Archives of Business Research – Vol. 10, No. 3
Publication Date: March 25, 2022
DOI:10.14738/abr.103.11996.
Jayen, F., Kadir, & Asruni. (2022). The Influence of Organizational Culture, Work Environment and Work Motivation Towards the Lecturers' Performance at Pancasetia Economic College in Banjarmasin, South Kalimantan. Archives of Business Research, 10(03). 154-164.

The Influence of Organizational Culture, Work Environment and Work Motivation Towards the Lecturers' Performance at Pancasetia Economic College in Banjarmasin, South Kalimantan

Fredy Jayen
Pancasetia College of Economics Banjarmasin

Abd Kadir
Pancasetia College of Economics Banjarmasin

Asruni
Pancasetia College of Economics Banjarmasin

ABSTRACT

This study aims to analyze the influence of organizational culture, work environment and work motivation on the performance of lecturers at the Pancasetia School of Economics Banjarmasin. The population in this study were all permanent lecturers who had NIDN as many as 135 people. With the sampling technique using the purposive sampling method, the selected sample was 80 lecturers. This type of research method uses the correlational method where this study compares and determines the relationship between organizational culture, work environment and work motivation variables with the performance of lecturers at the Pancasetia School of Economics Banjarmasin. Analysis of the data in this study using multiple linear regression analysis, while testing the hypothesis using the F test, R^2, and t test. The results showed that simultaneously and partially organizational culture, work environment and work motivation had a significant effect on the performance of lecturers at the Pancasetia School of Economics Banjarmasin. The organizational culture variable has the most dominant influence compared to the work environment and work motivation variables

Keywords: Organizational culture, work environment, work motivation, lecturer performance.

INTRODUCTION

Lecturers are one of the main needs in a higher education environment. He is like a driving force for all things related to scientific and academic activities. The existence of lecturers greatly determines the quality of education and graduates born by the university, in addition to the general quality of the university itself. If the lecturers are of high quality, the quality of the university will also be high. On that basis, the development of lecturer professionalism is an important effort in order to improve the quality of higher education. One of the internal factors that affect the performance of universities is the performance of lecturers, where the performance of these lecturers is influenced by organizational culture, work environment and work motivation.

The problems faced by private universities are mainly related to the performance of lecturers, so management needs to know and understand the factors that affect the performance of lecturers. The factors that affect the performance of the lecturers will enable the management to take the necessary policies, so that the demands for improving the performance of the lecturers can be met in accordance with the objectives. Factors that affect employee performance include education and training, discipline, organizational culture, work environment and work motivation, income level. These factors affect the performance of the lecturer in carrying out the tasks assigned to him.

Organizational culture is the same perception among all members of the organization about the true meaning of life together (Siagian, 2002: 187). Robbins (2002:279) defines organizational culture as a system of shared meaning held by members that distinguishes the organization from other organizations. Robbins (2002:279) states that a system of shared meaning is formed by its citizens which at the same time differentiates it from other organizations. McShane and Glinow, (2005). stated that corporate culture helps understand organizational activities and organizational members can communicate more effectively and efficiently, increasing cooperation with other members because they teach each other the company mentality directly. Olu Oju (2010:11) states that there is a positive relationship between organizational culture and company performance, this means that organizational culture has an important role in the company. Although the work environment does not carry out the production process in a company, the work environment has a direct influence on the performance of organizational members (Nitisemito, 1992: 183).

The work environment can create a binding working relationship between people in the environment. Therefore, efforts should be made so that the work environment must be good and conducive to make members feel at home in the room and feel happy and excited to carry out each of their duties. Hayes (2008), explains that the behavior of organizational members in the work environment has a high influence on productivity. The behavioral component of the work environment has a higher influence on productivity, compared to the influence of the physical component (Demet Leblebici, 2012; 47).

Another factor that affects performance is work motivation. Motivation has a nature that cannot be separated from human nature which individually have different qualities from one another. Work motivation in organizations is an interaction that occurs between humans who behave differently. Therefore, this motivation is a very important subject for a university leader to spur his lecturers to have high performance.

LITERATURE REVIEW

Organizational culture

Comprehensively, organizational culture is defined as a pattern and basic assumptions-found, or developed by a particular group to learn to overcome group problems from external adaptation and internal integration-that have worked well, are relevant enough to be considered as something that should be considered. right to perceive, think and feel in relation to these problems (Schein, 2012). The definition above is too complex so that according to Robbins (2016) organizational culture is a system of shared meanings held by members that distinguishes the organization from other organizations.

