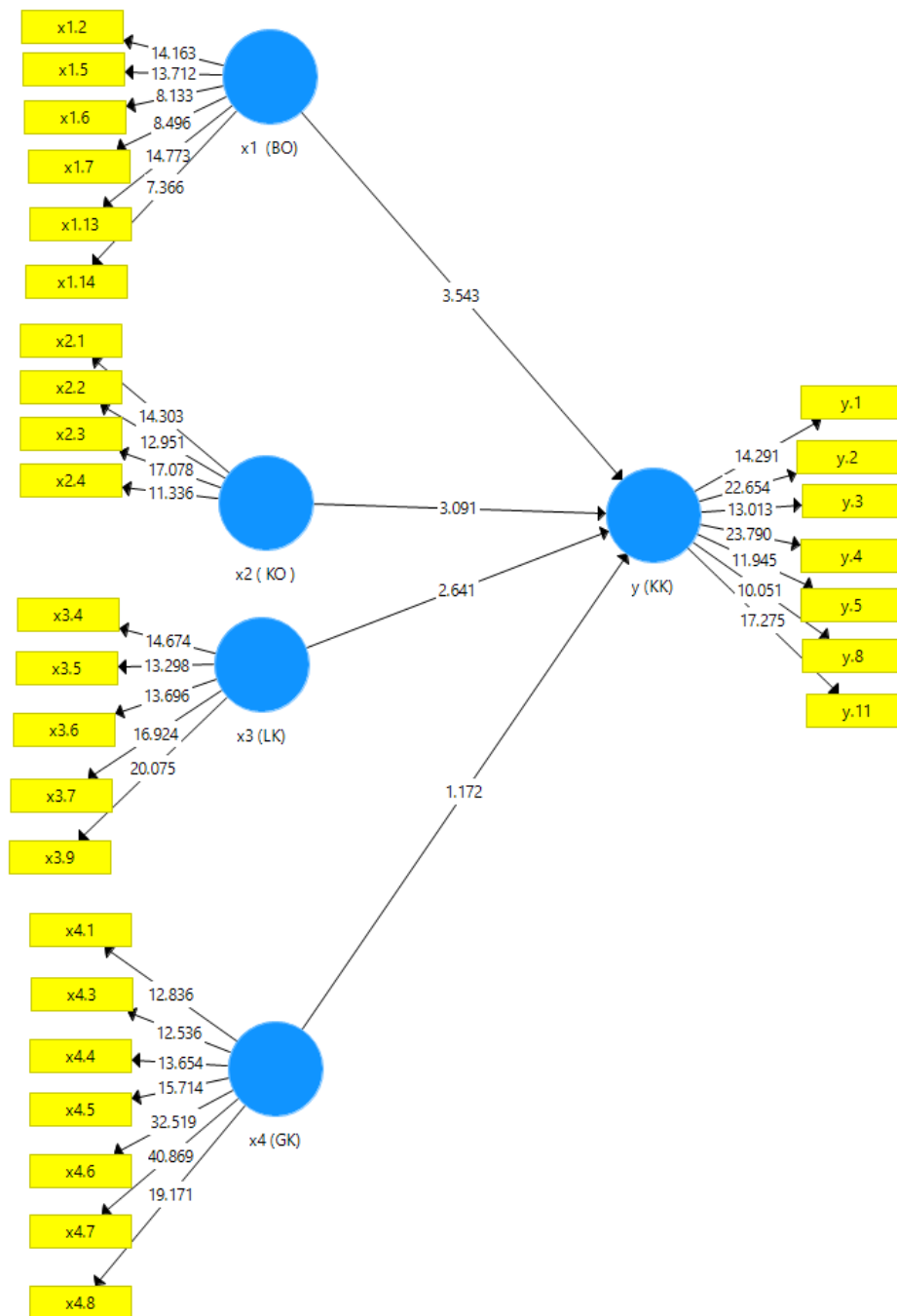


Figure 2 Structural Research Model

RESEARCH RESULTS AND DISCUSSION

RESEARCH RESULT

The results of the study are shown by the results of testing the research hypothesis as shown below

