
IMPORTANCE OF ORGANIZATIONAL CULTURE IN DIGITAL ERA

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Abstract

Organizational culture has an important role in supporting company performance, especially in the digital era. A strong organizational culture is able to create a unique identity, provide a code of conduct, and encourage innovation, productivity, and collaboration in the work environment. Companies that succeed in developing an adaptive and innovative work culture can effectively deal with technological developments and market dynamics, thus ensuring the company's competitiveness and sustainability. This research highlights the importance of building an adaptive work culture through the integration of digital technology and employee skill development. In addition, a culture that supports innovation provides space for employees to contribute through creative ideas and solutions that suit market needs. This is a key element for companies that want to stay relevant and achieve optimal performance in the midst of rapid change. The results of this study confirm that organizational culture is not just an operational framework, but a strategic asset that drives company growth and resilience. By building an adaptive, collaborative, and innovative culture, organizations can achieve long-term success in an increasingly complex business environment.

Keywords: *Organizational culture, digital transformation, innovation, employee productivity, competitiveness*

A. INTRODUCTION

An organization is an entity consisting of individuals who work together in a structured manner to achieve a specific goal. In the context of business, an organization manages resources such as people, technology, and finance effectively to achieve its strategic goals (Kusnadi, 2017). In the digital era, organizations are required to be more adaptive to technological changes and market dynamics, by integrating innovation, flexibility, and cross-functional collaboration in their operations (Fauzi & Purbasari, 2024). An organization's success also depends on its ability to create a work culture that supports employee empowerment and encourages innovation to maintain competitiveness in the midst of global competition (Imawati & Amalia, 2014).

Companies in the digital era face major challenges in managing organizational culture, such as resistance to digital transformation and generational conflicts that have different views on how to work and innovate (Agustina et al., 2023; Fauzi & Purbasari, 2024). However, this era also offers opportunities to strengthen work culture through the use of digital technology that increases efficiency, collaboration, and innovation (Marpaung et al., 2024). By building a flexible and adaptive culture, companies can drive productivity, expand employee skills through technology-based training, and strengthen competitiveness in the global market (Alfarisqi et al., 2024).

Organizational culture is a set of values, norms, beliefs, and practices that guide employee behavior in a company. It reflects the organization's unique identity and plays a role in shaping a productive and innovative work environment (Hakim et al., 2021). This culture develops along with organizational experiences, leadership influences, and interactions between individuals within it (Fauzi & Purbasari, 2024). In the context of modern business, a strong organizational culture becomes a strategic asset that helps companies navigate technological changes and market demands while increasing employee engagement and satisfaction (Imawati & Amalia, 2014). Organizational culture is the foundation that shapes the company's identity, behavior, and strategic direction. It serves as a guideline that aligns the company's values with the daily activities of employees, creating a conducive work environment for collaboration, innovation, and productivity (Hakim et al., 2021). In the digital era, organizational culture is also a key factor in managing technological transformation and adapting

to market dynamics, ensuring that every member of the organization can work towards a common goal effectively (Fauzi & Purbasari, 2024). With a strong and well-managed culture, companies can improve performance, strengthen employee loyalty, and maintain operational sustainability in the global competition (Imawati & Amalia, 2014). Organizational culture is a set of values, norms, beliefs, and practices that guide employee behavior in a company. It reflects the organization's unique identity and plays a role in shaping a productive and innovative work environment (Hakim et al., 2021). This culture develops along with organizational experiences, leadership influences, and interactions between individuals within it (Fauzi & Purbasari, 2024). In the context of modern business, a strong organizational culture becomes a strategic asset that helps companies navigate technological changes and market demands while increasing employee engagement and satisfaction (Imawati & Amalia, 2014).

Organizational culture has an important role in supporting the company's development in the digital era by creating an adaptive, innovative, and collaborative work environment. A strong culture allows companies to more easily integrate digital technology into their operations, increase efficiency, and drive innovation that is relevant to market needs (Marpaung et al., 2024). In addition, a culture that supports the development of employees' digital skills can strengthen the company's competitiveness and accelerate the overall digital transformation (Alfarisqi et al., 2024). In the face of the challenges of the digital age, such as rapid technological changes and dynamic market expectations, organizational culture is a strategic foundation to maintain the sustainability and success of the company in the midst of global competition (Fauzi & Purbasari, 2024).

