



Effect of Education and Training, work discipline and Organizational Culture on Employee Performance

Andi Amirul Mukminin †, Baharuddin Semmaila 2, Ramlawati Ramlawati 3

Universitas Muslim Indonesia, Urip Sumohardjo KM. 5, Panaikang, Makassar, 90231, South Sulawesi, Indonesia

Submission Info :

Received 06 July 2020
Accepted 06 July 2020
Available online 07 July 2020

Keywords :

Education
Training
Work Discipline
Organizational Culture
Performance

Email Adress :

semutrangrangberekor@yahoo.co.id
baharuddin.semmaila@umi.ac.id
ramlawati.ramlawati@umi.ac.id

Abstract

This study aims to analyze and assess the effect of education and training, work discipline and organizational culture on the performance of Maros district Public Works employees. The research method used in this research is descriptive analysis and Multiple Linear Regression analysis, with a total sample of 142 respondents. The results of the study showed that education and training, work discipline and organizational culture had a positive and significant effect on the performance of Maros District Public Works employees.



This is an open access article under the [CC BY 4.0 International License](https://creativecommons.org/licenses/by/4.0/)
© Point of View Research Management (2020)

1 Introduction

This research is related to education and training, work discipline, organizational culture and performance of government employees. The urgency of this research is because the Civil Servants (PNS) are the main elements of the human resources of the State apparatus having an important role in determining the success of the administration and development (Astutik M, 2017). The current phenomenon is that government agencies sometimes find it difficult to obtain quality workforce and result in low organizational productivity, as a result of the low competence of the workforce and the environment which continues to change rapidly which gives a large impact in the form of demands to work efficient with an effective workforce.

The existence of government organizations has an important role, especially for the realization of the optimization of government services to the community. In various dynamics, government organizations are always faced with the guidance of professional service rationalization in accordance with the scope of their respective duties. In this context, the role of every employee involved in government services is always

† Corresponding author. Andi Amirul Mukminin
Email address: semutrangrangberekor@yahoo.co.id

demanding to be able to give more weight, in providing services to the community. So that this can be realized, there needs to be good discipline and culture of each apparatus so that the service concept in terms of quantity can be met and in terms of quality can satisfy the community (Astutik M, 2017).

To determine employee performance, a performance appraisal is needed in the form of a method of evaluating and valuing an employee's performance. Performance appraisals are conducted to tell employees what supervisors expect to build a better understanding of each other. In general, companies implement several policies to improve the performance of their employees, for example through education and training, implementing high work discipline and a conducive work environment (Amanda & Budiwibowo, 2017). In an organization, education and training activities carried out by employees are very important so that the human resources owned by an organization can be formed into a professional and reliable workforce. Rivai (2004) argues that if training and education are carried out systematically in an organization it will have an impact on changing the behavior of employees to achieve organizational goals. Attitude to obey and carry out tasks with full awareness and responsibility is a key key so that organizational goals can be achieved.

Education and training is an effort to develop human resources, especially to develop intellectual abilities and human personality (Deni M, 2014). Improvement, development and formation of the workforce is done through education and training efforts. These three efforts are interrelated, but operational training can be formulated as a process that includes a series of actions that are carried out intentionally in the form of training professionals in a unit of time aimed at increasing the work ability of participants in certain fields of work in order to increase effectiveness and productivity in an organization (Oemar H, 2005; Sastrohadwiryo, 2005). According to Dharma, (2005) training is a process where people get the capability to help achieve organizational goals. Basically the purpose of training and education is to want to develop employees to be skilled, educated, and professionally trained and ready to use in their respective fields (Heidjrachman & Husnan, 2001).

Discipline to the time, work procedures, and discipline of everything related to the use of work facilities and infrastructure will form awareness about the duties, responsibilities and improve compliance of employees with the rules and order in an organization. Discipline of work implanted by the apparatus will greatly affect the sincerity of the apparatus in work. Apparatus that has a high level of discipline will still work well even without being monitored by superiors. According to Trijanuar, (2016) Discipline is a starting point for all successes in order to achieve the goals of an organization.

