The Influence of Organizational Culture, Quality of Human Resources, Motivation, and Work Discipline on Employee Performance

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ABSTRACT

This study aims to analyze the influence of organizational culture, quality of human resources, motivation, and work discipline on the performance of the employees of Radio Republik Indonesia, Riau Islands Province partially and simultaneously. This research uses quantitative methods and uses a questionnaire with a Likert scale. Total population amounted to 123 respondents while the sampling technique using saturated samples amounted to 120 respondents. Data testing was analyzed using multiple linear regression and hypothesis testing using partial t test and simultaneous F test. The results of the t test show (1) organizational culture has a significant effect on the performance of the employees of Radio Republik Indonesia in the Riau Islands Region, (2) The quality of human resources has a significant effect on the performance of the employees of Radio Republik Indonesia in the Riau Islands Province, (3) Motivation has a significant effect on employee performance. Radio Republik Indonesia, Riau Islands Province, (4) Work Discipline has a significant effect on the performance of the employees of Radio Republik Indonesia, Riau Islands Province. Simultaneous F test results show that organizational culture, quality of human resources, motivation, and work discipline simultaneously influence the performance of the employees of Radio Republik Indonesia, Riau Islands Province.

Keywords: Organizational Culture, Quality of Human Resources, Motivation, Work Discipline, Employee Performance

INTRODUCTION

The success of achieving organizational goals is greatly influenced by the role and performance of its employees. Performance is a description of the level of achievement of implementing an activity program or policy in realizing an organization's goals, objectives, vision and mission as outlined through an organization's strategic planning. Considering the importance of employee performance in achieving organizational goals, every organization is required to be able to improve the performance of its employees. Various efforts can be made to improve employee performance starting from establishing a good organizational culture, improving the quality of human resources, providing motivation and implementing good work disciplin. Performance can be known and measured if an individual or group of employees has criteria or benchmark success standards that have been set by the organization. Therefore, without goals and targets set in measurement, it is impossible to know a person's performance or organizational performance if there is no benchmark for success (Moeheriono, 2012).

According to Kasmir (2016), there are factors that influence employee performance, namely: abilities and skills, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline

Robbins (2017), defines culture as a system containing meaning, shared by its members, which differentiates an organization from other organizations. Organizational culture is a pattern of organizational beliefs and values that is understood, imbued and practiced by the organization, so that this pattern gives its own meaning and becomes the basis for rules of behavior in the organization. According to Duha (2016), organizational culture is the basis that becomes a role model for all individuals in the organization and in carrying out their activities, both at work, socializing, and other activities inside and outside of work, so that all activities that take place are valuable. and meaningful.

Danim (2013), stated that the quality of human resources is human resources who not only have the ability to complete their work, but also to develop themselves and encourage the self-development of their

colleagues. The quality of human resources is not only determined by aspects of skills or physical strength, but is also determined by education, knowledge, experience, attitudes and values.

According to Hasibuan (2012), motivation is something that causes, channels and supports human behavior, so that they are willing to work hard and enthusiastically achieve optimal results. The right motivation will stimulate the driving force to create a person's work enthusiasm so that they are willing to work together effectively and integrated with all their efforts to achieve satisfaction. Apart from that, motivation can be a cause or support for a person's behavior so that the person is willing to work hard and enthusiastically to achieve optimal results.

Siswanto (2013), states that work discipline is an attitude of respect, respect, obedience and obedience to applicable regulations, both written and unwritten, as well as being able to carry them out and not avoiding receiving sanctions if they violate the duties and authority given to them.

This research was conducted at RRI in the Riau Islands Province. This research is motivated by indications that there is an organizational culture that is not yet strong, that the quality of human resources is still inadequate and relevant, there is still a lack of employee motivation at work, and there are still employees who lack discipline in working hours. It is suspected that this could affect employee performance. The percentage level of employee work targets in the RRI Region of the Riau Islands Province for the very good assessment category is 0.54%, the good category is 0.26%, the fair category is 0.13%, and the poor category is 0.13%. For the sufficient category of 0.13%, it turns out that there are still employees who have not met the performance targets that must be achieved within one year, this shows that employee performance is not yet optimal.