Organizational culture in essence, has good value for the progress of an organization. Organizational culture covers broader and deeper aspects and actually becomes a basis for the creation of an ideal organizational climate. The problem of organizational culture has recently become a very interesting review, especially in uncertain working conditions. Culture is the total number of thoughts, works and human creations, which are not rooted in their instincts, and therefore can only be triggered by humans after going through a learning process. Culture is at the core of what is important in organizations. Such as the activity of giving orders and prohibitions and describing what is done and not done that regulates the behavior of members. So culture contains what can be done or not so that it can be said as a guideline used to carry out organizational activities (Hofstede 2010:21).

Umi, et al (2015) indicators of organizational culture can be measured: (1) Norm, is an unwritten rule, which is accepted by group members. Norms tell what should and should not be done under certain circumstances or situations. Norms are motivating, committed, and improve high-performing employees. (2) Dominant values are the main values in the organization that are accepted by members of the organization. Organizations expect employees to share the main values that describe a personality that exists in an organization. If values are considered important, then values will guide employees to behave consistently in various situations. Value is also an effective desire, awareness or desire that guides the behavior of how an employee is able to have high efficiency and high quality. (3) Rules, are written rules, procedures, policies that have been agreed upon and must be obeyed and implemented by all employees in an organization. Have standards, how employees interact. All in order to have good performance and good results for the organization. (4) Organizational climate, which is a delivery of openness or feelings of an employee in the atmosphere of the work environment, which is useful for evaluating all problems that exist in the work environment so that organizational goals are achieved.

Work environment

The work environment is one of the causes of success in carrying out a job, but it can also cause a failure in the implementation of a job, because the work environment can affect workers, especially the psychological work environment. While the influence itself can be positive and can be negative. Render (2011: 239), the work environment is the physical environment in which employees work that affects their performance, safety and quality of work life. A conducive work environment provides a sense of security and allows employees to work optimally. The work environment can affect employee emotions, if the employee likes the work environment where he works, then the employee will feel at home in his work place to carry out activities so that work time is used effectively and optimally employee work performance is also high. The work environment includes working relationships formed between fellow employees and working relationships between subordinates and superiors as well as the physical environment where employees work.

Mardiana (2015:15) The work environment is an environment where employees do their daily work. A conducive work environment provides a sense of security and allows employees to work optimally. The work environment can affect the emotions of employees. If the employee likes the work environment where he works, then the employee will feel at home in his workplace to carry out activities so that work time is used effectively and optimistically the employee's work performance is also high. The work environment includes working

relationships formed between fellow employees and working relationships between subordinates and superiors as well as the physical environment where employees work.

Gouzali Saydam (2012:266) also states that the work environment is the entire work facility and infrastructure around employees who are doing work that can affect the implementation of the work itself. Sedarmayati (2012: 21) defines the work environment as the overall tools and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as individuals and as groups. Sihombing (2004:134) work environment are: Factors outside of humans, both physical and non-physical in an organization. These physical factors include work equipment, workplace temperature, congestion and density, noise, work space area. While non-physical includes working relationships that are formed in the agency between superiors and subordinates as well as between fellow employees.

Sarwono (2015) The work environment is an environment where employees do their daily work. A conducive work environment provides a sense of security and allows employees to work optimally. The work environment can affect the emotions of employees. If the employee likes the work environment where he works, then the employee will feel at home in his workplace to carry out activities so that work time is used effectively and optimistically the employee's work performance is also high. The work environment includes working relationships formed between fellow employees and working relationships between subordinates and superiors as well as the physical environment where employees work. So it can be concluded that the work environment is the situation around the workers when the workers carry out their duties which this situation has an influence on the workers when doing their work in order to carry out the company's operations. The work environment has an important meaning for workers in completing their tasks.

Work motivation

Malayu s.p. Hasibuan (2014), suggests that motivation comes from the Latin word movere which means encouragement or driving force. This motivation is only given to humans, especially to subordinates or followers. Basically, the company not only expects capable, capable and skilled employees, but most importantly they are willing to work hard and are willing to achieve optimal work results. According to Malayu S.P Hasibuan (2014), motivation is the provision of a driving force that creates enthusiasm for one's work, so that they want to work together, work effectively and be integrated in all their efforts to achieve satisfaction. Meanwhile, according to Harold Koontz quoted by Malayu S.P Hasibuan (2014), motivation refers to the drive and effort to satisfy a need or a goal. Furthermore, Fillmore H. Stanford quoted by Anwar Prabu Mangkunegara (2013), suggests that motivation is a condition that moves people towards a certain goal.

