


An Analysis Of Organizational Culture, Work Environment And Leadership Style On Employee Performance At Auto 2000 Medan Pancing

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Article Info	ABSTRACT
Keywords: Organizational Culture, Leadership Style, Independent Variable,	Organizational culture, work environment and leadership style on employee performance at Auto 2000 Medan Pancing. This type of research is a survey, while the research method is quantitative descriptive. This means that it is a research method that takes samples from a population and uses a questionnaire as a collection tool. In this research data and information were collected from respondents using questionnaires. After the data is obtained, the results are presented descriptively. The type of data used is primary data. Validation test R count X1 0.545. R count X1 0.831. R calculated Y 0.545. And the R table for the three variables is 0.204 and is declared valid. Reliability Test X1 0.648, X2 0.877, Y 0.653. Simple regression X1 0.325. X2 0.589. T test X1 5.121. X2 6.081 with a significance of 5%. Correlation and determination R 0.845 The test results of the correlation coefficient of determination or (R) show that organizational culture and leadership style have an influence on employee performance. This can be shown by the correlation coefficient value of R of 0.845. Meanwhile the test result value of the coefficient of determination or (R) is 69.7%. and the remaining 30.3% is influenced by other variables outside the research.
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INTRODUCTION

Global economic development is progressing very rapidly. Where every country is required to follow the technological progress that has no boundaries between one country and another. This also has an impact on the development of the need for workers who support the wheels of a country's economy. Where workers are organizational assets that are used as driving resources to realize the interests of the company so that the goals that have been planned by the company can be achieved.

Human resources are the basic capital and the main priority in an organization, both government and private organizations. To achieve the goals or targets that have been planned by the organization, the workforce is a determining element in realizing the goals of the organization. The success of the organization in achieving its goals and objectives and its ability to face various challenges, both internal and external, is determined by the quality of human resources in the organization. Organizations need to prepare the quality of

planned human resources and make it a priority in managing the organization.(Mangkunegara & Anwar, 2023)

Realizing the increasing importance of human resources in an organization, human resource management needs to be considered. Because the key to organizational success is not only formed by the availability of sufficient capital and excellence, but more than that it is very dependent on human resources. Human resource management is closely related to the implementation of management functions in the organization. Good implementation of human resources will encourage increased employee performance. For this reason, effective and efficient human resource management is needed.

Human resource management is one of the important variables and a priority in an organization. Where human resource management becomes the driving force of the organization to achieve the planned goals of the organization. In managing human resources in the organization, a creative and innovative human character is needed. So that it can create a good and competitive culture in managing the organization. Each organization has characteristics that distinguish it from other organizations, these characteristics become the identity of the organization. These characteristics are called organizational culture.

Organizational culture contains values that must be understood, internalized, and practiced together by all individuals/groups involved in it. The culture that exists in an organization will influence the way work is done and the way employees behave and cause employees to have the same perspective in carrying out work activities.

Organizational culture will also have an impact on the efficiency and effectiveness of an organization. Organizational culture is also closely related to employee empowerment in an organization.(Kasmir, 2019). Organizational culture can help employee performance, because it creates a high level of motivation for employees to give their best in taking advantage of the opportunities provided by their organization.(Ardana, 2019). The stronger the organizational culture, the greater the motivation of employees to move forward together with the organization. So that it can create effective and efficient employee performance.

Leadership is a process of a person's activities to move other people by leading, guiding, influencing others, to do something in order to achieve the expected results.(Sutrisno, 2020).

Table1. Organizational Culture Pre-Survey

No	Question	Yes	No	Amount
1	Always follow the norms that apply in the office	9	11	20
2	Always follow the activities carried out by the office	7	13	20
3	Always wear the uniform assigned by the office every day	10	10	20

Based on table 1 above, it can be seen that the organizational culture at Auto 2000 Pancing is not running well because many employees do not follow the applicable norms and many employees do not participate in activities and many employees do not wear the uniforms set by the office.

Leadership can be said as a way of a leader in directing, encouraging and managing all elements in a group or organization to achieve the desired organizational goals so as to produce maximum employee performance. By increasing employee performance means the achievement of a person's or employee's work results in realizing organizational goals.

Table2. Leadership Style

No	Question	Yes	No	Amount
1	The leader does not involve his subordinates to provide suggestions and ideas that they have.	13	7	20
2	In issuing policies, leaders rarely hold discussions with their subordinates.	11	9	20
3	The leadership always tries to foster employee loyalty and participation.	10	10	20

Table 2 shows that the majority of employees stated that leaders tend to involve employees less in providing suggestions and ideas, conducting discussions with subordinates, not fostering loyalty and participation in employees. This means that the leadership style used is not in accordance with employee desires. The initial picture of the results of this pre-survey can be an indication that leadership style is an important determinant in maintaining and improving employee performance.