This research aims to determine and analyze the influence of Organizational Culture on Employee Performance, the influence of Human Resource Quality on Employee Performance, the influence of Motivation on Employee Performance and the influence of Work Discipline on Employee Performance.

LITERATURE REVIEW

Employee Performance

According to Sinambela (2012) performance is the result of work that can be achieved by a person or group of people in an organization, based on their respective authorities and responsibilities in an effort to achieve the organization's goals legally, not violating the law and in line wuth morals and ethics. Based on this formulation, it explains that performance is the level of success of a person or institution in carrying out their work. According to Afandi (2018), performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contrary to morals and ethics. Supriyadi (2012), explains that performance can also be interpreted as the achievements of the company in a certain method that reflects the company's health level. Company performance appraisal is an activity that is very important because based on the results of the assessment, the company's success during a certain period can be measured.

Performance appraisal can be done through two approaches. First, comparing the results achieved with the standards/benchmarks/goals to be achieved. Second, especially to measure performance whose results are non-physical, comparing work that is actually done with job descriptions that should be done correctly and appropriately (Simanjuntak, 2011). The results of employee performance appraisal according to Simanjuntak (2011), can be used for various purposes, including: (1) Performance improvement, (2) Human resource development, (3) Compensation, (4) Productivity improvement program, (5) Employment programs, (6) Avoid discriminatory treatment. According to Santos & Brito (2012) the main factors that affect performance are motivation and execution. Many people who are able to work but do not have the motivation to do something do not produce performance, as well as many people who are motivated but unable to carry out a job, then do not produce any performance. The performance indicators according to Affandi (2018) include: (1). The quantity of work, (2). Quality of work, (3). Efficiency in carrying out tasks, (4). Work discipline, (5). Initiative, (6). Accuracy, (7). Leadership, (8). Honesty, (9). Creativity.

Organisational Culture

Organizational culture is all the system of values, norms and rules that have been established by the organization so that it can function as a reference for employees in carrying out their duties and responsibilities as members of the organization, especially those related to innovation and decision risks, attention to detail, results orientation, people, team orientation and Judge's aggressiveness and stability (2015). According to Duha (2016),

organizational culture is the basis that becomes a role model for all individuals in the organization and in carrying out their activities, both in work, socializing, and other activities inside and outside of work, so that all activities that take place are valuable. and meaningful. Wambugu (2014), organizational culture is implicit, invisible, intrinsic and informal, awareness of the organization that directs individual behavior and results from their behavior. Organizational culture is a highly respected characteristic of organizations and a model for differentiation between one organization and another. Organizational culture is also defined as the values and norms of behavior that are accepted and shared by members of the organization as the basis for the rules of behavior in the organization Soryani, et.al., (2018).

Quality of Human Resource

According to Salim (2016), the quality of human resources is the value of a person's behavior in taking responsibility for all his actions both in personal life and in social and national life. Ndraha (2015), states that quality human resources are human resources that are able to create not only comparative value, but also competitive - generative - innovative value by using the highest energy such as intelligence, creativity and imagination, no longer just using energy. rough materials such as raw materials, land, water, muscle energy, and so on.

Danim (2013), stated that the quality of human resources is human resources who not only have the ability to complete their work, but also to develop themselves and encourage the self-development of their colleagues. The quality of Human Resources has indicators that include: (1). Have a higher level of education; (2). Have skills that are relevant to the field of work; (3). Have adequate knowledge; (4). Have a high tolerance attitude; (5). Have high enthusiasm; (6). Have an honest attitude; (7). Have a good level of disciplines

Motivation

Work motivation is an energy that exists within an individual or employee or teacher to achieve organizational goals. The mental attitude of a person or employee or teacher who is pro and positive towards the work situation is what is called work motivation which will produce maximum performance Jabagi et al., (2019).

