

Pengaruh Pengembangan Sumber Daya Manusia Dan Budaya Organisasi Terhadap Kinerja Pegawai Pada Kantor DPMPTSP Kabupaten Lebong

The Effect Of Human Resources Development Andorganizational Culture On Employee Performance At The Office Of DPMPTSP, Lebong Regency

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ABSTRAK

Tujuan dari penelitian ini adalah untuk mengetahui pengaruh Pengembangan Sumber Daya Manusia dan budaya organisasi terhadap kinerja pegawai pada Kantor DPMPTSP Kabupaten Lebong. Sampel dalam penelitian ini adalah 46 orang pegawai pada Kantor DPMPTSP Kabupaten Lebong. Data dikumpulkan dengan menggunakan kuesioner dan metode analisis yang digunakan adalah regresi linier berganda, uji determinasi dan uji hipotesis. Hasil analisis regresi menunjukkan $Y = 7,828 + 0,386X_1 + 0,445 X_2$, hal ini menggambarkan arah regresi yang positif, artinya terdapat pengaruh positif antara X_1 (pengembangan SDM) dan X_2 (budaya organisasi) terhadap kinerja (Y). Artinya jika variabel pengembangan SDM dan budaya organisasi meningkat, maka akan meningkatkan kinerja. Nilai koefisien determinasi sebesar 0,557. Hal ini berarti X_1 (pengembangan SDM) dan X_2 (budaya organisasi) mempengaruhi kinerja (Y) sebesar 55,7% sedangkan sisanya sebesar 44,3% dipengaruhi oleh variabel lain yang tidak diteliti dalam penelitian ini. Hasil uji t pada tingkat signifikansi 0,05 menjelaskan bahwa secara parsial variabel pengembangan SDM dan budaya organisasi memiliki pengaruh yang signifikan terhadap variabel kinerja pegawai pada Kantor DPMPTSP Kabupaten Lebong. Hasil uji F pada taraf signifikansi 0,05 menjelaskan bahwa variabel pengembangan SDM dan budaya organisasi memiliki pengaruh yang signifikan secara simultan terhadap kinerja pegawai pada Kantor DPMPTSP Kabupaten Lebong.

ABSTRACT

The purpose of this study was to determine the effect of Human Resource Development and organizational culture on employee performance at the Lebong Regency DPMPTSP Office. The sample in this study was 46 employees at the Lebong Regency DPMPTSP Office. The data was collected using a questionnaire and the analytical method used was multiple linear regression, determination test and hypothesis testing. The results of the regression analysis show $Y = 7.828 + 0.386X_1 + 0.445 X_2$, this describes a positive regression direction, meaning that there is a positive influence between X_1 (HR development) and X_2 (organizational culture) on performance (Y). It means that if the variables of HR development and organizational culture increase, it will increase performance. The value of the coefficient of determination is 0.557. This means that X_1 (HR development) and X_2 (organizational culture) affect performance (Y) by 55.7% while the remaining 44.3% is influenced by other variables not examined in this study. The results of the t-test at a significance level of 0.05 explain that partially the variables of HR development and organizational culture have a significant influence on employee performance variables at the Lebong Regency DPMPTSP Office. The results of the F test at a significance level of 0.05 explain that

the variables of HR development and organizational culture have a significant simultaneous influence on employee performance at the Lebong Regency DPMPSTP Office.

INTRODUCTION

Human Resources (HR) is the main component for every company to achieve its goals. Good management is carried out not only to achieve financial performance from the company's side, but also the goals of employees as part of the company's progress. The strength of human resources is formed by the character or behavior of each employee and the environment within the company. Great attention to the development of human resources is expected to be a process to maintain and improve quality, so that it has an impact on increasing the performance of the company where the employee is located. High employee performance will have direct implications for the company, so the management's attention is focused on how to improve employee performance (Mangkunegara, 2014: 44).

Human Resources have a major role in every organizational activity. Even though it is supported by facilities and infrastructure and excessive resources, but without the support of reliable Human Resources, organizational activities will not be completed properly. This shows that Human Resources are the main key that must be considered with all its needs. As the main key, Human Resources will determine the successful implementation of organizational activities. Human Resource Development programs will benefit organizations and the state civil servants (ASN) themselves. Agencies will gain benefits in the form of increased performance, productivity, stability and flexibility to adapt to an ever-changing environment.

