



The Influence of Organizational Culture, Work Discipline, and Communication on the Performance of Class Medan 1 Prison Employees

Fajar Harry Sidabutar¹, Hendry², Sephins Cauling Nidia¹, Diana³

¹ Student of Bachelor Management, Faculty of Economics, Universitas Prima Indonesia,

² Center Of Excellence for Human Resource Management Research and Innovation Center,

Universitas Prima Indonesia

³ STIE Pangeran Antasar

Co – author: hendry@unprimdn.ac.id

ABSTRACT

This study aims to determine the influence of organizational culture, work discipline, and communication on employee performance in Class I Correctional Institution Medan. Employee performance as one of the indicators of organizational success is influenced by various internal factors, including organizational culture, discipline, and effective communication. The research method used is quantitative with a descriptive and explanatory approach. The sample in this study amounted to 144 employees who were selected using the Slovin formula from a population of 224 employees. The data analysis technique used multiple linear regression, classical assumption test, partial test t-test, simultaneous test F-test, and determination coefficient R². The results of the study showed that partially, the variables of work discipline had a significant effect on employee performance, while organizational culture and communication had no significant effect. However, simultaneously, these three variables had a significant effect on employee performance with in Class I Correctional Institution Medan.

Keywords : Organizational Culture, Work Discipline, Communication, Employee Performance

INTRODUCTION

Every organization needs optimal employee performance to achieve the goals that have been set. Employee performance is influenced by various factors, including organizational culture, work discipline, and communication. A strong organizational culture can shape employee values, norms, and behavior at work. High work discipline ensures that employees carry out their duties with responsibility and consistency. Meanwhile, effective communication supports coordination and collaboration in the work environment.



Class I Correctional Institution (Lapas) Medan as an institution that has a strategic role in the correctional system, requires high employee performance in order to carry out their duties properly. Therefore, it is important to understand how organizational culture, work discipline, and communication affect employee performance, in order to increase effectiveness and efficiency in the implementation of duties in Class I Prison Medan.

In an organization, organizational culture is a fundamental element that shapes the values, norms, and behavior of employees in carrying out their duties. A strong organizational culture will create a conducive work environment, increase employee loyalty, and encourage effectiveness in achieving organizational goals. In the Class I Correctional Institution (LAPAS) of Medan, organizational culture plays a very important role in building a high work ethic among employees. As a Technical Implementation Unit under the Directorate General of Corrections, Ministry of Law and Human Rights of the Republic of Indonesia, Class I Medan Prison has a great responsibility in fostering and securing inmates and community students. Therefore, a good organizational culture needs to be developed so that employees have integrity, professionalism, and commitment in carrying out their duties.

Work discipline is an important factor in determining employee performance. Work discipline reflects the level of compliance of employees with rules, procedures, and responsibilities in carrying out their duties. In Class I Prison Medan, work discipline is still a challenge, especially in terms of compliance with the use of fingerprints to record attendance and order in completing administrative tasks, such as document filing. This non-compliance can hinder work effectiveness and have an impact on low productivity. Therefore, it is necessary to improve discipline through stricter supervision, clear sanctions for violators, and appreciation for employees who show high discipline.

Communication also plays an important role in improving employee performance. Effective communication between leaders and employees will ensure that each task and instruction can be understood well, so that work can be carried out optimally. However, in the Class I Prison in Medan, there are still obstacles in communication, both between superiors and subordinates as well as between fellow employees. One of the reasons is the difference in work levels that make interaction limited. This lack of coordination causes employees to focus more on their respective tasks without good communication, so that it can hinder work effectiveness. Therefore, a more open communication strategy, such as regular meetings and discussions between employees, is needed so that the flow of information in the organization becomes smoother.

Employee performance is a measure of the success of an organization. In the context of Class I Prison Medan, employee performance greatly determines the effectiveness of inmate and student



development. Employees as the main asset in the organization must be able to work optimally in order to create high performance. However, the problems that occur are low employee discipline, such as non-compliance with the use of fingerprints to record attendance and lack of concern in completing administrative tasks, such as document filing. In addition, the lack of interaction between employees at work also has an impact on less than optimal performance. Therefore, improving discipline, communication, and work motivation is something that needs special attention in an effort to increase work effectiveness in Class I Medan Prison.

