

Performance Optimization

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Abstract

Organizations should be able to improve the quality of the organization, both improving information culture and management information systems and the performance of each of its human resources. Building and developing a business in the service and consultancy sector that focuses on technology and information really requires the role of human resources. Human resources are necessary activities and have an ideal role in an organization. This research is to see the effect of implementing organizational cultural values and management information systems on employee performance with organizational commitment as an intervening variable in Bpjs Employment branch offices throughout Medan Raya. The results of this research are as follows: Organizational culture has a positive and significant effect on employee performance with a sample value of 0.411 and ap value of 0.000. Organizational Culture has a positive and significant effect on Organizational Commitment with an original sample value of 0.434 and ap value of 0.000. Organizational Commitment has a positive and significant effect on Employee Performance with the original sample being 0.339 and p values 0.000. Management Information Systems have a positive and significant effect on Employee Performance with an original sample value of 0.228 and ap value of 0.008. Management Information Systems have a positive and significant effect on Organizational Commitment with an original sample of 0.541 and ap value of 0.000. Organizational Culture has a positive and significant effect on Employee Performance through Organizational Commitment with a value of 0.147 and a value of 0.001. Management Information Systems have a positive and significant effect on Employee Performance through Organizational Commitment with an original sample value of 0.183 and ap value of 0.000.

Keywords: Organizational Culture, Management Information Systems, Organizational Commitment, Employee Performance.

INTRODUCTION

Organizations must be able to improve the quality of the organization, both in terms of improving information culture and management information systems and the performance of each of its human resources. Building and developing a business in the service and consulting sector that focuses on technology and information requires the role of human resources. Human resources are activities that are necessary and have an ideal role in an organization. Performance is a measure of employee work achievement. Employee performance is related to work result standards, targets or goals and criteria that have been previously agreed upon between employees and the organization. Organizational culture is the togetherness of members to behave the same, both outside and inside the organization (Tahir, 2014). Employees who have organizational commitment will maintain the good name of the institution, care about the fate of the institution, be proud of the institution, be emotionally attached, work on their own will and drive so that it will affect employee performance. In addition to organizational commitment, organizational culture is one of the factors that can affect performance, where the function of organizational culture is as a driver to improve the quality of employee work through the application of long-lasting habits used

in work activity life. Organizational commitment and organizational culture are not the only factors that influence and affect employee performance, so a moderating variable is needed to clarify the extent to which organizational commitment and organizational culture contribute to employee performance. needs to be regulated with a formal reward system from the organization.

Formulation of the problem

1. Does organizational culture have a positive effect on employee performance?at BPJS Employment Branch Offices throughout Medan Raya.
2. Does organizational culture have a positive influence on organizational commitment?at BPJS Employment Branch Offices throughout Medan Raya.
3. WhetherThe Management Information System has a positive effect on employee performance at BPJS Employment Branch Offices throughout Medan Raya.
4. WhetherManagement Information System has a positive influence on organizational commitment in BPJS Employment Branch Offices throughout Medan Raya.
5. Does organizational commitment have a positive effect on employee performance at BPJS Employment?Branch Offices Throughout Medan Raya.
6. Does organizational culture have a positive effect on employee performance?through organizational commitment at BPJS Employment Branch Offices throughout Medan Raya.
7. WhetherManagement Information System has a positive effect on employee performance through organizational commitment at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya.

Research purposes

1. To find out and analyze the influence of organizational cultureon employee performance at BPJS Employment Branch Offices throughout Medan Raya.
2. To find out and analyze the influence of organizational culture towards organizational commitment at BPJS Employment Branch Offices throughout Medan Raya
3. To find out and analyze the influenceManagement Information System for employee performance at BPJS Employment Branch Offices throughout Medan Raya.
4. To find out and analyze the influenceManagement Information System for Organizational Commitment at BPJS Employment Branch Offices in Medan Raya
5. To find out and analyze the influence of organizational commitment on employee performance at BPJS KetenagakerjaanBranch Offices Throughout Medan Raya.
6. To find out and analyze the influence of organizational culture on employee performance.through organizational commitment at BPJS Employment Branch Offices throughout Medan Raya.
7. To find out and analyze the influenceManagement Information System on employee performance through organizational commitment at BPJS Employment Branch Offices throughout Medan Raya.