Table 3. Employee Performance Assessment Data Auto 2000 Pancing Medan

Assessment Aspects	Year 2019							
	Amount employee		The results that achieved		Standard Evaluation		Average (%)	
	N on staf ff	Staf f	N on staf ff	Staf f	N on staf ff	Staf f	N on staf ff	staf ff
Finishedcan work on time	34	5	92	92	90	90	40.00	41.66
	15	3	90	90	90	90	17.64	25.00
	36	4	88	88	90	90	42.35	33.33
Total	85	12						
Rules and work procedures	26	7	92	92	90	90	30.58	58.33
	26	3	90	90	90	90	30.58	25.00
	33	2	88	88	90	90	38.82	16.66
Total	85	12						
Idea skills and idea	25	4	92	92	90	90	29.41	33.33
	23	5	90	90	90	90	27.05	41.66
	37	3	88	88	90	90	43.52	25.00
Total	85	12						

Based on Table 3, it can be seen that the number of employees who received performance assessments below the assessment standard is greater when compared to the number of employees who received scores according to the standard or exceeding the

performance assessment standard. This is one of the phenomena in Auto 2000 Pancing Medan employees.

After the author conducted interviews with 20 employees of Auto 2000 Pancing, it was found that there was a problem with the leadership style. The leadership style of Auto 2000 Pancing carries out its duties in an authoritarian manner, namely giving work to its employees as they please without taking approaches that can stimulate its employees to work well so that employee performance becomes ineffective. Task-oriented style Task-oriented managers direct and supervise subordinates in a closed manner to ensure that tasks are carried out as desired. Managers with this leadership style pay more attention to the implementation of work than to the development and growth of employees.(Handoko, 2019).

Literature Review

Performance Concept.

Performance refers to the level of achievement of the tasks that make up an employee's job.(Simamora, 2019). Performance is an oriented process in which employees are directed to maximize their productivity(Monday, 2018).Performance is the result or level of success of a person or the whole during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or goals or criteria that have been determined in advance and agreed upon together.(Kasmir, 2018).

The performance of a company is evaluated based on the accuracy of the company in choosing its environment and the company's ability to adapt to the environment in which it operates.(Kasmir, 2018). Employee performance can be said to be good if there is a formal system that can be used to assess and evaluate individual task performance.(Dessler, 2019).

Performance appraisal can be effective if the performance appraisal instrument meets the following requirements.(Kasmir, 2018):

- a. Reliability, namely that performance measures must be consistent. Perhaps the most important thing is the consistency of a performance measure. If two raters evaluate the same worker, they should conclude similar results regarding the worker's quality results.
- b. Relevance, namely that performance measures must be linked to the real output of an activity that is logically possible.
- c. Sensitivity, that is, some measures must be able to reflect the difference between high and low value performances. The performances must be able to distinguish accurately about the differences in performance.
- d. Practicality, namely that the criteria must be measurable, and the shortcomings of data collection must not be too disruptive or inefficient.

Job performance standards have two functions, namely: becoming the goal or target of employee efforts, meaning that after the standards are met, employees will feel achievement and completion. Then the second function is that job performance standards are the criteria for measuring the success of a job. Performance should contain two important components, namely competence, which means that individuals or organizations

have the ability to identify their level of performance, and the productivity of the above competence can be translated into actions or activities that are right to achieve performance results (outcomes).(Simamora, 2019).

Performance is said to be a result (output) of a certain process carried out by all components of the organization on certain sources used (input).(Faustino, 2018). Each person's performance is influenced by many factors which are classified into 3 groups, namely(Simanjuntak, 2011).

- a. Individual competencies
- b. Individual competence is the ability and skills to do work.
- c. Organizational support Each person's performance also depends on organizational support in the form of organization, provision of work facilities and infrastructure, comfortable work environment and working conditions and requirements.
- d. Management support
The performance of each person also depends greatly on the managerial abilities of the management in leading all workers, coordinating all their activities and creating a conducive work climate.

