



THE INFLUENCE OF ORGANISATIONAL CULTURE, WORK ENVIRONMENT, AND WORK DISCIPLINE ON THE PERFORMANCE OF THE SALES DIVISION AT PT. HONDA TRIO MOTOR PALANGKARAYA

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Abstract

This research aims to determine the influence of organisational culture, work environment and discipline on PT employee performance. Honda Trio Motor Palangkaraya. This research is quantitative and descriptive. The population of this research is employees who work in the sales division. The sampling technique in this research used a saturated sampling method. The sample in this study consisted of 54 employees. This research shows that organisational culture, work environment and discipline can support employee performance at PT. Honda Trio Motor Palangkaraya.

Keywords: Organisational Culture, Work environment and work discipline on employee performance.

INTRODUCTION

A formidable level of competition characterises the automotive industry in Indonesia. Domestic competitions are attended by a large number of automobile manufacturers, including world-famous automobile manufacturers. According to information provided by the Indonesian Motorcycle Industry Association (AISI), the total number of motorcycles sold on the domestic market in January 2023 amounted to 608,244 units. Compared to the number reached in December 2022, 483,254 units, this number increased by 25.86%. Compared to the same period in the previous year, sales of motorcycles increased by 37.03%.

In light of the extremely high level of sales activity that the automotive industry experiences in the Indonesian market, automotive companies must consider several factors. Paying attention to acquiring spare parts for vehicles is one of the things that should be done. Manufacturing companies in Indonesia must, at the very least, establish a production base to support the company's production rate. It is done so that companies can achieve efficiency and not become a burden or obstacle to competing with other companies already producing in Indonesia.

One of the companies in Indonesia that operates in the automotive sector is the Honda Motor Company, which produces cars, motorbikes, trucks and scooters from Japan. Founded by Soichiro Honda on September 24 1948. (Honda, 2020). Initially, Honda only produced motorbikes, which were launched in 1949. As time progressed, Honda entered the Indonesian market in 1960, when Europe and America dominated the Indonesian automotive market. Several types of Honda motorbikes in Indonesia are scooters or automatic, namely Spacy, Scoopy, Beat, Vario, and PCX. Then, from motorbikes: New Supra X, Revo, Sonic, Supra GTR, and CS1. Sports motorbikes include Sonic, RC214V-S, and New CBR with capacities of 150 and 250cc.

This research takes the research object at PT. Honda Trio Motor Palangkaraya, which is the

official agent for Honda motorbikes. This PT is a branch of PT. Trio Motor. PT. Trio Motor is trusted to be the Main Honda Motorcycle Dealer for the South Kalimantan and Central Kalimantan regions. In 2009, precisely on March 27 2009, Trio Motor, which started as an individual, changed to a Limited Liability Company (PT).

The developments experienced by PT. Trio Motor must be connected to its human resources, especially the Performance of its employees. Human resources are essential in achieving goals within a company. The demands within the company are becoming more of a concern because they can become dangerous in production activities if they cannot manage them well.

The first factor that influences employee performance is organisational culture. Organisational culture is a characteristic upheld in an organisation or everyday community life; this cannot be separated from the cultural ties created.

The culture that exists at PT. Honda Trio Motor is a philosophy that originates from the founder of PT. Astra International Tbk is the holding company. It is reflected in adherence to organisational culture based on the Astral philosophy, namely, Catur DHARMA. Catur Dharma itself has several points, namely:

1. Become a valuable property for the nation and state.
2. Provide the best service to customers.
3. Respect individuals and foster cooperation.
4. Always try to achieve the best.

From Catur Dharma above, there is an organisational culture phenomenon at PT. Honda Trio Motor Palangkaraya is inversely proportional to the existing Catur Dharma, namely that there are employees who are less able to work professionally, such as not having good cooperation between individuals and between groups, as well as a lack of motivation and enthusiasm in working so that good work results are not achieved. This problem can directly impact decreased employee performance.