LITERATUR REVIEW

Organizational Culture

According to Fahmi (2017:117), organizational culture is the result of the process of fusing the cultural style and behavior of each individual that was previously brought into new norms and philosophies, which have the energy and pride of the group in facing something and achieving certain goals

Organizational Culture

According to Sedarmayanti (2014:75), organizational culture is a belief, attitude, and value that is generally owned and arises in the organization. In simple terms, organizational culture can be interpreted as the way an organization carries out its activities.

Work Discipline

According to Setyawati, et al. (2018), discipline is a driving tool for employees. To ensure the smooth running of work, good discipline is needed. Discipline reflects a person's awareness to obey all applicable social rules and norms. Good discipline shows the magnitude of responsibility given to individuals, so that it can encourage work passion, work morale, and realize organizational success.

Employee Performance

According to Tri Maryati (2020:7), employee performance is an achievement at a certain level in a job, program, or policy that is in line with the realization of the company's goals, vision-mission, and objectives

**Past Researcher****Table 2.1 Previous Research**

No.	Name Researchers (Year)	Research Title	Variabel	Research Results
1	Maulia Sri Dewi, Julianto Hutasuhut, Tukimin Lubis (2023)	The influence of organizational culture, work motivation, and internal work environment on the performance of PTP employees. Nusantara II Tanjung Morawa	X1 = Organizational Culture X2 = Work Motivation X3 = Work Environment Y = Employee Performance	Test F: X1, X2, and X3 simultaneously have a positive and significant effect on Y. T test: X1, X2 and X3 partially have a positive and significant effect on Y.
2	Mangarisa Tetty Melani, Suryandi Winata (2021)	The Influence of Organizational Culture, Work Discipline, and Work Environment on Employee Performance at PT. Hankook Ceremic Indonesia	X1 = Organizational Culture X2 = Work Discipline X3 = Work Environment Y = Employee Performance	Test F: X1, X2, and X3 simultaneously have a significant effect on Y. T test: X1, X2 and X3 partially have a significant effect on Y.
3	Safira Tamiya, Milda Handayani, Rini Wijayaningsih (2024)	The Influence of Communication, Motivation and Work Environment on Employee Performance at the Bekasi City Spatial Planning Office	X1 = Communication X2 = Motivation X3 = Work Environment Y = Employee Performance	Test F: X1, X2, and X3 simultaneously have a significant effect on Y. T test: X1, X2 and X3 partially have a significant effect on Y.



RESEARCH METHODOLOGY

Place and time of the research

This research was carried out at the Class I Correctional Institution (LAPAS) Medan which is located at Jl. Correctional Institution No.27, Tj. Gusta, Kec. Medan Helvetia, Medan City, North Sumatra 20125. The research will be carried out in March 2025.

Research Methods Research Approach

The approach used in this study is a quantitative method. According to Sugiyono (2020:16), quantitative research methods are based on the philosophy of positivism and are used to research a specific population or sample. Data collection is carried out using research instruments, while data analysis is quantitative or statistical with the aim of testing the hypothesis that has been determined.

Types of Research

In this study, this researcher used a quantitative descriptive research method. According to Sugiyono (2019: 13), the quantitative descriptive research method is data analysis that uses statistics in the form of descriptive statistics and inductive statistics.

Nature of Research

The nature of the research used is explanatory descriptive. According to Sugiyono (2019:82), explanatory research is one that explains the causal relationship between variables that affect the hypothesis to test the hypothesis proposed.

Population and Sample

According to Handayani (2020), population is the totality of each element to be studied that has the same characteristics, it can be an individual from a group, an event or something to be researched. The population in this study is 224 employees.