In the process of achieving this organizational goal, of course it will also be influenced by the behavior of individuals who are interested in realizing their personal and group goals. The behavior of diverse individuals and groups encourages the establishment of norms that can accommodate a variety of individual and group interests to jointly realize organizational goals. A norm or guideline used by an organization to carry out its activities is what is then known as organizational culture. Organizational culture can be defined as a set of values systems, beliefs, assumptions or norms that have long been applied, agreed and followed by members of an organization as guidelines for behavior and solving organizational problems (Darodjat, 2015). Priansa & Garnida (2013) argues that organizational culture is a value system that is developed and applies in an organization, which makes its characteristics as an organization. As a means to unite the activities of members of the organization, organizational culture has the following characteristics of individual initiative, tolerance of risk actions, direction, integration, management support, control, identity, reward system, tolerance, and communication patterns (Tika, 2006).

Organizational culture has several functions, namely limiting defining roles so that they show clear differences between organizations, providing an understanding of identity towards something greater than the interests of individual members of the organization, demonstrating the stability of the social system, and ultimately organizational culture can shape thought patterns and behavior of members organization. Organizational culture tends to form high ethical standards among its members in risk tolerance. If a culture is strong and supports high ethical standards, it will have a very powerful and positive influence on worker behavior (Arianty, 2014; Rivai et al., 2019). Organizational culture is an organizational characteristic that shapes the behavior of organizational members in achieving their goals, through a good understanding of the elements that constitute culture such as beliefs, values, or customs. The more members of the organization understand, acknowledge, animate, and practice these beliefs, values or customs and the higher the level of

their awareness, the organizational culture will be more existent and sustainable. This means that organizational culture is the belief of every person in the organization of identity that can ideologically strengthen the existence of the organization both as a binding or knot in the organization and out as an identity as well as the ability to adapt to various situations and conditions faced by the organization. Organizational culture consists of several elements, the cultural differences of one organization with other organizations lies in the elements of organizational culture, so that each element requires its own understanding so that members understand culture as a whole (Schwartz & Davis, 1981; Denison, 1990; Schein, 1992; Cartwright, 1999 ; Hofstede, 2005). Apart from the differences in how many elements of the organizational culture of each expert, in general the elements of organizational culture consists of two main elements, namely elements that are idealistic and elements that are behavioral.

This research was conducted at the Department of Public Works PU Maros. Based on initial observations, information was obtained that at the Maros Regency PUPR Office that the implementation of the restructuring policy that was originally intended to optimize the performance of the apparatus in providing services to the community. In fact it tends to be focused on the needs of the distribution of positions where the decision on the distribution of positions is also more influenced by likes and dislikes without considering the educational background, as well as the specifications of the expertise of the authorities given the position. Therefore in this study the theme will be raised about employee performance, education and training, discipline, organizational culture for employees are factors that are thought to have an influence on employee performance. Based on the results of the evaluation of the performance of Maros Regency Public Works staff in 2018-2019, the performance picture can be seen as follows:

Table 1. Overview of Employee Performance of Maros Regency Public Works Office

Number	Indicator	Average	
		2018	2019
1	Service Orientation	85,42	85,67
2	Integrity	85,47	85,21
3	Commitment	85,44	84,43
4	Discipline	85,67	86,83
5	Cooperation	85,43	86,81
6	Leadership	85,87	85,43
7	Behavior	85,40	85,91
<i>Average SKP</i>		86,12	85,75

Based on table 1, it is seen that employee performance has decreased by an average of 0.37% during 2018-2019. This certainly will have an impact on organizational performance, so that makes the writer interested in seeing this phenomenon, by conducting research on the Effect of Training and Education, Discipline and Organizational Culture on the Performance of Employees of the Department of Public Works and Spatial Planning of Maros Regency.

Hipotesis :

- H1 : Training and education Have a significant positive effect on the performance of Maros Regency Public Works Department employees
- H2 : Work Discipline Have a significant positive effect on the performance of Maros Regency Public Works Department employees
- H3 : Organizational Culture Have a significant positive effect on the performance of Maros Regency Public Works Department employees

