

CHAMPS CULTURE TO INCREASE EMPLOYEE PERFORMANCE

BUDAYA CHAMPS UNTUK MENINGKATKAN KINERJA KARYAWAN

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Abstract

The objective of this study was to determine the influence of corporate culture in improving employees' performance at state-owned enterprise PT. Semen Padang, West Sumatra. This research used quantitative methods and was supported by qualitative data. Data were collected quantitatively from samples selected using Simple Random Sampling. Qualitative data was collected with observation and interview with purposive sampling technique. The population of PT. Semen Padang employees are 1924 people. The sample was calculated using Slovin's formula (error of 5%) and consisted of 331 samples. The initial hypothesis in this research consisted of seven hypotheses. This study found a significant influence of a corporate culture that consists of six variables of work culture in improving employees' performance at PT. Semen Padang. This study also found other factors that affect employees' performance. This study offers managers at PT. Semen Padang the key to increasing their employees' performance. The essence of this study is to prove that there is a significant influence of corporate cultures in improving employees' performance.

Keywords: Corporate Culture, Performance, Employee, PT. Semen Padang

Abstrak

Tujuan penelitian ini adalah untuk menentukan pengaruh budaya perusahaan dalam meningkatkan kinerja karyawan pada BUMN PT Semen Padang, Sumatera Barat. Penelitian ini menggunakan metode kuantitatif yang didukung oleh data kualitatif. Data kuantitatif dikumpulkan dari sampel yang dipilih dengan teknik acak sederhana. Sedangkan data kualitatif dikumpulkan dengan menggunakan observasi dan wawancara dengan teknik *purposive sampling*. Jumlah populasi karyawan PT Semen Padang sebanyak 1924 orang. Sampel diambil dengan menggunakan rumus Slovin (*error* 5%) dan terdiri dari 331 sampel. Hipotesis penelitian ini terdiri dari tujuh hipotesis. Penelitian ini menemukan bahwa ada signifikansi pengaruh budaya perusahaan terhadap enam variabel dari budaya kerja dalam meningkatkan kinerja karyawan di PT Semen Padang. Penelitian ini juga menemukan bahwa ada faktor lain yang mempengaruhi kinerja karyawan. Esensi dari penelitian ini adalah untuk

membuktikan bahwa ada pengaruh signifikan budaya perusahaan dalam meningkatkan kinerja karyawan.

Kata Kunci: Budaya Perusahaan, Kinerja, Karyawan, PT. Semen Padang

Introduction

The Indonesian government established the State Owned Enterprises (here in after referred to as SOE) to achieve goals in economic and social aspects. Besides state control of strategic resources that affect the life of the people, the SOE is also a procurement to gain state revenue to improve the welfare of the people. From the legal perspective, the government has enacted Act No. 2003 on State-Owned Enterprises. SOE is a business unit that most or all of its capital comes from separated state assets and create products or deliver services to the greatest benefit of the people.

PT. Semen Padang, as one of the State-Owned Enterprise, comprehends that corporate culture is critical. It is needed to unite companies within one corporation, namely PT Semen Padang and Semen Tonasa. Consequently, it requires a formula of corporate culture that can accommodate employee's aspiration. The formulation of corporate culture is aimed to be absorbed and applied daily. With the presence of this formulated culture, the company believes that it will function as an accelerator for its employees to increase their performance. The result of the formulation is called CHAMPS that stands for Compete with a clear and synergized vision, Have a high spirit for continuous learning, Act with high accountability, Meet customer expectation, Perform ethically with high integrity, strengthening teamwork.

This research was motivated by the challenges faced by the SOEs in improving employees' performance, particularly the assumption that employees ignore the values of positive work culture, therefore decreasing the performance. The improvement of employees' performance becomes an important task given the changes in the direction of government policy as required by the spirit of reformation to provide wider space and role and implications for the professionalism of state-owned enterprises' employees in facing the challenges of globalization in the face of fierce competition with other private sectors as well as from the international company with similar products sold in Indonesia. Meanwhile, the SOE is also a significant source of government revenues in the form of various taxes, dividends, and results of privatization. Therefore, the establishment of professional SOE is important to foster a positive work culture in the corporation to implement the principles of good corporate governance (GCG), in order to optimize the profit and benefits.