According to Arikunto (2017:173), a sample is a measure of the value and characteristics of the population. To determine the number of samples using the Slovin formula is as follows:

$$n = \frac{N}{1+Ne^2}$$



So the number of samples is obtained with the following calculation:

$$n = \frac{224}{1+(224 \times 0.05^2)}$$

$$n = \frac{224}{1+(224 \times 0.0025)}$$

$$n = \frac{224}{1+0.56}$$

$$n = \frac{224}{1.56}$$

$$n = 143.59$$

$$n = 144$$

RESULT

Statistics Descriptive

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Hours of deviation
ORGANIZATIONAL CULTURE	144	14.00	31.00	23.9375	4.32786
WORK DISCIPLINE	144	16.00	36.00	23.9792	4.00082
COMMUNICATION	144	17.00	30.00	23.5764	5.62037
EMPLOYEE PERFORMANCE	144	9.00	28.00	17.9583	3.64294
Valid N (listwise)	144				

Source : Data processing results, 2025

The table shows that the minimum value of the organizational culture variable is 14 and the maximum value is 31, with a mean value of 23.94 and a standard deviation of 4.33. The minimum value of the work discipline variable was 16 and the maximum value was 36, with a mean value of 23.98 and a standard deviation of 4.00. In the communication variable, the minimum value was recorded at 17 and the maximum value was 30, with a mean value of 23.58 and a standard deviation of 5.62. As for the employee performance variable, the minimum value



is 9 and the maximum value is 28, with a mean value of 17.96 and a standard deviation of 3.64

Classic Assumption Test Normality Test

Normality test to see whether in the regression model, its dependent and independent variables have a normal distribution or not. If the data spreads around the diagonal line and follows the direction of the diagonal line, then the regression model meets the assumption of normality. Based on the results of data processing using SPSS version 26 data, the results of the normality test were obtained using the histogram and *P-Plot graph methods* as shown in the following figure:

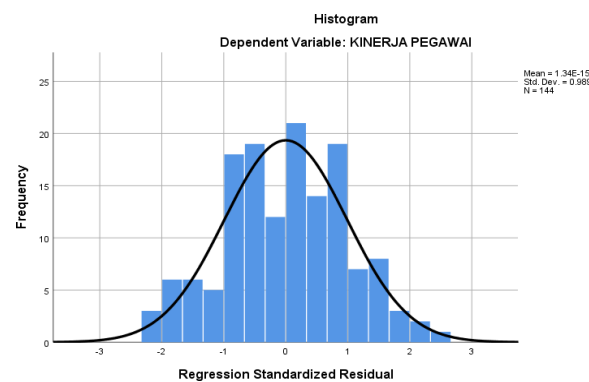


Figure 4.1 Normality Test Results Using Graphs

Graph 4.1 above shows a pattern that resembles a *bell-shaped curve*, indicating that the residues of the regression model are normally distributed. This is reinforced by a *residual mean value* close to zero (1.34E-15) and a standard deviation of 0.989 which is close to 1. Thus, it can be concluded that the residual normality assumption in the regression model has been met, making the model feasible for use in further analysis.

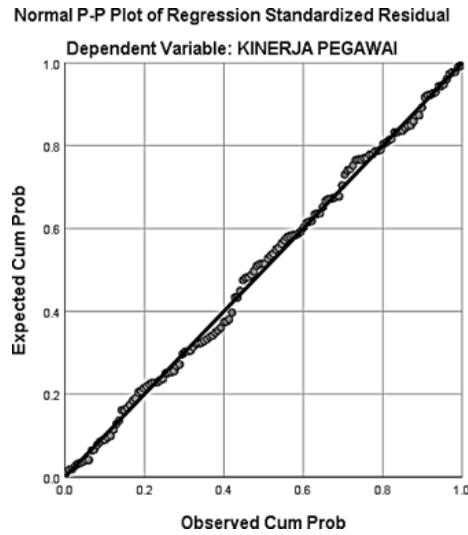


Figure 4.2 Normality Test Results Using the P-Plot Method

Figure 4.2 above shows that the points have formed and followed the direction of the diagonal line in the image, thus it can be stated that the data has been distributed normally. In addition, the basis for decision-making in the normality test can be done through the *Kolmogorov-Smirnov (K-S) non-parametric statistical test*, namely by looking at the value in the *Asimp* column. *Sig (2-tailed) > level of significant ($\alpha = 5\%$)*. The results of the *Kolmogorov-Smirnov (K-S) non-parametric statistical test* can be seen in the following table.

