

The Influence of Leadership, Work Experience, and Work Environment on Employee Work Culture at PT. Indomarco Prismatama in the West Madiun Area

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ABSTRACT (9 pt)

General Background: Effective communication, teamwork, and leadership are pivotal elements influencing employee performance in contemporary organizations. **Specific Background:** However, there is limited empirical evidence on the distinct and combined impacts of these factors in specific organizational contexts. **Knowledge Gap:** The literature lacks focused studies on how these variables interact to affect employee performance, particularly in Indonesian companies. **Aims:** This study aims to examine the effect of communication, teamwork, and leadership on employee performance at PT Syncore Indonesia using a quantitative approach. **Results:** Utilizing SPSS for data analysis, the study found that communication, teamwork, and leadership are positively and significantly correlated with employee performance. Specifically, effective communication enhances task clarity and reduces misunderstandings, improving performance. Good teamwork fosters efficiency and innovation, while supportive leadership boosts motivation and commitment. **Novelty:** The research contributes novel insights by demonstrating the individual and interactive effects of these variables in a specific organizational setting, thereby filling a gap in the existing literature. **Implications:** The findings underscore the importance for PT Syncore Indonesia to continuously develop communication strategies, foster teamwork, and implement supportive leadership practices to enhance overall employee performance. This study provides practical implications for management to formulate strategies and policies aimed at improving productivity and organizational effectiveness.

INTRODUCTION

In general, work culture is defined as a philosophy based on a view of life as values that become traits, habits and also drivers that are cultivated in a group and are reflected in attitudes that become behavior, ideals, opinions, views and actions that are

manifested as work. Each company certainly has its own characteristics that distinguish one company from another, starting from habits in the company, rules that may or may not be carried out by company employees, which are called work culture (Ardiansyah, 2017).

Work culture in an organization occurs when a work unit or organization faces a problem related to the survival of an organization that involves external and internal changes. So culture also has the meaning of social values or overall behavioral patterns related to human reason and intellect in doing a job, work culture becomes a habit that is carried out from generation to generation by individuals or groups that form behavior to carry out work to achieve company goals and this is the beginning of the formation of work loyalty (Gibson et al, 2018).

Organizational or corporate culture is the values that become the basis for human resources in carrying out their obligations and behavior within the organization. These values will provide answers to whether an action is right or wrong and whether a behavior is recommended or not so that it functions as a basis for behavior. Employees who have understood the values in an organization will make these values the personality of the organization. These values and beliefs will be manifested into their daily behavior at work, so that they will become individual performance

and each good individual performance will also result in good organizational or employee performance.

Leadership is the ability to influence a group towards achieving goals (Robbins, 2018). Leadership is the process of influencing group activities that are organized to achieve common goals. Leadership is the process of giving meaning to cooperation and is produced by the will to lead in achieving goals (Jacob & Jaques, 2018). Leadership is generally a philosophical statement, can function as a binding demand for employees because it can be formulated formally in various company regulations and provisions. by freezing Leadership, as a reference for applicable provisions or regulations, leaders and employees will be indirectly bound so that they can form attitudes and behaviors in accordance with the company's vision, mission and strategy. The formation process will ultimately produce professional leaders and employees who have high integrity.

Good leadership will create a good corporate culture as well and reflect that the culture has strong roots which have been able to be inspired and actualized in daily activities. These are such as what values should be owned, how each person's behavior will be able to influence their work, then the philosophy they adhere to.

Work experience, according to the big Indonesian dictionary, work experience is defined as an activity or process that a person has experienced when earning a living to meet their needs (Balai Pustaka, Department of Education and Culture, 2019). Work experience in similar jobs needs to be considered in the placement of workers. The reality shows that the longer a worker works, the more experience the worker in question has (Akhmad Nurrofi, 2021). A person who has high work experience will

definitely have a good work culture such as friendliness, complete work experience, and discipline. Good work experience will also affect the work environment. Work experience is an important part of the process of developing a person's skills, but it also depends on education and training. This experience and training will be obtained through a period of work. Through this work experience, a person consciously or unconsciously learns, so that in the end he will have technical skills and skills in dealing with work. In addition, with the experience and work training carried out by employees, employees will find it easier to complete each job assigned.