Factors that influence performance are(Kasmir, 2018):

- a. Organizational culture
These customs or norms regulate matters that apply and are generally accepted and must be adhered to by all members of a company.
- b. Leadership Style
The style or attitude of a leader in dealing with or ordering his subordinates.
- c. Leadership
The behavior of a leader in organizing, managing and ordering his subordinates to carry out the tasks and responsibilities given to him.
- a. Work Motivation
The motivation for someone to do a job if they have a strong motivation within themselves or motivation from outside themselves, then they will be motivated to do something well.

The Concept of Organizational Culture.

Organizational culture is a set of values that are believed to be characteristics that members give to an organization. Organizational culture is the internal environment of an organization because the diversity of cultures in an organization is as many as the number of individuals in the organization, so that organizational culture unites the cultures that exist in individuals to create actions that can be accepted in the organization. Organizational culture means a unique system of values, beliefs, and norms that are shared by members of an organization.(Robbins, 2018). that organizational culture is a perspective depiction of culture within an organization(Kasmir, 2018).

Organizational culture is a pattern of basic assumptions for acting, determining, or developing organizational members in overcoming problems by adapting them from outside and integrating them into the organization.(Keith & Newstorm, 2020). organizational culture is a set of assumptions or belief systems, values and norms developed in an organization

that serve as behavioral guidelines for its members to overcome problems of external adaptation and internal integration.(Mangkunegara & Anwar, 2023).

The purpose of the existence of an organizational culture is to equip members with a sense of organizational identity and to create commitment to the values adopted by the organization.(Akbar, 2019). It consists of core values, philosophy, assumptions, beliefs, corporate history, and thought processes within the organization.(Akbar, 2019).

The Role and Function of Organizational Culture

In an organization, the role of culture in influencing employee behavior seems increasingly important. Organizational culture can be reflected in systems that include the size of opportunities for innovation and creativity for employees, the formation of work teams, transparent and not too bureaucratic leadership.(Kasmir, 2018). These characteristics are perceived by employees as organizational culture, and are expected to function in providing optimal job satisfaction and performance in an effort to achieve organizational goals. The role or function of culture in an organization is(Robbins, 2018):

- a. Culture creates a clear distinction between one organization and another.
- b. Culture brings a sense of identity to members of an organization.
- c. Culture facilitates the emergence of commitment to something broader than one's individual self-interest.
- d. Culture is the social glue that helps unite the organization by providing appropriate standards for employees to live by.
- e. Culture as a meaning-making and control mechanism that guides and shapes employee attitudes and behavior.

Types of Organizational Culture

There are several types of organizational culture that have a big influence on the sustainability of the organizational culture itself, including:(Monday, 2018):

- a. Charismatic Organizational Culture.
Culture that is influenced by the personality of its top brass such as managers or directors. In charismatic organizational cultures there is an overemphasis on individualism. This is because the top brass has a need to be seen and recognized by other companies.
- b. Paranoid Organizational Culture
This culture is related to a suspicious personality. The top brass usually have a distrust of their subordinates so they behave very cautiously and are easily suspicious. As a result, the members become very cautious too so they do not easily share information with others because they are afraid that they will be the ones who lose.
- c. Politicized Organizational Culture
In this culture there is no clear direction. Top management is not firm. Because of the absence of firm leadership, the 2 managers at lower levels try to influence the direction of the company. As there are individuals or coalitions competing for power because of the absence of leadership.
- d. Avoidant Organizational Culture

This culture leads to a culture of avoidance. This is due to the emergence of a tendency for depression that arises from feelings of inability and dependence on others. The characteristics of organizations that adopt this culture are that the dominant coalition tries to avoid change. It can be said that they are passive and have no goals. Change is considered to be able to threaten organizational values and power structures.

e. **Bureaucratic Organizational Culture**

This culture is the result of a compulsive personality. Those with this personality are very meticulous, precise and focused on very specific details. In a bureaucratic culture, attention is more focused on what it looks like than how it works. Managers are more concerned with the rules for working, not the purpose of those rules.

Leadership Style

The leadership style of a leader will greatly influence employee performance and the achievement of company goals. Choosing the right and appropriate leadership style can direct the achievement of individual and organizational and company goals.(Kasmir, 2018). With an inappropriate leadership style, it can result in the achievement of company goals being neglected and direction to employees will be unclear. The completeness of leadership requirements possessed by each leader is different from one another. Also, leaders in influencing others are determined by factors such as skills, talents, abilities, traits and characters they possess.(Handoko, 2019).

Hypothesis

Hypothesis is a temporary answer to be tested for its truth through research. It is said that the answer is temporary because the hypothesis is basically an answer to the problem that has been formulated in the formulation of the problem, while the truth of the hypothesis needs to be tested first through data analysis.(Sugiyono, 2018).