LITERATURE REVIEW

Employee Performance

According to Putri (2020) employee performance is the results of a person's or group's job functions in an organization over a certain period of time that reflects how well a person or group meets the requirements of a job in an effort to achieve organizational goals. According to Nurjaya (2021) employee performance is the level of achievement of results for carrying out certain tasks. Company performance is the level of achievement of results in order to realize company goals.

Employee Performance Indicators

According to Nurjaya (2021), employee performance indicators are as follows:

1. Quantity of work results, namely all forms of the amount of labor carried out can be seen from the results of employee performance within a certain time in completing their tasks and responsibilities within the specified time.
2. Quality of work results, namely all forms of units of measurement related to the quality or standard of work results which can be expressed in numerical measurements or other numerical equivalents.
3. Efficiency, namely in carrying out tasks using various resources wisely and in a cost-effective manner.
4. Work discipline, namely obeying applicable laws and regulations.
5. Initiative, which is the ability to decide and do the right thing without having to be told, being able to find out what should be done about something around you, trying to keep moving to do several things even though the situation feels increasingly difficult.
6. Accuracy, namely the level of conformity of the results of work measurements, whether the work has achieved its objectives or not.
7. Leadership, namely the process of influencing or giving examples by leaders to their followers in an effort to achieve organizational goals.
8. Honesty is one of the human traits that is quite difficult to implement.
9. Creativity, namely the mental process that involves the emergence of ideas or that involves the emergence of ideas.

Organizational culture

According to Hari (2019), the definition of organizational culture is: Organizational culture is the values that human resources adhere to in carrying out their obligations and behavior within the organization.

Organizational Culture Indicators

According to Hari (2019) the indicators of organizational culture are:

1. Innovative taking risks into account
2. Pay attention to every problem in detail
3. Oriented towards the results to be achieved
4. Oriented towards all employee interests

5. Aggressive at work
6. Maintaining and safeguarding work stability

Management Information System

According to (Sinaga et al., 2020) a management information system is a system consisting of a set of structured parts that work together to produce information for use in business management. According to (Sholeh & Wahyudin, 2021) a management information system is a communication process where information is entered, recorded, stored, and retrieved for planning, operational, and monitoring decisions.

Management Information System Indicators

According to (Sholeh & Wahyudin, 2021) the indicators of management information systems are:

- 1) Accuracy, information must be correct,
- 2) Information must be timely, when needed,
- 3) Exactly where appropriate, the information provided must be in accordance with that requested,
- 4) Complete, meaning that the information provided must be complete, meaning that users can receive information that presents a complete picture of a particular problem.

Organizational commitment

According to Yusuf & Syarif (2018) organizational commitment is one of the topics that is always a reference for both the management of an organization and researchers with a special interest in human behavior. According to Robbins (2016) organizational commitment is defined as a condition in which an employee sides with the organization and its goals and willingness to maintain membership in a particular job of an employee, while high organizational commitment means siding with the organization and recruiting the individual.

Organizational commitment indicators

According to Robbins (2016) as follows:

1. Affective commitment is an emotional feeling towards the organization and belief in values.
2. Continuance commitment is the perceived value of remaining in the organization compared to leaving the organization.
3. Normative commitment is the obligation to remain in an organization for moral and polite reasons.