2 Research Method

The research approach used is a quantitative analytic descriptive approach that aims to describe the nature and characteristics of the data or variables to be tested (Sugiyono, 2010). In addition, this research design is used to

describe and describe what it is about a particular variable, symptom, condition, or phenomenon, so that in this study it is used to analyze the data obtained in depth in the hope that the influence of the independent variables on the dependent variable can be known. In this case the variables to be tested are the independent variables (X1) Education and training, (X2) discipline, (X3) organizational culture, and the dependent variable (Y) employee performance. This study also uses a causal design that aims to analyze the relationship or the level of influence of independent variables on the dependent variable, whether the relationship is significant enough through the regression test. This research will be carried out at the District Public Works Office. Maros The population in this study were all employees of the Public Works and Spatial Planning Office of Maros Regency, totaling 146 people. The regression test used in this study uses multiple linear regression analysis. Technical analysis will be used with partial test with T test to find out how far the influence of each independent variable on the dependent variable. Through SPSS 20 software, the regression coefficient of each independent variable will be known. Then we can arrange multiple regression equations:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

Description:

Y	= Employee performance variable
a	= a constant, the value of Y if X1= X2 = X3 = 0
b1, b2, b3	= multiple linear regression coefficient
X1	= Education and training variables
X2	= work discipline variable
X3	= organizational culture variable
e	= Error

3 Result and Discussion

Result

Validity test is used to determine the level of accuracy of a measuring instrument in carrying out its measurement function. The criteria used are valid or invalid if the correlation coefficient r is obtained more than or equal to the coefficient in the table of critical values r, ie at a significance level of 5%, the test instrument tested is declared valid. Validity test is done by using product moment calculations on questionnaire items with a statistical computer program. The basic consideration for measuring the validity of a questionnaire is by comparing the r count (r_{xy}) against r tables. The value of r table for this study is r table with df = (n - 2) = 140 at the level of confidence = 5%, 0.159. If r count is greater than r table then the questionnaire is said to be valid and vice versa if r count is smaller than r table then the questionnaire is said to be invalid as an research instrument. The results mentioned above indicate that all indicators used in this study are valid because the value of r count for each item is greater than r table (0.159).

In this study, the reliability test was conducted to determine the extent to which the measurement results remained consistent if measurements were made twice or more of the same object with the same measuring instrument. To find out the reliability of the questions in the questionnaire, the Cronbach's Alpha technique was used. An instrument is considered reliable, if the alpha coefficient is above 0.6. The reliability test calculation is done with a statistical program. Based on table 3, the results of reliability testing of all question items obtained Cronbach Alpha values greater than 0.6 so that it can be concluded that all items of this research question have met the reliability requirements or in other words that this questionnaire is reliable as a research instrument.

Normality test can be used to see whether the residual value is normally distributed or not. A good regression model is to have a normally distributed residual value. The basis for decision making according to (Santoso, 2000) is that if data spreads around a diagonal line and follows the direction of the line, the regression model meets the normality assumption. Thus because the graph meets the assumptions, the regression model meets the normality test requirements. Heteroscedasticity test is to see whether there is an inequality of variance from one residual to another. A good model is found if there are no specific patterns on the graph, such as gathering in the middle, narrowing then widening or vice versa widening then narrowing. Shown in Figure 2, shows no

heteroscedasticity. This is indicated by the absence of a clear pattern, and the point of spreading above and below the number 0 on the Y axis.

Tabel 2. Validity test result

Variable	Item	r-hitung	r-tabel	Ket
Education and training	1	0,552	0,159	Valid
	2	0,698	0,159	Valid
	3	0,683	0,159	Valid
	4	0,620	0,159	Valid
	5	0,684	0,159	Valid
	6	0,568	0,159	Valid
	7	0,342	0,159	Valid
	8	0,315	0,159	Valid
	9	0,594	0,159	Valid
	10	0,494	0,159	Valid
	11	0,490	0,159	Valid
	12	0,378	0,159	Valid
work discipline	1	0,541	0,159	Valid
	2	0,731	0,159	Valid
	3	0,745	0,159	Valid
	4	0,588	0,159	Valid
	5	0,542	0,159	Valid
organizational culture	1	0,601	0,159	Valid
	2	0,767	0,159	Valid
	3	0,746	0,159	Valid
	4	0,708	0,159	Valid
	5	0,775	0,159	Valid
	6	0,645	0,159	Valid
	7	0,406	0,159	Valid
Employee performance	1	0,502	0,159	Valid
	2	0,687	0,159	Valid
	3	0,592	0,159	Valid
	4	0,718	0,159	Valid
	5	0,573	0,159	Valid
	6	0,502	0,159	Valid
	7	0,687	0,159	Valid
	8	0,592	0,159	Valid
	9	0,718	0,159	Valid
	10	0,573	0,159	Valid