- a. It is suspected that Organizational Culture has a partial positive and significant influence on Employee Performance at Auto 2000 Pancing.
- b. It is suspected that the work environment has a partial positive and significant influence on employee performance at Auto 2000 Pancing.
- c. It is suspected that leadership style has a partial positive and significant effect on employee performance at Auto 2000 Pancing.
- d. It is suspected that Organizational Culture, Work Environment and Leadership Style simultaneously have a positive and significant influence on Employee Performance at Auto 2000 Pancing.

METHOD

After The Data Has Been Successfully Collected Through A Questionnaire Distributed To Respondents, The Data Is First Tested For Data Quality, To Determine The Level Of Validity And Reliability Of The Questionnaire Used. With This Test, The Quality Of The Data Obtained Will Be Known Whether It Is Suitable For Use In Classical Assumption Tests Based On The Level Of Validity And Reliability, Or Not.

The First Stage In Data Quality Testing Is The Validity Test. The Validity Test Is Used To Measure Whether A Questionnaire Is Valid Or Not. Valid Means That The Instrument/Questionnaire Used Can Measure What Is Intended To Be Measured.

A Questionnaire Is Said To Be Valid If The Questions In The Questionnaire Are Able To Reveal Something That Will Be Measured By The Questionnaire. So The Validity In This Study Wants To Measure Whether The Questions In The Questionnaire That The Researcher Has Made Can Measure What The Researcher Wants To Study.

To Determine The Feasibility Of The Questionnaire Items To Respondents, A Validity Test Is Needed For Each Question. The Method Used Is To Compare The Correlation Value Or R Count Of The Research Variables With The R Table Value, Where:

- a. If $R \text{ Count} > R \text{ Table}$, Then The Question Item Is Valid Or Legitimate.
- b. If $R \text{ Count} < R \text{ Table}$, Then The Question Item Is Not Valid Or Legitimate.

However, Many Researchers Choose To Compare The Correlation Value Or R Count With R Critical If R Critical Is Greater Than R Table. This Aims To Ensure That Each Question Item Is Truly Guaranteed To Be Valid. The Value Of R Critical Is 0.3. Therefore, If R Table Is Less Than 0.3, Then R Count Will Be Used To Compare With R Critical. The Rules Can Be Seen As Follows:

- a. If $R_{table} < R_{critical}$ And $R_{count} > R_{critical}$, Then The Question Item Is Valid Or Legitimate.
- b. If $R_{table} < R_{critical}$ And $R_{count} < R_{critical}$, Then The Question Item Is Not Valid Or Legitimate.

RESULT

Data Validation

Given $0.2017 < 0.3$ or $r_{table} < r_{critical}$. Then r_{count} will be compared with $r_{critical}$. rhitung from the test results with SPSS can be seen in the Corrected Item-Total Correlation in the SPSS test results table above. The results of the comparison of rhitung with rkritik to determine the validity or feasibility of each question item can be seen in the table below:

Table 4. Validity Results of Each Item-Total Statistic Question Item

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1.1	127.8041	401,263	.535	.971
X1.2	127.4845	394,940	.761	.970
X1.3	127.9794	401,833	.523	.971
X1.4	127.5258	391,460	.896	.970
X1.5	127.7010	396,295	.623	.971
X1.6	127.6495	392,209	.909	.970
X1.7	127.6082	402,178	.454	.972
X1.8	127.6289	391,194	.872	.970
X2.1	127.4742	395,773	.767	.970
X2.2	127.6598	399,768	.637	.971

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X2.3	127.7113	401,957	.531	.971
X2.4	127.6082	389,741	.869	.970
X2.5	127.6289	405.152	.435	.972
X2.6	127.5258	391,460	.844	.970
X2.7	127.5258	394,169	.837	.970
X2.8	127.6495	396,001	.644	.971
X3.1	127.7216	401,724	.499	.972
X3.2	127.6392	397,191	.741	.970
X3.3	127.5876	395,495	.809	.970
X3.4	127.7938	393,311	.631	.971
X3.5	127.5155	392,482	.810	.970

The results of the validity test show that all r-count values of each question item are greater than 0.3. So based on the results of the validity test, it can be concluded that all questions used in the questionnaire are proven to be valid and suitable for use, so that the data obtained is also suitable for use.