Siagian (2013), states: among management theorists and practitioners it has long been known that the problem of motivation is not an easy problem, both understanding it let alone applying it. However, what is clear is that with the right motivation, employees will be encouraged to do their best in carrying out their duties because they believe that with the success of the organization in achieving its goals and objectives, the personal interests of the members of the organization will also be maintained. From the understanding of the experts above, the writer can conclude that work motivation is an effort to encourage or direct employees to do

something for the company in order to achieve a desire and goal. According to Steers and Porter (1983) in Heny (2015) stated that work motivation consists of three important components, namely: (1) The energy component is a force or an effort that can cause a behavior to occur. (2) The direction component is a behavior that arises in the form of directed behavior, for example a person who needs money then the behavior that arises is directed at behavior looking for money. (3) The maintenance component is the maintenance or effort to maintain a behavior that occurs in accordance with the work environment so it can be said that work motivation.

Lecturer Performance

Gomes (2006:39) states employee performance as a record of production results on specific job functions or activities over a certain period of time. So that performance is the level of success achieved by employees in carrying out a work activity by referring to the tasks that must be done. Performance is defined as the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2000:67). Performance is a real behavior that is displayed by everyone as work performance produced by employees according to their role in the company (Rivai, 2004:309). Performance is a real behavior that is displayed by everyone as work performance produced by employees in accordance with their planned roles at the time and place of the employee in the company (Veithzal Rivai, 2015: 128).

Performance is an activity related to three main aspects (a) behavior, (b) results, and (c) organizational effectiveness. Behavior shows the activities in achieving goals, effectiveness is the steps in consideration, organizational work results emphasize aspects of work processes (Gomez. 2003). The term performance is usually defined as performance in the form of processes and results of individual and organizational work. Theoretically, actually the factors that affect the achievement of performance are the ability and motivation factors. . Meanwhile, motivation is formed from attitudes in dealing with work situations.

Limitations on performance by experts provide an understanding that the term performance comes from the word job performance or actual performance which means the actual work achieved by someone. According to Mangkunegara (2004) performance is the result of individual work in quantity, quality, in accordance with the time by using minimal costs in carrying out their duties and responsibilities properly. Performance always results in optimal work in realizing organizational goals. Understanding the above understanding, individual performance is defined as a person's performance in producing a work (quantity, quality, time and cost) to realize organizational goals.

Individual performance is a performance oriented to the implementation of work carried out by individuals to produce work quantity, work quality, work efficiency and work effectiveness. Gomes (1999) states that performance can be seen from various perspectives, depending on the goals of the organization and depending on the form of the organization itself. Performance is often associated with the level of productivity that indicates the risk of input and output in the organization, it can even be seen from the point of view of performance by emphasizing the value of efficiency associated with the quality of output produced by employees based on how many standards have been previously set by the organization concerned. The core of individual performance produces work activities that are measurable in terms of quantity, quality, time and use of costs. From some of these descriptions, it can be stated that performance is the result

of real work achieved by a person in carrying out the tasks assigned to him, in accordance with the criteria and goals set by the organization.

Performance has three dimensions, namely ability, motivation and opportunity. These three dimensions are interrelated and interrelated with one another, Donelly, Gibson, and Ivancevich (1994) in Rivai and Basri (2005) further stated that individual performance is influenced by six factors : (1) Expectations regarding rewards; (2) Encouragement; (3) Abilities, needs and characteristics; (4) Perception of the task; (5) Internal and external rewards. Ivancevich and Doneley (1996) who looked at performance from the perspective of expectancy theory stated that performance is a multiplication function of ability and motivation. Bernadin and Russell (2000) propose six primary criteria that can be used to measure performance. (1) quality, (2) quantify (3) timeless, (4) cost-effectiveness, (5) need for supervision, and (6) inter personal impact.