Motivation is basically the process of trying to influence someone to do what we want. In other words, motivation is external encouragement for someone to want to do something. By driving force here is meant the natural urge to satisfy life's needs, and the tendency to maintain life. The most important key to that is none other than a deep understanding of humans. Ankli & Palliam (2016).

A person's motivation is closely related to how far the person persists in making efforts until the goal is achieved. People are said to have high motivation if the person continues to persist in trying to achieve a goal and will not stop before the goal is achieved. On the other hand, people who quickly give up or stop in the middle of their efforts before successfully achieving their goals can be said to be people who are less motivated. Motivation can be concluded as a change in energy within a person which is characterized by the emergence of feelings and is preceded by a goal. Ankli et al. (2016), Zakia et al., (2017), Organ et al., (2018).

Work Discipline

Work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms (Hasibuan, 2012). Rivai (2011), states that work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to comply with all company regulations.

Work discipline is one of the important factors in increasing productivity. However, the high level of education and ability of an employee, the amount of motivation given by the leadership, as well as the amount of compensation given does not mean much if the personnel are not disciplined in carrying out their duties. Therefore, this discipline factor needs to get great attention, both for the leadership and the personnel concerned. As with the provision of work motivation, the instilling of employee discipline is generally good. This can be seen from the high awareness of employees in carrying out organizational tasks, paying attention to working hours, dressing in uniform, using equipment, and the quality of employee work is quite adequate. The indicators of work discipline according to Hasibuan (2012) include: (1). Goals and abilities, (2). Good exemplary, (3). Compensation, (4). Justice, (5). Inherent supervision, (6). Penalty/Sanctions, (7). Firmness, (8). Humanity relations.

Research Framework

Research showing that organizational culture influences performance has been conducted by Siddik (2015), Agustina, et al (2015), Widiati (2019), Ratnasari, et al (2020) and Maharani and Suhardi (2020). Research showing the influence of human resource quality on performance has been studied by Siddik (2015), Dhita et al

(2014), and Manese, et al (2020). Research showing that motivation influences performance has been conducted by Siddik (2015), Agustina, et al (2015), Widiati (2019), Mindari (2015), Maharani and Suhardi (2020). Research showing that work discipline influences performance has been conducted by Ratnasari, et al (2020), Maharani and Suhardi (2020), Mindari (2015) and Widiati (2019)

Based on the theoretical framework and previous research, this research developed a framework of thought where the independent variables Organizational Culture (X1), Quality of Human Resources (X2), Motivation (X3), Work Discipline (X4) and the dependent variable Employee Performance (Y) are connected within the following framework:
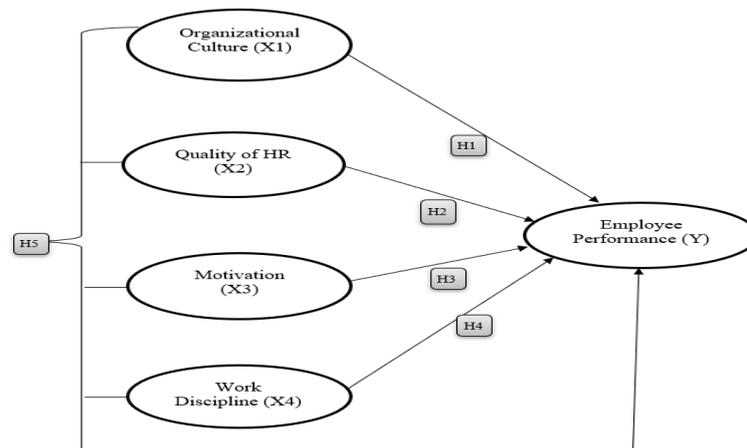

Figure 1. Research Framework

The hypothesis in this research is: H1: Organizational culture influences employee performance; H2: Quality of Human Resources influences Employee Performance; H3: Motivation influences employee performance; H4: Work Discipline influences employee performance; H5: Organizational Culture, Quality of Human Resources, Motivation and Work Discipline simultaneously influence employee performance

RESEARCH METHODS

This research is quantitative research using data obtained from respondents. A quantitative approach is used because the data that will be used to analyze the influence between variables is expressed in numbers.