Data Normality Test

Data normality testing is done to see whether in the regression model, the dependent and independent variables have a normal distribution or not. The normality test is done by graphical analysis, namely on the Normal PP Plot of Regression Standardized Residual. If the data is spread around the diagonal line and follows the direction of the diagonal line, then the regression model meets the normality assumption. The normality test in this study is as follows:

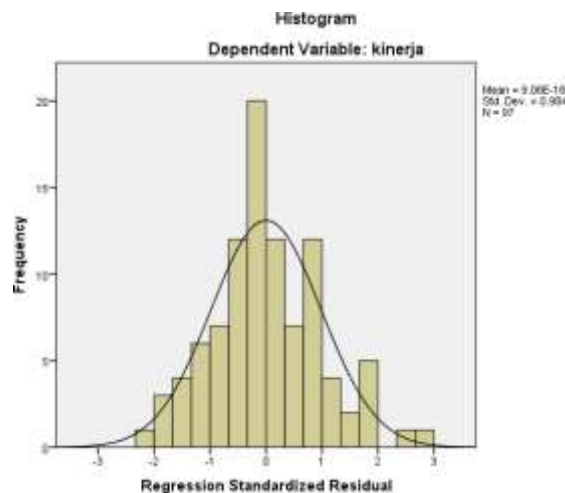


Figure 1. Normality Histogram Curve

From the SPSS output results Figure 2 The normality histogram curve shows that the image on the histogram has a convex graph in the middle or has a bell-like pattern or the data is not skewed to the left or skewed to the right. So it can be concluded that the

regression model meets the assumptions of the data normality test based on the histogram graph. Normality can also be seen from the following PP Plot graph results:

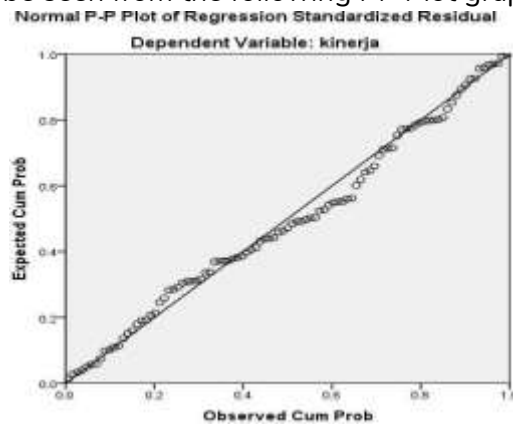


Figure 2. Normal PP Plot of Regression Standardized Residual Graph

Based on Figure 3, it can be seen that the 97 data points are spread around the diagonal line and follow the direction of the diagonal line. Not only following the diagonal line, but many data points also touch the diagonal line. The distribution of points illustrates that the data from the respondents' answers have been distributed normally, so the regression model meets the normality assumption based on the PP Plot graph. In addition to using histograms and PP Plots, a statistical approach can be used using the Kolmogorov-Smirnov test. The guidelines for decision making with the Kolmogorov-Smirnov test are as follows:

1. If the Sig. value or significance or probability < 0.05, then the data distribution is not normal.
2. If the Sig. value or significance or probability > 0.05, then the data distribution is normal.

The results of data normality using the Kolmogorov-Smirnov test are as follows:

Table 5. Data normality with Kolmogorov-Smirnov Test One-Sample Kolmogorov-Smirnov

Test		Unstandardized Residual
N		97
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.77903368
Most Extreme Differences	Absolute	.086
	Positive	.086
	Negative	-.053
Test Statistics		.086
Asymp. Sig. (2-tailed)		.072c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

A regression model is said to meet the assumption of normality if the residual value of Asymp.Sig (2-tailed) is greater than 0.05. The results of the Kolmogorov-Smirnov test using SPSS in the table above can be seen that the significant value produced is 0.72. This significant value can be seen in the Asymp. Sig. (2-tailed) value in the Kolmogorov-Smirnov test results. This significant value is greater than 0.05. So based on the Kolmogorov-Smirnov test, the data used has been normally distributed because the significant value of the residual has been greater than 0.05. So it can be stated that the data in this study is statistically normally distributed and has met the requirements for use.

Multicollinearity Test

The regression model in the Multicollinearity Test is useful for determining how strong the correlation is between independent variables, the symptoms can be seen from the Tolerance and Variance Inflation Factor (VIF) values. These two values will explain each independent variable which is explained by other dependent variables. The values used for Tolerance > 0.10 and VIF < 10, if both values are met, then there is no multicollinearity. The results of the Multicollinearity test in the regression model are seen in table 6 as follows:

Table 6. Multicollinearity Test Results coefficient

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Organizational culture	.163	6.129
Work environment	.151	6,627
Leadership Style	.144	6.956

The table of data processing results using SPSS above shows that the Organizational Culture variable (X1) has a tolerance value of 0.163 where the value is greater than 0.10 and has a VIF value of 6.129 where the value is less than 10. So it can be concluded that the Organizational Culture variable (X1) is free from multicollinearity problems.

