

Strategy and Implementation of Integrity-Based Discipline Culture at PT Surveyor

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ABSTRACT

This study aims to analyze the strategies for developing an organizational culture based on integrity and discipline at PT Surveyor Indonesia, Bangka Belitung Islands Branch. Using a qualitative approach through in-depth interviews and literature review, this research illustrates how core values such as integrity and discipline are internalized through leadership by example, formal regulatory systems, and collective organizational activities. The AKHLAK BUMN values (Trustworthy, Loyal, Competent) serve as the main framework for strengthening a professional and ethical work culture. The findings show that the implementation of these values positively impacts operational efficiency, company reputation, and team cohesion. However, challenges such as the need for work flexibility in field divisions and varying employee responses to the reward and sanction systems must be addressed through innovative and adaptive policy approaches. This study is expected to provide practical contributions to strengthening organizational culture in state-owned enterprises (SOEs) and enrich academic literature on organizational behavior management in the public sector.

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1. INTRODUCTION

In the dynamics of modern organizations, work culture is no longer perceived as an abstract concept, but rather as a strategic foundation that shapes organizational direction and employee behavior. Organizational culture plays a crucial role in safeguarding the company's reputation, shaping employee character, and ensuring sustainable and effective operations. Core values such as integrity and discipline serve as the main pillars in establishing a professional, accountable, and productive work environment, particularly in the service sector, which demands high levels of public trust and data accuracy.

Robbins (2015) defines organizational culture as a system of shared values, principles, and traditions that directly influence the behavior of organizational members. This perspective highlights that culture is not limited to formal policies, but also includes practices, symbols, and social interactions that influence daily attitudes and decision-making. From a more strategic viewpoint, Nurlathifah et al. (2024) argue that the success of organizational strategy implementation is strongly influenced by the strength of an internal culture that aligns with business objectives, especially in today's dynamic, technology driven era.

Several previous studies also confirm that integrity and discipline are central to forming an effective organizational culture. Marliana and Febrian (2023), for example, assert that effective

leadership plays a critical role in internalizing core organizational values, such as integrity and discipline, into consistent employee behavior. Integrity must not only be communicated formally but embodied in daily practices through leadership role modeling, supervision mechanisms, and human-centered interactions.

Additionally, Riti (2025) explains that consistent implementation of work discipline cultivates orderly habits that support productivity and organizational stability. Discipline is not merely seen as compliance with formal regulations, but also as an expression of individual awareness and professional responsibility. Supporting this view, Sumardi, Hersona, and Nurhasanah (2022) argue that integrity functions as a moral compass in carrying out tasks, while discipline represents respect for rules that encourage behavioral alignment within the organization. Leithy (2017) also highlights that a strong value-based organizational culture significantly enhances performance, especially in terms of productivity and innovation.

Building upon these scholarly insights, this study focuses on a case at PT Surveyor Indonesia, Bangka Belitung Branch, a state-owned enterprise operating in the fields of survey, inspection, verification, and technical testing. This company relies heavily on client trust and data accuracy as core elements of its service credibility. Based on in-depth interviews with branch leadership, it was found that values such as integrity, responsibility, teamwork, and ethical conduct are central to the organization's cultural framework. These values are not only codified in formal documents like integrity pacts, but also manifested through various internal mechanisms, such as fixed working hours, rotating duty systems, structured work routines, and team-building activities. Disciplinary enforcement is conducted progressively, striking a balance between formal regulation and human-centered guidance.

Accordingly, this study aims to analyze the strategies for developing an organizational culture rooted in integrity and discipline at PT Surveyor Indonesia, Bangka Belitung Branch, as well as to examine how these values are internalized through leadership and day-to-day practices. This research employs a qualitative descriptive approach, based on in-depth interviews and supported by a literature review as its theoretical foundation. By integrating theoretical insights with empirical findings, the study is expected to contribute both academically enriching the discourse on organizational behavior management in the public sector and practically, by offering relevant insights for state-owned enterprises in building adaptive, ethical, and sustainable work cultures.