The work environment itself according to Nitisemito (2019) is everything that is around the worker and can affect him in carrying out the tasks assigned. The indicators of the work environment are as follows: coloring, cleanliness, lighting, air exchange, music, security and noise. According to Sedarmayanti, the physical work environment in the sense of all conditions around the workplace will affect employees both directly and indirectly. The environment in a company that is operating has a significant influence on the success of the company. in another sense it is also stated that the work environment is everything that is physically visible related to the company or office organization. A good work environment will greatly affect the level of employee productivity. A quality work environment will be a driving force for work enthusiasm and will ultimately encourage employee work productivity (performance), efficiency, achievement. motivation and company The environment in its scope includes the physical environment and the non-physical environment. The physical work environment is a physical condition that exists around the workplace that can affect employees both directly and indirectly. Non-physical work environment is all conditions that occur related to work relationships, both relationships with superiors and relationships with fellow co-workers, or with subordinates. PT. Indomarco Prismatama is a national private company that manages the Indomaret mini market network with notarial deed No. 207, dated November 21, 1988 by Mr. Benny Kristianto and SIUP No. 789/0902/PB/XII/88 dated December 20, 1988. In accordance with the Company's Deed of Establishment No. 207 dated November 21, 1988 mentioned above, Engaged in the field of trade

in goods/retail (mini market), the types of merchandise are: agricultural products (agriculture, livestock), medicines, groceries, cosmetics, medical devices and others. Holding cooperation (joint venture) with the community and business entities that want to open a business in the field of trade (retail business) with a franchise system. The Indomaret franchise business concept is the first and is a pioneer in the field of minimarkets in Indonesia. The public response was very positive, as evidenced by the increasing number of Indomaret Franchisees over time. PT. Indomarco Prismatama began to introduce a franchise ownership and management partnership system and developed the first franchise outlet business in Indonesia. In May 2015, the Indomaret franchise system has proven its success by receiving an award from the

President of the Republic of Indonesia at that time, President Megawati Soekarno Putri as the 2015 National Franchise Company.

Indomaret's marketing strategy is also integrated with promotional activities carried out so that Indomaret can periodically run various promotional programs such as providing special price offers, prize draws and direct prizes. The rapid growth rate of Indomaret outlets with a transaction volume of 14.99 million transactions per month is also supported by a reliable technology system. Indomaret's information technology system at each point of sales in each outlet includes a sales system, inventory and receipt of goods. This system is designed to meet current needs by considering the development of the number of 56 outlets and the number of transactions in the future. Indomaret seeks to improve consumer shopping services and convenience by implementing a check out system that uses a scanner at each cashier and installing BCA Debit payment facilities. A digital picking system (DPS) is implemented at each distribution center. This information technology system enables the service of requests and supplies of goods from the distribution center to stores with a high level of speed and optimal efficiency. Currently, Indomaret is growing very rapidly with the number of outlets reaching more than 8,814 in the regions of Java, Madura, Bali, Sumatra and Sulawesi, consisting of 40% franchised outlets and 60% Company- owned outlets. Most of the supply of merchandise for all outlets comes from 17 Indomaret distribution centers that provide more than 4,800 types of products. The formulation of the problem in this study is: Does Leadership affect the work culture of employees at PT. Indomarco Prismatama Se Area Madiun?, Does Work Experience affect the work culture of employees at PT. Indomarco Prismatama Se Area Madiun?, Does the Work Environment affect the work culture of employees at PT. Indomarco Prismatama Se Area Madiun?, Do Leadership, Work Experience, Work Environment affect the work culture of employees at PT. Indomarco Prismatama Se Area Madiun? with the purpose of the study; to determine the effect of Leadership on the work culture of employees at PT. Indomarco Prismatama Se Area Madiun, to determine the effect of Work Experience on the work culture of employees at PT. Indomarco Prismatama Se Area Madiun, to determine the influence of the Work Environment on the work culture of employees at PT. Indomarco Prismatama Se Area Madiun and to determine the influence of Leadership, Work Experience, Work Environment on the work culture of employees at PT. Indomarco Prismatama Se Area Madiun.

RESEARCH METHOD

This study uses a quantitative research approach, which is a type of research that emphasizes testing theories through measuring research variables with numbers and requires data analysis with statistical procedures (Indrianto and Supomo, 2012: 12). In quantitative research, measuring the observed symptoms is important, so that the data collection for this study is in the form of a questionnaire or survey, which is compiled based on measurements for each variable studied which then produces quantitative data. The population in this study were employees of PT. Indomarco Prismatama Se Area Madiun Barat, totaling 10 stores with a total of 55 employees as the population.

