

THE INFLUENCE OF WORK CULTURE AND COMMUNICATION ABILITY TO THE PERFORMANCE OF SHIPS CREW IN SURABAYA NORTH QUAY

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ABSTRACT

In the work environment on the ship, the crew is expected to have a work culture and the ability to communicate using good English to achieve good performance on the ship. The purpose of this study was to determine how positively and significantly the influence of work culture and the ability to communicate using English to the performance of the crew. The method used by distributing questionnaires to respondents, namely crew members with quantitative analysis methods, namely multiple linear regression analysis, t test, F test and determination test so that it can be seen the effect of work culture and the ability to communicate on the performance of the crew. The results obtained in this study, there is a positive influence between work culture and communication skills on the performance of the crew. In the end, it is hoped that this research will give a reference for shipping companies, ship crews and related parties.

Keywords: Work Culture, Communication Ability, Crew Performance.

1. INTRODUCTION

In the work environment there are values that have become habits and are related to the quality and quality of work so that it becomes a work culture. According to Sholihah & Kuncoro, (2014) A work success is rooted in the values they have and the behaviors that become their habits. These values originate from customs, religions, norms, and rules that become habits in work or organizational behavior. In working on a ship, there are procedures and regulations that must be obeyed by the crew in achieving the objectives of the ship's operational activities, however it is found that the crew has behavioral habits that come from their sailing experience, customs on board, the rules that become the confidence of the crew to behave that affects the performance of the crew.

A work culture found on board a ship contributes to the performance of the crew as stated by Arianto & Agung, (2013) there is an influence between work culture on performance. In addition, according to Adha & Achmad, (2019) work culture also has a positive effect on performance, According to Riduward et al, (2014) leadership style and work culture have a positive effect on performance.

In connection with the performance of the crew, communication skills are the interaction abilities possessed by individuals or someone on board to be able to interact and socialize with other individuals or people. With the existence of communication, this can facilitate the process of interaction between one another, in order to achieve the expected goal, namely the performance of the crew. Not to mention in the world of shipping, communication skills are very

important where they are able to say messages well and effectively. Based on IMO SMCP (International Maritime Organization Standard Marine Communication Phrases), communication is divided into two, namely external communication and on-board communication.

Apart from the various things above, the more rapid development of the global trade economy, the ability to communicate on ships is needed. This is because various kinds of merchant ships and crews of any nationality are on board. The ships were manned by sailors from various nations, and who had to communicate with the ships around them in different languages.

Language is a communication tool to convey ideas, messages, and information embedded in the mind, the delivery medium can be through oral or written. Language also has a central role for the creation of shipping safety. In the IMO, the SMCP states that the standard language for seafarers is English. Skills in language, especially English on board, are also at risk of misunderstanding and resulting in ineffective tasks carried out. Mistakes like this cannot be tolerated when working on a ship, given the many dangers that threaten us. For that, everyone who works on the ship is also required to have language skills, especially English, in addition to having the ability to communicate. On the other hand, the role of a shipping company is very important in recruiting crew who will work on the ship, as regulated in the IMO SMCP about the knowledge of Standard Marine Communication Phrases so that there are no misunderstandings, so that sailing safety is created in daily tasks.

2. RESEARCH OBJECTIVES

The objectives in conducting this research were to determine the effect of work culture and communication skills on the performance of the crew, so that it becomes a reference for shipping companies, ship crew members and related parties.

2.1 Literature Review

This section will present various opinions or theories from experts or experts as well as previous research related to this research study. Theory and results from previous research will facilitate and guide researchers in completing the desired discussion. Various opinions or theories and previous research will be described in detail below.

2.2 Previous Researchers Previous

The previous researchers are useful to enrich the theory and reference sources in this study. Previous research that is relevant to this research regarding work culture, communication skills and crew performance will be described in full in this section. Arianto & Agung, (2013) there is an influence between work culture on performance, According to Adha & Achmad, (2019) work culture also has a positive effect on performance, According to Riduward et al, (2014) leadership style and work culture have a positive effect on performance. In research conducted by Arianto & Agung, (2013) as respondents were teachers with discipline variables, work environment, work culture on the performance of the teaching staff. Meanwhile, research conducted by Adha & Hafidz. 2019 who became respondents were employees of the Jember

Regency social service, with variables of work motivation, work environment, work culture and performance. In a study conducted by Riduward et al (2014), the respondents were employees at the Regional Indonesian Broadcasting Commission (KPID) Secretariat Office of the Riau Islands province and the variables were leadership style, work culture and performance.