Tabel 3. Reliability test result

Variable	Cronbach Alpha	Ket
Education and training	0,746	Reliable
work discipline	0,827	Reliable
organizational culture	0,879	Reliable
Employee performance	0,883	Reliable

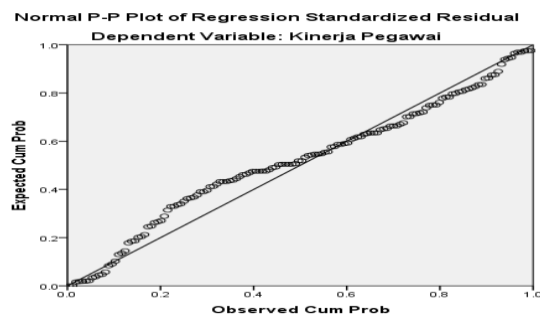


Figure 1. Normality Test Results

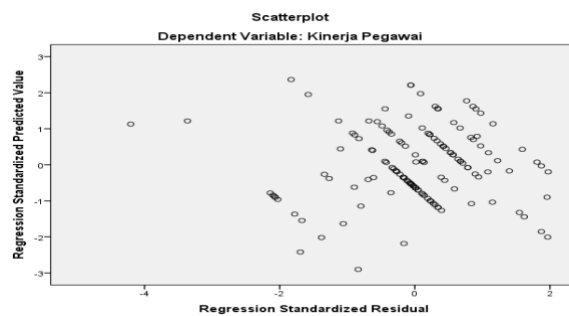


Figure 2. Heterokedasticity Test Results

Table 4. Heteroscedasticity test result

No	Variable	Nilai t	Nilai Sig	Keterangan
1	X1 - Y	3.193	0,002	Take effect
2	X2 - Y	5.537	0,000	Take effect
3	X3 - Y	2.205	0,029	Take effect

Table 5. Multicollinearity test result

Model	Variable	Collinearity Statistics	
		Tolerance	VIF
	(Constant)		
1	education and training	.174	5.760
2	work discipline	.873	1.146
3	organizational culture	.180	5.557

Based on table 5, the regression model fulfills the multicollinity test requirements. because the VIF column is around number 1 and the tolerance column approaches number 1. (Ghozali, 2002). In the coefficient table the standard error value is less than one, namely X1 = 0.085 and X2 = 0.073, X3 0.73, where all values are less than one. And the beta coefficient value is also less than one where X1 = 0.234 and X2 = 0.406, X3 0.161. Then it can be said that the standard error value is low and multicollinearity is not detected.

Table 6. Processed Results of Multiple Linear Regression Data

Variable	coefisient regression		T _{count}	Sig.
	B	Std. Error		
(Constant)	.668	.530	1.260	.210
1. education and training	.271	.085	3.193	.002
2. work discipline	.407	.073	5.537	.000
3. organizational culture	.162	.073	2.205	.029

R	R ²	Adjusted R ²	F hit	Prob	F table	T table
.787	.619	.590	17.661	0,000	2,28	1,655

Based on table 6, multiple linear regression models are obtained as follows:

$$Y = 0.668 + 0.271 X_1 + 0.407 X_2 + 0.162 X_3$$

A constant value of 0.668 indicates that if the independent variable is constant or equal to zero, the Employee Performance of the Maros Regency Public Works Office is 66.8. The magnitude of the regression coefficient of Education and Exercise β_1 is 0.271, this shows that if the Education and Training of employees is good and increases, then the performance of Maros Regency Public Works Office employees will increase by 27.1 or vice versa, assuming that the variables X2, X3 are constant. The value of the regression coefficient β_2 is 0.407, this shows that if the Discipline of Employees increases, the Performance of District Public Works Employees. Maros will increase by 40.7 or vice versa. Assuming the variables X1, and X3 are constant. Regression coefficient β_3 value is 0.162, this shows that if the culture of the organization is good and increasing, then the Performance of Maros Regency Public Works Service will increase by 16.2 or vice versa, assuming the variables X1, and X2, are constant. The value of the multiple correlation coefficient (R) is 0.787, this shows that the magnitude of the relationship between the independent variables X1, X2, X3 with the Dependent Variable (Y) is Employee Performance of 0.787 and this shows that the Education and Training variable (X1), Discipline (X2) and Organizational Culture (X3) simultaneously have a strong relationship to the Performance of Employees at the Maros Regency Public Works Office. The coefficient of determination (R²) is 0.590, this shows that the magnitude of the influence of the independent variable (X) on the performance of employees (Y)

Public Works Office of Maros Regency is 0.590 or (59.0%) and the rest is 0.410 or 41.0% influenced by other factors or variables not included in this research model.