Table 4.9. Kolmogorov-Smirnov Non-Parametric Statistical Test Results (K-S)

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		144
Normal Parameters ^{a,b}	Mean	.0000000
	Hours of deviation	1.71996578
Most Extreme Differences	Absolute	.039
	Positive	.037
	Negative	-.039



Test Statistic	.039
Asymp. Sig. (2-tailed)	.200^{c,d}
a. Test distribution is Normal.	
b. Calculated from data.	
c. Lilliefors Significance Correction.	
d. This is a lower bound of the true significance.	

Based on the results of data processing in Table 4.5, the value of *Asymp. Sig. (2-tailed)* by 0.200. Because of the value of *Asymp. Sig. (2-tailed)* greater than 0.05, then it can be concluded that the regression model meets the assumption of normality.

Multicolligiate Test

Multicollinearity is a condition in which there is a correlation between independent variables or between independent variables that are not independent of each other. The quantity (*quality*) that can be used to detect the presence of multicollinearity is the *Variance Inflation Factor (VIF)*. VIF is used as a criterion for detecting multicollinearity on linear regressions involving more than two independent variables. A VIF value greater than 10 identifies the presence of a serious multicollinearity problem.

Table 4.10. Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	BRIGHT
1	ORGANIZATIONAL CULTURE	.993	1.007
	WORK DISCIPLINE	.994	1.006
	COMMUNICATION	.988	1.012
a. Dependent Variable: EMPLOYEE PERFORMANCE			

Table 4.6 shows that the variables of organizational culture (X1), work discipline (X2) and communication (X3) have been freed from multicollinearity where each of the VIF values < 10 is: 1.007; 1,006 and 1,012.



Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inconvenience of *variance* from *one residual* observation to another. If the *residual variance* of one observation remains then it is said to be homokedasticity, and if the *variance* is different it is said heteroscedasticity. A good model is that heteroscedasticity does not occur.

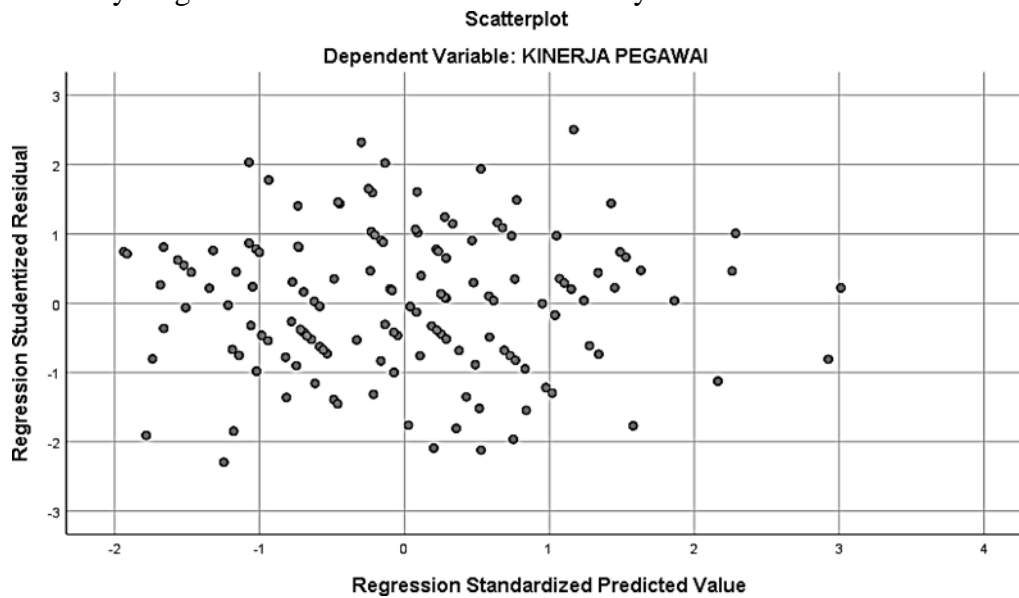


Figure 4.3 Heteroscedasticity Test Results

Based on Figure 4.2, it can be seen that the dots in the image are scattered randomly so that they can be declared free from Heteroscedasticity. The image above shows an unclear pattern spreading both above and below the number 0 on the Y axis. If the significance value > 0.05 , then heterokedasticity does not occur, but if the significance value < 0.05 , then heterokedasticity occurs. The results of the Heterokedasticity Test with the Glejser Method can be seen in the table below.

