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The Optimizing Performance: The Approach of Work Discipline and Organization Culture

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Abstract: In order to determine and evaluate the relationship between discipline, organizational culture, employee performance, and their interaction, the study was designed to provide answers to the following research questions: (1) What is discipline? (2) What is organizational culture? (3) What is employee performance? (4) Do discipline and organizational culture affect employee performance? The research methodologies employed included explanatory survey and path analysis with descriptive survey. On a broader note, it can be seen that there are other factors which cause targets not to be achieved in the organization apart from a large number of employees being late. PT. Hasakona Binacipta must identify these variables and enhance them to improve employee performance.

Keyword: Discipline, Organization Culture and Performance

INTRODUCTION

The economy of the world is in the middle of a transition. In some countries, structural issues have taken hold of their economic sectors, which include demographic problems. Europe, Japan, PRC, and Singapore are struggling with the problems associated with an aging population, where individuals over 40 years old or an inverted pyramid composition, where old age dominates the society more than young people. On the other hand, Indonesia still has a young demographic composition. Therefore, Indonesia can develop because its labor market is supplied with new workers who are healthy and energetic. The environment here has its own issues to contend with as well.

The issue associated with the aging population is mainly about the expenditure for ensuring health. In turn, young demographics face another type of challenge that concerns the number and quality of human resources. The rise of Industry 4.0, which includes Automation, Analytics, Cyber-physical Devices, and IoT (Internet of Things), will lead to several transformations in our lives like the work domain, demand for a particular workforce, among

others. According to Sutadji (2010: 22), a good workforce will advance the company. On the other hand, PT Hasakona still can't meet the target as presented in Table 1.

Table 1. Quality Objectives of PT Hasakona Binacipta No. Doc. HB.SP.01

Quality Objective	Target	Reality
Increase company sales	1 <i>International Client</i> (PO)	Not Achieved
	4 <i>New Clients</i> (PO)	Not Achieved
	2 <i>Repeat Orders</i> (PO)	Not Achieved
	Handling response complain	Not Achieved
	Customer Satisfaction	Not Achieved
Better product design	Ability to calculate process	Not Achieved
	Mechanical capability	Not Achieved
	Drawing ability	Not Achieved
	Electrical capability	Not Achieved
	Instrument capabilities	Not Achieved
Product quality in accordance with the demand for goods and good quality	Quality of <i>work Manship</i>	Not Achieved
	Controlled Budget	Achieved
	<i>Delivery Time</i>	Achieved
	<i>Maintenance of fabrication tools</i>	Not Achieved
Meet customer requirements	Meet <i>Approve Manufacture List</i>	Not Achieved
Having the best employees	Labor supply as required	Achieved
	Employee Competency	Not Achieved
	Rotation and mutation	Not Achieved
Company profit of PT. Hasakona Binacipta	<i>Reduce the operational</i>	Not Achieved
Improvement in Quality improvement	S.O.P. <i>Review</i>	Not Achieved
	<i>Sharing Session</i>	Not Achieved
Zero work accidents and PAK	500,000 hours without LTI	Achieved
	3,000 hours without a <i>near miss</i>	Achieved
	0 (<i>zero</i>) PAK	Achieved
Comply with OHS regulations	100% adhere to the rules K3	Achieved

Source: PT Hasakona Binacipta Quality Objective Document

From Table 2, it can be determined that one of the internal factors affecting performance is the low level of employee discipline.

Table 2. Absence of employees of PT Hasakona Binacipta (February - May 2019)

Period	Too late	Employees
Jan. 25 - Feb. 24	601	69
Feb. 25 - Mar. 4	617	73
Mar 25 - Apr 24	653	77
Apr. 25 - May 4	774	77

Source: Human Resources PT Hasakona Binacipta

From Table 2, it can be determined that one of the internal factors affecting performance is the low level of employee discipline.

Table 3. Poor Organizational Culture of PT Hasakona Binacipta

Poor Organizational Culture PT. Hasakona Binacipta
Social Strata
<i>High Profile</i>
Employees who often gossip about other employees, lack of tolerance.

Source: Minutes of Meeting, July 1, 2019 - HSE, HR & GA

Research data suggest that employees at PT. HBSK do not have good levels of discipline when it comes to punctuality at work. The high prevalence of tardiness is one of the indicators used by researchers to conclude that employees are not disciplined upon reporting for duty. It is this poor organizational culture that can have severe implications on the future prospects of PT. Hasakona Binacipta, especially if the company wants to recruit new employees; this will create a terrible organizational culture because other new employees will also copy such behavior. Implementing vision and mission is not a piece of cake for approximately 78 workers in PT.