Conceptual Framework

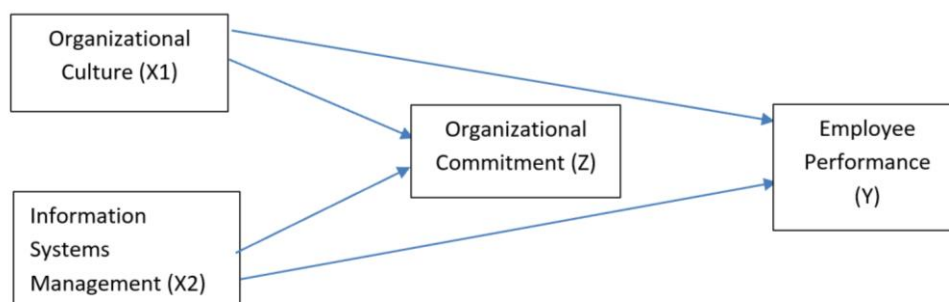


Figure 1. Conceptual Framework

Research Hypothesis:

- H1: Organizational culture has a positive and significant influence on organizational commitment at BPJS Employment Branch Offices throughout Medan Raya.
- H2: Organizational Culture has a positive and significant influence on employee performance at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya.
- H3: The management information system has a positive and significant effect on organizational commitment at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya.
- H4: The management information system has a positive and significant effect on employee performance at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya.
- H5: Organizational commitment has a positive and significant effect on employee performance at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya.
- H6: The management information system has a positive and significant effect on employee performance through organizational commitment at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya.
- H7: Organizational Commitment has a positive and significant effect on employee performance through organizational commitment at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya.

METHOD

Types of research

According to Sugiyono (2017), quantitative research can be interpreted as a method based on the philosophy of positivism, used to research a certain population or sample, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of testing the established hypothesis.

Research Location and Research Time

The research period was carried out from August to September 2024 and the research location was carried out at the BPJS Ketenagakerjaan Branch Offices throughout Medan Raya, which consisted of:

1. Medan City Branch Office at Jl. Kapten Pattimura No. 334, Medan City, North Sumatra. North Sumatra, Phone number / contact: 061-453281.
2. North Medan Branch Office at Jl. Marelan Raya No.108, Tanah Enam Ratus, Medan Marelan District, Medan City, North Sumatra, Telephone number / contact: (061) 6841108.
3. Tanjung Morawa Branch Office on Jl. Raya Medan Tanjung Morawa KM 14.5 Bangun Sari Baru Village, Bangun Sari Baru, Tj. Morawa District, Deli Serdang Regency, North Sumatra, Telephone number / contact: (061) 7941709.
4. Binjai Branch Office. Jl. Soekarno-Hatta No. 262, Km No.19.5, Tunggurono, Binjai Tim. District, Binjai City, North Sumatra, Telephone number / contact: (061) 8820465.

Population and Sample

According to Sugiyono (2017) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population and sample in this study were all permanent employees at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya totaling 149 employees (saturated sample).

Data Analysis Techniques

Data analysis in this study uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. According to (Ghozali, 2014) Partial Least Square (PLS) is a fairly strong analysis method because it is not based on many assumptions.

Measurement Model (Outer Model)

The procedure in testing the measurement model consists of validity testing and reliability testing.

1. Validity Test
 - a. Convergent Validity
 - b. Discriminant Validity
2. Reliability Test

The Cronbach's alpha value is recommended to be greater than 0.7 and the composite reliability is also recommended to be greater than 0.7 (Sekaran, 2014).

Structural Model (Inner Model)

To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using R-square for the dependent variable, Stone-Geisser Q-square test for predictive elevation and t-test and significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R²)
2. Predictive Relevance(Q²)
3. t-Statistic

4. Path Coefficient

RESULTS AND DISCUSSION

Outer Model Analysis

External model testing attempts to find the value of each variable that has a significant relationship to the manifest variable. This research model includes convergent validity, discriminant validity, and reliability testing as follows:

Convergent Validity

This test is seen from the loading factor, the limit value is 0.7, and the limit value average variance extracted (AVE) is 0.5; if it exceeds that number then it is said to be valid. This means that the indicator value is considered valid if it describes the build variable with a value greater than 0.7. The structural model used in this study is depicted in the figure below:

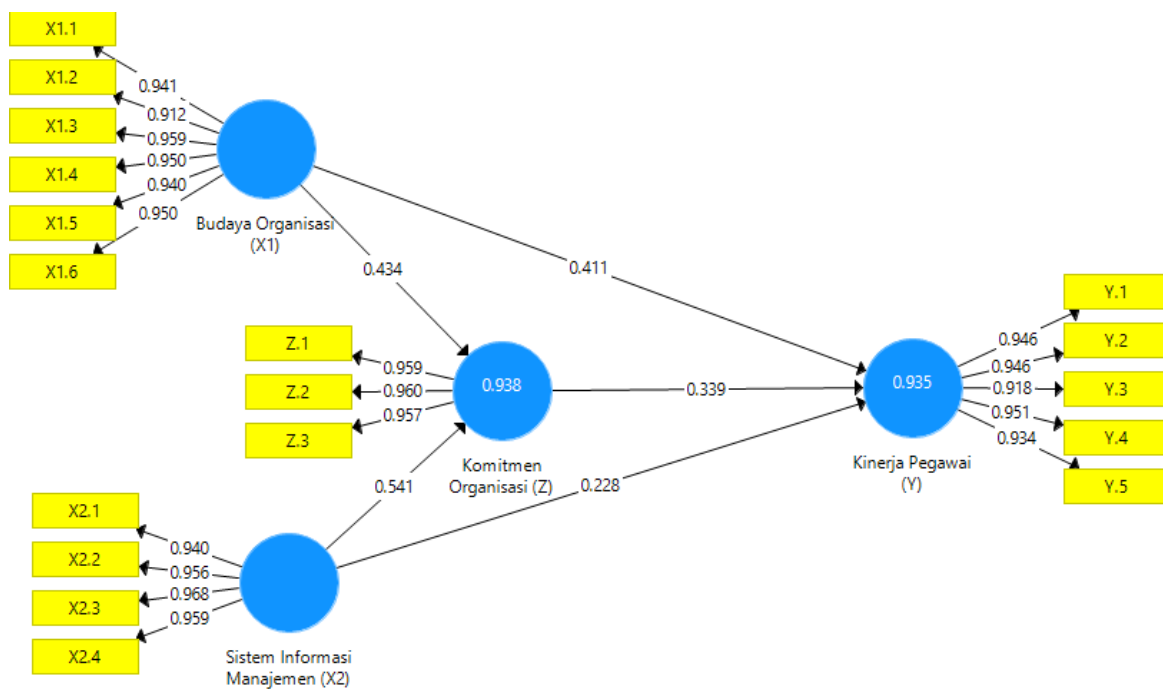


Figure 2. Outer Model

Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0.634 X_1 + 0.541X_2 + e_1$$

For substructure 2

$$Y = b_3X_1 + b_4X_2 + b_5Z + e_2$$

$$Y = 0.411 X_1 + 0.228 X_2 + 0.339Z + e_2$$

Table 1. Outer Loadings

	Organizational Culture (X1)	Employee Performance (Y)	Organizational Commitment (Z)	Management Information System (X2)
X1.1	0.941			
X1.2	0.912			
X1.3	0.959			
X1.4	0.950			
X1.5	0.940			
X1.6	0.950			
X2.1				0.940
X2.2				0.956
X2.3				0.968
X2.4				0.959
Y.1		0.946		
Y.2		0.946		
Y.3		0.918		
Y.4		0.951		
Y.5		0.934		
Z.1			0.959	
Z.2			0.960	
Z.3			0.957	

Source: Smart PLS3.3.3.