RESEARCH METHODOLOGY

Population and Sample

This research was conducted at the Pancasetia School of Economics Banjarmasin, the population in this study were all lecturers who had NIDN at the Pancasetia School of Economics Banjarmasin totaling 135. With the sampling technique using the purposive sampling method, the selected sample was 80 lecturers. The collection technique is a survey method with a questionnaire instrument, the data measurement scale uses a Likert.

Data analysis uses multiple linear regression which serves to determine the effect/relationship between the independent variable and the dependent variable. Data processing using SPSS version 25 program with multiple regression equation $Y = a + b_1 X_1 + b_2X_2 + b_3X_3 + e$

RESULTS AND DISCUSSION

Table 1: Multiple Linear Regression Test

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.513	1.136		1.156	.251
	Organizational culture	1.335	.064	1.125	20.885	.000
	Work environment	1.313	.060	1.107	21.884	.000
	Work motivation	.251	.099	.211	2.549	.013
a. Dependent Variable: Lecturer Performance						

Source: SPSS output

Based on the results of multiple regression processing shown in the table above, the following multiple regression equation is obtained: $Y= 1.513+ 1.335X_1+ 1.313X_2+0.251X_3+ e$.

The multiple linear regression equation can be described as follows:

1. Organizational culture regression coefficient of 1.335 indicates that organizational culture has a positive effect on lecturer performance. This value also shows that every time there is an effort to add one unit to the organizational culture, the lecturer's performance will increase by 1.335

URL: http://dx.doi.org/10.14738/abr.103.11996

2. The regression coefficient for the work environment variable is 1.313, indicating that the work environment has a positive effect on lecturer performance. This value indicates that every time there is an additional effort of one unit in the work environment, the lecturer's performance will increase by 1.313.
3. The regression coefficient of the work motivation variable of 0.251 indicates that work motivation has a positive effect on lecturer performance. This value indicates that for every effort to add one unit to work motivation, the lecturer's performance will increase by 0.251

Table 2 F-Test

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	854.387	3	284.796	173.155	.000[b]
	Residual	125.000	76	1.645		
	Total	979.388	79			
a. Dependent Variable: Lecturer Performance						
b. Predictors: (Constant), Organizational culture, Work environment, Work motivation						

Source: SPSS output

Based on table 2 the calculated F value is 173.155 with a significance level of 0.000. While the F table at a significance level of 5% (α = 0.05) is 2.73, then Fcount (173.155) is greater than Ftable and the probability value is 0.000 <0.05 indicating that the independent variables of organizational culture, work environment and work motivation have a significant effect on simultaneously on the performance of lecturers. Thus, the factors of organizational culture, work environment and work motivation improve the performance of lecturers at the Pancasetia Banjarmasin School of Economics. However, if one of the variables decreases, it can also decrease the lecturer's performance. This is because the three variables simultaneously affect the performance of the lecturer.

The t-test was conducted to test whether organizational culture, work environment and work motivation partially or each had a significant influence on lecturer performance. The results of the t-test can be seen in the following table:

Table 3 t test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.513	1.136		1.156	.251
	Organizational culture	1.335	.064	1.125	20.885	.000
	Work environment	1.313	.060	1.107	21.884	.000
	Work motivation	.251	.099	.211	2.549	.013
a. Dependent Variable: Lecturer Performance						

Source: SPSS output

1.Organizational Culture Variables
The t-count value of organizational culture is 20.885 and the t-table value is 1.665 so that t-count > t-table (20.885 > 1.665), it can be concluded that organizational culture has a positive and significant effect (0.000 > 0.05) partially on performance lecturer.
2.Work Environment Variables
The t-count value of the work environment is 21.884 and the t-table value is 1.665 so that t-count > t-table (21.884 > 1.665), it can be concluded that the work environment has a positive and significant effect (0.000 > 0.05) partially on performance lecturer
3.Work Motivation
The t-count value of work motivation is 2.549 and the t-table value is 1.665 so that t-count > t-table (2.549 > 1.665), it can be concluded that work motivation has a positive and significant effect (0.013 > 0.05) partially on performance lecturer.
4.Coefficient of Determination Test (R^2)
The Coefficient of Determination Test (R^2) essentially measures how far the model's ability to explain the dependent variable is. The value of the coefficient of determination is between zero and one. The smaller the value of R^2, the more limited the ability of the independent variables in explaining the dependent variable. The results of the coefficient of determination can be seen in table 4.