As for research related to communication skills, as has been done by Windyandari, A: 2011, that the development of communication systems for ships in Indonesia needs to be carried out considering the increasing number of ship accidents at sea and at the port. Someone who is skilled in English and has a good ability in communicating, especially with the crew, can support sailing safety when the ship is sailing. A good communication system on board needs to be improved as a supporting factor in shipping safety.

2.3 Work Culture

According to Triguno, (1995) work culture is a philosophy based on a view of life as values that become traits, habits, as a force that can encourage, culture in the life of a community group or an organization. According to Nawawi, (2005) work culture is a habit that is carried out by employees in an organization repeatedly, the habit does not have strict sanctions, according to him, this habit is a habit that should be adhered to in an effort to do a job to achieve a goal. According to Adha et al, (2019) work culture is a habit or behavior that is carried out during a routine repeatedly and if there is no strict sanction if it is broken.

These habits are used by someone to behave and behave which has dimensions to be

used as a reference in behaving and behaving. Based on the work culture theory above, the writer defines the work culture on the ship as the attitude and behavior of the crew that is carried out repeatedly or routinely on the ship and if the crew violates, they do not get strict sanctions. According to Arianto, (2013) stated that in work culture there are indicators, namely the condition of the physical environment of work which is influenced by the provision of awards, welfare, the fulfillment of facilities and infrastructure. In addition, there are several factors that affect work culture such as support in carrying out tasks, the ability to design and design tasks, supervision and work discipline, communication or interaction with friends and leadership functions.

Work culture also has functions and benefits as expressed by Sholihah et al. (2014), in principle, work culture aims to build a belief in human resources or instill values that influence consistent attitudes and behavior and a commitment to getting used to a way of working in the environment. each. The function of work culture in general is a component of human quality inherent in the identity of the nation and becomes a benchmark in development. To participate in determining the integrity of the nation and become the main contributor to ensuring continuity in the life of the nation. It is closely related to the national values and philosophy that drive one's performance.

According to Robbins, quoted by Sholihah et al, (2014) the benefits of implementing a good work culture are increasing the spirit of mutual cooperation, increasing togetherness, being open to one another, increasing the spirit of kinship, building good

communication, increasing work productivity and being responsive to world developments.

2.4 Communication Ability

Communication is a reciprocal process between the sender and the recipient which influences each other and contains information, messages, ideas, ideas, thoughts and feelings. Ability is the ability or potential of an individual to master expertise in performing or performing various tasks in a job or an assessment of someone's actions. Communication is a process of forming, conveying, receiving and processing messages that occur within a person and / or between two or more specific purposes, so that the purpose of communication, namely as control, means of channeling emotions and means of conveying information can be achieved.

In order for the communication process to run smoothly, several activities are needed to support it, namely: being a good listener, understanding the interlocutor, using body language well, speaking straight to the point, understanding the right time and place to talk, understanding the topic of conversation correctly, and ask for advice and input. From the above activities, it is hoped that the communication process will run smoothly so that the message to be conveyed can be received properly.

So, it can be interpreted that the ability to communicate on a ship is the ability or potential of an individual to master expertise in delivering messages or information about the mind which includes the ability to speak, write, draw and discuss on ships, between ships, ships and ports, ships and shipping companies and ships. with other related parties.

In communicating, there are aspects of communication skills that can support the communication process to run smoothly. There are six elements of the ability to communicate, namely: the source (source) / communicator of the party that will deliver the message, the message: the message to be conveyed, the receiver (the receiver): the party who will receive the message, barriers: barriers in communicating, response: a reaction to the message conveyed, the situation (situation): the situation when communication occurs.

Language skills can be obtained through continuous practice in using a language as a medium in communicating. This is in accordance with the opinion of Hoetomo MA (2005: 531-532) that skilled is proficient in completing tasks, capable and nimble. Skills are the skills to complete tasks. or the required skills. Language skills should be possessed by everyone to be able to communicate effectively.