The Work Environment variable (X2) has a tolerance value of 0.151 where the value is greater than 0.10 and has a VIF value of 6.627 where the value is less than 10. So it can be concluded that the Work Environment variable (X2) is free from multicollinearity problems. The Leadership Style variable (X3) has a tolerance value of 0.144 where the value is greater than 0.10 and has a VIF value of 6.956 where the value is less than 10. So it can be concluded that the Leadership Style variable (X3) is free from multicollinearity problems.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is inequality of variance from the residuals of one observation to another. The regression model is considered not to have heteroscedasticity if the points are spread randomly and do not form a certain pattern and continuously shift away from the zero line. Symptoms of heteroscedasticity can be detected by looking at the scatterplot graph. Visual heteroscedasticity testing can be seen in the scatterplot graph below:

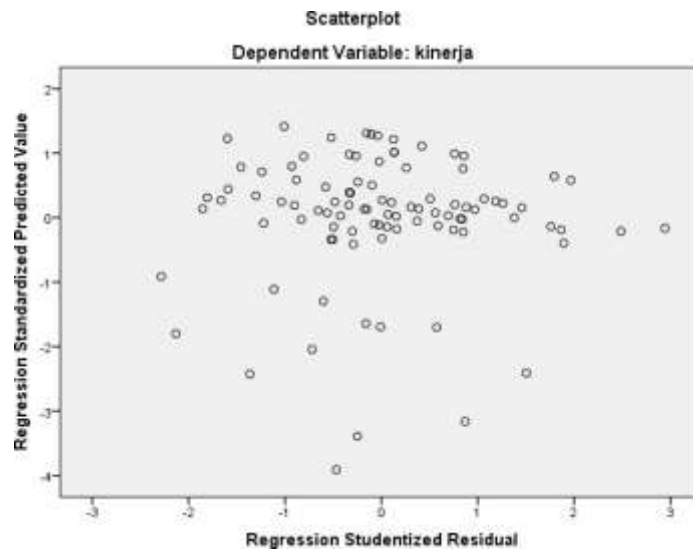


Figure 3. Heteroscedasticity Test Results with Scatterplot Graph

Figure 3 above shows 97 data points spread randomly, not forming a clear pattern, and spread both above and below the number 0 on the Y axis. This shows that there is no heteroscedasticity in the regression model.

Reliability Test

Reliability is the extent to which the results of a measurement can be trusted. The implication is that the results of a measurement can be trusted if in several measurements of the same group/subject the results are relatively the same. In this study, reliability is interpreted using the Cronbach Alpha coefficient (α). A variable is said to be reliable if the value of its alpha coefficient is more than 0.648. The results of the calculation of the alpha value are obtained as follows:

Table7. Reliability Test

Variables	Cronbach's Alpha	Information
Organizational Culture	0.648	Reliable
Work environment	0.740	Reliable
Leadership style	0.877	Reliable
Performance	0.653	Reliable

According to(Supardi, 2018)An instrument is declared reliable if its alpha value is greater than the rtable value. From table 7, the instrument has a Cronbach's alpha value greater than the rtable value ($0.648 > 0.60$) and ($0.877 > 0.60$) so it is concluded that the research instrument is reliable or suitable to be used as data.

CONCLUSION

From the description of the discussion, the author concludes that the results of the study on the implementation of good organizational culture and employee performance at Auto 2000 Pancing, show a high category. Where in the organizational culture variable the average

score is 258.5 in the high category. The highest dimension in the organizational culture variable is the team orientation dimension, which is 258.5 in the high category. On the other hand, the employee performance variable has an average dimension score of 259 in the good category. Where the employee performance variable dimension, namely work quality, has the highest score of 268 in the very good category. From the simple regression equation model, namely; $Y = 1,266 + 0.260X_1 + 0.348 X_2 + 0,380X_3 + e$. While from the t test it is concluded that Leadership Style has a significant effect on employee performance at Auto 2000 Pancing, where t count for Leadership Style is greater than t table ($6.081 > 1.670$). And leadership style has a positive and significant influence on employee performance. This is indicated by $t_{count} > t_{table}$, and $pro.sig (0.000) < \alpha (0.05)$.

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