Corporate culture is a cognitive framework that includes values, perception, norm, and behavioural pattern born in a company that aimed to resolve both internal and external issues, such as adaptation problems (external issue) and integration problems (internal aspect) (Golnaz, 2001). Corporate culture is also defined as a management approach encompassing the usage of a strategical project, achieved through several different management practices. These management practices include specific training, benchmarking for performance management, reward, and grading system, and also counselling procedure. The forming of corporate culture stems from the adaptation effort made by the company towards changes in the surrounding environment. When each party grasped the importance of values, norms, and perceptions, it will act as a directive for each party in their work. Uniformity of guideline will facilitate the

company in adjusting through the changes in the external and internal environment (Sunuantari, 2012).

Corporate culture shall consist of values, beliefs, and norms. The value in question is based on the values that are owned and practiced by the company. Belief is an assumption that served as a guideline for the employees about themselves, their customers, and their organization whereas norms are an unwritten rule that addresses the problem of employee's dress code and how to interact with other employees. These norms used to assist in implementing consistency between the value and beliefs held (Flamholtz & Randle, 2012). There are five (5) positive corporate cultures. Firstly, organizational culture is expanding not only through the company's mission but also through clear-cut vision. This fact exemplifies the presence of strong values. Secondly, a proper corporate culture possessed values that are in line with the personal values of the employees. Thirdly, high acknowledgment for the employees and the employees interact with all parts of the company. Fourth, corporate culture can adapt quickly and consistently towards the external condition and treat all employees fairly. Fifth, a corporate culture shall own a slogan, significance, and embodying values possessed by the company (Golnaz, 2001). There are four types of the corporate culture. First, Clan

Culture is a culture that creates a family-like company with a stronghold over loyalty value, tradition, and leader collaboration. The leader in this type of culture is considered as a mentor or parent figure in a family. Its success rated if there is a concern given to their people. This type of company usually thinks about the long term benefit. Second, Adhocracy Culture that indicated by dynamic characters, entrepreneurial and creative workplace, risk-taking, and visionary effective leadership. Third, market culture is a type of corporate culture that is result oriented, leader control over the procedure, and its emphasis on victory. Fourth, Hierarchy culture is a formal and hierarchical corporate culture. Procedures and processes must be implemented properly. Stability, and efficiency are long term interests of the company (von Meding, McAllister, Oyedele, & Kelly, 2013).

The work culture establishes when a workgroup or organization faces a problem on the existence of the organization that might cause external or internal changes (Ndraha, 2005). Working culture give a positive and negative mark in understanding how to work, norms, minds et, and behavior of everyone or a group of people in completing a job (Frinaldi, 2011, 2014; Frinaldi & Embi, 2011). The work culture will resulting in development of effective, efficient, transparent, accountable and sustainable policy strategies. It also responsible to create premiere public services for various components of society (Frinaldi, Khaidir, & Rahayu, 2019).

Performance is measured by comparing the work results and with the operational standards (Dessler, 2005). Influencing factors of employee's performance is, among others; a) ability; b) will; c) energy; d) technology; e) compensation; f) clarity of purpose; and g) security (Pasolong, 2010). Performance is the management of various potentials and strengths of private or governmental organizations by employing a clear and steady framework to achieve organizational goals (Frinaldi & Embi, 2015). Therefore, individual responsibility in work, formulating performance expectations, and synergy are visible. The success of work can be seen from the job description of a worker.

According to Law No. 19 the Year 2003 about State-Owned Company, BUMN/SOE is a business entity that entire or part of its capital is owned by the state through direct

participation derived from separated state assets. Management of State-Owned Company refers to a fully equipped mechanism that can influence the managers' decisions (Srivastava, Das, & Pattanayak, 2018). Management of the company is also related to legal structure and organization observed from company internal integrity. Therefore, a company is an organization that legitimated and protected by the legal principle of a government or a country (Alam Choudhury & Ziaul Hoque, 2006). The most prominent issue in the corporate governance debate is that there are countries that change its rules and practices of their corporate governance towards Anglo-American shareholders which is the exact opposite of a logical system which states that the rules are different from the corporate governance model that generally applies (Ntongho, 2016).

Kotter & Heskett (2011) surveyed a sample of 207 companies and concluded, among others; (1) The corporate culture has a significant influence on the company's performance in the long term; (2) the corporate culture may be a more important factor in determining the success or failure of the company in the coming decade. A study conducted in Taiwan by (Chen, 2004) demonstrated that responsible culture and employees' and leaders' commitment affect the interaction between employees and leaders and organizational culture.