2. RESEARCH METHOD

This study employs a qualitative approach using a literature review method. The research design is descriptive-explorative, with the primary objective of identifying, exploring, and evaluating various findings obtained from PT Surveyor Indonesia concerning the development of an organizational culture based on integrity and discipline. These values are considered essential in shaping employee behavior and ensuring long-term organizational effectiveness.

To gain a comprehensive understanding of the subject, the research involved both primary and secondary data sources. The primary data were obtained through a direct interview with Mr. Gandi Sutopo, the Head of PT Surveyor Indonesia, Bangka Belitung Islands Branch, who provided first-hand insights into the company's practical efforts and strategies in embedding cultural values across organizational levels. This interview served as a key instrument in uncovering how integrity and discipline are implemented in daily operations and leadership behavior.

Complementing the primary data, secondary data were collected through an extensive literature review. This involved analyzing academic journals and scholarly articles that discuss the formation and reinforcement of organizational culture. To ensure the relevance and accuracy of the analysis, the literature sources were limited to publications from the past five years. These references not only supported the empirical findings but also provided a theoretical framework to interpret the practices observed at PT Surveyor Indonesia.

Data collection was therefore conducted using two complementary techniques: direct, in-person interviews and literature review. The interview with Mr. Gandi Sutopo, conducted on Wednesday, April 9, 2025, offered qualitative depth and contextual clarity, while the reviewed journals and articles enriched the research by offering broader academic perspectives on

organizational behavior, leadership, and cultural values. This combination strengthened the validity of the findings and ensured a balanced understanding between practice and theory.

The data gathered from both sources were then analyzed using thematic analysis. This technique allowed the researcher to systematically identify patterns, key ideas, and recurring themes that emerged from the data. Through this process, it was possible to develop a detailed and nuanced interpretation of how PT Surveyor Indonesia fosters a culture grounded in integrity and discipline, not only through formal regulations and leadership, but also through collective routines and shared organizational values. Thematic analysis thus served as an effective tool for synthesizing diverse insights into a coherent picture of the company's cultural dynamics.

3. RESULTS AND DISCUSSIONS

Core Values: Integrity and Discipline as the Foundation of Organizational Culture

At PT Surveyor Indonesia, Bangka Belitung Islands Branch, integrity and discipline are upheld as fundamental pillars in fostering a professional, ethical, and sustainable organizational culture. These core values are not only promoted as individual traits but are also institutionalized as guiding principles that shape employee behavior and corporate practices. According to Mr. Gandi Sutopo, the Head of the Bangka Belitung Branch, integrity is consistently demonstrated through the honesty embedded in survey reporting, the objectivity maintained during field observations, and the precision and reliability of data presented to clients. These practices represent the practical application of the Amanah value, a key component of the BUMN's AKHLAK values, which stresses moral accountability, trustworthiness, and the ethical responsibility to uphold the confidence placed in the company by both internal stakeholders and external partners (Thohir & Agustian, 2020:15). This form of integrity ensures that the company maintains high ethical standards and builds long-term trust with its clients.

On the other hand, discipline is reflected in employees' adherence to formal working hours (08:00–17:00 WIB), the use of a structured and transparent attendance system, and a heightened awareness of the importance of timely task execution. Within the organization, discipline is no longer seen as a mere administrative formality or compliance measure. It has evolved into a shared consciousness and a professional standard that all employees strive to uphold. This disciplined work ethic is especially vital in the survey and verification industry, where precision, timeliness, and reliability are critical to operational success and client satisfaction. By embedding integrity and discipline into daily routines and decision-making processes, PT Surveyor Indonesia demonstrates its commitment to cultivating an organizational culture that is not only efficient and result-oriented, but also ethical and aligned with national core values.