Table 4.11 Heterokedasticity Test Results with the Glejser Method

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Itself.
		B	Std. Error	Beta		
1	(Constant)	1.648	.738		2.232	.027



	ORGANIZATIONAL CULTURE	.007	.020	.031	.371	.711
	WORK DISCIPLINE	-.001	.021	-.005	-.064	.949
	COMMUNICATION	-.017	.015	-.094	-1.112	.268
a. Dependent Variable: ABS_RES						

Based on the results of data processing in Table 4.7, the significance values of organizational culture, work discipline and communication variables were 0.711; 0.949 and 0.268, respectively. The significance value produced > 0.05, then it can be concluded that there is no heterokedasticity.

Regresi Linier Berganda

Regression analysis was compiled to see the relationships that are built between the research variables, whether the relationships are positively or negatively. Based on the results of data processing that has been carried out, it can be seen that the relationship model of multiple linear regression analysis can be seen in the table below.

Table 4.12. Results of Multiple Linear Regression Analysis

Coefficientsa									
Model		Instandardized Coefficients		Standardized Coefficients	t	Itself.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	-1.600	1.274		-1.255	.211			
	ORGANIZATIONAL CULTURE	.040	.034	.048	1.190	.236	.069	.100	.047
	WORK DISCIPLINE	.802	.036	.881	22.017	.000	.879	.881	.879
	COMMUNICATION	-.027	.026	-.042	-1.048	.296	.028	-.088	-.042
a. Dependent Variable: EMPLOYEE PERFORMANCE									

Based on table 4.8, a research model with regression equations can be prepared as follows:

$$Y = -1.600 + 0.040 X1 + 0.802 X2 + -0.027 X3$$

The multiple regression equation model means:

- a. If all independent variables (Organizational Culture, Work Discipline, and Communication) are assumed to be zero, then Employee Performance (Y) is - 1,600.
- b. Value of Organizational Culture Regression Coefficient (X1) = 0.040:



Every one unit increase in Organizational Culture will increase Employee Performance by 0.040 units, assuming other variables are constant. Significant Influence: The significance value (Sig.) for Organizational Culture is 0.236. Because $0.236 > 0.05$, Organizational Culture does not have a statistically significant influence on Employee Performance. The contribution of organizational culture influence on employee performance is 0.048 (*Beta*) \times with 0.069 (*Zero-order*) = 0.003312 or around 0.33%.

- c. Value of Work Discipline Regression Coefficient (X_2) = 0.802:

Each one unit increase in Work Discipline will increase Employee Performance by 0.802 units, assuming other variables are constant. Significant Influence: The significance value (Sig.) for Work Discipline is 0.000. Because $0.000 < 0.05$, Work Discipline has a statistically significant influence on Employee Performance. This shows that Work Discipline is a strong predictor for Employee Performance. The contribution of the influence of work discipline on employee performance is 0.881 (*Beta*) \times 0.879 (*Zero-order*) = 0.774499 or around 77.45%.

- d. Communication Regression Coefficient Value (X_3) = -0.027:

Each one unit increase in the Communication variable will decrease Employee Performance by 0.027 units, assuming the other variables in the model remain constant. A negative sign on the coefficient indicates an opposite-direction relationship between Communication and Employee Performance. Significant Influence: The significance value (Sig.) for the Communication variable is 0.296. Because this value is greater than 0.05, it can be concluded that Communication does not have a statistically significant effect on Employee Performance. Influence Contribution: The magnitude of the contribution of the Communication variable to Employee Performance is shown by the result of multiplication between the standard Beta value (-0.042) and the zero-order correlation (0.028), namely: $-0.042 \times 0.028 = -0.001176$ or equivalent to about -0.12%.