The research problem for this article is to figure out whether there is any influence of corporate culture in employee's performance at PT. Semen Padang? There are six corporate cultures, known as CHAMPS, which ruled six main hypotheses:

Ha = there is a significant influence of corporate culture in PT. Semen Padang employee's performance.

Ho = there is no significant influence on corporate culture in PT. Semen Padang employee's performance.

The hypothesis from the CHAMPS corporate culture are:

Ha1 = there is a significant influence of Compete with a clear and synergized vision corporate culture in PT. Semen Padang employee's performance.

Ha2 = there is a significant influence of Have a high spirit for continuous learning corporate culture in PT. Semen Padang employee's performance.

Ha3 = there is a significant influence of Act with high accountability corporate culture in PT. Semen Padang employee's performance.

Ha4 = there is a significant influence of Meet customer expectations corporate culture in PT. Semen Padang employee's performance.

Ha5 = there is a significant influence of Perform ethically with high integrity corporate culture in PT. Semen Padang employee's performance.

Ha6 = there is a significant influence of Strengthening teamwork corporate culture in PT. Semen Padang employee's performance.

Ho1 = there is no significant influence of Compete with a clear and synergized vision corporate culture in PT. Semen Padang employee's performance.

Ho2 = there is no significant influence of Have a high spirit for continuous learning corporate culture in PT. Semen Padang employee's performance.

Ho3 = there is no significant influence of Act with high accountability corporate culture in PT. Semen Padang employee's performance.

Ho4 = there is no significant influence of Meet customer expectations corporate culture in PT. Semen Padang employee's performance.

Ho5 = there is no significant influence of Perform ethically with high integrity corporate culture in PT. Semen Padang employee's performance.

Ho6 = there is no significant influence of Strengthening teamwork corporate culture in PT. Semen Padang employee's performance.

Ha7 = there is no significant influence of CHAMPS corporate culture in PT. Semen Padang employee's performance.

Method

This quantitative study used a questionnaire to collect data. Therefore, the respondents are anonymous (Ntongho, 2016) (Bungin, 2013; Sugiyono, 2006). This research was conducted at PT Semen Padang, located in Indarung avenue, Padang. The location was selected since PT. Semen Padang is the oldest state-owned enterprises in West Sumatera province. The population is all employees of PT Semen Padang, amounting to 1924 people. The samples selected using Slovin's formulation with the level of tolerated inaccuracy due to sampling error by 5%, resulting in 331 samples. The sampling method used in this research was the quota sample. The primary data is the one collected from surveying respondents who are employees of PT Semen Padang. The qualitative study used document analysis, observation and interview technique. Interview technique use purposive sampling. Data is obtained from documents, such as reports, papers, newspaper and magazine articles on the influence of corporate culture on PT. Semen Padang employee's performance. The variables of this study were; (a) corporate culture as the independent variable (X) with sub-variables C-H-A-M-P-S work culture; (b) The dependent variable is employee's performance (Y). The distribution and collection of the questionnaire were conducted in September 2015 - October 2015. The questionnaire was then processed in April-June 2016. The instrument in data collection is the Likert scale with 5 alternative answers. The answers were scored consisting of positive statements and negative. Construct validation is used using SPSS version 16. The validities of the the questions were tested using criteria: $r_{table} = 0.361$ at $\alpha = 0.05$ (using a sample of 30 people), which if $r_{count} > r_{table}$ = valid and if the count $r < r_{table}$ = invalid.

Result and Discussion

Validation test

The validation test was conducted in Semen Padang to 30 respondents that are different from the 331 samples. 18 questions of the survey were tested and analyzed, resulting in the validity of the 18 questions with corrected item-total correlation greater than 0.361. Therefore, the research questionnaire for employee's performance variables consisted of 18 valid statements. The analysis was performed on data from 15 trials statement questionnaire for employee performance variables. For employee's performance sub-variables, there were 15 valid questions with the corrected item-total correlation greater than 0.361. Therefore, the research questionnaire for employee's performance variables used 15 valid statements.