Strategic Implementation of Integrity and Discipline Values

To instill and sustain the values of integrity and discipline, PT Surveyor Indonesia implements a strategic approach through three main pillars:

1. **Leadership by Example** : Leaders at all levels, including unit heads, managers, and branch leaders play a central role in modeling the desired behaviors. They consistently align their words with actions, demonstrate punctuality, and uphold both ethical and professional standards in their daily conduct. This consistency in behavior builds credibility and trust, serving as a powerful tool to influence and shape the conduct of employees in the field. As highlighted by Gandi Sutopo during the interview, such role modeling is one of the most effective ways to embed values into organizational culture.
2. **Formal and Regulatory Systems** : The company reinforces integrity and discipline through formal mechanisms such as the Code of Ethics, Standard Operating Procedures (SOPs), and a structured disciplinary system that includes verbal warnings, first warning letters (SP1), and second warning letters (SP2) for repeated or serious violations. This regulatory framework ensures that all employees are aware of the rules and the consequences of non-compliance. The approach aligns with Miller's theory (as cited in Sutrisno, 2018:10), which asserts that rule enforcement must be perceived as fair and rooted in integrity in order to be accepted and respected by employees. Legitimacy in enforcement enhances the effectiveness of organizational governance.

3. Cultural Internalization through Collective Activities : Beyond formal systems, PT Surveyor Indonesia places strong emphasis on embedding values through daily and routine practices. Regular activities such as joint training programs, team-building exercises, morning briefings, and structured work routines are intentionally designed to reinforce the company's core values. These collective activities foster a shared understanding and mutual reinforcement of discipline and integrity. Importantly, these values are not imposed solely through formal authority, but are naturally internalized as part of the organization's everyday culture. This approach nurtures a work environment where ethical behavior becomes a norm rather than an exception.

AKHLAK as a Strategic Framework for Strengthening Integrity and Discipline

The BUMN core values of AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, and Kolaboratif) are not merely slogans but are integrated as a key strategic framework to strengthen the culture of discipline and integrity at PT Surveyor Indonesia. Among these, three values are particularly relevant:

1. Amanah (Trustworthy) : At PT Surveyor Indonesia Bangka Belitung Branch, the value of Amanah signifies a profound responsibility toward the trust placed by superiors and clients. According to Thohir and Agustian (2020:15), fulfilling duties with trustworthiness entails maintaining moral integrity, aligning with the company's vision and mission, and avoiding conflicts of interest. Adhering to this principle ensures not only high-quality work outcomes but also spiritual and professional fulfillment. Miller's theory (in Sutrisno, 2018) reinforces this through the principle of integrity, emphasizing honesty, fairness, and reliability as fundamental pillars. At PTSI Bangka Belitung, this value is reflected in employees' compliance with leadership directives, such as punctuality in attendance and commitment to meeting work targets and client expectations.
2. The value of Kompeten drives employees at PT Surveyor Indonesia to continuously enhance their capabilities through learning and skill development in response to industry dynamics. Thohir and Agustian (2020:19) assert that competence is key to maintaining competitiveness, particularly amid BUMN's human resource transformation challenges. Competent employees are not only responsive to change but also proactive in creating innovations that boost productivity. This aligns with Miller's theory (Sutrisno, 2018:10) on the principle of merit, which emphasizes rewarding high-performing employees through promotions, bonuses, training, or scholarships. At PT Surveyor Indonesia Bangka Belitung, competence is cultivated through internal training, self-learning programs, and participation in external courses to enhance workforce quality. By adopting AKHLAK as a strategic foundation, the company not only instills values normatively but also operationalizes them as measurable behavioral guidelines in daily work practices.
3. Harmonious (Harmonis) : The value of Harmonis is emphasized as the foundation for fostering a respectful and inclusive work environment, regardless of individual backgrounds. Thohir and Agustian (2020:23) state that harmonious collaboration optimizes output. In BUMN organizations like PT Surveyor Indonesia, harmony facilitates cross-functional teamwork, strengthens solidarity, and creates a positive workplace atmosphere. Miller's theory (Sutrisno, 2018:10) highlights the principle of unity, which nurtures a sense of belonging and shared purpose, ensuring equitable treatment for all employees. A concrete example is the "Culture Talk Series" seminar, which instills harmonious cultural values. During the COVID-19 pandemic, this was evident when remote (WFH) employees received support from on-site (WFO) colleagues, demonstrating empathy and teamwork in task completion.
4. Loyal (Loyal) : Loyalty in the organization is defined as unwavering dedication to national and corporate interests, as well as upholding national values. Thohir and Agustian (2020:25) emphasize that BUMN leaders and employees must view their roles as a form of service, not merely a job. Loyalty also entails prioritizing organizational success over personal interests. Miller's theory (Sutrisno, 2018:10) underscores the principle of camaraderie, which fosters emotional and spiritual bonds between employees and the company, cultivating trust and commitment. At PT Surveyor Indonesia Bangka Belitung, loyalty is demonstrated through actions such as working overtime to meet project deadlines and respecting collective decision-