The Education and training variable (X1) has a positive and significant effect on the Employee Performance (Y) of the Public Works Office of Maros Regency. With a regression coefficient value of 0.271, it states that every time there is an increase in education and training, it will improve the performance of Maros Regency Public Works staff by 27.1. Known $t_{count} > t_{table}$ is $3.193 > 1.655$, with a significant level of $0.002 < 0.05$. This shows that the education and training variables significantly influence the Performance of Maros Regency Public Works office. The work discipline variable (X2) has a positive effect on the Employee Performance (Y) of the Public Works Office of Maros Regency. Regression coefficient value of 0.407, this means that every time there is an increase in Discipline, it will automatically improve the performance of Maros Regency Public Works 40.7 employees. Known $t_{count} > t_{table}$ is $5.537 > 1.655$, with a significant level of $0,000 < 0.05$. This shows that the Disciplinary variable significantly influences the Employee Performance of Maros Regency Public Works Office. Organizational Culture Variable (X3) positively influences the Employee Performance (Y) of the Public Works Office of Maros Regency. Regression coefficient value of 0.162, this means that every time there is an increase in Organizational Culture, it will automatically improve the performance of employees of the Public Works Office of Maros Regency 16.2%. Known $t_{count} > t_{table}$ is $2.205 > 1.655$, with a significant level of $0.029 < 0.05$. This shows that the Organizational Culture variable significantly influences the Employee Performance of Maros Regency Public Works Office.

Table 7. Anova Test Results

Model	Sum of Squares	df	Mean Squares	F	Sig
Regression	10.598	3	3.533	17.661	.000 ^b
Residual	27.603	138	.200		
Total	38.201	141			

Based on table 7, $F_{count} > F_{table}$ namely: 17,661 greater than 2.28, this means that at the level of 0.05 then: education and training (X1), and Work Discipline (X2) and organizational culture (X3) together (simultaneous) positive and significant effect on Employee Performance (Y) of the Public Works Department of Maros Regency. Based on the simultaneous test (F test), the calculated F value of 17,661 is greater than the F table value (2.28) so that the decision rejects H_0 and accepts H_a . This means simultaneously the independent variables (education and training, work discipline, and organizational culture) affect employee performance

Discussion

Effect of education and training on employee performance

Based on the results of the study it was found that education and training had a positive and significant effect on the performance of Maros Regency Public Works staff. Statistical test results show that both partially and simultaneously, education and training affect performance. This means that with education and training will have an impact on improving employee performance in carrying out their duties because they already have enough stock. The results of this study are in line with the opinions of Nawawi (2001), Rivai (2004), Dharma, (2005) who say that training and education aim to change employee behavior, improve individual abilities and capabilities, groups to help achieve organizational goals. Respondents' answers to the indicators of the Training Instructor have a very good average responsiveness. This means that one of the factors that is attractive to employees in participating in training is the presence of qualified instructors because thus employees become participatory in training activities. This is in line with Mota's research (2014), one of the factors influencing employees to take part in education and training because of the interesting instructors. Of the five indicators in this variable, the dominant indicator is the indicator of education and training benefits which has the highest value. While the next indicator is instructor material, education and training methods which have good categories. While the indicator of training time, including having a very high average value. Furthermore, the indicators of benefits, with three statements also have the highest score among other indicators. The results of this study are in line with research by Halawi & Haydar (2018), Faruk (2018), Roswaty & Siddiq (2019) who

find that well-designed employee training and education will produce good performance. But the results of this study are not in line with the research of Pakpahan (2014), which found that training had no significant effect on performance.

Hardjanto (2012) explained that training is part of education because training is specific, practical, and immediate. Specific means training is related to the field of work being carried out. Practical means that that has been trained can be practiced. Training (training) according to Hasibuan (2000) is an effort to increase the knowledge and expertise of an employee to do a particular job.

Effect of work discipline on employee performance.