Based on the discussion in the introduction, the focus of the discussion in this study is:

1. What is the role of organizational culture as support for company performance
2. How to build an adaptive and innovative organizational culture

B. LITERATURE REVIEW

1) Organizational Behavior Theory

a. Definition of Organizational Behavior

Organizational behavior is the study of how individuals and groups behave in an organization, including their interactions with organizational structures, systems, and culture. This concept aims to understand the dynamics of human behavior in the context of work so that it can help organizations achieve their goals more effectively. According to (Kusnadi, 2017), Organizational behavior includes aspects such as decision-making, conflict management, and improving interpersonal relationships, all of which play a key role in the success of an organization.

In modern organizations, employee behavior is greatly influenced by the existing work culture, both in terms of core values and policies implemented. (Fauzi & Purbasari, 2024) highlighting that organizational culture has a very important role in shaping the behavior of individuals and groups, especially in facing challenges in the digital era. A strong and positive culture can provide a clear framework for employees, so they can better understand their roles and responsibilities. On the other hand, an uncondusive culture can trigger conflicts, reduce motivation, and reduce productivity.

The study of organizational behavior also includes how interactions between individuals are influenced by structural factors such as hierarchy, communication systems, and division of labor. (Imawati & Amalia, 2014) Explain that individual behavior is inseparable from the influence of their work environment, including how the organization builds employee engagement and supports their performance through effective cultural strategies. By understanding the relationship between individual behavior, culture, and organizational structure, leaders can create policies that are more inclusive and adaptive to change.

In addition, organizational behavior is also the basis for understanding the role of technology and innovation in the work environment. (Agustina et al., 2023) stated that in the digital era, organizations need to pay more attention to how technology can affect employee behavior, both positively through improving work efficiency and negatively through the potential for employee alienation. Thus, organizational behavior helps provide comprehensive insights into how humans interact in an ever-evolving organization. In other words, organizational behavior is not only the

study of people in an organization, but also how an organization creates an environment that encourages engagement, collaboration, and innovation. This is becoming increasingly important in today's complex and dynamic world of work, where change is an integral part of organizational sustainability.

b. Organizational Behavior Goals

The purpose of organizational behavior is to create a more effective, efficient, and harmonious organization through a deep understanding of individual and group behavior in the work environment. Organizational behavior provides a framework that helps organizations understand the factors that influence internal dynamics, such as motivation, leadership, communication, and conflict management. According to (Kusnadi, 2017), One of its main goals is to guide leaders to make decisions that take into account aspects of human behavior so that the organization can achieve its goals more optimally.

First, organizational behavior aims to understand individual behavior in the context of work. It involves studying what motivates employees, how they respond to work pressures, and how their emotions and attitudes affect productivity. (Imawati & Amalia, 2014) highlighting the importance of building employee engagement through a positive organizational culture, as high engagement drives better performance. Second, organizational behavior aims to improve group cooperation and effectiveness. Group dynamics, including communication and shared decision-making, are a key focus to ensure that teams can work synergistically. (Fauzi & Purbasari, 2024) affirm that a strong organizational culture can facilitate more harmonious working relationships, reduce conflict, and increase collaboration among employees, especially in the context of the challenging modern world of work. Third, organizational behavior also aims to help organizations adapt to environmental changes. (Agustina et al., 2023) Explaining that in the digital age, organizational behavior guides how technology can be leveraged to support work efficiency and effectiveness without sacrificing employee well-being. By understanding the impact of external changes on internal behavior, organizations can be more responsive to new challenges. Overall, the goals of organizational behavior are not only limited to understanding people in the organization, but also to applying that knowledge to create a more adaptive, inclusive, and sustainable work system. Organizations that successfully implement the principles of organizational behavior can create a work environment that supports individual growth while achieving their strategic goals.

c. Organizational behavior function

Organizational behavior has an important function in helping organizations understand and manage the dynamics of human behavior in the workplace. This function allows organizations to achieve strategic goals through a more systematic approach to individual and group management. Here is an explanation of some of the main functions of organizational behavior:

1. Diagnostic Function

Organizational behavior helps diagnose problems that may arise within the organization, such as low levels of motivation, high employee turnover, or conflicts between individuals. Through understanding the factors that influence behavior, managers can identify the root cause of the problem. (Kusnadi, 2017) explains that effective decision-making in an organization relies heavily on the ability to diagnose situations appropriately through analysis of individual and group behavior.