Uji Hypothesis

1. Partial Test (t-test)

A statistical test of t was performed to test whether the independent variable (X) individually had a significant influence on the bound variable (Y).



Table 4.13 Partial Test Results (t-test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Itself.
		B	Std. Error	Beta		
1	(Constant)	-1.600	1.274		-1.255	.211
	ORGANIZATIONAL CULTURE	.040	.034	.048	1.190	.236
	WORK DISCIPLINE	.802	.036	.881	22.017	.000
	COMMUNICATION	-.027	.026	-.042	-1.048	.296

a. Dependent Variable: EMPLOYEE PERFORMANCE

- 1) The Influence of Organizational Culture on Employee Performance Based on Table 4.8, the organizational culture variable has a significance value of 0.236 > 0.05 and a tcal value of 1.190 < a ttable of 1.977. Although the calculation is < tableable, because the significance value is greater than 0.05, it can be concluded that organizational culture does not have a significant effect on employee performance.
- 2) The Influence of Work Discipline on Employee Performance
The work discipline variable has a significance value of 0.000 < 0.05 and a tcal value of 22.017 > a table of 1.977. This shows that work discipline has a significant effect on employee performance.
- 3) The Influence of Communication on Employee Performance
The communication variable had a significance value of 0.296 > 0.05 and a tcal value of -1.048 < a table of 1.977. Thus, communication does not have a significant effect on employee performance.

2. Simultaneous Test (F Test).

A statistical test of F (simultaneous) was performed to find out whether the independent variables together had a significant effect on the dependent variables. The results of the simultaneous tests can be seen in the following table.



Table 4.14 Simultaneous Test Results (F Test)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Itself.
1	Regression	1474.716	3	491.572	162.682	.000b
	Residual	423.034	140	3.022		
	Total	1897.750	143			
a. Dependent Variable: EMPLOYEE PERFORMANCE						
b. Predictors: (Constant), COMMUNICATION, WORK DISCIPLINE, ORGANIZATIONAL CULTURE						

Based on Table 4.10, a significance value of 0.000 is obtained which is smaller than $\alpha = 0.05$. This shows that the variables of organizational culture, work discipline, and communication simultaneously have a significant effect on the performance of Class I Medan Prison employees. The F_{cal} value is $162.682 > F_{tabel}$ is 2.67 ($162.682 > 2.67$), so it can be concluded that organizational culture, work discipline, and communication together have a significant influence on the performance of Medan Class I Prison employees.

3. Determination Coefficient Analysis (R^2)

The determination coefficient test was carried out to see how much the variables of work discipline, work environment and motivation explained the variation of dependent variables, namely work productivity. The results of the determination coefficient test can be seen in the following table.

Table 4.15. Determination Coefficient Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.882a	.777	.772	1.73830
a. Predictors: (Constant), COMMUNICATION, WORK DISCIPLINE, ORGANIZATIONAL CULTURE				



Based on table 4.11, it is known that the Rsquare value is 0.772 or equal to 77.20%. This means that organizational culture, work discipline and communication are able to explain the work productivity of employees by 77.20% and the remaining 22.80% is explained by other independent variables that are not included in this research model.

DISCUSSION

The Influence of Organizational Culture on Employee Performance Based on the results of the study on the influence of organizational culture on employee performance, it was found that the significance value for the organizational culture variable was 0.236. Because the significance value of 0.236 is greater than 0.05, it can be concluded that **organizational culture does not have a partial significant effect on employee performance**. Although the tcal value (1.190) is smaller than the ttable (1.977), the p-value (Sig.) exceeding the threshold of 0.05 indicates that the influence is not statistically strong enough to be statistically significant. These results show that, in the context of this study, variations in organizational culture do not significantly affect employee performance.

The Effect of Work Discipline on Employee Performance

Based on the results of the study on the influence of work discipline on employee performance, it was found that the significance value for the work discipline variable was 0.000. Because the significance value of 0.000 is smaller than 0.05, and the tcal value (22.017) is much greater than the ttable (1.977), it can be concluded that **work discipline has a partial significant effect on employee performance**. This means that the level of work discipline has the ability to significantly affect employee performance. The higher the level of work discipline, the higher the employee performance, and vice versa.