Human resources are the most important resources possessed by an organization by utilizing the resources possessed by individuals such as knowledge, skills and abilities. The issue of human resources is the most important part for every organization to survive in the era of globalization. Human resources have a major role in every organization. Even though it is supported by facilities and infrastructure and other resources, it is not supported by reliable human resources, so organizational activities will not be completed well. Human resources always play an active and dominant role in every organization, because human resources are planning, implementing and determining the realization of organizational goals. One factor that can influence employee performance is human resource development. Human resource development is the ability to influence the activities of other people through communication, both individually and in groups, towards achieving goals.

According to Hasibuan (2015:74) HR development is a way for a leader to influence the behavior of subordinates, so that they are willing to cooperate and work productively to achieve organizational goals. This shows that human resource development has a very important role in achieving employee work productivity, and leaders are able to apply appropriate leadership and in accordance with the existing situation and conditions, then employees will be able to work comfortably and with high enthusiasm. Apart from HR development, what can influence performance is organizational culture. Culture provides an identity for an organization's members and inspires commitment to beliefs and values greater than one's own. Although these ideas have become part of the culture itself, they can come wherever the organization is located. A cultural organization functions to connect its members so that they know how to interact with each other. According to Robbins (2016: 77), organizational culture is a system of shared meaning of primary values that are shared and appreciated by the organization, which functions to create clear distinctions between one organization and another, creating a sense of identity for members of the organization, facilitating the emergence of collective commitment. towards the organization, increasing the stability of the social system, as well as creating meaning-making and control mechanisms that guide the formation of attitudes and behavior of members of the organization. Culture has a role in determining the foundation, meaning that culture creates clear differences between one organization and other organizations, culture brings a sense of identity for organizational members, culture facilitates the emergence of commitment to something broader than one's individual self-interest, culture increases the stability of the social system, and culture functions as a meaning-making and control mechanism that guides and shapes the attitudes and behavior of employees.

The Lebong Regency DPMPSTP Office is a government agency which has the task of assisting the Governor in carrying out government affairs in the field of investment which is the authority of the Region. The phenomenon that exists in the DPMPSTP Office of Lebong Regency is a decrease in employee performance which is caused by a lack of human resource planning which can be seen from the lack of increased human resource development such as complicated applications for educational upgrades that require their own costs, providing educational upgrades to employees. certain. Likewise with

organizational culture, it is still visible that employees who have worked for a long time must be respected by new employees even though they have a higher position.

LITERATURE REVIEW

Human Resource Management

According to Mangkunegara (2014:2), "Human resource management is planning, organizing, coordinating, implementing and supervising the procurement, development, provision of services, integration and separation of workforce in order to achieve organizational goals."

Human resource management can also be defined as the management and utilization of existing resources for individuals (employees). This management and utilization is developed optimally in the world of work to achieve organizational goals and individual employee development. Furthermore, according to Siagian (2014: 6), "Human resource management is an ongoing procedure that aims to supply an organization or company with the right people to be placed in the right positions and titles when the organization needs them." According to Hasibuan (2015: 10), "HRM is the science and art of managing the relationships and roles of the workforce so that they are effective and efficient in helping to realize the goals of the company, employees and society".

HR Development

The efficiency of an organization really depends on the good and bad development of the members of the organization itself. In a company whose aim is to make a profit, this goal can be achieved well if the employees are trained perfectly. Good training is needed at all times for both new employees and employees who have been with the company for a long time. Every time new employees are recruited by the company, they need training before they can carry out their duties. Meanwhile, for old employees, they need training because of the demands of their current duties, or being promoted to another position.

Long-term human resource development as a differentiator from training activities for specific jobs has become a concern of human resource development. Through existing employee development activities, human resource development seeks to reduce the company's dependence on hiring new employees. If employees are developed appropriately, formation vacancies, through human resource planning activities, will be filled internally. Promotions and transfers also show employees that they have a career, not just work. Entrepreneurs can benefit from increased operational continuity and also greater employee commitment to the company.

Development (development) according to Prawirosentono (2016: 220) is an investment that is oriented towards the future in employees. Development is based on the fact that an employee will need a series of knowledge, skills and abilities that develop in order to work well and succeed in positions encountered during his career. Rachmawati (2015: 110) states that development is based on the fact that employees will need knowledge, skills and Developed ability to perform better in succession within recruitment. From the definition stated above, a conclusion can be drawn that preparation for employee career paths is what is intended as employee development. Training and development programs can not only be carried out by the human resources department within the organization itself, but do not rule out the possibility of being carried out by other institutions or consultants who are hired by recruitment to assist with this program.