2. Predictive Function

Organizational behavior allows leaders to predict how individuals and groups will react to changes, be it changes in organizational structure, technology, or policy. With this predictive ability, organizations can design more effective strategies to anticipate the negative impact of such changes. (Agustina et al., 2023) shows that in the digital era, organizations must understand employee behavior in responding to the adoption of new technology to ensure its successful implementation.

3. Prescriptive Function

In addition to diagnosing and predicting, organizational behavior also has a prescriptive function, namely providing solutions and recommendations to overcome various

organizational challenges. For example, through the study of organizational behavior, organizations can design training programs to improve interpersonal skills, communication, or conflict management. (Fauzi & Purbasari, 2024) affirms that a positive organizational culture, which is often the focus of organizational behavior studies, can be an effective tool for reducing workplace conflict and improving working relationships.

4. Adaptation Function

Another function of organizational behavior is to help organizations adapt to changes in the external environment. In the context of an ever-evolving world, organizational behavior provides insight into how organizations can remain relevant and competitive. (Imawati & Amalia, 2014) note that organizational behavior plays an important role in helping employees adjust to changes, such as restructuring or digitalization, which can affect their motivation and performance.

5. Performance Improvement and Effectiveness Function

Organizational behavior also serves to improve the performance of individuals, groups, and organizations as a whole. Organizations can create a productive and harmonious work environment by understanding the factors that motivate employees and encouraging teamwork. (Fauzi & Purbasari, 2024) highlighting how a strong organizational culture can drive innovation and improve performance effectiveness in the long run.

Overall, the behavioral function of an organization contributes to the success of an organization by providing insights for managing human behavior wisely and strategically. By applying the principles of organizational behavior, organizations can create a more adaptive, inclusive, and productive work environment.

2) Organizational Culture

a. Definition of Organizational Culture

Organizational culture is a system of values, beliefs, norms, and practices embraced by members of an organization that shape the way they interact and carry out their daily work. This culture reflects the identity of the organization and serves as a code of conduct for its members. (Hakim et al., 2021) Defining organizational culture as a unique characteristic that distinguishes one organization from another, as well as being the foundation for building a unity of vision and mission among members. (Fauzi & Purbasari, 2024) states that organizational culture has a very important role in influencing individual and group behavior in the workplace, including in terms of decision-making and conflict management. A strong culture helps create a conducive work environment, where values such as cooperation, innovation, and open communication can flourish. Conversely, an ineffective culture can lead to organizational dysfunction, such as high levels of conflict and low employee motivation.

Organizational culture is not only a guideline in daily behavior, but it also influences how organizations adapt to changes in the external environment. (Agustina et al., 2023) noted that in the digital era, an innovative and flexible organizational culture is the key to success in facing technological challenges and global competition. In other words, an adaptive organizational culture allows the company to stay relevant in the midst of rapid change. In general, organizational culture can be seen as a combination of various elements, including core values, social norms, work practices, and communication patterns. This culture is not only formed from formal policies, but also from informal interactions between members of the organization. (Imawati & Amalia, 2014) adding that a positive organizational culture can increase employee engagement and performance, thereby making a significant contribution to the achievement of organizational goals.

As such, organizational culture is an important foundation that influences all aspects of an organization's operations, from interpersonal relationships to business strategy. A well-managed culture can be a competitive advantage that helps organizations achieve long-term success.

b. Organizational Culture Goals

The purpose of organizational culture is to create a framework of values, norms, and practices that guide the behavior of organizational members, so that it can support the achievement of

strategic and operational goals of the organization. Organizational culture acts as the glue that unites individuals within the organization, encourages cooperation, and builds a collective identity. (Hakim et al., 2021) states that one of the main goals of organizational culture is to create unique characteristics that set the organization apart from others, while also providing clear direction to its members.