Reliability Test of Research Instrument

The reliability of the research instrument was tested using Cronbach Alpha. With $\alpha = 0.05$, then the instrument was declared reliable if the value of Cronbach Alpha's > 0.6 (the value based on table of r (Pearson product moment)). The analysis explain that the value of Cronbach's Alpha of CHAMPS corporate culture variable consists of $X1 = 0.778$; $X2 = 0.747$; $X3 = 0.667$; $X4 = 0,531$; $X5 = 0,470$; and $X6 = 0.633$, meaning the questionnaire for the corporate culture variable was reliable. The value of Cronbach's Alpha CHAMPS sub-variables was $0,856 (> 0.6)$. This means that the questionnaire for employee's performance variables was reliable.

Normality Test

Data normality test was designed to determine whether the data were normally distributed or not. This test was performed with the Kolmogorov-Smirnov using SPSS version 16. Guidelines for deciding the normality test was: 1) If the significance or probability value < 0.05 , the data is not distributed normally; and 2) If the significance or probability value > 0.05 , the data is distributed normally. The normality test results of each C, H, A, M, P, S work culture to Y can be seen in the figures below:

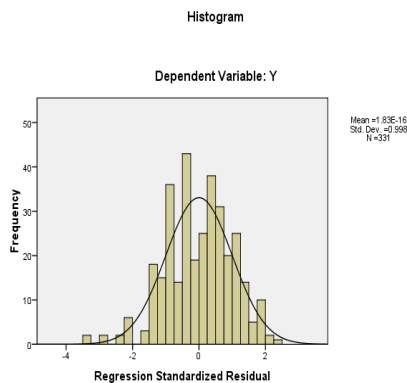


Figure 1. Normality Test (C)

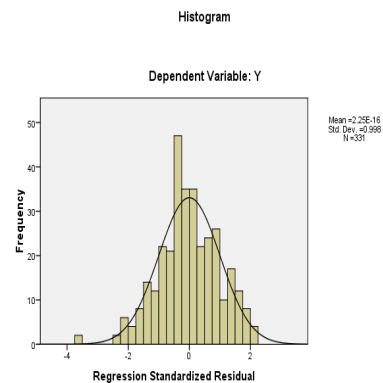


Figure 2. Normality Test (H)

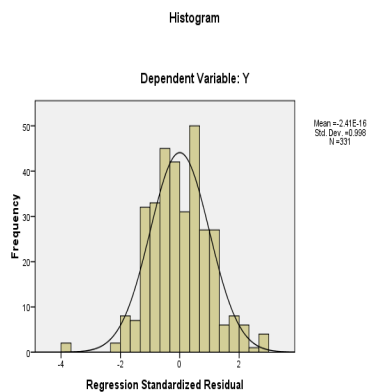


Figure 3. Normality test (A)

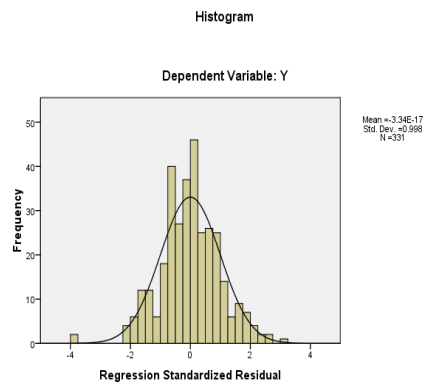


Figure 4. Normality Test (M)

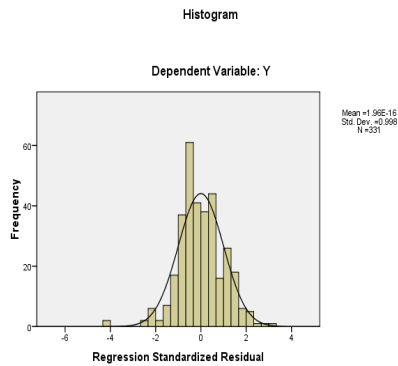


Figure 5. Normality Test (P)

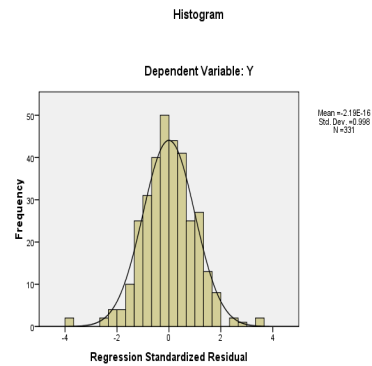


Figure 6. Normality Test (S)

Based on the chart of the normality test in Figure 4.1, Figure 4.2, Figure 4.3, Figure 4.4, Figure 4.5 and Figure 4.6, the histogram illustrates that the data is distributed normally. It can be seen on the histogram, the increase of value from the left side to the top and right side is in order. The values of both sides regularly rising, the value increases gradually, so the regression model is fitting for this research.