The type of sampling technique used in this study is the saturated sampling technique (census), namely drawing samples when all members of the population are sampled. Saturated sampling is a sample that represents the population. Usually done if the population is considered small or less than 100 (Sugiyono, 2018). Saturated sampling was chosen because the number of employees of PT. Indomarco Prismatama Se Area Madiun Barat is 55 people.

Operational Definition of Variables

No	Variable	Variable Definition	Indicator
1	Leadership	Leadership is a behavioral norm used by a person when that person tries to influence other people or subordinates (Miftah, 2016).	a. Decision Making Ability b. Motivating Ability c. Communication Ability d. Controlling Subordinates Ability e. Controlling Emotions Ability
2	Work experience	Work experience is something or an ability that an employee has in carrying out the tasks assigned to him (Nitisemito, 2017).	a. Steady and Smooth Movements b. Responds to Signs Quickly c. Works Calmly
3	Work environment	According to Nitisemito (2019), the work environment itself is everything that is around the worker and can influence him in carrying out the tasks assigned.	a. Temperature b. Humidity c. Noise d. Decoration e. Security
4	Work Culture	According to Mangkunegara (2021), work culture is a set of assumptions or systems of beliefs, values and norms that develop within an organization which are used as guidelines for the behavior of its members to overcome external problems, internal adaptation and integration.	1. Discipline 2. Openness 3. Mutual Respect 4. Cooperation

This study uses a data collection technique with a questionnaire, the data measurement used by the author is the Liker scale, this scale is related to questions about a person's attitude towards something, the Liker criteria are as follows:

SS (Strongly Agree) = 5
S (Agree) = 4
N (Neutral) = 3

TS (Disagree) = 2

STS (Strongly Disagree) = 1

Questionnaire Validity Test Results

Item No. Statement	Pearson Correlation (r hitung)	r tabel	Information
Statement 1	0,663	0,265	Valid
Statement 2	0,579	0,265	Valid
Statement 3	0,802	0,265	Valid
Statement 4	0,494	0,265	Valid
Statement 5	0,341	0,265	Valid
Statement 6	0,802	0,265	Valid
Statement 7	0,621	0,265	Valid
Statement 8	0,440	0,265	Valid
Statement 9	0,623	0,265	Valid
Statement 10	0,626	0,265	Valid
Statement 11	0,367	0,265	Valid
Statement 12	0,808	0,265	Valid
Statement 13	0,473	0,265	Valid
Statement 14	0,473	0,265	Valid
Statement 15	0,737	0,265	Valid
Statement 16	0,421	0,265	Valid
Statement 17	0,574	0,265	Valid

Reliability Test Results

Item No. Statement	Cronbach's Alpha	Bench- mark	Information
Statement 1	0,870	0,7	Reliabel
Statement 2	0,874	0,7	Reliabel
Statement 3	0,863	0,7	Reliabel
Statement 4	0,877	0,7	Reliabel
Statement 5	0,883	0,7	Reliabel
Statement 6	0,863	0,7	Reliabel
Statement 7	0,872	0,7	Reliabel
Statement 8	0,879	0,7	Reliabel
Statement 9	0,872	0,7	Reliabel
Statement 10	0,872	0,7	Reliabel
Statement 11	0,882	0,7	Reliabel
Statement 12	0,863	0,7	Reliabel
Statement 13	0,878	0,7	Reliabel
Statement 14	0,878	0,7	Reliabel
Statement 15	0,867	0,7	Reliabel
Statement 16	0,880	0,7	Reliabel
Statement 17	0,875	0,7	Reliabel

RESULTS AND DISCUSSION

Result

Hypothesis Testing

1. t Test

The t-test is conducted to determine whether individually the variables of Leadership (X1), Work Experience (X2), Work Environment (X3) have an effect on Work Culture (Y), with the provision that it has an effect if the calculated t is > from the t table or sig < 0.05. The description of the results of the t-test hypothesis test is described in the following table:

t-Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.614	1.569		1.665	.102
	Kepemimpinan	-.023	.119	-.028	-.190	.850
	Pengalaman Kerja	.567	.261	.433	2.174	.034
	Lingkungan Kerja	.361	.143	.434	2.520	.015
a. Dependent Variable: Budaya Kerja						