1. First, organizational culture aims to improve work effectiveness by providing clear guidance on employee expectations and responsibilities. (Fauzi & Purbasari, 2024) highlighting that a positive culture can help organizations manage conflicts, improve communication, and create a conducive work environment. In this case, the organizational culture provides stability and clarity for its members, so they can work more focused and efficiently.
2. Second, organizational culture aims to build a strong identity and image, both inside and outside the organization. (Imawati & Amalia, 2014) states that an inclusive organizational culture can increase employee engagement and foster a sense of belonging. This not only strengthens employee loyalty, but also increases the organization's attractiveness in the eyes of external parties, such as customers and business partners.
3. Third, organizational culture functions to encourage innovation and adaptation to change. (Agustina et al., 2023) emphasized that in the digital era, a flexible and innovative organizational culture is a key factor in facing technological challenges and market dynamics. A culture that encourages learning and creativity allows organizations to adapt more quickly to changes in the external environment.

In addition, organizational culture goals include human resource development. By providing values that support individual growth, organizational culture helps to improve employee competence and job satisfaction. This is in line with the view (Fauzi & Purbasari, 2024), which emphasizes the importance of organizational culture in building harmonious and productive working relationships. Overall, the organizational culture aims to create social structures and values that support the sustainability and success of the organization. A strong culture can be a competitive advantage, helping organizations not only achieve their goals but also face future challenges with more confidence.

c. Organizational Culture Function

Organizational culture has an important role in shaping the way an organization works and achieves its goals. The main functions of organizational culture include identity formation, providing behavioral guidelines, managing conflicts, and encouraging innovation and adaptation. Here is a more detailed explanation of these functions:

1. Creating an Organizational Identity

Organizational culture provides unique characteristics that distinguish one organization from another. (Hakim et al., 2021) states that organizational culture serves as an element of identity that strengthens the sense of community among members of the organization. This identity helps organizations build a positive image, both in the eyes of internal employees and external parties such as business partners and customers.

2. Code of Conduct and Values

The organization's culture acts as a guide for members' behavior in carrying out their daily duties. (Fauzi & Purbasari, 2024) Explain that a strong culture provides clarity about the norms, values, and expectations that each individual must meet. These guidelines not only create alignment within the organization but also improve work effectiveness and minimize ambiguity in operational processes.

3. Conflict Management

Organizational culture helps manage conflict in the workplace by providing a value framework that encourages open communication and constructive problem resolution. According to (Fauzi & Purbasari, 2024) Organizations with an inclusive and collaborative culture tend to be better able to reduce potential conflicts and create a harmonious work environment. This supports better relationships between individuals and between sections within the organization.

4. Encouraging Innovation and Adaptation

Organizational culture plays a role in encouraging innovation and the organization's ability to adapt to environmental changes. (Agustina et al., 2023) noted that in the digital era, a flexible and learning-based culture is a key element in facing technological challenges and market dynamics. Organizations with this kind of culture tend to be better prepared to adopt new solutions and stay competitive.

5. Increase Employee Loyalty and Engagement

A positive organizational culture can increase employee engagement and loyalty to the organization. (Imawati & Amalia, 2014) mentioning that when the organization's values are aligned with the needs and expectations of employees, this will strengthen their sense of belonging and motivation to contribute to the maximum. As such, organizational culture also serves as a tool for retaining a talented workforce.

6. Sociocultural Control

The organization functions as an invisible social control mechanism. Cultural values and norms become a mutually agreed upon guide of behavior without the need to rely entirely on formal rules. This creates order and harmony in the interaction between individuals and groups within the organization.

Overall, organizational culture plays a strategic role in ensuring smooth operations, creating a supportive work environment, and helping the organization achieve both short-term and long-term goals. The functioning of a strong organizational culture not only has an impact on the well-being of employees but also on the overall competitiveness of the organization.

C. METHOD

This study uses a descriptive analysis method to provide a systematic, factual, and in-depth picture of the phenomenon that is the focus of the research. This research process involves several steps as follows:

1. Data Collection Techniques in this study are collected through two main techniques:
 1. Library Research: Researchers collect information from a variety of relevant sources, such as books, scientific journals, articles, research reports, and other documents. This technique aims to build a strong theoretical foundation and understand the research context comprehensively.
 2. Observation: Direct observation is made of the phenomenon or object of research. These observations are carried out systematically to obtain empirical data that can support research analysis.
2. Data Source The data sources used in this study are divided into two types, namely:
 1. Primary Data: Data obtained directly from the results of observations of the object or phenomenon being studied.
 2. Secondary Data: Data collected from various available references, such as documents, literature, reports, or other publications that support this study.
3. Data Analysis

The collected data was analyzed with a descriptive approach. This analysis process includes systematically organizing data, interpreting information, and presenting results relevant to the focus of the research. Through this analysis, the research is expected to produce in-depth conclusions and support the overall research objectives.