Based on the results of the study found that work discipline has a positive and significant effect on employee performance. This is in line with the theory of performance which states that an organization can develop is the desire of every individual who is in the agency, so it is expected that with such development agencies can be more effective. Agency progress is influenced by environmental factors that are internal and external. Meeting environmental demands means being able to take advantage of opportunities or overcome environmental challenges or threats from the environment in order to face or meet the demands and changes in the agency environment. Respondents' answers to the first indicator namely timeliness indicate that the average value of this indicator reaches a very high number because it has a very good index. However, it should be emphasized that the first indicator has two statements, one statement related to the firmness of the answer and one related to the negative statement. Based on the accumulation of answers, it turns out that the discipline of PU public service employees indeed shows a high number. If related to employee performance, there is an increase in employee discipline, from 2018 to 2019, although also in the statement of the first two indicators there are still many employees who leave without permission. The results of this study are in line with this Discipline Indicators research in accordance with the theory of Rivai & Basri (2005). The results of this study are in line with research by Pangarso & Susanti (2016), Fatmaesuri (2019) who found that work discipline influences employee performance.

The Effect of Organizational Culture on Employee Performance.

The results showed that statistically organizational culture had a positive and significant effect on employee performance at the Department of Public Works, Maros Regency. The results of this study are in line with the theory which says that Organizational Culture as a treatment of the organization to employees is a stimulus that is organized and interpreted as a perception of culture in an organization. Respondents' answers on each dimension and indicators of organizational culture variables, consisting of three dimensions, namely bureaucratic culture, innovation culture, and supportive culture. Indicators of Bureaucratic Culture can be justified that civil servants working in the office of the Public Works and Public Housing Office of Maros Regency have understood the work they are doing and are in accordance with the prevailing habits of the organization. Innovative cultural indicators as the results of respondents' answers illustrate that, government organizations today have changed existential philosophies and principles, resulting in a re-orientation in achieving the direction and goals of the organization, namely, the paradigm of serving the community. This is in line with the opinion of Yusrialis (2012) that basically the substance of public services is always associated with an activity carried out by a person or group of people or certain agencies to provide assistance and convenience to the community in order to achieve certain goals.

A good bureaucratic culture in government is important because it relates to providing excellent services to the public (the public). Organizational culture (bureaucracy) is a collective agreement about shared values in the life of an organization and binds everyone in the organization concerned (Yusrialis, 2012). This view illustrates that bureaucratic organizational culture will determine what can and may not be done by members of the organization, determine the normative limits of organizational member behavior, determine the nature and forms of control and oversight of the organization, determine the managerial style that is acceptable to the organization members and determine the right ways of working.

The results of this study explain that employees who are creative and show high performance deserve proper appreciation, while employees whose performance is below the target will be coached so that each employee

can have the motivation to contribute more to the performance of the organization. This is in accordance with the spirit of PP number 30 of 2019 regarding performance evaluation of civil servants. Specifically the important role played by organizational culture (bureaucracy) is to help create a sense of belonging to the organization, create the identity of members of the organization, create emotional attachment between the organization and workers involved in it, help create organizational stability as a social system; and find patterns of behavior guidelines as a result of habitual norms formed in daily life. The influence of organizational culture (bureaucracy) on the behavior of members of the organization is very strong, then organizational culture (bureaucracy) is able to set boundaries to distinguish it from other organizations (bureaucracy); able to form organizational identity and personality identity of members of the organization; able to facilitate the creation of organizational commitment rather than commitments that are of individual interest; able to increase the stability of social system attachment; and able to function as a mechanism for making meaning and symbols for controlling the behavior of members of the organization. Based on respondents' answers in each dimension and indicator in this discussion, the findings of this study are in line with Karimi & Kadir's (2012) research which found partial or simultaneous relationships of organizational culture. In general, the results of this study are in line with research by Kusdi, (2011), Jackson, (2011), Maabuat, (2016), Djuremi et al., (2016), Pramudhietha (2016), Hastuti & Adi (2018), Megantara et al., (2019).

The results of this study indicate that employees are intensively involved through patterns of interaction that are formed in it with the value system and local culture. Bureaucratic culture in certain regions cannot be separated from the cultural patterns of the surrounding social environment. Bureaucratic culture is a system or set of values that have symbols, values orientation, beliefs, knowledge and life experiences that are internalized into the mind then actualized in attitudes, behavior and actions carried out by each member of an organization called bureaucracy. Every aspect in the life of a bureaucratic organization is always in contact with the cultural aspects of the local community. As a variable in organizations, culture is studied as part of the overall organizational system. In this context, culture is seen as something that lives in an organization that binds all members of the organization in an effort to achieve common goals.