Based on the table, it can be seen that:

- The calculated t value for the Leadership variable is -.190, where the value is smaller than the t table value of 2.007 and the significance value of the Leadership variable is 0.850, which is greater than 0.05, so it can be concluded that H01 is accepted and Ha1 is rejected. That the conclusion is that the variable does not have a significant effect.
- The calculated t value for the Work Experience variable is 2.174, where the value is greater than the t table value of 2.007 and the significance value of the Work Experience variable is 0.034, which is less than 0.05, so it can be concluded that H01 is rejected and Ha1 is accepted. That the conclusion is that the variable has a significant effect.
- The calculated t value for the Work Environment variable is 2.520, where the value is greater than the t table value of 2.007 and the significance value of the Work Environment variable is 0.015, which is less than 0.05, so it can be

concluded that H01 is rejected and Ha1 is accepted. That the conclusion is that the variable has a significant effect.

2. F Test

Based on the table, it can be seen that:

- a) The calculated t value for the Leadership variable is -.190, a value where the value is smaller than the t table value of 2.007 and the significance value of the Leadership variable is 0.850, greater than 0.05, so it can be concluded that H01 is accepted and Ha1 is rejected. That the conclusion is that the variable does not have a significant effect.
- b) The calculated t value for the Work Experience variable is 2.174, a value greater than the t table value of 2.007 and the significance value of the Work Experience variable is 0.034, less than 0.05, so it can be concluded that H01 is rejected and Ha1 is accepted. That the conclusion is that the variable has a significant effect.

The F test to analyze the magnitude of the influence of the independent variables

(X) together on the dependent variable (Y) uses the calculated F test. If the F table value and significance value are smaller than 0.05 ($p < 0.05$), then the influence of the independent variables, namely Leadership, Work Experience, and Work Environment together have an effect on the dependent variable, namely Work Culture, is significant. The description of the F test results is described in the following table:

F Test Result						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	74.743	3	24.914	34.339	.000 ^b
	Residual	37.003	51	.726		
	Total	111.745	54			

The table shows that the calculated F value of this study is 34,339 while the F table value is 2.79 where the calculated F value is greater than the F table value and its significance is 0.000 which is less than 0.05. So it can be concluded that all independent variables simultaneously have a significant effect on Work Culture.

Discussion

This study aims to determine the influence of the variables Leadership, Work Experience, and Work Environment on the variable Work Culture.

a. The Influence of Leadership on Work Culture

The results of this study indicate that the Leadership variable has no significant effect on Work Culture. The calculated t value for the Leadership variable is -.190, where the

value is smaller than the t table value of 2.007 and the significance value of the Leadership variable is 0.850, greater than 0.05, so it can be concluded that H01 is accepted and Ha1 is rejected. That the conclusion is that the variable has no significant effect.

Leadership is a behavioral norm used by someone when that person tries to influence other people or subordinates (Miftah, 2016). A leader is someone who behaves together with group members using certain methods or styles.

Leadership according to Terry (in Davis 2019) Leadership is the process of encouraging and helping others to work enthusiastically in order to achieve goals. Nasution (2019) states that a leader must develop a style in leading his subordinates. Leadership can be formulated as a pattern of behavior that is formed to be aligned with the interests of the organization and employees in order to achieve predetermined goals.

Leadership has a role as a dynamic force that drives, motivates and coordinates organizational companies in achieving a goal. Leadership is a process of a person's activities to move others to lead, guide, and influence others to do something in order to achieve the desired thing (Sutrisno 2016). This is supported by the results of research by Yuni Oviarti, Jul Aidil Fadli (2022) which shows that the results of this study found that directly transformational leadership style and work discipline have a significant effect on job satisfaction, transformational leadership style and work satisfaction have a significant effect on employee performance, but work discipline is stated to be insignificant on employee performance. the results of the mediation effect test found that the role of job satisfaction significantly mediates the Influence of Transformational Leadership and Discipline on Employee Performance.

b. The Influence of Work Experience on Work Culture

The results of this study indicate that the Work Experience variable has a significant positive effect on Work Culture. The t-value for the Work Experience variable is 2.174, which is greater than the t-table value of 2.007 and the significance value of the Work Experience variable is 0.034, which is smaller than 0.05, so it can be concluded that H02 is rejected and Ha2 is accepted. That the conclusion is that the variable has a significant effect.