This test is seen from the loading factor, the limit value is 0.7, and the limit value average variance extracted (AVE) is 0.5; if it exceeds this number then it is said to be valid. This means that the indicator value is considered valid if it describes the build variable with a value greater than 0.7. The structural model used in this study is depicted in the figure below:

Discriminant Validity

The next step is to identify valid data with discriminant validity. The goal is to find out the cross loading between variables whose values are greater than other latent variables so that the findings of indicators that are closely related to their constructs can be identified. The following table shows the results of the cross loading validity test as follows:

Table 2. Discriminant Validity

	Organizational Culture (X1)	Employee Performance (Y)	Organizational Commitment (Z)	Management Information System (X2)
X1.1	0.941	0.897	0.894	0.917

X1.2	0.912	0.898	0.908	0.902
X1.3	0.959	0.911	0.915	0.928
X1.4	0.950	0.894	0.892	0.928
X1.5	0.940	0.911	0.917	0.916
X1.6	0.950	0.907	0.903	0.911
X2.1	0.913	0.899	0.920	0.940
X2.2	0.934	0.912	0.901	0.956
X2.3	0.943	0.914	0.925	0.968
X2.4	0.931	0.925	0.936	0.959
Y.1	0.910	0.946	0.917	0.908
Y.2	0.908	0.946	0.898	0.901
Y.3	0.879	0.918	0.869	0.874
Y.4	0.913	0.951	0.899	0.896
Y.5	0.891	0.934	0.894	0.904
Z.1	0.918	0.895	0.959	0.919
Z.2	0.915	0.920	0.960	0.925
Z.3	0.930	0.928	0.957	0.927

Source: Smart PLS3.3.3.

There are cross loading values in table 2 with each cross loading value on each variable and each indicator, the organizational culture variable has a loading factor value that is greater than the cross loading value on other latent variables, the employee performance variable has a cross loading factor value that is greater than the cross loading factor value on other latent variables, the organizational commitment variable has a cross loading factor value that is greater than the cross loading factor value on other latent variables, the management information system variable has a cross loading factor value that is greater than the cross loading factor on other latent variables, therefore this study is discriminantly valid.

Composite reliability

In composite reliability research, each variable is evaluated using its reliability value; if the variable value is greater than 0.60 then the research is considered reliable; if between 0.60 and 0.7, then it is not reliable. The table below shows the Cronbach alpha, composite reliability, and AVE values, which are used to determine whether the research is reliable and valid.

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture (X1)	0.975	0.979	0.888

Employee Performance (Y)	0.966	0.974	0.882
Organizational Commitment (Z)	0.956	0.972	0.919
Management Information System (X2)	0.968	0.977	0.913

In table 3 above, the Cronbach alpha column shows the value of each variable is greater than 0.7, indicating that the variable's dependability data is reliable. The composite reliability column has a value greater than 0.6, indicating that each variable is considered reliable because the data exceeds 0.6. The AVE column shows that each variable has a value greater than 0.7, indicating that the data is authentic in terms of AVE. All variables in the Cronbach alpha, reliability, and AVE columns have values above 0.7 and 0.6, indicating reliability and validity.

Inner Model Analysis

The structural model (inner model) is evaluated to ensure that the resulting basic model is strong and correct. Some markers that can be used to identify the stages of the main model assessment examination include:

Coefficient of Determination (R²)

Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Employee Performance (Y)	0.935	0.934
Organizational Commitment (Z)	0.938	0.937

Source: Smart PLS3.3.3.

In table 4 there is an R square value on the dependent variable and the explanation is as follows: the R square value on the employee performance variable has a value of 0.935 or 93.5%, meaning that the influence of organizational culture, management information systems on employee performance is 0.935 or 93.5% and the rest is on other variables, the R square value of the organizational commitment variable is 0.938 or 93.8, meaning that the influence of organizational culture and management information systems on employee performance is 0.938 or 93.8% and the rest is on other variables.