Martoyo (2017:27) stated that development aims to prepare employees to be ready to assume certain positions in the future. Development is broader because it involves many aspects such as improvements in knowledge, knowledge, abilities, attitudes and personality.

Silalahi (2015:249) states that human resource development is a continuous effort to improve the quality of human resources in the broadest sense, through education, training and coaching.

Human resource development is also an effective way to face several challenges, including employee obsolescence or lagging behind, diversification of the domestic and international workforce. By overcoming challenges (affirmative action) and employee turnover, human resource development can maintain or maintain an effective workforce.

Organizational culture

According to Robbins (2016: 305), organizational culture is a system of shared meaning held by members that differentiates an organization from other organizations. This system of shared meaning, when examined more closely, is a set of key characteristics valued by an organization. Organizational culture is related to how employees perceive the characteristics of an organizational culture, not with whether employees like the culture or not.

Organizational culture is what employees perceive and how that perception creates a pattern of beliefs, values, and expectations. Ivancevich et.al., (2015:44) define culture as a pattern of basic

assumptions created, discovered, or developed by a particular group when learning to face problems of external adaptation and internal integration that have worked well enough to be considered valid, and therefore That is, to be taught to new members as the correct way to perceive, think and feel in relation to the problems they face. Robbins (2016:311) states that culture carries out a number of functions in an organization, namely:

1. Culture has a role in setting boundaries, which means that culture creates a clear distinction between one organization and another.
2. Culture brings a sense of identity to the members of the organization.
3. Culture facilitates commitment to something broader than one's personal interests.
4. Culture solidifies the social system, which means it is a social glue that helps unite an organization by providing appropriate standards for what employees should say and do.
5. Culture serves as a meaning-making and control mechanism that guides and shapes employees' attitudes and behaviors.

METHODS

Type Of Research

The type of research used in this research is explanatory research, according to Sugiyono (2014: 55), which is to determine whether there is a relationship between the variables studied, because this research only describes the effect of HR planning and organizational culture on employee performance at the Lebong Regency DPMPSTP Office.

Validity Test

The validity test is a valid research result if there is a similarity between the data collected and the data that actually occurs on the object under study (Sugiyono, 2017:76). In the validity test, the SPSS (Statistical Product and Service Solutions) program was used. Validity testing can be done by looking at the correlation between the score of each item in the questionnaire and the total score you want to measure, namely using the Pearson Correlation Coefficient. The basis for making decisions to test validity is:

1. If r_{count} is positive and $r_{count} > r_{table}$ then the variable is valid.
2. If r_{count} is not positive and $r_{count} < r_{table}$ then the variable is invalid

Reliability Test

Instrument reliability testing can be done externally or internally, externally testing can be done by test retest, equivalent and a combination of both. Internally, the reliability of the instrument can be tested by analyzing the consistency of the items on the instrument with certain techniques (Sugiyono, 2017: 87). To test the reliability of the questionnaire used, a reliability analysis was carried out based on the Cronbach's Alpha coefficient. Cronbach's Alpha coefficient interprets the correlation between the scale created and all existing indicator scales with confidence in the level of constraints. An acceptable indicator is if the alpha coefficient is above 0.60.

Multiple Regression Analysis

Multiple Regression Analysis The quantitative data in this study was analyzed using the multiple linear regression method. According to Sugiyono (2017:275) the multiple linear regression equation model is as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2$$

Description: Y: Performance

X1: HR planning

X2: Organizational culture

a : Constant Value

β : Regression coefficient measures the magnitude of the influence of X and Y

Hypothesis Testing

According to Sugiyono (2017:202), with regard to the multiple linear regression output produced through the SPSS program, it is necessary to carry out a simultaneous test with the F-test, and a partial test with the T-test. The explanation for each test is as follows:

1. Partial test (t test)

The t test is used to determine the effect of each independent variable on the dependent variable. The decision making rules in the t-test using SPSS according to Ghozali (2014:30) are:

- a. If the probability is > 0.05 then Ho is accepted and Ha is rejected, so it can be said that the independent variable cannot explain the dependent variable or there is no influence between the two variables being tested.
- b. If the probability <0.05 then Ho is rejected and Ha is accepted, so it can be said that the independent variable can explain the dependent variable or there is an influence between the two variables being tested

Simultaneous Test (F Test)

The simultaneous test aims to determine the effect of all independent variables contained in the model together (simultaneously) on the dependent variable (Sugiyono, 20017: 206). With assessment categories:

- a. If the probability > 0.05 then Ho is accepted, so it can be said that the independent variables of the linear regression model are unable to explain the dependent variable.
- b. If the probability <0.05 then Ho is rejected, so it can be said that the independent variables of the linear regression model are able to explain the dependent variable.