The data used in this research includes primary data and secondary data. Primary data was obtained from the results of questionnaires to research respondents. Secondary data is obtained indirectly through intermediaries (obtained and recorded by other parties) such as data on employee absenteeism levels, education data, budget realization and number of employees.

The research objects in this research are all employees of Radio Republik Indonesia in the Riau Islands Province region including the Batam, Tanjung Pinang and Ranai areas. With a population of 123 people. This research uses a saturated sampling technique. The data collection technique was carried out using a questionnaire using Google Form, where from a population of 123 people, 120 people returned the questionnaire and 3 respondents did not return the questionnaire.s.

Operational Definition of Variables

The operational definition of research variables is a specification of research variables that are significantly related to the reality to be measured and the manifestation of things that will be observed by researchers based on the properties defined and observed so that they are open to be tested again by other researchers. The complete operational definition of the variables in this research is as follows:

1. Organizational culture is defined as a system that contains meaning, shared by its members, which differentiates an organization from other organizations. A shared meaning system is a set of key characteristics that an organization upholds. The indicators are: (1). Innovation and risk taking; (2). Attention to details or details; (3). Results orientation; (4). People orientation, (5). Team orientation; (6). Aggressiveness, (7). Stability

2. The quality of human resources is not only determined by aspects of skills or physical strength, but is also determined by education or level of knowledge, experience or maturity, attitudes and values. The indicators are: (1). Intellectual quality of knowledge and skills; (2). Education

3. Work motivation is an energy that exists within an individual or employee or teacher to achieve organizational goals. The indicators are: (1). Responsible; (2). Be confident; (3). Be willing to accept self-criticism for your work results; (4). Want to move forward; (5). Complete tasks by meeting standards of excellence; (6). Work hard; (7). Likes challenging tasks and, (8). Appreciate work

4. Work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. The indicators are: (1). Goals and abilities; (2). Exemplary; (3). Return services; (4). Justice; (5). Inherent supervision; (6). Punishment sanctions; (7). Assertiveness; (8). Human relations

5. Performance is the work result that can be achieved by a person or group of people in a company in accordance with their respective authority and responsibilities in an effort to achieve organizational goals illegally, does not violate the law and does not conflict with morals and ethics. The indicators are: (1). Quantity of work output; (2). Quality of work results; (3). Efficiency in carrying out tasks; (4). Work discipline; (5). Initiative; (6). Accuracy; (7). Leadership; (8). Honesty; (9). Creativity

Data Analysis Technique

Validity and Reliability Test

Validity test is used to measure whether or not a questionnaire is valid. A questionnaire is said to be valid if the questionnaire is a Work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms bleThe quality of human resources is not only determined by aspects of skills or physical strength, but is also determined by education or level of knowledge, experience or maturity, attitudes and values. to reveal something that will be measured by the questionnaire. This validity test uses Pearson Correlation. Testing by calculating the correlation between the values obtained from the questions. A question is said to be valid if its significance level is below 0.05 (Ghozali, 2012).

The reliability test was used to determine the consistency of the questionnaire measuring instrument. Will the measuring instrument get a measurement that remains consistent if it is measured again. A questionnaire is said to be reliable if a person's answer to a question is consistent or stable over time. Questionnaire items are said to be reliable if Cronbach's alpha > 0.06 and said to be unreliable if Cronbach's alpha < 0.06 (Ghozali, 2012).

Validity and Reliability Test Results

Testing on research instruments takes the form of validity and reliability tests. The results of the validity test for all variables (Organizational Culture, HR Quality, Motivation, Work Discipline and Employee Performance) show that the significance value is below 0.05. This shows that all statements in this research instrument are valid, which means the data used in this research is correct.