Another effort to improve employee performance is to pay attention to the work environment. The work environment is where employees carry out their daily work. A conducive work environment will provide a sense of security and comfort and increase employees' ability to work optimally. Apart from that, the work environment can influence employee feelings, for example, when employees like the work environment where they work. Employees will feel happy and work optimally, and work morale will increase; employees will carry out activities more efficiently, and the way employees work will also improve. Tall. The more comfortable employees feel in the work environment, the greater the employee's productivity and Performance will be. Conversely, if employees feel the work environment is less comfortable due to the lack of work facilities, the level of employee productivity and Performance will also decrease.

The problem is that something disturbs the comfort of workers, namely, the layout of office work desks that are close together results in employees needing to be more focused on completing their work.

The layout of employees' work desks close together makes employees need to be more focused on completing their work. This less efficient layout makes them often talk about things outside of work with their co-workers, and many employees spend their working time engrossed in playing on cellphones and streaming YouTube to get rid of boredom. Mr Arifin explained that low employee performance could also be caused by the work environment of existing employees still needing to provide comfort in working. It can be seen that there are many overloaded goods in the warehouse located behind the PT office. Honda Trio Motor Palangkaraya has no workspace for employees outside the field.

Another critical effort to improve employee performance is work discipline. Work discipline is essential for an organisation or company's growth, which primarily motivates employees to be disciplined in working individually and in groups. Discipline also trains employees to follow and obey existing procedures and practices to work well. From these interviews, data was also obtained regarding employee performance, where in January - April 2022, there were several indisciplined employees at PT. Honda Trio Motor Palangkaraya was 24%, which initially was only 13%, which increased to 24%, where this figure was not in line with management's expectations. (Source: Interview with Mr. Arifin as an employee at the Head of PT. Honda Trio Motor Palangkaraya, on October 30 2023).

LITERATURE REVIEW

Organisational Culture

Organisational culture is an inherent attribute that permeates and is preserved within an organisation or in the context of community life. It is inseparable from the cultural bonds that are forged. According to Sulaksono (2019:4), organisational/company culture is the values that human resources guide in carrying out their obligations and behaviour within the organisation. Organisational culture is related to behavioural norms Ismail (2018). Lathans in Alisanda (2018) also believes that organisational culture is the norms and values that direct the behaviour of organisational members. All organisation members will behave according to the prevailing culture to be accepted by their environment. Ningsih and Setiawan (2019) provide the understanding that organisational culture is a construction of two levels of characteristics, namely visible (observable) and invisible (unobservable) organisational characteristics. Sulaksono (2019:14) suggests that indicators of organisational culture are (1) Aggressive at work, (2) Oriented towards the results to be achieved, (3) Team-oriented, (4) Ability to improve work results, (5) Maintaining and maintaining work stability. According to the author, organisational culture refers to the values, norms, beliefs, behaviours and attitudes that describe how an organisation operates and how its people interact. It creates an organisation's identity and personality, influencing how its members behave and make decisions.

Work Environment

The work environment is essential for employees. By creating a good work environment, you can motivate employees to work according to targets so that they can influence and influence the work atmosphere of other employees. According to Santoso (2022), the work environment is all work facilities and infrastructure around employees that can influence the implementation of work, starting from the workplace itself, available work facilities, work aids, cleanliness, lighting, calm, and work relationships with people around them. According to Ekawati (2022), the work environment is the conditions around workers when workers carry out their duties; this situation influences workers when carrying out their work to carry out company operations because the work environment has a vital role in workers so they can complete their duties efficiently. Effective and efficient. Nuraini in Paendong et al. (2019) suggest that the work environment indicators are: (1) Relationships between co-workers, (2) Workplace atmosphere, (3) Ability to work together, (4) Access and facilities, (5) Security. According to the author himself, the work environment is where a person works, including all elements and factors that influence the work experience and productivity of employees. The work environment covers various physical, social, psychological, and cultural aspects.