Table 4. Coefficient of Determination Test (R^2)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.732[a]	.535	.517	2.595
a. Predictors: (Constant), Organizational culture, Work environment, Work motivation				

Source: SPSS output

Table 5, R Square value is 0.535 or 53%. This means that the independent variables, namely organizational culture, work environment and work motivation are able to explain the dependent variable, namely lecturer performance by 53% and the remaining 47% (100% - 53%) is determined or explained by other variables not included in the analysis or this regression research. Because R Square ranges from 0 to 1, with a note that the larger the R Square number, the stronger the variable.

Table 5 Dominant Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.513	1.136		1.156	.251
	Organizational culture	1.335	.064	1.125	20.885	.000
	Work environment	1.313	.060	1.107	21.884	.000
	Work motivation	.251	.099	.211	2.549	.013
a. Dependent Variable: Lecturer Performance						

Source: SPSS output

From the results of multiple linear regression testing there are equations that show the regression coefficients of the three independent variables (β1, 2, and 3) are positive (+) and

URL: http://dx.doi.org/10.14738/abr.103.11996

negative (-) this means that if the variables of organizational culture, work environment and work motivation are met, performance lecturer. the coefficient value of organizational culture is 1.125, the work environment coefficient is 1.107, the coefficient of work motivation is 0.211, meaning that the organizational culture variable has the largest value so that the most dominant variable affecting lecturer performance is the organizational culture variable.

DISCUSSION

The influence of organizational culture on the performance of lecturers at the Pancasetia School of Economics Banjarmasin. The results of the study have proven that the organizational culture variable has a positive and significant effect on the performance of lecturers. This implies that indicators of organizational culture variables, namely innovation and risk taking, attention to detail, result orientation, team orientation, aggressiveness, stability/stability can improve lecturer performance. Organizational culture also shows innovations which are shown through the high ability of lecturers to be proactive in innovating in the implementation of online learning activities and efforts are made so that all students can attend lectures to the fullest. The leadership's attention is that any problems during the online lecture period can be reported by the lecturer. Leaders are a determining factor in the formation and maintenance of organizational culture. The influence of organizational culture on lecturer performance is significant, this is because culture is a wisdom that must be framed by improving good performance. Culture here is the value of the organizational culture that can be applied. The application of work organizational cultural values at the Pancasetia School of Economics Banjarmasin was carried out well because all leaders and understood the substance of the meaning of these values so that action needed to be taken even though it was actually quite understood.

The effect of work motivation on the performance of lecturers at the Pancasetia School of Economics Banjarmasin. The results of the study have proven that the work motivation variable has a positive and significant effect on the performance of lecturers. This implies that indicators of work motivation variables, namely extrinsic conditions and intrinsic conditions, can improve lecturer performance.

The influence of the work environment on the performance of lecturers at the Pancasetia School of Economics Banjarmasin. The results of the study have proven that the work environment variable has a positive and significant effect on lecturer performance. This implies that indicators of work environment variables, namely work calm, pressure at work, and relationships between colleagues can improve lecturer performance. Based on the distribution of research variables, it was found that the work environment variable was rated quite high by the lecturer's performance Pancasetia School of Economics Banjarmasin.

CONCLUSION

Organizational culture that is implemented well can improve the performance of lecturers. This is proven by research results showing the application of organizational culture can improve lecturer performance. Work motivation in this case good working conditions, equal opportunities to always develop in improving abilities can improve lecturer performance. This is proven by research results showing work motivation can improve lecturer performance. The work environment, in this case the skills according to the job, with a good working atmosphere

will improve the performance of lecturers. This is proven by the results of the study showing that the work environment has an effect on the performance of lecturers.

Bibliography

Alex S. Nitisemito, (1992), Management and Human Resources, BPFE UGM,. Yogyakarta.

BA Setiono 2020, Manajemen Sumber Daya Manusia, Pendekatan Teoritis dan Praktis, CV. Berkah Wisnu, Surakarta

BA Setiono 2022 Effect Of Organizational Commitment And Task Characteristics On Employee Performance Shipping Company In Surabaya City, Journal Archives of Business Research Volume 9 Issue 12 Pages 145-152 ttps://doi.org/10.14738/abr.912.11381 - Archives of Business Research

BA Setiono, (2016) The Influence of Organizational Culture, Individual Characteristics, Job Characteristics on Employee Performance at PT. Pelindo III Surabaya , Journal of Shipping and Port Applications 6 (2), 128-146