Coefficient Of Determination (R2)

The coefficient of determination (R²) essentially measures how far the model's ability to explain variations in the dependent variable. The coefficient of determination is between zero and one (0 < R² < 1). A value close to one means that the independent variables provide almost all the information needed to predict variations in the dependent variable.

KD = r² x 100% Sugiyono (2015: 275). Description:
 KD = Coefficient of Determination R = Correlation Coefficient.

RESULTS AND DISCUSSION

Results

Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine the effect of HR development and organizational culture on employee performance at the Lebong Regency DPMPSTP Office. Statistical calculations in multiple regression analysis are described in table 1 below:

Table 1 Multiple Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.828	4.596		1.703	.096
Pengembangan SDM	.386	.122	.381	3.167	.003
Budaya organisasi	.445	.114	.470	3.907	.000

a. Dependent Variable: Kinerja

Source: SPSS Output Version 21.0, 2022

From the results of multiple linear regression calculations using the SPSS 21.00 program in Table 1, multiple linear regression equations can be obtained as follows:

$$Y = 7.828 + 0.386X1 + 0.445 X2$$

The regression equation can be explained as follows:

- 1. The constant value of 7.828 means that if the HR Development variable (X1) and organizational culture (X2) are considered equal to zero (0), the performance variable (Y) will remain at 7.828.
- 2. The effect of HR Development (X1) on performance (Y). The regression coefficient value of variable X1 (HR Development) is 0.386, assuming that if X1 (HR Development) increases by one unit, then Y (Performance) will also increase by 0.386.
- 3. The effect of organizational culture (X2) on performance (Y). The regression coefficient value of the X2 variable (organizational culture) is equal to. -0.445, assuming that if X2 (organizational culture) increases by one unit, Y (performance) will increase by 0.445.

Coefficient of Determination (R2)

This coefficient of determination is used to determine how much influence the independent variables have on the dependent variable. The coefficient of determination is determined by the R square value.

Table 2 Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.746 ^a	.557	.536	1.940

a. Predictors: (Constant), Budaya organisasi, Pengembangan SDM

Source: SPSS Output Version 21.0, 2022

Based on Table 2 for the coefficient of determination using the R square model. From the results of calculations using SPSS, it can be seen that the coefficient of determination of R square is 0.557. This means that X1 (HR development) and X2 (organizational culture) affect performance (Y) by 55.7% while the remaining 44.3% is influenced by other variables not examined in this study.

Partial Hypothesis Testing (T Test)

The results of testing the t test hypothesis using SPSS 21.0 can be seen in Table 3.

Table 3 The results of the t test

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.828	4.596		1.703	.096
	Pengembangan SDM	.386	.122	.381	3.167	.003
	Budaya organisasi	.445	.114	.470	3.907	.000

a. Dependent Variable: Kinerja

Source: SPSS Output Version 21.0, 2022

From the calculation results of Table 3, it can be explained as follows:

- Variable X1 (HR Development). The test results for variable X1 (HR development) show a significance value of 0.003 < 0.05. Because the significance value is smaller than 0.05, H0 is rejected and Ha is accepted. This means that X1 (HR development) has a significant influence on employee performance (Y) at the Lebong Regency DPMPTSP Office.
- Variable X2 (Organizational culture). The test results for variable X2 (organizational culture) show a significance value of 0.000 < 0.05. Because the significance value is less than 0.05, H0 is rejected and Ha is accepted. This means that X2 (organizational culture) has a significant influence on employee performance (Y) at the Lebong Regency DPMPTSP Office.

Simultaneous Hypothesis Testing (F Test)

In this study, hypothesis testing is intended to measure the effect of X1 (HR development) and X2 (organizational culture) on performance (Y) together (simultaneously), the F test is used. Based on the results of testing the Anova Test hypothesis (f test) can be seen in Table 11 below.