Work Discipline

Discipline is an attitude and behaviour that must be instilled in everyone inside and outside the organisation, and everyone must be willing to follow or comply with all existing and pre-agreed rules and accept all consequences if they violate them. So, gradually, it will become a positive habit and will be absorbed by the heart and soul. Discipline prevents violations of mutually agreed regulations in activities and works to avoid punishment and sanctions against individuals or groups. Discipline is a method used by managers to coordinate with their employees. The aim is to emphasise changes in employee awareness in complying with social norms and regulations that apply in the company. According to Sutrisno (2019:86), discipline shows a condition or attitude of respect in employees towards agency rules and regulations. Keith Davis in Mangkunegara (2020:129) stated, "Discipline is management action to enforce organisation standards". Work discipline is the implementation of management to strengthen organisational guidelines. According to Rivai (Alfiah, 2019), indicators of work discipline are: (1) Attendance, (2) Compliance with regulations, (3) Compliance with work responsibilities, and (4) Ethics at work. According to the author, work discipline refers to a person's obedience, obedience, responsibility and dedication to their work duties and responsibilities. It includes the extent to which a person complies with the rules, regulations, norms and work ethics in their work environment.

Employee Performance

The definition of Performance describes the level of success in implementing an activity program or policy to achieve the goals, objectives, vision and mission outlined in an organisation's strategic plan.

Performance as a result that can be achieved, qualitatively and quantitatively, by individuals or groups of people in an organisation by the authority, duties and responsibilities of each individual to achieve the goals of the organisation concerned is legal. It does not violate the law by morals and ethics. According to Afandi (2018:83), Performance is the work result that can be achieved by a person or group of people in a company by their respective authority and responsibilities to achieve organisational goals illegally, does not violate the law and does not conflict with morals and ethics. Performance is an achievement that employees have achieved in carrying out the work they have been given. Mangkunegara Dalam (Amalia & Rudiansyah, 2019) suggests that employee performance indicators are (1) Quality of work, (2) Quantity of work, (3) Cooperation, (4) Responsibility, and (5) Initiative. According to the author, employee performance refers to the extent to which an individual fulfils his duties and responsibilities at work. It includes the level of productivity, quality of work, efficiency, compliance with rules and regulations, and achievement of targets or goals set by the organisation.

The Influence Of Organisational Culture On Employee Performance

The relationship between organisational culture and employee performance has been described by several researchers who show that organisational culture positively affects employee performance. This statement is supported by the results of research conducted by Jundy (2018), which states that there is a significant influence between organisational culture and employee performance. Furthermore, research conducted by Surya (2020) also stated that there is a positive and significant relationship between organisational culture and employee performance. Other research conducted by Darmawan (2022) also shows the same results, namely that organisational culture has a positive and significant influence on employee performance.

H₁: It is suspected that organisational culture positively affects employee performance.

The Influence Of Work Environment On Employee Performance

A number of studies have been conducted to describe the relationship between the work environment and employee performance. These studies have demonstrated that the work environment has a significantly positive impact on employee performance. This statement is supported by the findings of research carried out by Jundy (2018), which states that there is a significant influence between the work environment and the Performance of employees. The research conducted by Surya (2020) stated a positive and significant relationship between the work environment and employee performance. Other research conducted by Darmawan (2022) also shows the same results: a positive and significant influence between the work environment and employee performance.

H₂: It is suspected that the work environment positively affects employee performance.

The Influence Of Work Discipline On Employee Performance

Multiple studies have explained the connection between work discipline and employee performance, and they have all found that the former influences the latter for the better. Findings from the study by Fathaniaturriska (2022) corroborate this idea, showing that workplace discipline substantially impacts productivity. Research conducted by Alfiah (2019) states that there is a significant influence between work discipline and employee performance. Furthermore, research conducted by Kusmiyatun (2020) also stated that there is a positive and significant relationship between work discipline and employee performance.

H₃: It is suspected that work discipline positively influences employee performance.

METHOD

The research used quantitative methods and test tools, such as validity, reliability, and hypothesis testing. Salespeople working for PT. Honda Trio Motor Palangkaraya make up the study's population. The researchers used a saturated sampling method to collect this data set. The number of samples used for this research is 54 respondents. The data collected is primary data taken through distributing online questionnaires (google Forms) with Likert weighting techniques, which are graded from points 1 to 5 and will be distributed to PT employees. Honda Trio Motor Palangkaraya. The data analysis technique used in this research uses component-based SEM (Structural Equation Modeling) using PLS (Partial Least Square).