The results of the reliability test based on the Cronbach's alpha value for all variables show that the Cronbach's alpha value is > 0.06 as can be seen in Table 1. This means that all the variables in this study are reliable or reliable where a person's answer to the question is consistent or stable from time to time.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Remarks
Organizational Culture (X1)	0,812	Reliabel
HR Quality (X2)	0,757	Reliabel
Motivation (X3)	0,762	Reliabel
Work Discipline (X4)	0,751	Reliabel
Employee Performance (Y)	0,626	Reliabel

Source: Processed Primary Data, 2022

Classic Assumption Test

1. Normality Test

The normality test aims to determine whether the residual value is normally distributed or not. The test uses a histogram graph, the data is declared to be normally distributed if it forms a curve line that tends to be symmetrical to the mean.

2. Multicollinearity Test

Multicollinearity test to determine whether there is a correlation between independent variables / independent variables. Multicollinearity test was carried out by observing the value of VIF (Variance Inflation Factor). If the VIF value is less than 10 (< 10), this indicates that there is no multicollinearity problem, and vice versa. A good regression should not have a correlation between the independent variables.

3. Heteroscedasticity Test

Heteroscedasticity test is to test whether in a regression model, there is an inequality of variance from the residuals from one observation to another. A good regression model is that there is no heteroscedasticity.

Multiple Linear Regression Analysis

The data analysis used to answer the research objectives was carried out using multiple linear regression analysis, where the data was processed using SPSS version 20 software. The multiple linear regression equation model in this study was

$$Y = b_0 + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4 + e$$

Where:

a : constanta

b : coeficient variable

X_1 : Organizational Culture

X_2 : Quality of HR

X_3 : Motivation

X_4 : Work Discipline

Y : Employee Performance

Partial Hypothesis Testing (t Test)

The hypothesis that will be tested and proven in this study relates to the presence or absence of the influence of independent variables that need to be tested for validity in a study. Sugiyono (2016), states that what is meant by a hypothesis is a temporary answer to the formulation of the research problem, where the formulation of the research problem has been stated in the form of a question sentence. This is temporary, because what is given is only based on relevant theories, not yet based on empirical facts obtained through data collection. The t statistic test is also known as the individual significant test where this test shows how far independent variable is partially influence on the dependent variable. The form of the test is:

Ho: r = 0 or Ha: r /≠ 0

Legend:

Ho = Initial hypothesis format (Null hypothesis)

Ha = Alternative hypothesis format.

Simultaneous Hypothesis Testing (F Test)

In the simultaneous test, the effect of the two independent variables together on the dependent variable will be tested. The statistical test used in the simultaneous test is the F test or commonly known as the Analysis of Variance (ANOVA). Hypothesis testing according to Sugiyono (2017), the formula for multiple correlation significant can be used as follows

$$Fh = \frac{R^2/k}{(1-R^2)/(n-k-1)}$$

Where:

R = Double Correlation Coefficient

K = Number of Independent Variables

N = Number of sample members

df = (n-k-1) degrees of freedom

The test compares the calculated F with the F table with the following conditions:

- If F_Calculate > FTable then Ho is rejected and Ha is accepted (influential)

- If F_Calculate < F_Table then Ho is rejected and Ha is accepted (no effect)

RESULTS AND DISCUSSION

Characteristics of Respondents

There were 120 respondents with 61 male respondents (50.8%) and 59 female respondents (49.2%). The age distribution of respondents aged > 45 years was 7 people (5.8%), 15-24 years was 4 people (3.3%), 25-34 years was 72 people (60%), 35-45 years was 37 people (30.8%) Characteristics of research respondents based on high school education level were 57 people (47.5%), Diploma III was 10 people (8.3%), Bachelor Degree was 45 people (37.5%), Postgraduate Master was as many as 8 people (6.7%).