making in meetings. This reflects a shared commitment to safeguarding the company's reputation and performance in the public and national spheres.

5. **Adaptive (Adaptif)** : Adaptability is crucial in the era of disruption and digitalization, and the Adaptif value encourages PT Surveyor Indonesia's workforce to embrace change and innovate continuously. Thohir and Agustian (2020:29) argue that BUMN must be agents of change, responsive to global dynamics through continuous technological improvements. This aligns with Miller's principle of excellence (Sutrisno, 2018:10), which emphasizes cultivating a culture of superiority through learning, innovation, and motivation. At PT Surveyor Indonesia Bangka Belitung, adaptability is manifested in adopting cutting-edge technologies such as cloud-based systems, high-speed internet, and digital office tools. During the pandemic, the company transitioned to virtual meetings via Zoom, ensuring operational continuity despite mobility restrictions.
6. **Collaborative (Kolaboratif)** : Synergistic teamwork is the essence of Kolaboratif, where project success is attributed to collective contributions from employees and clients. Thohir and Agustian (2020:33) note that collaboration accelerates innovation and strengthens problem-solving. Miller's principle of unity (Sutrisno, 2018:10) further reinforces the importance of collaboration in achieving corporate goals. PT Surveyor Indonesia Bangka Belitung prioritizes collaboration in project execution, ensuring internal and external stakeholders work together to deliver optimal results. This extends beyond internal teamwork to active client involvement, fostering synergy that enhances the efficiency and relevance of survey services.

Work discipline at PT Surveyor Indonesia Bangka Belitung Branch is not isolated but integrated into the application of AKHLAK values. The company implements governance systems encompassing a code of conduct, reward and sanction mechanisms, violation reporting procedures, and exemplary leadership oversight. This fosters a structured and goal-oriented work culture. Furthermore, research at the branch indicates that discipline, alongside a conducive work environment and individual competence, significantly enhances employee performance. Work discipline also embodies the values of Amanah and Kompeten, as it requires individuals to uphold responsibility, morality, and compliance with established regulations and procedures.

Challenges in Implementing a Culture of Integrity and Discipline

Although the implementation of integrity and discipline values has yielded positive outcomes, several challenges remain that must be addressed to ensure long-term sustainability. These include:

1. **Flexibility versus Consistency** :In field operations, the dynamic and unpredictable nature of projects often requires flexible working hours and adaptive approaches. However, this requirement can conflict with the organization's goal of maintaining consistent disciplinary standards. This situation presents a challenge: how can the organization respond to situational demands without undermining the core principle of discipline? To address this, it is important to develop policies that are both responsive and firm. Such policies should provide guidance that allows necessary flexibility while still upholding expectations regarding accountability, punctuality, and work discipline.
2. **Varied Employee Responses to Sanctions and Rewards** : A further challenge is the variation in how employees respond to the current reward and punishment systems. Some employees are more influenced by internal motivations, such as personal responsibility, pride in their work, or a sense of duty. Others may respond more strongly to external factors, such as recognition, incentives, or disciplinary measures. According to Gandi Sutopo, this variation highlights the need to improve and diversify the reward and disciplinary mechanisms used in the organization. By better aligning these mechanisms with different motivational profiles, the organization can more effectively encourage positive behavior and reinforce its values.
3. **The Persistence of "Rubber Time" Culture** : A small number of employees continue to show a lack of awareness regarding the importance of punctuality. This issue may be linked to the remnants of a bureaucratic culture that still exists in parts of the state-owned enterprise environment. Addressing this challenge requires long-term commitment and consistent action. It involves raising awareness through education, enforcing time-related rules fairly and consistently, and ensuring that leaders set the right example by demonstrating punctuality in

their daily behavior. When leadership embodies discipline in time management, it helps shape a more responsible and time-conscious organizational culture.