Table 4 F Test Results

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	203.058	2	101.529	26.981	.000 ^b
	Residual	161.811	43	3.763		
	Total	364.870	45			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Budaya organisasi, Pengembangan SDM

Source: SPSS Output Version 21.0, 2022

Based on Table 4 it is known that the significance value is 0.000 < 0.05. Because the level of significance is below 0.05, it shows that simultaneously X1 (HR development) and X2 (organizational culture) have a significant influence on performance (Y). Based on the simultaneous test results, H0 is rejected and Ha is accepted, meaning that between the independent variables, namely X1 (HR development) and X2 (organizational culture) have a significant effect simultaneously on employee performance (Y) at the Lebong Regency DPMPTSP Office.

Discussion

Based on the research results for the influence of HR development and organizational culture on performance at the Lebong Regency DPMPTSP Office, the results of multiple regression analysis, determination test and hypothesis testing can be described as follows:

Table 5 Results Of Regression Analysis, Determination Test And Hypothesis Testing

Variabel	Nilai Koef	Standrd Error	R Squae	Sig.	Description
Equation : $Y = 7,828 + 0,386X_1 + 0,445 X_2$					
Development	0,386	0,122		0,003	Signifikan
HR	0,445	0,114		0,000	Signifikan
Organizational culture				0,000	Signifikan
F test			0,557		55,7%

Source: SPSS Output Analysis Version 21.0, 2022

The Influence Of Human Resource Development On Performance

The test results in this research show that there is a significant influence between HR development on employee performance at the Lebong Regency DPMPTSP Office, because the significant value of 0.003 is smaller than 0.05. This illustrates that the more employee human resources development at the Lebong Regency DPMPTSP Office increases, the employee performance will also increase. Human resource development at the Lebong Regency DPMPTSP Office is carried out by granting study permits to honorary honorees so they can take education to a higher level. And also providing training to honorary employees such as attending seminars and so on. With this human resource development, it can improve employee work efficiency and employee work quality. Another thing that can be seen is the increase in morale for employees in a better direction. The Research Results Are In Line With The Theory Presented By Silalahi (2015:249) Which States That Resource Development

Human is a continuous effort to improve the quality of human resources in the broadest sense, through education, training and coaching. Human resource development can be carried out by providing training to employees such as attending various seminars, participating in training held both at the district and provincial levels. Apart from that, human resource development can also be done by improving education, such as adding a Bachelor's level of education for employees who are still high school graduates, as well as employees who have a Bachelor's degree, increasing their education by taking Postgraduate education.

The Influence Of Organizational Culture On Performance

The test results in this research show that there is a significant influence between organizational culture and performance because the significant value of 0.000 is smaller than 0.05. This illustrates that the better the organizational culture, the performance of employees at the Lebong Regency DPMPTSP Office will also increase.

The results of this research are in line with the opinion of Robbins (2016: 305), organizational culture is a system of shared meaning held by members that differentiates an organization from other organizations. This system of shared meaning, when examined more closely, is a set of key characteristics valued by an organization. Organizational culture is related to how employees perceive the characteristics of an organizational culture, not with whether employees like the culture or not.

Conceptually, how organizational culture can influence individual behavior in an organization is due to the existence of shared perceptions. This perception is based on the assumption that the way individuals adapt and adjust to their work environment will be better if the values contained in the organization match the expectations of each individual. Culture is always a shared manifestation, because culture is felt by at least some people who live or live in the same social environment, where culture is studied, which differentiates them from people outside their environment.

CONCLUSION AND SUGGESTIONS

Conclusion

1. The regression analysis results show $Y = 7.828 + 0.386X_1 + 0.445 X_2$, this illustrates the positive direction of regression, meaning that there is a positive influence between X_1 (HR development) and X_2 (organizational culture) on performance (Y). This means that if the HR development and organizational culture variables increase, it will improve performance.
2. The coefficient of determination is 0.557. This means that X_1 (HR development) and X_2 (organizational culture) affect performance (Y) by 55.7% while the remaining 44.3% is influenced by other variables not examined in this study.

3. The results of the t test at the 0.05 significance level explain that partially the HR development variable and organizational culture have a significant influence on the employee performance variable at the Lebong Regency DPMPTSP Office.
4. The results of the F test at the 0.05 significance level explain that the HR development and organizational culture variables have a significant simultaneous influence on employee performance at the Lebong Regency DPMPTSP Office.

Suggestions

1. It is recommended that the Head of the Lebong Regency DPMPTSP Office provide training and education to his employees in the context of HR development by involving employees in seminars and participating in training.
2. To employees of the Lebong Regency DPMPTSP Office to maintain an organizational culture that is considered good so that employee performance can be improved.

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