In obtaining language skills, a person must have priority in learning a language so that he can be skilled in communicating. Richard (2008: 19, in Lindawati, Sengkey) states that mastery of English-speaking skills is a top priority for learners of second and foreign languages. The level of speaking skills is determined by the ability to express the contents of the mind according to the purpose and context of the conversation being carried out, how the contents of the mind are arranged so that it is clear and easily understood, and expressed in language that is packaged in a reasonable grammar arrangement, the right choice of words. , as well as pronunciation and intonation according to the

purpose and nature of the speaking activity being carried out.

2.5 Performance of the Crew

According to Edison (2016) performance is the result of a process that refers and is measured over a certain period of time based on predetermined terms or agreements. Meanwhile, performance is a reflection of their abilities and skills in certain jobs that will have an impact on the rewards of the company. Another opinion, performance or work performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him (Mangkunegara, 2006: 67). at the time and place of the employees and the organization concerned (Mangkuprawira and Hubeis, 2007: 153).

Performance is also the result of work achieved by a person in carrying out his duties on his skills, efforts and opportunities. Based on the above explanation, performance is a result achieved by a person in carrying out tasks based on skills, experience and seriousness and time according to predetermined standards and criteria (Hasibuan, 2002: 160). And another expert, Bernardin and Russel (in Ruky, 2002: 15), provide the following definition or performance: "performance is defined as the record of outcomes produced on a specified job function or activity during time period. Achievement or performance is a record of the results obtained from certain job functions or activities during a certain period of time.

Work motivation is one of the factors that can improve the performance of the crew. The performance of the crew is determined by motivation. In order for the crew to work in

general, they must have motivation. A person will have work motivation if there is a condition that encourages or causes someone to do an action or activity, which takes place consciously. Likewise, on a ship, in fact there are still many jobs that are not completed according to the predetermined schedule so that it affects the crew's lack of motivation. This is due to the lack of morale of the crew on board the ship, which in turn will decrease work motivation.

The low work motivation possessed by the crew is due to the boredom experienced due to the past work contract period, as well as a lack of communication between the captain and other crew members. This problem needs to be addressed immediately, so that the performance of the crew can increase again so that ship operations can run smoothly as expected.

Quality and productive crew performance can be achieved if the crew is highly disciplined. Discipline is an aspect that has enough contribution to determine what things can be done in order to achieve certain goals. With continuous and continuous education and training, it usually shows the level of responsibility to carry out a job in accordance with ability, skill and knowledge (initiative). High discipline on a crew member will have a positive impact on performance, meaning that the more training a ship crew has to carry out a job, the more work can be completed and maintain the quality of his work.

There are factors that affect performance, namely effectiveness and efficiency where an activity is effective, but if the consequences are not sought, the activity assesses the importance of the results achieved

so as to result in satisfaction even though it is effective it is called inefficient. On the other hand, if the effect sought is not important or trivial, then the activity is efficient (Prawirosentono 1999: 27). Authority (Authority), authority is the nature of a communication or order in a formal organization that is owned by a member of the organization to other members to carry out a work activity in accordance with their contribution. The order says what to do and what not to do in the organization. Discipline, is obeying the applicable laws and regulations. So, employee discipline is the activity of the employee concerned in respecting the work agreement with the organization where he works. Initiative, related to thinking and creativity in forming ideas to plan something related to organizational goals.

The characteristics of employee performance according to the opinion of (Mangkunegara, 2002: 68) are having high personal responsibility, dare to take and bear the risks faced, have realistic goals, have a comprehensive work plan and strive to realize its goals, take advantage of feedback that is concrete in all work activities it does and looks for opportunities to realize the plans that have been programmed.

Meanwhile, the employee performance indicator is the quality as measured by employees' perceptions of the quality of workers produced and the perfection of duties on the skills and abilities of employees. Quantity, is the amount produced expressed in terms such as the number of units, the number of activity cycles completed. Timing accuracy, is the level of activity completed at the beginning of the time stated, seen from the point of

coordination with the output results and maximizing the time available for other activities. Effectiveness, is the level of use of organizational resources (manpower, money, technology, raw materials) maximized with the intention of increasing the results of each unit in the use of resources. Independence, is the level of an employee who will later be able to carry out his work function. Work Commitment. It is a level where employees have a work commitment to the agency and employee responsibilities to the office.