BA Setiono, 2001, The Influence of Individual Characteristics, Job Characteristics and Organizational Characteristics on Job Performance, Publication date 2001, http://lib.unair.ac.id

BA Setiono, AR Pamungkas, 2019 Human Resource Management and Global Development, Publication date 2019/3/10, Publisher CV. Blessings of Wisnu, Surakarta

BA Setiono, IA Brahmasari, S Mujanah 2018. Effect of Safety Culture, Safety Leadership, and Safety Climate on Employee Commitments and Employee Performance of PT. Pelindo III (Persero) East Java Province Sebelas Maret Business Review Vol. 3 Issue 1, pp. 6–10 ISSN: 2528-0627 (print) / 2528-0635 (online)

Dale, Timpe (2002) Performance Human Resource Management Series, fifth printing, Jakarta : PT Elex Media Komputindo

Dessler, Gary. (2010). Human Resource Management. Jakarta Barat: PT Indeks

DOI https://doi.org/10.29138/ijebd.v5i1.1592

Hasibuan, Malayu. 2012. Human Resource Management. Jakarta: PT Bumi. Aksara.

https://jurnal.narotama.ac.id/index.php/ijebd/article/view/1592

Kane, Gerald C., Palmer, Doug, Phillips, Anh Nguyen, Kiron, David & Buckley, Natasha (2016). Aligning The Organization For Its Digital Future. MITSloan Management Review & Deloitte.

L. Mathis, Robert & H. Jackson, John. 2011. Human Resource Management (edisi. 10). Jakarta : Salemba Empat.

Leblebici, D. (2012). Impact Of Workplace Quality On Employee's Productivity: Case Study Of A Bank In Turkey.

Mangkunegara, Anwar Prabu. (2013). HR Performance Evaluation. Bandung: PT Refika Aditama

Mathis, R.L. & J.H. Jackson. 2006. Human Resource Management: Manajemen Sumber Daya Manusia. Terjemahan Dian Angelia. Jakarta: Salemba Empat Ojo, Olu. 2010. The Relationship Between Service Quality and Customer Satisfaction in the Telecommunication Industry: Evidence From Nigeria. BRAND. Broad Research in Accounting, Negotiation, and Distribution ISSN 2067-8177, Volume 1, Issue 1, 2010.

mcShane dan Glinow,(2005) dalam Journal of Business systems,governance and ethnics (Olu Ojo,2010;4)

Meiner, S.E dan Lueckenotte, A.G. 2006. Gerontologic Nursing. 3rd Ed. USA: Mosby Elsevier.

Ozutku H & HOzturkler H, 2009, The determinants of human resource practices: an empirical investigation in the Turkish manufacturing industry, Ege Academic Review,Ege University Faculty of Economic and Administrative Sciences, Vol.9(1), pages 73-93.

P. Siagian, Sondang.2002. Organizational Leadership & Administrative Behavior,. Jakarta: Penerbit Gunung Agung.

Rivai, Veithzal. (2009). Human Resource Management for Companies from Theory to Practice. Jakarta: PT. Raja Grafindo Persada

Robbins, P. Stephen & Coutler, Mary. 2016, Human Resources Management,. Edisi 16, Jilid 1, Salemba Empat, Jakarta.

Robbins, P. Stephen. (2002). Principles of Organizational Behavior. Fifth Edition. Translated by: Halida, S.E & Dewi Sartika, S.S. Erlangga, Jakarta.

Schein, Edgar H., (2010),Organizational Culture and Leadership, Jossey Bass,. San Francisco.

Sedarmayanti. 2011. Human Resource Management. Bureaucratic Reform and. Civil Service Management, Fifth Printing, PT Refika Aditama,

Simamora, Henry. (2014). Human Resource Management. Yogyakarta: Publishing Department Sekolah Tinggi Ilmu Ekonomi YKPN

Sugiyono. (2012). Quantitative, Qualitative and R&D Research Methods. Bandung: Alfabeta

Sulistiyani, Ambar Teguh & Rosidah. (2003). Human Resource Management. Yogyakarta: Graha Ilmu

T Andjarwati, E Budiarti, BA Setiono 2022, The Strategy of Improving the Performance of Cooperatives in the Review of Organizational Culture, Innovation is Mediated bythe Entrepreneurial Orientation in Surabaya, JEBD (International Journal of Entrepreneurship and Business Development) Volume 5 No. 1,