Hasakona Binacipta: The unity that is found among the employees in terms of seeing their organization with the same soul or feeling is very lacking.

LITERATURE REVIEW

Discipline

The main benefit of work discipline is that it serves as a tool for managers in their interaction with employees, through which they can stimulate desired behavior and also contributes to creating a person’s awareness and willingness to follow all the rules established in the company. The second point of view on this issue belongs to Hasibuan (2006: 444) according to whom ‘work discipline is an individual feature based on awareness and willingness of a person to observe all company rules and standards accepted in social order. Referring to Mangkunegara (2011: 129), he recommends that the structure of work discipline should take such a form:

1. Preventive discipline
2. Corrective discipline
3. Progressive discipline

Organizational Culture

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Employee Performance

The success of an organization is influenced by the performance (*job performance*) of human resources, for that every company will try to improve employee performance in achieving predetermined organizational goals. Organizational culture that grows and is well maintained will be able to spur the organization towards better development.

According to Mangkunegara (2007) that the term performance from the words *job performance* or actual performance (work performance or actual achievement achieved by a

person) is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Furthermore, Mangkunegara (2007) states that in general, performance can be divided into two, namely individual performance and organizational performance.

High discipline at work and supported by a strong organizational culture will be able to improve employee performance. Employees who act disciplined will work optimally. Thus, employee performance will also increase and bring the company to be able to achieve the vision that has been set. However, this will be different if the applied organizational culture is not appropriate, this will have an impact on work discipline and this will affect employee performance which is not optimal.

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RESEARCH METHODS

To this end, the research methodology used here is both descriptive and verificatory in nature. In this study, therefore, we are going to test if discipline and organizational culture impact employee performance at PT Hasakona Binacipta.

An example of the unit of analysis in this study included PT Hasakona Binacipta employees. The research falls under the cross-sectional classification.

At PT Hasakona Binacipta, secondary data is retrieved from documentation. The primary data, on the other hand, consists of perceptions about discipline, organizational culture, and employee performance at PT Hasakona Binacipta.

Although the method used to select participants in this study is probability sampling, the focus of this research is to investigate the relationship between discipline, organizational culture, and performance among employees of PT Hasakona Binacipta in the office. Therefore, for validity and reliability purposes, all employees present in the office were approached, resulting in a total sample size of 40 respondents.

Analysis Design and Hypothesis Testing

The methodology involved descriptive analysis and quantitative analysis methods. Descriptive analysis is meant for qualitative variables in that it would help establish the causal factors' behavior. On the other hand, hypothesis testing using statistical tests in quantitative analysis provides insight into how these variables behave. In this respect, a combination of both methods can be used to draw more comprehensive generalizations.

Data obtained from qualitative variables is captured by describing each variable in terms of indicators, so that each indicator can be measured on an ordinal scale via the magnitude of answer rating. The data to be used for path analysis technique should have a measurement level of at least interval because through Methods of Successive Intervals, data transformation is done.

The research data was analyzed using the path analysis method to determine how the different variables interact and impact employee performance. Path analysis is a statistical method that allows us to assess the strength of these relationships and express them as percentages.

RESEARCH RESULTS AND DISCUSSION

Respondents' Responses to Discipline Variables

According to the findings of this research, respondents' answers on the discipline variable indicate that the highest score among other statements is in the indicator about Work Discipline and the sentence "I accept sanctions when I make mistakes and harm the company," which means that employees have a high awareness level towards penalties given for their errors or breaches to ensure adherence to the rules. In contrast, the lowest score on the Work Discipline variable is associated with the statement "Strict sanctions for those who violate rules and make mistakes." It proves that within PT. HASAKONA BINACIPTA, not all workers are in favor of imposing strict punishments on every worker who makes a mistake.

Meanwhile, the workers are willing to accept penalties if they make mistakes but reject harsher sanctions when they are imposed on any offender.

Respondents' Responses to Organizational Culture Variables

The findings from the study indicate that respondents' rating of the variable on Organizational Culture displays "Appreciating every responsible individual in expressing their ideas" as having the highest mean score among other indicators of the variable on Organizational Culture. This demonstrates that leaders and employees always value each person who expresses his or her opinion about duties taken. Conversely, the lowest mean score for the Organizational Culture variable is found in the item "I will always defend my ideas." It shows that within PT. HASAKONA BINACIPTA employees are in a position to accommodate suggestions from other people, even if they may not be readily accepted by all. This means that, on the one hand, employees are ready to accept punishment if they make mistakes but do not agree if strict punishment is given for every offender.