D. RESULTS AND DISCUSSION

1) The Role of Organizational Culture as a Support for Company Performance

Organizations play an important role in supporting company performance by creating an environment that supports human resource development, strengthens collaboration between individuals, and encourages innovation at every level. One of the key aspects of this role is the existence of a good organizational culture, which can increase employee morale, loyalty, and productivity. (Kholiqin, 2021) Explain that a strong organizational culture helps align the company's vision with the actions of employees so that each individual feels an important part of

achieving the organization's goals. This culture creates a clear framework of values, norms, and expected behaviors so that it can lead employees to work more effectively and efficiently. In addition, organizations that are adaptive to change also have the ability to continue to grow and increase competitiveness. (Efendi et al., 2023) emphasized that innovation in organizational management, especially in startup companies, can build trust by implementing a collaborative and responsive approach to market challenges. This trust is the foundation for building a strong relationship between management and employees, so that a positive synergy is created in achieving the company's targets.

Furthermore, in the digital era, the optimization of information technology, competencies, and organizational culture is very important to support performance. (Muhajirin et al., 2023) affirming that the combination of these elements not only increases productivity but also helps organizations stay relevant and competitive in the midst of rapid technological change. With an adaptive and innovative organizational culture, companies can ensure that work processes remain relevant and employees are highly motivated to achieve the best results. Overall, the organization not only functions as a formal structure, but also becomes a driving force that determines the success of the company through the formation of a positive culture, strengthening employee competencies, and the implementation of innovations by market dynamics.

2) Building an Adaptive and Innovative Organizational Culture

Building an adaptive and innovative organizational culture is a strategic step for companies to face the dynamics of change, especially in the digital era. An adaptive organizational culture means creating a work environment that is flexible, open to updates, and responsive to external and internal challenges. According to (Amin Nurdin, 2019) Changing organizational culture in the digital era involves transforming values and work practices to align with technological advancements, allowing organizations to more quickly adapt to evolving market needs and customer behaviors. Innovation is a key element in building a superior organizational culture. (Efendi et al., 2023) mentioned that innovations in organizational management, such as the implementation of new technologies or collaborative approaches, can create trust and strengthen employee engagement. This is important to encourage creativity and new ideas that can support business growth. An innovative culture encourages every individual in the organization to contribute to finding creative solutions to existing problems, as well as dare to take risks in creating added value for the company.

Furthermore, (Lubis & Hadian, 2017) emphasizes that human resource competence is also an important foundation in building an innovative organizational culture. Improving employee capabilities through training, career development, and the application of relevant information technology can support the creation of an adaptive organization. It is also supported by (Tringgani et al., 2024) who explained that the combination of hard skills, soft skills, and a positive organizational culture has a great influence on employee performance, especially in the face of changes in the business environment. The whole process of building an adaptive and innovative culture requires visionary leadership and strong motivation from all members of the organization. (Lathifah et al., 2024) stated that the success of the implementation of business strategies in the digital era is greatly influenced by the organizational culture that supports innovation and collaboration. Therefore, building an adaptive and innovative culture is not only about changing the structure or work process but also the transformation of values that can inspire all elements of the organization to contribute actively and optimally.

E. Conclusion

Organizational culture plays a strategic role in supporting a company's success, especially in the digital age. A strong culture not only creates a unique identity for the organization, but also serves as a code of conduct that encourages innovation, productivity, and collaboration in the workplace. In the face of the challenges of the digital era, such as technological transformation and market dynamics, an adaptive and innovative organizational culture is the key to maintaining the sustainability and competitiveness of the company. Organizations that succeed in building an adaptive work culture can

adapt to changes in the external environment through the integration of digital technology and employee skill development. In addition, a culture that supports innovation provides space for employees to be creative, take initiative, and create new solutions that are relevant to market needs. Thus, organizational culture is not only the foundation for building harmonious working relationships but also a strategic tool to drive sustainable business growth. Ultimately, the success of an organization in the digital era depends on its ability to manage and develop a culture that is relevant to the challenges of the times. With an adaptive, collaborative, and innovative culture, organizations can achieve optimal performance and ensure success in the face of complex changes in the future.

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