Classic Assumption Test Results

Normality test

The normality test aims to test whether in a regression model, the independent and dependent variables are both normally distributed or not. Testing can be done with two approaches, namely the histogram approach and paying attention to the distribution of points on the Normal P-Plot of Regression Standardized Residual. The normality test requirement is that if it follows the direction of the diagonal line, then the regression model meets the assumption of normality. If the data spreads far from the diagonal line, then the regression model does not meet the assumption of normality.
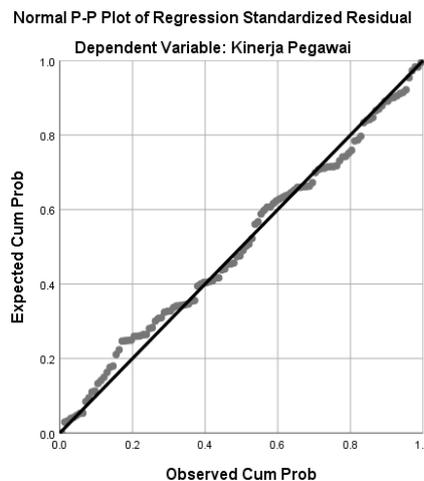

Figure 2. P-Plot Normality Test

Figure 2 shows the P-P Plot points following the diagonal line and spreading around the diagonal line, this means that this regression satisfies the assumption of normality.

Multicollinearity Test Results

The results of the multicollinearity test show that the VIF value is <10, which means that in the variables Organizational Culture (X1), Quality of Human Resources (X2), Work Motivation (X3) and Work Discipline (X4) there is no multicollinearity.

Table 3. Multicollinearity Test Results

| | Model | Collinearity Statistics | |
		Tolerance	VIF
1	(Constant)		
	Organizational Culture	0.784	1.275
	Quality of HR	0.798	1.252

Model	Collinearity Statistics	
	Tolerance	VIF
Motivation	0.664	1.506
Work Discipline	0.645	1.551

Source: Processed Primary Data, 2022

Heteroscedasticity Test

There is no heteroscedasticity in the regression model in Figure 4 which shows a random distribution and does not form a certain pattern and is spread above and below the 0 axis on the Y axis.
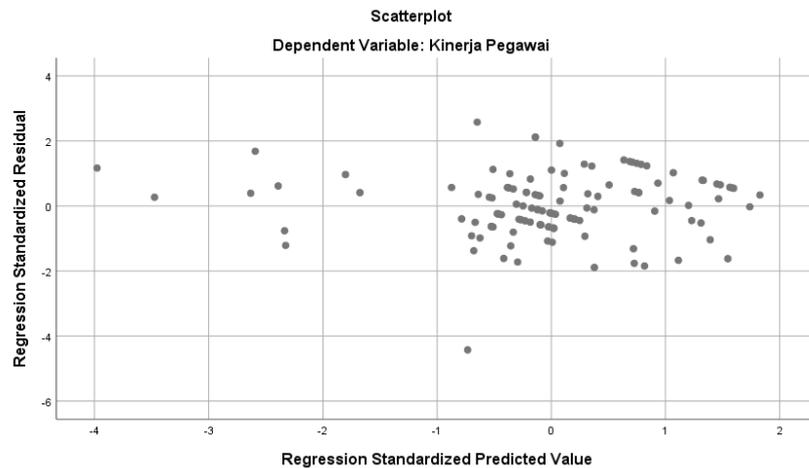

Figure 3. Histogram Scatterplot

Multiple Linear Regression Analysis Results

Multiple Regression Analysis is used to determine how much influence the independent variables Organizational Culture (X1), Quality of Human Resources (X2), Work Motivation (X3) and Work Discipline (X4) have on Employee Performance (Y) Based on the results of multiple linear regression model calculations, the results obtained can be seen in Table 4.