3. RESEARCH METHODOLOGY

In this study, the method used is a quantitative research method where the answers obtained from the respondents and according to the predetermined variable values will then be analyzed using the SPSS computer program, Statistic21.0. Quantitative analysis was carried out to describe the relationship between variables in the study using statistical calculations, namely by linear regression analysis, test, F test and determination test. The statistical tests used to analyze the data were as follows.

a. Validity Test "Validity is how far the tool can measure the thing or subject you want to measure (Iqbal Hasan, 2004)". The correlation formula used to calculate the well-known validity is the product moment correlation formula, which is as follows:

$$r = \frac{n \cdot \sum XY - (\sum X) (\sum Y)}{\sqrt{(n \cdot \sum X^2 - (\sum X)^2) (n \cdot \sum Y^2 - (\sum Y)^2)}} \dots\dots\dots (1)$$

Information:

- r : Correlation coefficient
- n : Number of samples
- X : Independent variable
- Y : The dependent variable

b. Reliability Test "Reliability means being trustworthy. A measuring instrument is said to have reliability if it is used many times by the same researcher or by other researchers it will still give the same results. So, reliability is how far the consistency of measuring instruments can provide the same results in measuring the same thing or subject (Iqbal Hasan, 2004)". A questioner construction is said to be reliable if the value (α) is greater than 0.6.

3.1 Multiple Linear Regression

This analysis is used to analyze the effect of the independent variable (X), namely the ability to communicate (X1) and the use of international signal codes (X2) on the dependent variable (Y), namely the safety of ship shipping. The research model used in this study:

$$Y = a + b_1 \cdot X_1 + b_2 \cdot X_2 + \mu \dots\dots\dots (2)$$

Information:

- Y : Crew performance
- a : Constants
- b1, b2 : Multiple regression coefficients research factors
- X1 : Work Culture
- X2 : Communication Ability
- μ : Other variables that are not detected

3.2 Hypothesis Testing

The hypothesis testing tools used are:

a. T-test (Partial Test)

This test is used to analyze the effect of each independent variable (X), namely Work Culture (X1) and the ability to communicate (X2) on the dependent variable (Y), namely the performance of the crew. Testing criteria:

1) Ho: b = 0 This means that there is no positive and significant influence between the independent variable (X), namely Work Culture (X1) and the ability to communicate (X2) on the dependent variable Y, namely the performance of the crew.

$$H_a : b \neq 0$$

This means that there is a positive and significant influence between the independent variable (X), namely Work Culture (X1) and the ability to communicate (X2) on the dependent variable (Y), namely the performance of the crew.

2) Level of significant if $\alpha = 0.05$ or 95%

c. - If t count > t table H_a is accepted: This means that individually there is a positive and significant influence between the independent variable (X), namely Work Culture (X1) and the use of code (X2) the ability to communicate on the dependent variable Y, namely the performance of the crew.

- if t count < t table

H_0 is accepted: it means that individually there is no positive and significant

influence between the independent variable (X), namely Work Culture (X1) and the ability to communicate (X2) on the dependent variable (Y), namely the performance of the crew.

b. F-test (Simultaneous Test)

This test is used to analyze the effect jointly or simultaneously between the independent variable (X), namely Work Culture (X1) and the ability to communicate (X2) on the dependent variable (Y), namely the performance of the crew.

Testing criteria:

a. $H_0: b = 0$ This means that simultaneously there is no positive and significant influence between the independent variable (X), namely Work Culture (X1) and the ability to communicate (X2) on the dependent variable (Y), namely the performance of the crew.

$H_a: b \neq 0$

This means that simultaneously there is a positive and significant influence between the independent variable (X), namely Work Culture (X1) and the ability to communicate (X2) on the dependent variable (Y), namely the performance of the crew.

b. The level of is significant if $\alpha = 0.05 = 95\%$

c. If $F_{count} > F_{table}$

H_a is accepted: This means that simultaneously there is a positive and significant influence between the independent variable (X), namely Work Culture (X1) and the ability to communicate (X2) on the dependent variable (Y), namely the performance of the crew.

If $F_{count} < F_{table}$

This means that simultaneously there is no positive and significant influence between the independent variable (X), namely Work Culture (X1) and the ability to communicate (X2) on the dependent variable (Y), namely the performance of the crew.

The coefficient of determination (R²)

It is used to determine the contribution of the independent variable (X), namely Work Culture (X1) and the ability to communicate (X2) to the dependent variable (Y), namely the performance of the crew.