Research Results And Discussion

Table 1. Outer Loading (Mean, STDEV, T-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
X1.1 <- Organizational Culture (X1)	0.766182	0.759965	0.088263	0.088263	8.680700
X1.2 <- Organizational Culture (X1)	0.844929	0.839457	0.057269	0.057269	14.753805
X1.3 <- Organizational Culture (X1)	0.834136	0.834117	0.046793	0.046793	17.826102
X1.4 <- Organizational Culture (X1)	0.787758	0.776786	0.092211	0.092211	8.543022
X1.5 <- Organizational Culture (X1)	0.840795	0.838348	0.041434	0.041434	20.292260
X2.1 <- Work Environment (X2)	0.823321	0.822730	0.055487	0.055487	14.838067
X2.2 <- Work	0.708533	0.705378	0.071433	0.071433	9.918862

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
Environment (X2)					
X2.3 <- Work Environment (X2)	0.909749	0.909647	0.030967	0.030967	29.378399
X2.4 <- Work Environment (X2)	0.925173	0.926475	0.021081	0.021081	43.886918
X2.5 <- Work Environment (X2)	0.763098	0.757099	0.066420	0.066420	11.489069
X3.1 <- Work Discipline (X3)	0.776325	0.733547	0.160428	0.160428	4.839081
X3.2 <- Work Discipline (X3)	0.757258	0.712810	0.179436	0.179436	4,220210
X3.3 <- Work Discipline (X3)	0.859235	0.819057	0.146485	0.146485	5.865688
X3.4 <- Work Discipline (X3)	0.848138	0.838060	0.121619	0.121619	6.973722
Y1 <- Employee Performance (Y)	0.773337	0.769865	0.066849	0.066849	11.568476
Y2 <- Employee Performance (Y)	0.812964	0.803292	0.057434	0.057434	14.154746
Y3 <- Employee Performance (Y)	0.747310	0.730897	0.078022	0.078022	9.578248
Y4 <- Employee Performance (Y)	0.820830	0.816631	0.059359	0.059359	13.828291
Y5 <- Employee Performance (Y)	0.724215	0.724975	0.093471	0.093471	7.748050

Source: PLS 3.0 data

From the data obtained above, the Organizational Culture indicator is measured from the Factor Loading value (Original Sample) of the variable to the indicator must be greater than 0.5, and the T-statistic value is more significant than 1.96 (Z value at $\alpha = 0.05$). Factor Loading is the correlation between an indicator and a variable. If it is more significant than 0.5, then the correlation is called valid, and if the TStatistic value is greater than 1.96, then the correlation is called significant.

Based on the outer loading table above, the indicator for the Organizational Culture variable (X_1), the indicator for the Work Environment variable (X_2), the indicator for the Work Discipline variable (X_3), and the indicator for the Employee Performance variable (Y) shows the factor loading value (original sample) is greater than 0.50 and significant (the T-Statistic value is more than the Z value $\alpha = 0.05$ (5%) = 1.96). Thus, the estimated results of all reflective indicators in this study meet convergent validity or validity.

Discriminant Validity

The next measurement model is the Average Variance Extracted (AVE) value, namely the value indicating the magnitude of the indicator variance contained by the latent variable. A convergent AVE value more excellent than 0.5 indicates good validity for the latent variable. Reflective indicator

variables can be seen from the Average Variance Extracted (AVE) value for each construct (Variable). A good model is required if the AVE value of each construct is more significant than 0.5.

Table 2. Average Variance Extracted (AVE)

	AVE
Organisational Culture (X₁)	0.664844
Work Discipline (X₃)	0.658436
Employee Performance (Y)	0.603136
Work Environment (X₂)	0.689156

Source: PLS data processing, 2023

The AVE test results for the Organizational Culture variable (X₁) were 0.664844, the Work Environment variable (X₂) was 0.689156, the Work Discipline variable (X₃) was 0.658436, and Employee Performance (Y) was 0.603136, the four variables This shows that the Average Variance Extracted (AVE) value is above the cut-off of 0.5, so it can be said that overall the variables in this study have good validity.