4 Conclusions

The results of this study found a positive and significant effect of the variable Education and training, work discipline and organizational culture on employee performance at the Department of Public Works and Public Housing Maros Regency. These results conclude that all hypotheses proposed in this study were accepted. The results of this study suggest that more attention to training and education activities, so that employees feel that all employees have the same opportunity space. The work discipline is further enhanced so that all employees get the same treatment from the discipline so that the government in the case of the Maros Regency Public Works service can apply discipline enforcement. The culture of organization must be a motivating tool for employees in carrying out their duties. therefore it is recommended that cultural values must continue to be earthed and implemented at all times, so that the culture is formed by a system of values within the organization.

5 References

- Amanda, E. A., Budiwibowo, S., & Amah, N. (2017). Pengaruh budaya organisasi terhadap kinerja karyawan di PDAM Tirta Taman Sari Kota Madiun. *Assets: Jurnal Akuntansi dan Pendidikan*, 6(1), 1-12.
- Astutik, M. (2017). Pengaruh Disiplin Kerja Dan Budaya Organisasi Terhadap Kinerja Pegawai Sekretariat Dewan Perwakilan Rakyat Daerah Kabupaten Jombang. *JBMP (Jurnal Bisnis, Manajemen dan Perbankan)*, 2(2), 141-159.
- Cartwright, R., & Baird, C. (1999). *The development and growth of the cruise industry*. Elsevier.
- Da Luz Mota, R. A. (2014). Influence of Education and Training (Training) the Motivation Administration and Employee Performance in Office of the President of Timor-Leste. *E-Jurnal Ekonomi dan Bisnis Universitas Udayana*, 3, 44724.
- Darodjat, T. (2015). *Pentingnya Budaya Kerja Tinggi dan Kuat*. Bandung: Refika Aditama.