Respondents' Responses to Performance Variables

The results of the study indicate that respondents' responses in relation to the variable "performance" were generally favorable. Each employee strives to provide high-quality work compared to their colleagues. In other words, respondents rated highest for the performance indicator of the variable: "I try to produce good quality work compared to coworkers." This illustrates that an employee is working hard as an individual rather than a team member, not only to compete with other employees but also with management to produce better quality. This can be very helpful in enhancing the organization's effectiveness.

By contrast, the lowest performance score occurs in only two assertions, to be specific, the original item where it states "On the job, my output quality improves over the previous task and it is timely as per the company plan," depicting that some workers do not work within the time frame imposed by the company, thus leading to a reduction in the organization's achievements.

The second statement is "I support colleagues if they have not yet completed their tasks," and this criterion also shows that there are some employees who work in PT. HASAKONA BINACIPTA cannot collaborate effectively with other workers.

Validity and Reliability Test

Validity Test

To test the reliability and validity of the instrument used for this study, the IBM SPSS Statistics 20.0 software package was employed.

Table 4. Results of the Discipline Variable Validity Test

Variables	Item Statement	Item Total Correlation (r-count) Perception Level	Significant Level	Conclusion
<i>Discipline</i>	1	0,608	0,361	Valid
	2	0,495	0,361	Valid
	3	0,417	0,361	Valid
	4	0,638	0,361	Valid
	5	0,517	0,361	Valid
	6	0,615	0,361	Valid
	7	0,514	0,361	Valid

Source: SPSS 20 Processing Data

The instruments of all questions in table 4 on the discipline variable were found valid because the r-count was greater than 0.361.

Table 5. Organizational Culture Variable Validity Test Results

Variables	Item Statement	Item Total Correlation (r-count) Perception Level	Significant Level	Conclusion
<i>Organizational Culture</i>	1	0,557	0,361	Valid
	2	0,510	0,361	Valid
	3	0,453	0,361	Valid
	4	0,243	0,361	Invalid
	5	0,502	0,361	Valid
	6	0,422	0,361	Valid
	7	0,345	0,361	Valid

Source: SPSS 20 Processing Data

All the variables in Table 4 regarding the field question were considered valid based on test results with an r-count above 0.361.

Table 6. Performance Variable Validity Test Results

Variables	Item Statement	Item Total Correlation (r-count) Perception Level	Significant Level	Conclusion
<i>Performance</i>	1	0,583	0,361	Valid
	2	0,661	0,361	Valid
	3	0,600	0,361	Valid
	4	0,425	0,361	Valid
	5	0,524	0,361	Valid

Source: SPSS 20 Processing Data

It is evident from Table 6 that all the tools under the Learning Method variable are reliable and justified by virtue of r-count > 0.3.

Reliability

Reliability testing is executed via internal consistency, or the level of accuracy of the result. According to Sekaran (2010: 182), a measuring instrument can be considered reliable and processed in the further stage if the coefficient value $r \geq 0.6$. When the coefficient value of a measuring instrument is less than $r < 0.6$, it can't be called reliable.

Table 7. Reliability Test Results of Questionnaire Questions Per Variable

Variables	Grain Statement	Item Total Correlation (r-count) Perception Level	Level Significant	Conclusion
Work Discipline	1	0,719	0,631	Valid
Organizational Culture	2	0,642	0,631	Valid
Performance	3	0,707	0,631	Valid

Source: SPSS 20 Processing Data

From Table 7, it can be deduced that all constructs of discipline, organizational culture, and performance are reliable since $r > 0.6$.

Path Analysis

The path coefficient, denoted by px_{ij} , quantifies the degree of influence that a causal variable has on the effect variable. There are two methods to assess the path coefficient: overall and individually. The individual testing formula was developed by AlRasjid based on JK-JHK and the correlation matrix. In contrast, the formula proposed by Cohen uses the coefficient of multiple determination as its basis.

To perform path analysis, a relationship model of the studied variables is constructed, where the variable relationship directions go from the extreme left to the extreme right, and the interaction between variables is indicated by arrows. The particular relationship model will differ depending on how the hypotheses about connections between research variables have been developed, using common research variables to create relationship models.

Simultaneous Testing and Results

An exploratory factor analysis will be conducted on each substructure of the aforementioned element, and this will be facilitated through the use of the SPSS software.

Table 8. Simultaneous Testing of X_1 and X_2 on Y
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	80.281	2	40.140	11.943	.000 ^b
Residuals	124.359	37	3.361		
Total	204.640	39			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), ORGANIZATIONAL CULTURE, WORK DISCIPLINE

Source: Results of statistical data processing with SPSS

The data presented in the table indicate that the significance value is less than 0.05, thus supporting the hypothesis. This means that the test findings are important, which implies that, in general, there is a significant impact of work discipline and organizational culture variables on performance.