The composite reliability value measures construct reliability. A construct is reliable if the composite reliability value is above 0.70; the indicator is said to be consistent in measuring the latent variable.

Table 3. Composite Reliability

	Composite Reliability
Organisational Culture (X₁)	0.908285
Work Discipline (X₃)	0.884899
Employee Performance (Y)	0.883469
Work Environment (X₂)	0.916485

Source: PLS data processing, 2023

The composite reliability test results on the Organizational Culture variable (X₁) were 0.908285, the Work Environment variable (X₂) was 0.916485, the Work Discipline variable (X₃) was 0.884899, and the Employee Performance variable (Y) was 0.883469, fourth This variable shows a composite reliability value above 0.70, so it can be said that overall the variables in this study are reliable.

Partial Least Square (PLS) Model Analysis

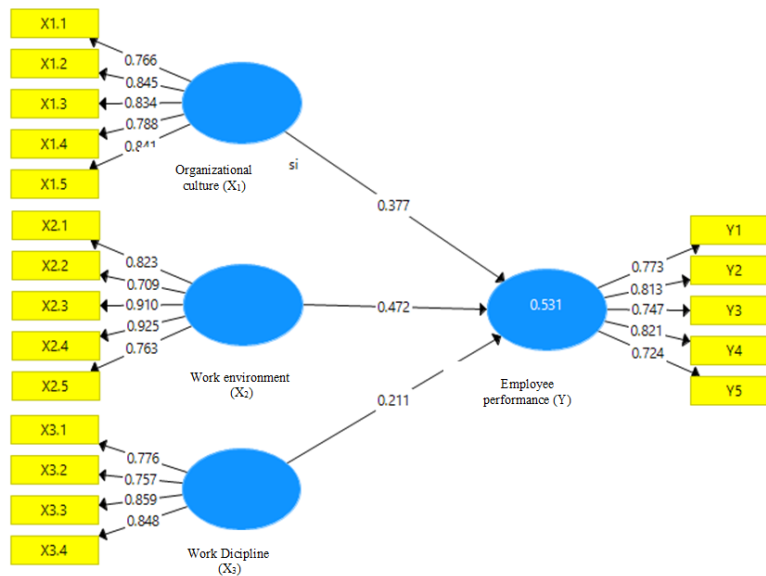


Figure 1 Outer Model

Source: Data processing, bright PLS output

Based on the PLS output image above, you can see the magnitude of the factor loading value for each indicator which is located above the arrow between the variables and indicators; you can also see the magnitude of the path coefficients, which are above the arrow line between the exogenous variables and the endogenous variables. Apart from that, you can also see the size of the R-Square, which is proper within the circle of the endogenous variable (Employee Performance variable).

Structural Model Testing (Inner Model)

Table 4. R-Square

	R Square
Employee Performance (Y)	0.531246

Source: PLS data processing, 2023.

R-Square value = 0.531246. It can be interpreted that the model can explain the phenomenon of Employee Performance, which is influenced by independent variables, including Organizational Culture, Work Environment and Work Discipline, amounting to 66.36%, while the remaining 46.87% is explained by other variables outside this research (apart from Organizational Culture, Work Environment, and Work Discipline).

Hypothesis Test

Table 5. Path Coefficients (Mean, STDEV, T-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STERR)	P Values
Organizational Culture (X1) -> Employee Performance (Y)	0.377096	0.385955	0.076805	4.909769	0,000
Work Discipline (X3) -> Employee Performance (Y)	0.210513	0.238474	0.102144	2.060949	0.040
Work Environment (X2) -> Employee Performance (Y)	0.471972	0.467982	0.087246	5.409645	0,000

Source: Data processing, 2023.

From the table above, it can be concluded that the hypothesis states:

Hypothesis one: Organisational Culture (X_1) has a positive effect on Employee Performance (Y) which is acceptable, with path coefficients of 0.377096 and a T-statistic value of 4.909769 greater than the Z value $\alpha = 0.05$ (5%) = 1.96, then it is significant (Positive).

Hypothesis two: Work Environment (X_2) has a positive effect on Employee Performance (Y), which is acceptable, with path coefficients of 0.471972, and a T-statistic value of 5.409645 greater than the Z value $\alpha = 0.05$ (5%) = 1.96, then it is significant (Positive).