The formula used: $R^2 = r^2 \times 100\%$

..... (3)

Information:

R: Multiple correlation coefficient

r: Partial correlation coefficient

3.3 Research Variables

The variables in this study are described as follows:

a. *Independent Variable*

That is a variable that functions to influence other variables, so it independently affects other variables. In this study the independent variables are:

1) Work Culture (X1) The indicators in this study related to Work Culture are:

- a) Indicators of physical environmental conditions of work
- b) Indicators of environmental conditions of work sign jobs

b. The ability to communicate (X2).

Indicators of communication skills are:

- a) Indicators of oral communication.
- b) Indicators of written communication.

b. *Dependent Variable*

Namely a variable whose function is influenced by other variables therefore it is also often called a variable that is influenced by other variables. In this study the dependent variable is the performance of the crew. Research indicators regarding crew performance factors are:

- a. Ability of the crew
- b. Motivation of the crew
- c. Support received
- d. Existence of ship crew work being carried out
- e. Crew relationships with organizations

3.4 Population and Sample

According to Sugiyono (2012: 115) Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then drawn

conclusions. According to Sugiyono (2012: 116) the sample is part of the number and characteristics of the population, if it is large and the researcher is not possible to learn everything in the population, for example due to limited funds, energy and time, the researcher can use a sample from that population. sampling is a sampling technique. The population in this study are actually all commercial ship crews at the Surabaya North Quay pier, but due to limited funds, energy and time, the researchers took 98 samples. (ninety-eight) crew members of the ship in Surabaya North Quay.

4. Research Results

4.1 Validity and Reliability Test

a. *Validity Test* Based on the results of calculations using the SPSS ver.21.0 tool, the value of Corrected item total correlation (*r* count) is obtained and the 12 (twelve) questions can be presented as follows:

Table 1. Validity test result

Research Variables	r count	r table	Conclusion
Work Culture			
Respondents Answer			
Question no.1	0,719	0,197	valid
Question no.2	0,791	0,197	valid
Question no.3	0,760	0,197	valid
Question no.4	0,325	0,197	valid
Ability to Communicate			
Respondents Answer			
Question no.5	0,513	0,197	valid
Question no.6	0,694	0,197	valid
Question no.7	0,748	0,197	valid

Question no.8	0,293	0,197	valid
Crew Performance			
Respondents Answer			
Question no.9	0,512	0,199	valid
Question no.10	0,684	0,199	valid
Question no.11	0,759	0,199	valid
Question no.12	0,544	0,199	valid

Source: Validity Test Results, 2021

Based on table 1, it can be seen that almost all of the respondents' answers have a value of $r_{count} > r_{table}$ (0.199).

b. Reliability Test

By using the alpha formula, the reliability coefficient for each indicator is obtained which is summarized in table 2 below.

Table 2: Reliability test result

No	Variable	Alpha	Conclusion
1	Work Culture (X1)	0,783	Reliable
2	Ability to communicate (X2)	0,706	Reliable
3	Crew Performance (Y)	0,691	Reliable

Source: Reliability test result, 2021

From the results above, it can be explained that the variables in this study are reliable or reliable because they have an alpha coefficient that is greater than 0.60.

4.2 Multiple Linear Regression Analysis

The results of linear regression in this study can be shown in Table 3, the multiple regression line equation is obtained, namely:

Tabel 3. Summary of Calculation Result

Variable	Coefficient	t - ratio	Prog - sig	Conclusion
Constant	4,003	2,447	0,016	Significant
Work Culture	0,447	5,027	0,000	Significant

Ability to Communicate	0,296	2,087	0,006	Significant
F – count	35,78	(Prob - sig = 0,000)		
N	98			

Source: Summary of regression ,2021

Based on the summary above, the following equation is obtained:

$$Y = 4.003 + 0.477 X_1 + 0.296X_2 + m$$

From this equation, it can be seen that work culture has a positive effect on crew performance by 0.477 units and communication skills have a positive effect on crew performance by 0.296 units.

4.3 Hypothesis Test

a. T test

a) Hypothesis testing between Work Culture Variables on crew performance obtained $t_{count} > t_{table}$, namely $5.027 > 1.993$ means that H_0 is rejected and H_a is accepted, namely there is a positive and significant influence between Work Culture on the performance of the crew.

