

HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

# The Effect of the On-Boarding Program and Organizational Culture on Employee Performance

Nadia Inriyani<sup>1</sup>, H. Haedar<sup>2</sup>, Andi Rizkiyah Hasbi<sup>3</sup>

<sup>1,2,3</sup> Department of Management, Faculty of Economics and Business, Universitas Muhammadiyah Palopo, Palopo, Indonesia. Email: [nadiainriyani2@gmail.com](mailto:nadiainriyani2@gmail.com)<sup>1</sup>, [haedar@umpalopo.ac.id](mailto:haedar@umpalopo.ac.id)<sup>2</sup>, [andirizkiyahhasbi@umpalopo.ac.id](mailto:andirizkiyahhasbi@umpalopo.ac.id)<sup>3</sup>

## ARTICLE HISTORY

**Received:** July 16, 2025

**Revised:** September 01, 2025

**Accepted:** September 12, 2025

## DOI

<https://doi.org/10.52970/grhrm.v6i1.1580>

## ABSTRACT

This study examines the influence of the onboarding program and organizational culture on the performance of employees at Bumi Mineral South Sulawesi. A quantitative research approach was employed, with data collected through questionnaires. The population consisted of 525 employees, and the sample was determined using a simple random sampling technique with the Slovin formula, resulting in 84 respondents. Data were analyzed using multiple linear regression with the SPSS software. The findings indicate that the onboarding program positively and significantly affects employee performance. Similarly, organizational culture also shows a positive and significant influence on performance. Furthermore, when considered simultaneously, the onboarding program and organizational culture significantly enhance employee performance. These results highlight the importance of structured onboarding and a supportive organizational culture in shaping employee performance outcomes. Accordingly, it is recommended that the management of Bumi Mineral South Sulawesi continue to strengthen these two dimensions as strategic priorities to sustain and improve employee performance.

**Keywords:** Organizational Culture, Employee Performance, Onboarding Program.

**JEL Code:** M40, M41, M42, M48, G34.

## I. Introduction

Human resources are the key to organizational success. Businesses will succeed if they can manage human resources effectively while considering the needs of employees (Hijazi et al., 2024). Companies mostly rely on human resources who have good management skills. Talent management is essential in planning, developing, and retaining existing talent. The recruitment and selection process helps businesses attract and select the best potential employees. When there are more applicants, it is easier for companies to find the right candidates. Recruitment includes sourcing high-quality employees and ensuring they feel comfortable, productive, and durable during the trial (Firnanda et al., 2024). Program onboarding employees, who are meant to accelerate conditions and performance, can help achieve this goal (Putri, 2022). Introduction to the organization's culture, vision, and mission begins with onboarding. The term "onboarding" was first used in 1970 and is intended to describe the habits adopted in organizations. At this stage, employees are introduced to the culture, procedures, norms, skills, knowledge, and behaviors necessary to complete tasks and achieve company goals. Helping new hires adjust to the social environment and performance aspects of their workplace is known as onboarding (Bina, 2023).

The onboarding process helps new hires adapt to the company's culture and principles, increase engagement, increase productivity, strengthen team relationships, and prepare them for long-term success. The onboarding process greatly influences how new hires view their work, relate to colleagues, and grow in the company. Onboarding programs are important in improving employee performance, especially in helping new hires adapt to the new work environment. This process shows the onboarding process's specific components, key elements, core, and the company's priorities, values, and goals for new hires. From the start, employees can better understand the company's expectations and operational procedures thanks to a well-designed program. Onboarding also helps employees become more confident and attached to the organization and team. Ultimately, this increases productivity and reduces employee turnover. New hires can work better and achieve their goals with the right help.

Organizational culture also affects employee performance. Organizational culture is essential. The more values of mutual acceptance and sharing, the stronger the culture applied to organizational behavior (Maharani & Gunawan, 2023). Human Resources are essential for the success of activities carried out in an organization. A performance-enhancing culture that encourages colleagues to trust each other and be willing to share their knowledge cannot be said to thrive or survive under any conditions (Aurelia & Ramli, 2023). Human resources have an important role in achieving company goals through increased profits or increased assets. To achieve these goals, all existing human resources must be organized so that they are motivated to work and achieve the desired level of performance. How an organization builds a work culture is strongly linked to improving employee performance (Haedar et al., 2023). As one of the major companies in the South Sulawesi mining sector, the Sulawesi Mineral Earth Company needs competent and high-performing human resources to face operational challenges. With a strong organizational culture of safety pressure, desire, and collaboration, Bumi Mineral South Sulawesi's onboarding program is essential to introduce new employees into the organization's culture, directly impacting their performance. This onboarding program helps new hires understand the company's core values, operational standards, and policies. With these various potentials, the researcher is interested in analyzing the effectiveness of the onboarding program and organizational culture on the performance of Bumi Mineral South Sulawesi employees.