Result of Linearity Test

The result of Linearity test of each C, H, A, M, P, S work culture to Y can be seen in the figures below:

Normal P-P Plot of Regression Standardized Residual

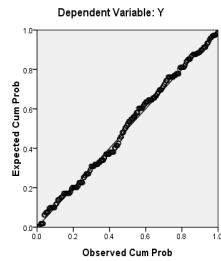


Figure 7. Linearity Test (C)

Normal P-P Plot of Regression Standardized Residual

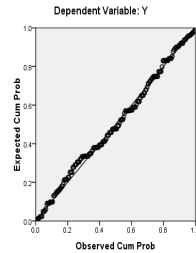


Figure 8. Linearity Test (H)

Normal P-P Plot of Regression Standardized Residual

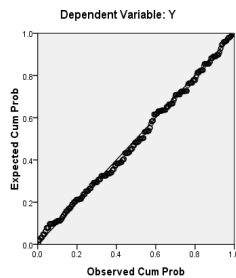


Figure 9. Linearity Test (A)

Normal P-P Plot of Regression Standardized Residual

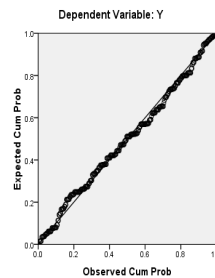


Figure 10. Linearity Test (M)

Normal P-P Plot of Regression Standardized Residual

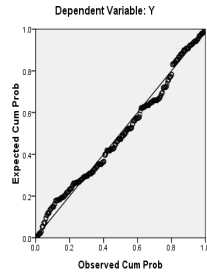


Figure 11. Linearity Test (P)

Normal P-P Plot of Regression Standardized Residual

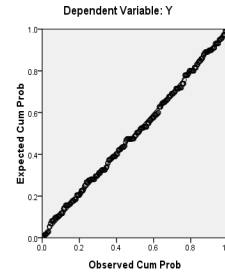


Figure 12. Linearity Test (S)

The results of a simultaneous test of CHAMPS corporate culture to Y, particularly normality test, linearity test, and heteroscedasticity test can be seen in the figures below.

Histogram

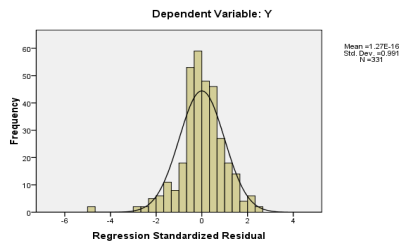


Figure 13. Normality Test

Normal P-P Plot of Regression Standardized Residual

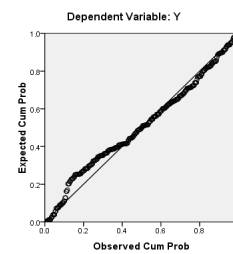


Figure 14. Linearity Test

Scatterplot

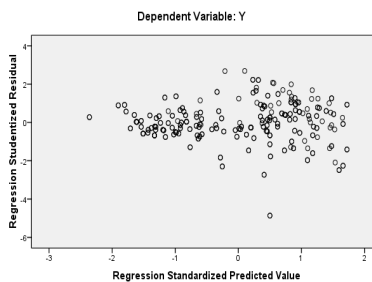


Figure 15. Heteroscedasticity Test

The results of the regression test C toward employee’s performance, H toward employee’s performance, A toward employee’s performance, M toward employee’s performance, P toward employee’s performance, and S toward employee’s performance are presented in the table below.

Table 1. Result of Coefficients of Determinants (r²) of Sub-Variables

Model Summary ^b						
Corporate Culture	R	r Square	Adjusted r Square	Std. Error of the Estimate	Durbin-Watson	
C	.575 ^a	.330	.328	8.895	1.383	
H	.659 ^a	.435	.433	8.171	1.374	
A	.685 ^a	.469	.467	7.920	1.505	
M	.665 ^a	.442	.440	8.119	1.503	
P	.744 ^a	.553	.552	7.266	1.814	
S	.703 ^a	.494	.493	7.727	1.501	

Table 1 explains that the corporate culture C adjusted R Square is 0328, corporate culture H 0433, corporate culture A is 0467, corporate culture M is 0440, corporate culture P is 0552, and corporate culture S is 0493. This suggests that the six sub-variables contribute to employee's performance in PT Semen Padang. The F test indicates whether each independent sub-variable has any effect on the dependent variable. The result of the F test is as follows.