According to the Big Indonesian Dictionary, work experience is defined as an activity or process that has been experienced by someone when earning a living to meet their needs (Balai Pustaka, Department of Education and Culture, 2019).

Work experience is something or an ability possessed by employees in carrying out the tasks assigned to them (Nitisemito, 2017). The work experience that a person has is sometimes more valued than a high level of education. The classic adage says, experience is the best teacher. Work experience is the main capital for someone to enter a particular field (Sastrohadiwiryo, 2017).

Work experience is an important part of a person's skill development process, but it also depends on education and training. This experience and training will be obtained through a period of work. Through this work experience, a person consciously or unconsciously learns, so that in the end he will have technical skills and skills in dealing

with work. In addition, with the experience and work training carried out by employees, employees will find it easier to complete each assigned job. Research related to the above was conducted by; Muhammad Bakri (2022) with the results The results of the study prove that the variables Work Experience, Discipline, and Organizational Culture have a Positive and Significant Influence on Employee Performance at PT. Taspen (Persero) in Makassar City.

c. The Influence of the Work Environment on Work Culture

The results of this study indicate that the Work Environment variable has a positive and significant effect on Work Culture. The t-value for the Work Environment variable is 2.520 where this value is greater than the t-table value of 2.007 and the significance value of the Work Environment variable is 0.015 which is less than 0.05 so it can be concluded that H03 is rejected and Ha3 is accepted. That the conclusion is that the variable has a significant effect.

According to Sedarmayanti, the physical work environment in the sense that all conditions around the workplace will affect employees both directly and indirectly. Sunyoto (2021) defines the Work Environment as a very important component in employees carrying out work activities.

According to Nitisemito (2019) the work environment itself is everything that is around the worker and can affect him in carrying out the tasks assigned. The indicators of the work environment are as follows: coloring, cleanliness, lighting, air exchange, music, security and noise.

Wijayanto (2021) defines the work environment as internal stakeholders who are groups or individuals who are not explicitly part of the organizational environment because internal stakeholders are actually members of the organization, where managers are responsible for their interests.

The environment in a company that is operating has a significant influence on the success of the company. in another sense it is also stated that the work environment is everything that is physically related to the company or office organization. A good work environment will greatly affect the level of employee productivity. A quality work environment will be a driving force for work enthusiasm and will ultimately encourage employee work productivity (performance), efficiency, achievement. motivation and company The environment in its scope includes the physical environment and the non-physical environment. The physical work environment is a physical condition that exists around the workplace that can affect employees both directly and indirectly. The non-physical work environment is all conditions that occur related to work relationships, both relationships with superiors and relationships with fellow co-workers, or with subordinates.

Research related to the above was conducted by Siti Mah-Mudah, 2014 with the results of the Research Results showing that Leadership and Work Compensation Affect Employee Performance. Motivation, and Work Environment Do Not Affect Employee Performance The Results of the Determination Coefficient Test Are 47%, Meaning That the Four Independent Variables Are Able to Explain Employee Performance by 47%.

d. The Influence of Leadership, Work Experience, and Work Environment on Work Culture

The results of this study indicate that the variables of Leadership, Work Experience, and Work Environment together/simultaneously have a positive and significant effect on Work Culture with . The calculated F value is 34.339 where the value is greater than the F table value of 2.79 and the significance value of the Work Environment variable is 0.000 which is less than 0.05 so it can be concluded that H04 is rejected and Ha4 is accepted. That the conclusion is that these variables together/simultaneously have a significant effect.

CONCLUSION

Conclusion: The study investigates the influence of leadership, work experience, and work environment on work culture at PT. Indomarco Prismaatama Se Area Madiun. **Fundamental Finding:** The findings reveal that leadership does not significantly affect work culture, while work experience and work environment have a positive and significant impact. Additionally, these variables, when considered simultaneously, significantly influence work culture. **Implication:** These results suggest that enhancing work experience through continuous training is crucial for maintaining a strong work culture, while leadership practices may need to be reevaluated to better align with organizational goals. **Limitation:** The study is limited by its focus on a single organization in a specific region, which may limit the generalizability of the findings. **Further Research:** Future studies should explore the interaction of these variables in different organizational contexts and regions to validate and extend these findings.

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