Table 4 Research Hypothesis Testing Results

	Hypothesis	Path Coefficient	T Statistic	P Values	Hasil
H1	Organizational culture affects the performance of employees of PT. Duta Anugerah Indah	0,33	3,543	0,000	Diterima
H2	Organizational communication affects the performance of employees of PT. Duta Anugerah Indah	0,44	3,091	0,002	Diterima
H3	The work environment affects the performance of the employees of PT. Duta Anugerah Indah	0,38	2,641	0,009	Diterima
H4	Leadership style affects the performance of employees of PT. Duta Anugerah Indah	-0,23	1,172	0,242	Ditolak

Based on the table, the following equation is obtained:
 $Y = 0.33 X_1 + 0.44 X_2 + 0.38 X_3 - 0.23X_4$

The coefficient of determination is used to see how much influence exogenous variables have on endogenous variables, the greater the value means the greater the effect. Because the number of indicators for each construct varies in number, the coefficient of determination analysis is carried out by looking at the adjusted R-square value. The adjusted R-square value is obtained by calculating the SmartPLS algorithm and can be seen in Table 5

Variable	R Square	R Square Adjusted
Employee performance	0,569	0,545

Table 5 shows that the influence of organizational culture, organizational communication, work environment, and leadership style together in shaping employee performance is 56.9%. The rest, as much as 43.1%, is explained by other variables outside the research.

DISCUSSION

ORGANIZATIONAL CULTURE INFLUENCES ON JOB SATISFACTION

Organizational culture is a shared belief value that underlies involvement in organizational activity. Organizational culture affects productivity, performance at work of PT Duta Anugerah Indah in carrying out daily activities guided by company values, namely the values of humanist culture, including gratitude, respect, and love. Employees who have personal values that are in line with company values and employees who can adjust to company values will tend to have high job satisfaction and vice versa. Thus, it can be stated that the level of work performance of the employees of PT. Duta Anugerah Indah is determined by organizational culture factors.

The results of this study are following research conducted by (Putra, 2015), (Giantari & Riana, 2017), (Fahmi et al., 2018) which states that organizational culture has a positive and significant effect on employee’s performance.

The results of this study are not in line with the research conducted (Lina, 2014) which shows that organizational culture has a negative and significant effect on employee performance.

Based on the research results, the indicator that contributes the most to organizational culture is the attention to detail presented by the statement "I am trying to improve the effectiveness of how to work to obtain optimal results" with a loading factor of 0.779.

Attention to detail is a manifestation of realizing the values of the existing culture in a company that is engaged in television, which places great importance on attention to detail. For example, writing the names of sources, using EYD, and so on, which absolutely must be done to maintain the quality produced.

COMMUNICATION IS INFLUENCE AND SIGNIFICANT ON EMPLOYEE PERFORMANCE

Communication is one of the key factors in achieving the goals of a company. (Femi, 2014), states that effective communication between superiors and subordinates is very important to the performance of company employees. Employees who can communicate well will tend to perform well too. Thus it can be said that the level of communication skills has an impact on employee performance.

The results of this study are following research conducted by (Lawasi & Triatmanto, 2017), (Azwar, 2016), (Indah Mariani & Sariyathi, 2017) which states that communication also has a positive and significant effect on employee performance.

The results of this study are not in line with the research conducted (Syukur et al., 2019) which shows that communication has a negative and significant effect on employee performance.

Based on the research results, the indicator that contributes the most to organizational communication is organizational communication represented by the statement "I can easily communicate with superiors" with a loading factor of 0.823. This is understandable because employees always carry out a humanist culture that has been instilled from an early age, one of which is respect. With mutual respect between superiors and employees, communication will be much improved.

WORK ENVIRONMENT HAS A SIGNIFICANT AND INFLUENCE ON EMPLOYEE PERFORMANCE

Work environment conditions greatly affect performance which includes personal feelings or groups, the status associated with some workspace locations, and some supervisors or work environments.