## II. Literature Review and Hypothesis Development

### 2.1. Organizational Culture

According to Robins and the judge (in Prasetyo & Lestari, 2023), Organizational culture is a system embraced by each member that distinguishes an organization from others. Organizational culture reflects how people feel when performing their duties well and what allows tools and individuals to work together in harmony. Organizational culture is a complex pattern of how people do things, their beliefs, what is valued or punished, and why they take on different roles within a company. Because of the organization's culture, all employees are oriented towards the common good. Organizational culture consists of a collection of values, standards, and principles that grow and develop within the organization as a guideline for the organization's members, so that they can make external adaptations and internal integrations to maintain their existence (Maksum N. &, 2025) (Nurdin Ismail, 2012). According to StuRat (2018), the indicators of organizational culture are as follows. Entrepreneurial and professional attitudes can be reflected through several important dimensions that contribute to individual and organizational performance. One of these is innovative risk accounting, which refers to an employee's ability to generate new and creative ideas while simultaneously considering potential risks and their impacts on the organization and the individual. This competency is particularly crucial in a dynamic work environment because it reflects the balance between courage in innovation and prudence in dealing with uncertainty (Setiawan & Riyanto, 2022).

Another important dimension is being results-oriented, which emphasizes an attitude of focusing on the achievement of targets effectively and efficiently. Employees with this orientation are typically able to manage time, resources, and strategies in such a way that performance is optimized. They tend to prioritize

measurable work outputs that align with organizational goals, ensuring that individual contributions directly support the company's strategic objectives (Wibowo & Suyanto, 2021).

Performance is also supported by an orientation toward all employee interests, which emphasizes paying attention to the well-being, needs, and aspirations of all members of the organization. This approach fosters fairness and harmony in the workplace, strengthening emotional engagement, increasing loyalty, and ultimately boosting organizational productivity (Rahmawati & Nugroho, 2023). Finally, being detail-oriented is another critical attribute shaping employee performance. This reflects a work attitude characterized by meticulousness, systematic approaches, and a strong focus on small but significant aspects of tasks to ensure precision and quality. Individuals with this orientation are generally attentive to detail and strive to minimize errors in executing responsibilities (Maulida & Hidayat, 2020). Together, these dimensions—innovative risk accounting, results orientation, concern for employee interests, and task detail orientation—form a comprehensive behavioral framework that enhances individual performance and contributes significantly to achieving broader organizational objectives.

## 2.2. Onboarding

Onboarding is an activity carried out by new employees, where they will gain knowledge, abilities, and behaviors to become effective members of the organization (Haudi, L. M., Ariyanto, & Siagian, 2021). Onboarding is a process carried out by the company to help new employees adapt to the company's work environment (Coyle, 2018). According to Davila & Pina-Ramirez (2018), the onboarding process can affect a company, where a mistake in the onboarding process can cause losses. Onboarding is divided into two categories, namely General onboarding and role-specific onboarding. Indicator program onboarding covers four main aspects: compliance, explanation, culture, and connection (Bell, 2021). The onboarding process for new employees generally consists of several important stages that accelerate adaptation and optimize organizational performance. The first stage, compliance, introduces employees to the organization's rules, policies, and procedures. This step is essential to build a basic understanding of the work system, ethics, and regulations that must be followed from the very first day, thereby preventing potential violations and forming the foundation for proper work behavior (Safitri & Subekti, 2021). Once employees are familiar with the rules, the next stage is clarification, which provides clear information about roles, responsibilities, and job expectations. This stage reduces role ambiguity and helps employees understand their daily tasks, while at the same time aligning their contributions with the broader goals of the organization (Yuliana & Hartono, 2022).