Graphically the t test can be shown as follows:

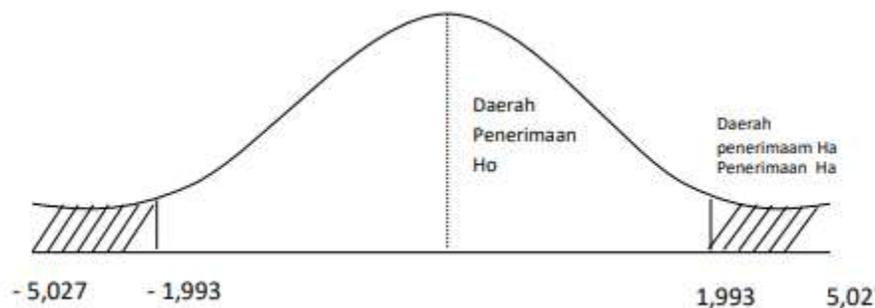


Figure 1 Graph of t test on variable X1

b) Hypothesis test between variables using international signal codes on shipping safety.

communicate on the performance of the crew.

$t_{count} > t_{table}$ $2,087 > 1,993$ means that H_0 is rejected and H_a is accepted, that is, there is a positive and significant influence between the ability to

Graphically the t test can be shown as follows:

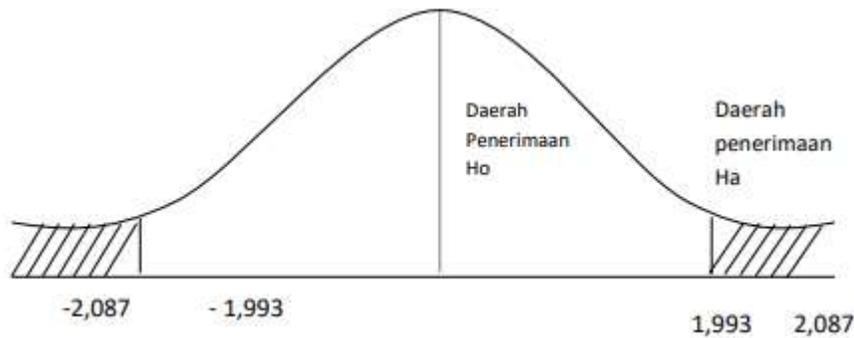


Figure 2 Graph of t test on variable X2

b. The F Test

The F test is used to analyze whether the independent variables (work culture, communication skills of the crew) simultaneously (together) have a significant effect on the dependent variable (crew performance). From the F test results obtained $F_{count} > F_{table}$, namely $35.478 > 1.37$ this means that H_0 is rejected and H_a is accepted, that is, there is a simultaneous influence on the independent variables of work culture and communication skills on the performance of the crew.

4.4 Determination Coefficient Test

The calculation results obtained the coefficient of determination (R^2) of 0.442. This means that 44.2% of the variation in the

performance of the crew is influenced by the work culture and communication skills of the crew. While the remaining 55.8% is explained by other variables outside the equation model.

5. Conclusion

a. From the linear equation it can be seen that work culture has a positive effect on crew performance by 0.477 units. From the t test, it is found that there is a significant influence between work culture on the ship on the performance of the crew as evidenced by $t_{count} > t_{table}$, namely $5.027 > 1.993$, therefore indicators of work culture are the physical environmental conditions of work and the environmental conditions of work sign jobs. must be improved so that the performance of the crew increases, because the working environment conditions will have implications for decreasing the performance level of the crew.

b. The ability to communicate using English has a positive effect on the performance of the crew by 0.296 units. The ability to communicate using English has a positive effect on the performance of the crew as evidenced by $t_{count} > t_{table} 2.087 > 1.993$, therefore the indicators of the ability to communicate using English, namely communicators, messages and recipients must be improved so that the performance of the crew increases.

c. From the F test, it is found that together there is a significant influence between work culture and the ability to communicate using English on the performance of the crew. Likewise, the results of the determination test together, work culture factors and the ability to communicate using English have an effect on 44.2% of crew performance, therefore indicators in work culture and the ability to communicate using English have a significant effect on crew performance. ship.

5.2 Suggestions

a. For ship management to be more selective in recruitment related to work culture and increase understanding, refreshing, updating for crew members about work culture so that the performance of the crew increases.

b. For maritime education institutions, it is better if they provide additional curriculum or training in maritime English, for shipping management it is better if they provide refreshing communication training, especially English for crew members who are already working and are selective in crew recruitment regarding the ability to communicate on board so that crew performance increases.

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