Hypothesis three: Work Discipline (X_3) has a positive effect on Employee Performance (Y), which is acceptable, with path coefficients of 0.210513 and a T-statistic value of 2.060949 greater than the Z value $\alpha = 0.05$ (5%) = 1.96, then it is significant (Positive).

The Influence Of Organisational Culture On The Performance Employee

Based on the results of the research that has been carried out, it shows that this research is by the proposed hypothesis that organisational culture (X_1) has a significant positive effect on PT's employee performance (Y). Honda Trio Motor is acceptable. This research is in line with that conducted by Jundy (2018), stating that there is a significant influence between organisational culture and employee performance.

Based on the Outer Loading analysis results, the most influential indicator for organisational culture is orientation towards the results to be achieved. This indicator has the highest level of information about organisational culture variables. This research shows that it is oriented towards the results to be achieved at PT. Honda Trio Motor is a critical factor in shaping the success of organisational culture. If employees are oriented towards the results they will achieve, they will be focused and dedicated and work hard to achieve the goals or targets that have been set. Results orientation can often increase employee motivation and Performance because they have a clear vision of what they want and feel driven to achieve it. It can positively impact an employee's productivity and contribution to organisational goals.

The Influence Of Work Environment On Employee Performance

Based on the results obtained in this research, it is in accordance with the proposed hypothesis that the work environment (X_2) has a significant positive effect on employee performance (Y) of PT. Honda Trio Motor is acceptable. This research aligns with that conducted by Darmawan (2022), showing the same results: a positive and significant influence between the work environment and employee performance.

Based on the Outer Loading analysis results, the most influential indicator of the work environment is the presence of work facilities. It means that this indicator best informs work environment variables. The results of this research show that the work facilities at PT. Honda Trio Motor is a critical factor in shaping the success of the work environment. If employee work facilities are met, it is likely to increase their welfare and productivity. A work environment that is comfortable, safe and equipped with adequate facilities can provide employees with a sense of comfort and motivation. Good facilities can also create conditions that support collaboration, creativity and efficiency in carrying out tasks. Fulfilment of work facilities can contribute to employee satisfaction and help maintain their work-life balance.

The Influence Of Work Discipline On Employee Performance

Based on the results obtained in this research, the proposed hypothesis is that work discipline (X_3) has a significant positive effect on employee performance (Y) of PT. Honda Trio Motor is acceptable. This research aligns with that conducted by Fathaniaturrisika (2022), stating that there is a significant influence between work discipline and employee performance.

Based on the Outer Loading analysis results, the most influential indicator of work discipline is obedience to work responsibilities. The indicator has the highest level of information about work discipline variables. The results of this research show that compliance with work responsibilities at PT. Honda Trio Motor is a critical factor in shaping the success of the work environment. If employee compliance with job responsibilities increases, employee performance will likely increase. Adherence to job responsibilities creates a strong foundation for achieving assigned goals and tasks. Employees with a high level of obedience tend to be more efficient reliable, and contribute positively to the team and organisation. Therefore, increasing adherence to responsibilities can improve overall employee performance.

CONCLUSION

Based on test results using PLS analysis to test Organizational Culture, Work Environment and Work Discipline on PT Employee Performance. Honda Trio Motor can be concluded as follows:

Organisational culture makes a significant contribution to the Performance of PT employees. Honda Trio Motor Palangkaraya. It can be seen from the level of employees who can work towards the

results achieved. The higher the results achieved, the greater the customer satisfaction, which can strengthen business relationships and produce loyal customers.

The work environment can significantly contribute to PT employees' Performance. Honda Trio Motor Palangkaraya. It can be seen from the existence of sufficient work facilities. Good facilities can help increase employee productivity. A well-organised workspace and quality equipment can help employees work more efficiently.

Work Discipline can make a significant contribution to PT Employee Performance. Honda Trio Motor Palangkaraya. It can be seen from the level of compliance with job responsibilities. Employees who comply with their job responsibilities are usually more productive. They tend to complete tasks on time and perform well in their jobs.

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