The Influence of Communication on Employee Performance

Based on the results of the study on the influence of communication on employee performance, it was found that the significance value for the communication variable was 0.296. Because the significance value of 0.296 is greater than 0.05, it can be concluded that **communication does not have a partial significant effect on employee performance**. Although the tcal value (-1.048) is smaller than the ttable (1.977), the p-value (Sig.) exceeding the threshold of 0.05 indicates that the relationship is not statistically significant. This means that, in the context of this study, variations in the quality or quantity of communication did not significantly contribute



to changes in employee performance.

CONCLUSIONS

Conclusion

1. The Influence of Organizational Culture on the Performance of Class I Medan Prison Employees:

Based on the results of the partial test (t-test), organizational culture does not have a significant effect on the performance of Class I prison employees in Medan. Although the t-value of the calculation (1.190) is smaller than the ttable (1.977), the significance value (0.236) greater than 0.05 indicates that the effect is not statistically significant.

2. The Effect of Work Discipline on the Performance of Class I Medan Prison Employees:

Based on the results of the partial test (t test), work discipline has a significant effect on the performance of Class I Medan Prison employees. This is indicated by a significance value (0.000) which is smaller than 0.05, as well as a calculated t-value(22.017) which is much larger than the ttable (1.977). The better the employee's work discipline, the higher the performance achieved.

3. The Effect of Communication on the Performance of Class I Medan Prison Employees:

Based on the results of the partial test (t-test), communication did not have a significant effect on the performance of Medan Class I Prison employees.

This is indicated by a significance value (0.296) that is greater than 0.05, although the tcal value (-1.048) is smaller than the ttable (1.977). The negative direction of the relationship also suggests that improved communication in this context does not significantly improve performance.

4. The Influence of Organizational Culture, Work Discipline, and Communication Simultaneously on the Performance of Class I Medan Prison Employees:

Based on the results of the simultaneous test (F test), organizational culture, work discipline, and communication together (simultaneously) had a significant effect on the performance of Class I Medan Prison employees. This is indicated by a significance value (0.000) that is smaller than 0.05 and a Fcal value (162.682) that is greater than Ftable (2.67). The contribution of the influence of these three variables on employee performance was 77.20%, while the remaining 22.80% was influenced by other factors outside of this research model.

SUGGESTION

Based on the above conclusion, in this case the author can suggest the following:



1. For future researchers, for the study to add other variables such as leadership, compensation, work environment, job satisfaction, or workload that are suspected to have a greater influence on employee performance.
2. For Class I Medan Prison, it is recommended to pay attention to other factors that are likely to be more influential for improving employee performance.
3. For Universitas Prima Indonesia, the results of this study can be used as an additional reference that the influence of Human Resources variables on performance is not always significant.
4. For researchers, with this study, it is hoped that researchers can gain more knowledge about the influence of organizational culture, work discipline and communication on employee performance.

REFERENCES

- Agus, M. Hardjana. (2016). *Communication Sciences*. Bandung: PT. Teenager Rosdakarya.
- Akbar, H., Rozzaid, Y., & Anwar, M. (2019). *Leadership and Organizational Culture Impact on Employee Performance*. *Journal of Economic and Business*, 5(1), 67–80.
- Arikunto, Suharsimi. (2017). *Development of Research Instruments and Program Assessment*. Yogyakarta: Student Library.
- Burhannudin, B., Zainul, M., & Harlie, M. (2019). *The Influence of Work Discipline, Work Environment, and Organizational Commitment on Employee Performance: A Study on Banjarmasin Islamic Hospital*. *Journal of Aksipreneur: Management, Cooperatives, and Entrepreneurship*, 8(2), 191–206.
- Busro, Muhammad. (2018). *Theories of Human Resource Management*. Jakarta: Prenada Media Group.
- "Come on, Sunyoto. (2016). *Human Resource Management*. Jakarta: PT Buku Seru. Edison, Emron, et al. (2016). *Human Resource Management*. Bandung: Alfabeta.
- Effendy, O. U. (2017). *Theoretical Science and Philosophy of Communication*. Bandung: PT. Image of Aditya Bakti.
- Effendy, O. U. (2019). *Introduction to Communication Science Fifth Edition*. Jakarta: PT. Raja Grafindo Persada.
- Fahmi, Irham. (2014). *Corporate Financial Management and Capital Markets*. Jakarta: Mitra Wacana Media.
- Fahmi, Irham. (2017). *Human Resource Management: Theory and Application*. Bandung: CV.