According to (Arep, 2003) the benefits of the work environment are to create work passion so that productivity and work performance increase. The better the work environment, the better the employee's performance. Thus it can be said that the better the work environment at PT. Duta Anugerah Indah, the higher the employee's performance, and vice versa.

The results of this study are following research conducted by (Adha et al., 2019), (Masitoh et al., 2020), (Fachreza et al., 2018) which states that the work environment also has a positive and significant effect on employee performance.

The results of this study are not in line with the research conducted (Hanafi & Yohana, 2017) which shows that the work environment does not have a significant effect on employee performance.

Based on the results of the study, the indicator that contributes to the greatest influence on the work environment is the relationship between subordinates and the leader which is represented by the statement "Leaders always provide guidance, direction, and encouragement to employees to carry out well" with a loading factor of 0.819. This can be understood because employees always carry out a humanist culture which has become values that have been instilled since an early age, namely love is the basis for practice in their daily lives and has always been the tagline of Daaitv itself, namely television of love..

LEADERSHIP STYLE HAS NO SIGNIFICANT AND INFLUENCE ON EMPLOYEE PERFORMANCE

An organization will not escape the figure of a leader. Both at the top of the leadership to each unit of each department will be led by someone who is considered competent.

According to (P. Siagian, 2010), leadership is an activity to influence people's behavior to work together towards a certain goal that they want together. Therefore, it can be said that leadership will have an impact on employee performance, both positive and negative in the company. Likewise, at PT Duta Anugerah Indah, a good leadership style will have a good impact on employee performance.

The results of this study are following research conducted by (Dewi & Handaruwati, 2019), (Susanty & Baskoro, 2013), (Depitra & Soegoto, 2018) which states that leadership style also has a positive and significant effect on employee performance.

In contrast to research conducted by (Wahyuniardi & Nababan, 2018) which states that leadership style does not affect employee performance.

Based on the results of the study, the indicator that contributed the most to the leadership style was the participation style represented by the statement "Bosses and subordinates are both responsible for making decisions and implementing work" with a loading factor of 0.882. This is understandable because, before the coverage, a projection meeting is held beforehand for potential coverage candidates that have been researched by previous reporters.

CONCLUSIONS AND SUGGESTIONS

CONCLUSION

The conclusions of this study are:

1. Organizational culture has a significant effect on the performance of the employees of PT. Duta Anugerah Indah
2. Organizational communication has a significant effect on the performance of the employees of PT. Duta Anugerah Indah
3. The work environment has a significant effect on the performance of the employees of PT. Duta Anugerah Indah
4. Leadership Style does not have a significant effect on the performance of the employees of PT. Duta Anugerah Indah

SUGGESTION

Based on the results of this study, several suggestions can be given to the management of PT. Duta Anugerah Indah, namely:

1. To improve the organizational culture in terms of attention to detail, namely making a more detailed SOP for each department, a checklist of things to be done whether it is done every 3 months, 6 months, or 1 year.
2. In terms of innovation and risk-taking, management can make an appreciation for employees who have provided innovative ideas for work and are beneficial to the company. Besides, the company also gives limited authority to subordinates to be able to make decisions that management believes are still safe.
3. To ensure that communication can run effectively to the top, management can hold regular meetings so that superiors and subordinates can communicate, get updated information about the company so that communication with superiors can occur without any significant obstacles.
4. For the downward communication to run well, it is also a good idea for the company to carry out joint activities which aim to improve the relationship between management and employees which is much more intimate and not informal activities such as conducting family gatherings with employees' families or outbound together.
5. To ensure that the relationship between subordinates and leaders can run well, it is suggested that a relaxed chat can be built outside of work so that it is not just an office affair, or can invite family activities together, for example singing together with employees.
6. To ensure work facilities continue to run well, all employees can participate together in cleaning the workplace so that employees feel a sense of belonging.
7. For further researchers, this research should be developed more broadly to obtain stronger empirical results, namely by adding other variables that affect performance.
8. It is hoped that the next researcher will expand the object of research by not being limited to staff and adding to the sample to allow for differences in research results and conclusions if the research is carried out on different research objects with different positions.

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