With regard to the parallel effect of external factors different from X_1 and X_2 , we refer to the SPSS output summary model provided here, where the R Square value is 0.125, which represents a strength or coefficient of determination (KD).

Table 9. Simultaneous influence of external influences other than X1 and X2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.626 ^a	.392	.359	1.83332

a. Predictors: (Constant), ORGANIZATIONAL CULTURE, WORK DISCIPLINE
 Source: Results of statistical data processing with SPSS

Referring to the model summary table from the SPSS output, it can be observed that the coefficient of determination R² is 0.392, which indicates the other effect $\rho_{X1X2} = 1 - 0.392 = 0.608$ that is used for calculating the Coefficient of Determination (KD).

$$KD = R \text{ Square} \times 100\% = 0.392 \times 100\% = 39.2\%$$

From the preceding coefficient calculation, it can be inferred that the variables of Work Discipline (X1) and Organizational Culture (X2) together have an effect of 39.2%, while another 60.8% of the effect is linked to other variables that are beyond the scope of this research.

Partial Substructure Testing

Table 10. Partial Substructure Testing Coefficient Value
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Error	Beta		
1	(Constant)	3.863	2.184		1.769	.085
	WORK DISCIPLINE	.155	.102	.217	1.521	.137
	ORGANIZATIONAL CULTURE	.445	.126	.501	3.520	.001

c. Dependent Variable: PERFORMANCE

Source: Results of statistical data processing with SPSS

In this particular investigation, the basis for decision-making is to evaluate the significance value of a given test criterion as it relates to how significant the results obtained from using X1 and X2 separately or partially affect Y.

- a. If the result of the significance value > the specified significance value, then *H₀* is accepted.
- b. If the result of the significance value < the set significance value, then *H₀* is rejected.
- c.

In order to see how much effect can be observed from the beta value or standardized coefficients, we need to look at the significance values. With a significance level set at 0.05, we can determine that the decision above leads us to rejecting *H₀*.

- a. The significant value of the Discipline Variable (X₁) is 0.137, so partially Discipline does not have an influence on employee performance. So that the *H₀* Value is Accepted
- b. The significant value of the Organizational Culture Variable (X₂) is 0.001, so partially Organizational Culture has an influence on Employee Performance

Correlation Analysis Calculation Results

Using the path analysis approach, it is required to establish whether Discipline (X1) and Organizational Culture (X2) exert causal influence on Employee Performance (Y). Initially, you need to compute the correlation matrix between Discipline (X1), Organizational Culture (X2), and Employee Performance (Y). This value can be obtained from SPSS output as shown below.

Table 11 Correlation Analysis Calculation
Correlations

		Discipline	Organizational Culture	Employee Performance
Work Discipline	Pearson Correlation	1	.435**	.354*
	Sig. (2-tailed)		.005	.025
	N	40	40	40
Organizational Culture	Pearson Correlation	.435**	1	.152
	Sig. (2-tailed)	.005		.348
	N	40	40	40
Performance	Pearson Correlation	.354*	.152	1
	Sig. (2-tailed)	.025	.348	
	N	40	40	40

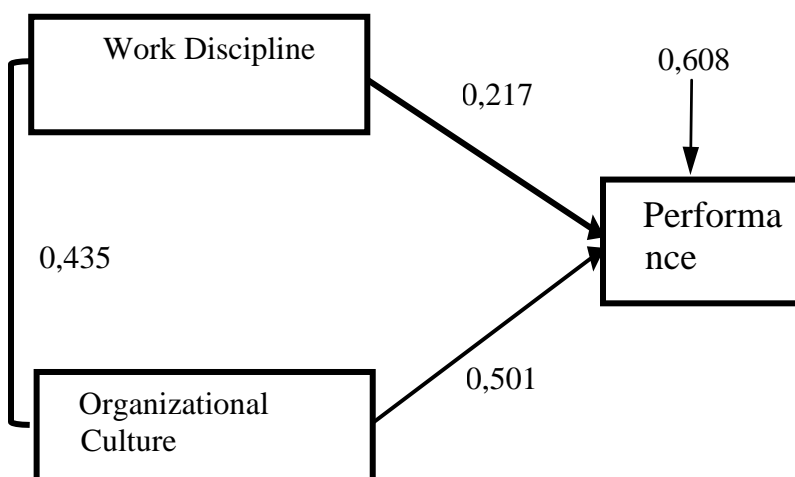
** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Results of statistical data processing with SPSS