- Alphabet.
- Ghozali, I. (2009). *Application of Multivariate Analysis with SPSS Program*. Semarang: Publishing Agency of Diponegoro University.
- Ghozali, I. (2013). *Multivariate Analysis Application with IBM SPSS 21 Program: PLS Regression Update*. Semarang: Publishing Agency of Diponegoro University.
- Ghozali, I. (2018). *Multivariate Analysis Application with IBM SPSS 25 Program*. Semarang: Publishing Agency of Diponegoro University.
- Hakim, Fachrezi & Khair, Hazmanan. (2020). The Influence of Communication, Motivation and Work Environment on Employee Performance at PT. Angkasa Pura II (Persero) Kualanamu Branch Office. *Scientific Journal of Master of Management*, 3(1), 107–119.
- Prepare. (2020). *Qualitative & Quantitative Research Methods*. CV. Science Library.
- Hasibuan, Malayu S.P. (2015). *Basic Management, Definition, and Problems (Revised Edition)*. Jakarta: Bumi Aksara.
- Kurniawan, R., & Yuniarto, B. (2016). *Analysis of Basic Regression and Its Application with R*. Jakarta: Kencana.
- Maryati, Tri. (2021). *Organizational Culture, Work Environment, Job Satisfaction, and Employee Performance*. Yogyakarta: UMY Press.
- Rahmawati, M., & Juwita, K. (2019). The Effect of Organizational Commitment and Organizational Culture Implementation on the Performance of Lantabur Sharia Bank Employees. *Dewantara Journal of Management & Business Research*, 2(2), 63–72.
- Santoso, A. B. (2018). The Influence of Work Discipline, Work Motivation, and Organizational Culture on Employee Performance. *Journal of Management and Public Administration*.
- Serendipity. (2014). *Human Resource Management (Bureaucratic Reform and Civil Servant Management) (Seventh Edition)*. Bandung: PT. Aditama Review.
- Setyawati, K., Kristianti, L., Aryani, N. A., & Ningrum, E. P. (2018). Work Stress and Work Discipline on Employee Performance. *JRMB*, 3(3), 405–412.
- Simamora, H. (2015). *Human Resource Management (III Edition)*. Yogyakarta: STIE YKPN.
- Suharno. (2016). *Business Communication: The Role of Interpersonal Communication in Business Activities*. Yogyakarta: PT. Exciting Book.
- Sugiyono. (2017). *Quantitative, Qualitative, and R&D Research Methods*. Alfabeta. Sugiyono. (2019). *Quantitative, Qualitative, and R&D Research Methods*. Bandung: Alfabeta. Sugiyono. (2020). *Quantitative, Qualitative, and R&D Research Methods*.
- Sumanto. (2014). *Theory and Application of Research Methods*. Yogyakarta: CAPS. Sutrisno, E.



- (2017). Human Resource Management. Jakarta: Kencana.
- Torang, Dr. Syamsir. (2014). Organization and Management. Bandung: Alfabeta.
- Wasiman, W. (2018). The Influence of Leadership Style, Motivation, and Communication on Employee Performance at Private Hospitals in Batam City. *Public Writing*, 2(1), 18–30.
- Wibowo. (2016). Performance Management (Fifth Edition). Jakarta: PT. Raja Grafindo Persada.
- Wijaya, T. (2015). The Effect of Motivation and Compensation on Employee Performance at PT Sinar Jaya Abadi Bersama. *Now*, 3(2), 37–45.