Hypothesis Testing

The relationship between idle builds, as suggested in this review. In this review, speculative testing was performed using T-Statistics and P-values. Speculation was made whether the T-Insights value was greater than 1.96 and P-Values <0.05. The following are the consequences of the direct impact path coefficients:

Table 5. Path Coefficients (Direct Influence) and Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Organizational Culture (X1) -> Employee Performance (Y)	0.411	4,267	0,000	Accepted
Organizational Culture (X1) -> Organizational Commitment (Z)	0.434	5,438	0,000	Accepted
Organizational Commitment (Z) -> Employee Performance (Y)	0.339	4,123	0,000	Accepted
Management Information System (X2) -> Employee Performance (Y)	0.228	2,418	0.008	Accepted
Management Information System (X2) -> Organizational Commitment (Z)	0.541	6,738	0,000	Accepted
Organizational Culture (X1) -> Organizational Commitment (Z) -> Employee Performance (Y)	0.147	3,069	0.001	Accepted
Management Information System (X2) -> Organizational Commitment (Z) -> Employee Performance (Y)	0.183	3,648	0,000	Accepted

In table 5 there are direct and indirect influence values, the explanation is as follows:

1. Organizational culture has a positive and significant effect on employee performance with a sample value of 0.411 and p values of 0.000, meaning that if organizational culture increases, employee performance increases, conversely, if it decreases, employee performance decreases.

2. Organizational Culture has a positive and significant effect on Organizational Commitment with an original sample value of 0.434 and p values of 0.000, meaning that if organizational culture increases, organizational commitment increases, conversely if it decreases, organizational commitment decreases.
3. Organizational Commitment has a positive and significant effect on Employee Performance with an original sample of 0.339 and p values of 0.000, meaning that if organizational commitment increases, employee performance will increase, conversely, if it decreases, employee performance will decrease.
4. Management Information System has a positive and significant effect on Employee Performance with an original sample value of 0.228 and p values of 0.008. If the management information system increases, employee performance will increase, conversely, if it decreases, employee performance will decrease.
5. Management Information System has a positive and significant effect on Organizational Commitment with an original sample of 0.541 and p values of 0.000, meaning that if the management information system increases, organizational commitment will increase, conversely if it decreases, organizational commitment will decrease.
6. Organizational Culture has a positive and significant effect on Employee Performance through Organizational Commitment with a value of 0.147 and p values of 0.001, meaning that organizational commitment is an intervening variable because it is able to significantly influence the existence of organizational commitment which will improve organizational performance and culture.
7. Management Information System has a positive and significant influence on Employee Performance through Organizational Commitment with an original sample value of 0.183 and p values of 0.000, meaning that commitment is an intervening variable because it has a significant influence and with commitment it will increase significantly.

CLOSING

Conclusion

1. Organizational Culture has a positive and significant effect on Employee Performance with a sample value of 0.411 and p values of 0.000.
2. Organizational Culture has a positive and significant influence on Organizational Commitment with an original sample value of 0.434 and p values of 0.000.
3. Organizational Commitment has a positive and significant effect on Employee Performance with an original sample of 0.339 and p values of 0.000.
4. Management Information System has a positive and significant effect on Employee Performance with an original sample value of 0.228 and p values of 0.008.
5. Management Information System has a positive and significant effect on Organizational Commitment with an original sample of 0.541 and p values of 0.000.
6. Organizational Culture has a positive and significant influence on Employee Performance through Organizational Commitment with a value of 0.147 and p values of 0.001.

7. Management Information System has a positive and significant influence on Employee Performance through Organizational Commitment with an original sample value of 0.183 and p values of 0.000.

Suggestion

1. Organizations must be able to build a good organizational culture for employee performance.
2. The management information system must be improved to improve good communication between all employees.
3. Organizations must increase organizational commitment or seek employees who have organizational commitment.
4. Organizations must also improve employee performance with the training provided.
5. It is hoped that this research will be used as input to improve performance and weaknesses in the organization.
6. It is hoped that this research will be used as reference material for new research and new research models.

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