Impact of Integrity and Discipline Culture on Organizational Performance

The consistent implementation of a culture rooted in integrity and discipline has a significant positive impact on organizational performance, including:

1. **Operational Efficiency:** When employees consistently follow established working hours, procedures, and organizational standards, it leads to improved time management and more effective task execution. The reduction of delays and unnecessary disruptions contributes to smoother project flows and enhances the overall efficiency of operations. This disciplined approach helps ensure that each task is completed within the expected timeline and in accordance with quality standards, which ultimately benefits both internal processes and external project delivery.
2. **Client Reputation and Trust:** Integrity in the delivery of services, especially in areas that require high levels of accuracy and accountability such as survey and inspection services, strengthens the organization's credibility. Clients and business partners are more likely to place their trust in a company that consistently demonstrates ethical behavior, transparency, and reliability. This trust not only enhances the organization's professional image but also increases client satisfaction, fosters long-term partnerships, and can lead to a stronger position in a competitive market.
3. **Collaborative and Professional Work Environment:** A disciplined organizational culture also plays a crucial role in shaping the internal work environment. When discipline is internalized by employees at all levels, it supports better coordination between departments and individuals. This leads to clearer communication, fewer conflicts, and a greater sense of mutual respect. A structured and respectful work environment encourages collaboration, enhances teamwork, and promotes professionalism in daily interactions. As a result, employees are more likely to work harmoniously toward shared organizational goals.

Recommendations for Strengthening Organizational Culture

To reinforce a culture of integrity and discipline based on the AKHLAK values, several strategic steps are recommended, including:

1. **Innovation in Monitoring Systems and Technology:** The adoption of advanced monitoring systems, such as location-based tracking or biometric digital attendance solutions, can significantly enhance organizational discipline. These technologies help ensure punctuality and transparency by minimizing instances of absenteeism or falsified attendance records. Moreover, such systems contribute to a data-driven approach in monitoring employee behavior, supporting fairness and accountability across departments.
2. **Continuous Training and Socialization of AKHLAK Values:** Regularly organized training sessions, workshops, seminars, or culture talk series that focus on the AKHLAK values are essential for embedding these principles into the organizational fabric. These initiatives should emphasize practical applications of the values in everyday work scenarios, fostering a shared understanding and deeper internalization among employees. Continuous exposure to these values will strengthen alignment between individual behaviors and organizational expectations, thereby creating a more cohesive and value-driven work environment.
3. **Policy Adjustment for Field Divisions:** To address the unique operational challenges faced by field personnel, it is recommended to introduce flexible working hours tailored to their specific tasks and locations. This flexibility must be balanced with an emphasis on individual accountability and a strong sense of personal responsibility. Such an approach not only reflects the Adaptive and Collaborative dimensions of the AKHLAK values but also demonstrates the organization's commitment to supporting employees while maintaining high performance standards. By doing so, the organization can create a work culture that is both responsive and resilient.

4. CONCLUSION

Based on the research findings, it can be concluded that the development of an organizational culture emphasizing the values of integrity and discipline at PT Surveyor Indonesia, Bangka Belitung Branch has been carried out in a structured and deliberate manner through leadership role modeling, enforcement of formal regulations, and habituation via various collective activities. These values are not only upheld as core principles but have also become deeply embedded in daily work behavior, particularly in tasks requiring precision and client trust. The implementation of AKHLAK values such as Amanah (Trustworthy), Loyal, and Competent has significantly reinforced professionalism, enhanced work efficiency, and strengthened public trust in the organization. Despite these positive developments, the implementation still encounters several challenges, including the need for greater work flexibility in field operations and varying employee responses to the reward and sanction mechanisms. Nevertheless, the strategies that have been applied so far have contributed positively to improving performance, increasing operational effectiveness, and fostering a healthy and ethical work environment.

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