Table 2. Result of F Test of Each Sub-Variables

ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
C	Regression	12826.623	1	12826.623	162.128	.000 ^a
H	Regression	16887.253	1	16887.253	252.909	.000 ^a
A	Regression	18216.055	1	18216.055	290.374	.000 ^a
M	Regression	17165.749	1	17165.749	260.381	.000 ^a
P	Regression	21486.280	1	21486.280	406.990	.000 ^a
S	Regression	19211.152	1	19211.152	321.749	.000 ^a

Based on ANOVA or statistical F test, the six sub-variables have a significance value of 0:00<0:05, which means the six corporate culture variables have a significant influence on the employee's performance of with a confidence level of 100%. T-test result explains the effect of each independent sub-variable on the dependent variable.

Table 3. Test Result of Each Corporate Culture

Coefficients ^a						
Corporate Culture	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
C	2.750	.216	.575		12.733	.000
H	2.344	.147	.659		15.903	.000
A	2.652	.156	.685		17.040	.000
M	2.648	.164	.665		16.136	.000
P	2.694	.134	.744		20.174	.000
S	2.447	.136	.703		17.937	.000

The T-test result on the table explaining that the six sub-variables has a significance value less than 0.05 so it can be concluded that Ho1, Ho2, Ho3, Ho4, Ho5, Ho6 were all rejected and Ha1, Ha2, HA3, Ha4, HA5, Ha6 are accepted because all these sub-variables of organizational culture have a high significant value with a confidence level of 100%. The results of multiple regression (Simultaneous Test) on the Effect of Corporate Culture on Employees' Performance are as follows.

Table 4. Result of Multiple Regression (Simultaneous Test) of Corporate Culture CHAMPS

Model Summary ^b					
Corporate Culture	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
Y	.808 ^a	.652	.646	6.456	1.746

Table 5. Result of Simultaneous Test CHAMPS Corporate Culture

ANOVA ^b						
Corporate Culture		Sum of Squares	df	Mean Square	F	Sig.
Y	Regression	25351.542	6	4225.257	101.378	.000 ^a

Table 6 Result of Simultaneous CHAMPS Corporate Culture

Coefficients ^a						
Corporate Culture	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
(Constant)	15.544	1.840			8.448	.000
C	.545	.214	.114		2.542	.011
H	.498	.177	.140		2.812	.005
A	.655	.205	.169		3.200	.002
M	.070	.227	.017		.306	.760
P	1.171	.211	.323		5.561	.000
S	.628	.192	.180		3.263	.001

Based on the above table, table 4 explain that CHAMPS have influence toward performance in this study as 64%. Then, in table 5 explain that indicators of CHAMPS in simultaneous proved have influence toward performance.the result of study can trust 100%. Table 6 explain that as partial, one point of CHAMPS have influence toward performance in PT. Semen Padang. Based on table 4 until 6, can result that hypothesis Ha was accepted and Ho rejected. Hypotheses Ha1, Ha2, HA3, Ha4, Ha5, and Ha6 was accepted and Ho1, Ho2, Ho, 3, Ho4, Ho5, and Ho6 rejected respectively.

Processing of Interview Data Analysis, and Observation and Literature Research

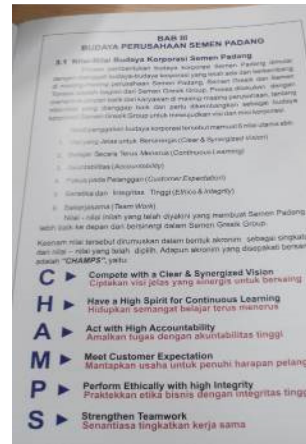
Interview with the Unit Leader (Kepala Bidang) of finance explains that the socialization of corporate culture. During interview, the Head of Human Resources Development explained that the corporate culture CHAMPS had been promulgated continuously using various media, standing banners, banners guidebooks, desktop computers, Warta tabloid, and in social activities organized by the company, for

example sport competition between departments or with a group and holding company, as well as printed in office stairs (The head office of PT. Semen Padang, September 28, 2015). Further interviews with the Head of Planning and Human Resources Development confirmed Irwan's statement above. He added that the implementation of the corporate culture has been monitored with the creation of the CHAMPS movement team as an extension of the Human Resources department. The corporate culture was also spread by producing key chains, creating CHAMPS song, and preparing champs quizzes in every sports activities and race. The HRD also plans to develop the implementation of corporate culture with the CHAMPS work culture values through comics CHAMPS (The head office of PT. Semen Padang, September 28, 2015). The confirmation of the data from interviews is done through observations and documentary studies whose photos are presented below.