- Deni, M. (2014). Pengaruh Pendidikan dan Pelatihan, Motivasi, serta Budaya Organisasi terhadap Kinerja Pegawai Distrik Navigasi Kelas I Palembang. *Jurnal Ilmu Manajemen*, 4(1), 53-65.
- Denison, D. R. (1990). *Corporate culture and organizational effectiveness*. John Wiley & Sons.
- Dharma, S. (2005). *Manajemen Kinerja Falsafah Teori dan Penerapannya*. Yogyakarta: Pustaka Pelajar.
- Djuremi, D., Hasiholan, L. B., & Minarsih, M. M. (2016). Pengaruh Lingkungan Kerja, Budaya Organisasi, dan Kepemimpinan Terhadap Kinerja Pegawai pada Dinas Pasar Kota Semarang. *Journal of Management*, 2(2).
- Faruk, U. (2018). The Effect of Education and Training to Employee Performance Through Leadership as Intervening Variables at PT. Utama Agung Jakarta Indonesia. *International Journal of Business and Applied Social Science (IJBASS)*, 4(2).
- Ghozali, I., & Castellan, J. (2002). *Statistik non-parametrik: Teori dan aplikasi dengan program SPSS*. Universitas Diponegoro. Semarang.
- Halawi, A., & Haydar, N. (2018). Effects of Training on Employee Performance: A Case Study of Bonjus and Khatib & Alami Companies. *International Humanities Studies*, 5(2).
- Hardjanto, I. (2012). *Manajemen Sumber Daya Aparatur (MSDA)*.
- Hasibuan, M. S. (2000). *Manajemen sumber daya manusia: dasar kunci keberhasilan*. Haji Masagung. Jakarta (ID).
- Hastuti, T., & Adi, S. W. (2018). Pengaruh Budaya Organisasi, Stres Kerja, Motivasi Dan Kepuasan Kerja Terhadap Kinerja Pegawai (Studi Empiris Pada Dinas Lingkungan Hidup Kabupaten Boyolali) (Doctoral dissertation, Universitas Muhammadiyah Surakarta).
- Heidjrahman, H., & Suad, R. (2001). *Manajemen Personalialia*. Yogyakarta: BPFE.
- Hofstede, G., & Hofstede, G. J. (2005). *Cultures and organization: Software of the mind*, New York: McGrawHill.
- Jackson, S. (2011). Organizational culture and information systems adoption: A three-perspective approach. *Information and Organization*, 21(2), 57-83.
- Karimi, Y., & Kadir, S. L. S. A. (2012). The impact of organisational culture on the implementation of TQM: empirical study in the Iranian oil company. *American Journal of Industrial and Business Management*, 2(04), 205.
- Kusdi. (2011). *Budaya Organisasi: Teori, Penelitian, dan Praktik*. Jakarta: Penerbit Salemba Empat.
- Maabuat, E. S. (2016). Pengaruh Kepemimpinan, Orientasi Kerja, dan Budaya Organisasi terhadap Kinerja Pegawai (Studi Pada Dispenda Sulut Uptd Tondano). *Jurnal Berkala Ilmiah Efisiensi*, 16(1).
- Megantara, I., Suliyanto, S., & Purnomo, R. (2019). Pengaruh Budaya Organisasi Dan Rotasi Pekerjaan Terhadap Motivasi Kerja Untuk Meningkatkan Kinerja Pegawai. *Jurnal Ekonomi, Bisnis, dan Akuntansi*, 21(1).
- Nawawi, H. (2001). *Manajemen sumber daya manusia*. Jakarta: Bumi Aksara.
- Oemar, H. (2005). *Manajemen Pendidikan dan Pelatihan*. Bandung: YP Pemindo.
- Pakpahan, E. S. (2014). Pengaruh Pendidikan dan Pelatihan terhadap Kinerja Pegawai (Studi pada Badan Kepegawaian Daerah Kota Malang). *Jurnal Administrasi Publik*, 2(1), 116-121.
- Pramudhietha, G. (2017). Analisis Budaya Organisasi Pemerintah Daerah (Pemda) di Era Otonomi Daerah. *Komuniti: Jurnal Komunikasi dan Teknologi Informasi*, 9(1), 44-62.
- Priansa, D. J., & Garnida, A. (2013). *Manajemen Perkantoran Efektif, Efisien, dan Profesional*. Bandung: Alfabeta.
- Rivai, R., Gani, M. U., & Murfat, M. Z. (2019). Organizational Culture and Organizational Climate as a Determinant of Motivation and Teacher Performance. *Advances in Social Sciences Research Journal*, 6(2), 555-566.
- Rivai, V. (2004). *Manajemen Sumber Daya Manusia Untuk Perusahaan, Cetakan Pertama*. Jakarta: Raja Grafindo Persada.
- Rivai, V., & Basri, A. F. M. (2005). *Performance Appraisal: Sistem yang tepat untuk menilai kinerja karyawan dan meningkatkan daya saing perusahaan*. PT RajaGrafindo Persada.
- Roswaty, R., & Siddiq, A. M. (2019). Analisis Pengaruh Pelatihan dan Pengembangan Sumber Daya Manusia Terhadap Kinerja Pegawai pada Dinas Pemberdayaan Perempuan dan Perlindungan Anak Kabupaten Musi Banyuasin Sumatera Selatan. *Jurnal Ilmiah Ekonomi Global Masa Kini*, 10(1), 63-69.
- Santoso, S. (2000). *Buku latihan SPSS statistik parametrik*. Penerbit Elex Media Komputindo.
- Sastrohadiwiryo, B. S. (2005). *Manajemen sumber daya manusia*. Badan Penerbit Grasindo Gramedia Jakarta.
- Schein, E. H. (1992). How can organizations learn faster?: the problem of entering the Green Room.
- Schwartz, H., & Davis, S. M. (1981). Matching corporate culture and business strategy. *Organizational dynamics*, 10(1), 30-48.
- Sugiyono, P. D. (2010). *Metode penelitian pendidikan. Pendekatan Kuantitatif*.
- Tika, P. (2006). *Budaya organisasi dan peningkatan kinerja perusahaan*. Jakarta: Bumi Aksara.
- Trijanuar, H. (2016). Pengaruh Pelatihan, Pengalaman Kerja Dan Disiplin Kerja Terhadap Kinerja Pegawai Negeri

Sipil (Pns) Pada Badan Kepegawaian, Pendidikan Dan Pelatihan Daerah Kabupaten Morowali. Katalogis, 4(10).

Yusrialis, Y. (2012). Budaya Birokrasi Pemerintahan (Keperihatinan dan Harapan). Sosial Budaya, 9(1), 81-108.