Considering all the arguments mentioned, it can be inferred that discipline and organizational culture have an effect on employee performance. The results of this analysis are graphed in a path diagram below:

Figure 1
Empirical causal relationship framework between variables



Drawing from the above chart, this report lays out an empirical causal path connecting Discipline (X1) and Organizational Culture (X2) to Employee Performance (Y). It is formulated as follows:

$$Y = 0.217X_1 + 0.501X_2 + \epsilon_1$$

Direct and Indirect Influence of Discipline (X1) and Organizational Culture (X2) on Employee Performance (Y)

To calculate the direct and indirect impacts of variables X1 and X2 on Y, you can do the following:

- 1) Direct effect of X₁ on Y
$$= (\rho_{yx1})^2$$
$$= (0,217)^2$$
$$= \mathbf{0,047}$$
- 2) Direct effect of X₂ on Y
$$= (\rho_{yx2})^2$$
$$= (0,501)^2$$
$$= \mathbf{0,251}$$
- 3) Indirect effect of X₁ through X₂ on Y
$$= \rho_{yx1} \times r_{x1x2} \times \rho_{yx2}$$
$$= 0.201 \times 0.435 \times 0.501$$
$$= \mathbf{0,044}$$
- 4) Indirect effect of X₂ through X₁ on Y
$$= \rho_{yx2} \times r_{x1x2} \times \rho_{yx1}$$
$$= 0.501 \times 0.435 \times 0.210$$
$$= \mathbf{0,044}$$

Statistical Results

It can be concluded from the outcome of the Discipline towards Employee Performance research that discipline significantly and positively influences employee performance directly with a beta coefficient of 0.201, which indicates 22.3%. In other words, employees who show discipline throughout their workday, such as coming in on time and following rules and regulations at work, will generally perform well (Setiawan & Waridin, 2006:189).

Based on the calculation using the formula $(\rho_{yx2})^2$, the direct effect of Organizational Culture on Employee Performance is found to be 0.501, which indicates a positive impact with an intensity of 60.2%. Having an influence at such high values proves that organizational culture impacts employee performance, thus making organizational culture a variable that will significantly contribute to employee performance.

Harlie (2012) was consistent with his findings in stating that organizational culture can affect employee performance. He, however, showed a small, positive, and insignificant influence of organizational culture.

Given that the indirect effect of Discipline through Organizational Culture on Performance is equal to the indirect effect of Organizational Culture through Discipline on Employee Performance, we can conclude that ethical behavior and orientation towards employees' interests will enhance cooperative work efforts. Attention to details and adherence to work rules will impact quality in positive ways. In addition, high attendance rates and work aggression contribute significantly towards improving the productivity and effectiveness levels for employees in the workplace.

According to Radeswandri and Utami (2013), work discipline and organizational culture have a direct, positive, and significant relationship with employee performance. It is evident from their study results that work discipline and organizational culture are positively related to the level of employee performance. Thus, the stronger the work discipline and organizational culture are, the greater their influence will be on enhancing employee performance.

CONCLUSIONS AND SUGGESTIONS

Conclusion

The overall employee satisfaction level of disciplinary action exercised by the leadership of PT Hasakona Binacipta can be termed as moderate. This is evident in the capability of employees to embrace penalties issued by company leaders if they offend rules or create an issue that impairs the organization's success. Judging by satisfaction levels, it appears that female workers are more amenable to rules set forth by the upper management compared to males. Meanwhile, such employee discipline hardly affects employee performance improvements or declines in PT Hasakona.

The existing culture at PT Hasakona Binacipta is performing fairly adequately. The satisfaction level of the current male and female employees with the organizational culture at PT Hasakona Binacipta has been positive. This situation regarding the organizational culture can certainly affect the level of employee performance to a large extent.

Employee performance at PT Hasakona Binacipta is quite acceptable. In this respect, it is possible to note the level of employee satisfaction with the performance that has been shown. However, it is clear that work discipline and organizational culture at PT Hasakona Binacipta also have a significant impact on employee performance.

Suggestions

The authors propose that the management of PT Hasakona Binacipta could monitor the implementation of disciplinary actions by all staff and assess its effectiveness as a means to boost employees' performance. The researchers believe that organizational culture is an important determinant in creating a conducive working environment where there is harmony between employees. To maintain this condition, they recommend organizing activities aimed at strengthening relationships among employees, which can result in a more pleasant atmosphere than currently exists.

To improve the work effectiveness of PT Hasakona Binacipta, one of the initiatives by its management is to pay more attention to creating an organizational culture that is superior to a discipline based on punitive action. With such a culture, moving backward from its current stage could cause a decrease in employee productivity that will eventually affect performance.

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