Table 4. Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.914	1.453		1.317	.191
Organizational Culture	.146	.068	.135	2.142	.035
Quality of HR	.195	.090	.211	2.159	.033
Motivation	.620	.088	.631	7.066	.000
Work Discipline					

The regression equation resulted is:

$$Y = 1.914 + 0.146X_1 + 0.195X_2 + 0.620X_3 + e$$

The explanation of the regression equation is: (1) The constant value is 7.401, which means that if Organizational Culture, Quality of Human Resources, Motivation and Work Discipline have a value of 0 then Employee Performance will increase by 7.401. (2) The coefficient of the Organizational Culture variable (X1) is 0.248, which means that for every change in Organizational Culture (X1) of one unit, the Employee Performance variable (Y) will increase by 0.248 provided that the other independent variables remain constant. (3) The regression coefficient for the Human Resources Quality variable (X2) is 0.129, which means that for every change in the Human Resources Quality variable (X2) by one unit, the Employee Performance variable (Y) will increase by 0.129, noting that the other independent variables remain constant. (4) The influence of the independent variable Motivation (X3) on Employee Performance (Y) if seen from the regression coefficient of 0.197, it can be interpreted that for every change in the Motivation variable (X3) by one unit, the Employee Performance variable

(Y) will increase by 0.197. Note other independent variables remain. (5) The regression coefficient for the Work Discipline variable (X4) is 0.233, which means that for every change in the Work Discipline variable (X4) by one unit, the Employee Performance variable (Y) will increase by 0.233, noting that the other independent variables remain the same.

Hypothesis Test Results

t Test (Partial)

Based on Table 4, the results of partial hypothesis testing can be explained as follows: (1) The calculated t value of Organizational Culture is 3,640 > t table 1.9806 with a significance value of 0.00 < 0.05, which means that Organizational Culture partially has a positive and significant effect on Performance. Republic of Indonesia Radio Employees for the Riau Islands Province Region, (2) The calculated t value of HR Quality is 2.195 > t table 1.9806 with a significance value of 0.30 < 0.05 which means that HR Quality partially has a positive and significant effect on the Performance of Republic of Indonesia Radio Employees Riau Islands Province Region, (3) The calculated t value of Motivation is 2.394 > t table 1.9806 with a significance value of 0.18 < 0.05 which means that Motivation partially has a positive and significant effect on the Performance of Republic of Indonesia Radio Employees in the Riau Islands Province Region Work Discipline, (4) The calculated t value of Work Discipline is 3.033 > t table 1.9806 with a significance value of 0.03 < 0.05, which means that Work Discipline partially has a positive and significant effect on the Performance of Republic of Indonesia Radio Employees in the Riau Islands Province Region**.**

F Test (Simultaneous)

Based on the F test as the results presented in Table 5, it is known that the calculated F value is 24.374 with a significance value of 0.000 < 0.05, then Ho is rejected, Hα is accepted. It can be concluded that Organizational Culture (X1), Quality of Human Resources (X2), Motivation (X3), Work Discipline (X4) simultaneously and significantly influence the performance of Republic of Indonesia Radio Employees in the Riau Islands Province Region.

Table 5. Results of F test values

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	498.268	4	124.567	24.374	.000[b]
1	Residual	587.732	115	5.111		
	Total	1086.000	119			

Source: Processed Primary Data, 2022

Coefficient of Determination Test

The coefficient of multiple determination (R-square) is 0.459 or 45.9%. This value shows that 45.9% of Employee Performance (Y) is influenced by Organizational Culture (X1), Quality of Human Resources (X2), Motivation (X3) and Work Discipline (X4) and the remaining 54.1% is influenced by other variables outside study.

Table 6. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.677[a]	.459	.440	2.26069

Source: Processed Primary Data, 2022

CONCLUSION

Based on the research results, it can be concluded that:

1. Organizational Culture partially has a positive and significant effect on the Performance of Republic of Indonesia Radio Employees in the Riau Islands Province Region.

2. The quality of Human Resources partially has a positive and significant effect on the Performance of Republic of Indonesia Radio Employees in the Riau Islands Province Region.

3. Motivation partially has a positive and significant effect on the performance of Republic of Indonesia Radio Employees in the Riau Islands Province Region.

4. Work Discipline partially has a positive and significant effect on the Performance of Republic of Indonesia Radio Employees in the Riau Islands Province Region.

5. The variables of Organizational Culture, Quality of Human Resources, Motivation and Work Discipline simultaneously have a significant influence on the Performance of Radio Republik Indonesia Employees in the Riau Islands Province Region.

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