Source: observation photos, 2015

Figure 16. Handbook of Corporate Culture



Source: observation photos, 2015

Figure 17. Explanation of Corporate Culture



Source: observation photos, 2015

Figure 18. Dissemination of Corporate Culture at the Stairs



Source: observation photos, 2015

Figure 19. Dissemination Using Banner

Discussion

The resume of processed and analyzed data can be described in the following graphic as follows.

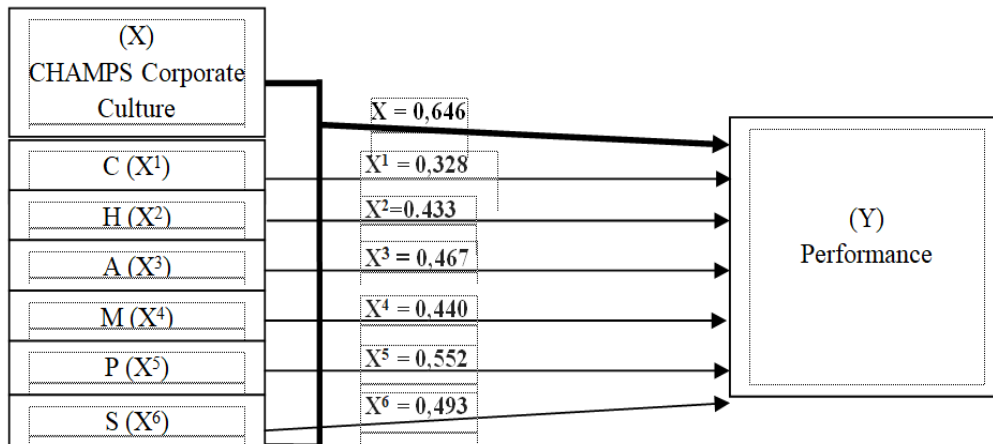


Figure 4.20 The Influence of CHAMPS Corporate Culture Variables on Employees' Performance (Y) in sub-variables (r^2) and all sub-variables (R^2)

In this study, the value of Adjusted R Square in each sub-variable as well as in simultaneous test showed a significant influence between corporate culture and employees' performance. This means PT. Semen Padang (Persero) has been able to encourage the employees to assimilate to the CHAMPS corporate culture. This explains that the better understanding and implementation of corporate culture and work culture derived from the corporate culture by the employees, the better the performance of employees. This is possible thanks to the various efforts of dissemination and internalization of the corporate culture, by spreading in the company's newsletter, making banners, printing corporate culture slogan in the office's stairs, and reminders in social activities in the company's environment in order that the cultural values can be implemented by the employees to improve their performance.

The result is consistent with the one by Kotter & Heskett (2011) on the corporate culture that supports the achievement of a company in the long term, given the culture is internalized and understood by all the people in the organization. Chatman & Bersade (1997) also found that a strong organizational culture helps the performance of business organizations because it creates a remarkable improvement of employees and can motivate and encourage innovation. Aldri and Muhammad Ali (2011; 2012) stated that if an organization is able to build a positive work culture, it will result in improved performance of its employees. Other Aldri's researches in several cities and regencies in West Sumatra (2011; 2017) and in Pasaman Barat Regency (2014) and in Pesisir Selatan Regency (2016) found that the difficulty of changing the work culture of the employees is due to the lack of work culture fostering sustainably. Meanwhile, this study proves that the dissemination of corporate culture values in various programs helps employees to understand the cultural values of the CHAMPS.

Conclusion

Based on the above analysis and discussion, it can be assumed that Each value in CHAMPS work culture has a substantial influence on employee's performance. Moreover, corporate culture as a whole has a substantial influence on employee's performance.

It is suggested that PT. Semen Padang should be able to maintain and keep optimizing the understanding of a corporate culture that is derived in the already strong CHAMPS work culture by continuing to innovate in disseminating activities and internalization of the corporate culture values.

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