Beyond technical orientation, onboarding also emphasizes culture, namely introducing the organization's core values, norms, and practices. This cultural adaptation is crucial in shaping loyalty, strengthening employees' social identity, and fostering a sense of belonging to the company (Fitria & Arifin, 2020). Finally, onboarding involves the connection stage, where new employees build interpersonal relationships with colleagues, superiors, and work teams. Establishing these social connections creates support systems that increase comfort, accelerate integration into the organizational structure, and enhance overall engagement (Mulyani & Ramdhani, 2021). Through these interconnected stages, the onboarding process prepares employees to perform their roles effectively and ensures that they are socially and culturally integrated into the organization, thereby contributing to long-term productivity and organizational sustainability.

## 2.3. Employee Performance

According to Putra and Sari (2023), performance is a person's achievement in a particular field or skill and in carrying out tasks or jobs that their superiors give effectively and efficiently. Performance can be defined as the results of work achieved by workers or employees in terms of quality and quantity that are in accordance with their duties and responsibilities, according to Rahman (2022). A leader must know what

motivates their employees to do the job and how they can do it. It is important to note that the achievement of high performance cannot be guaranteed by high motivation supported by the ability and responsibility to carry out tasks without being accompanied by the creation of a supportive work environment (Sinambela, 2018). Mangkunegara (2013) stated that there are several indicators of employee performance. Employee performance can be assessed through several key dimensions that reflect both the quality and effectiveness of their work. The first dimension is quality, which refers to the accuracy, neatness, and achievement of work standards expected in the execution of duties. Work quality demonstrates an individual's ability to deliver accurate, consistent, and error-free output in accordance with organizational expectations, making it one of the most important indicators for evaluating performance (Hidayat & Prasetyo, 2020). In addition to quality, performance is also reflected in quantity, namely the amount of output produced within a specific time frame. Quantity highlights how much work an employee can complete in relation to predetermined targets and serves as an essential measure of effectiveness in organizations that are strongly result-oriented (Suryani & Kurniawan, 2021).

Another important aspect of performance lies in employees' understanding of their duties, which are aligned with predetermined job titles and job descriptions. Clarity in duties ensures that tasks are carried out appropriately, directed, and free from role confusion or inconsistencies in execution (Fauziah & Widodo, 2019). Finally, performance is also determined by responsibility, which reflects an individual's conscious commitment and reliability in completing tasks independently, on time, and with integrity. Employees who demonstrate high responsibility embody dedication to their roles and uphold trustworthiness in carrying out their obligations (Lestari & Nurhidayat, 2020). Taken together, these dimensions—quality, quantity, duties, and responsibility—form a comprehensive framework for assessing employee performance, highlighting not only technical outputs but also behavioral commitments that sustain organizational effectiveness.

Based on the theory and the results of previous research that have been described, the following hypotheses can be formulated:

- H1: It is suspected that the onboarding program has a positive and significant effect on the performance of Bumi Mineral employees in South Sulawesi
- H2: It is suspected that the organizational culture program has a positive and significant effect on the performance of employees of Bumi Mineral South Sulawesi
- H3: It is suspected that the onboarding program and organizational culture have a positive and significant effect on the performance of Bumi Mineral employees in South Sulawesi

### III. Research Method

This study uses a quantitative approach with a causal study design to analyze the causal relationship between the onboarding program and organizational culture on the performance of Bumi Mineral South Sulawesi employees. The research population was all employees of the company, totaling 525 people. Respondents were selected using a simple random sampling technique based on the Slovin formula. Data were collected through questionnaires and analyzed using multiple linear regression with the SPSS program. The size of the sample in this study is determined by the Slovin formula as follows:

$$\begin{aligned}
 N &= N / 1 + Ne^2 \\
 N &= 525 / 1 + 525(0,1)^2 \\
 &= 525 / 1 + 525 (0.01) \\
 &= 525 / 1 + 5.25 \\
 &= 525 / 6,25 \\
 n &= 84
 \end{aligned}$$

So, the sample consisted of 84 respondents, who were PT employees. South Sulawesi Mineral Land.

## IV. Results and Discussion

### 4.1. Statistical Results

#### 4.1.1. Validity Test

The calculated  $r$  price, or Pearson correlation, is compared to the  $r$  table obtained from formula N-2 to test its validity. The instrument can be valid if the calculated price exceeds the  $r$ -table. Conversely, the instrument is invalid if the calculated  $r$ -calculated is lower than the  $r$ -estimated. The results of the validity test of this research instrument are as follows:

**Table 1. Validity Test Results (X1)**

Item	r-calculated	r-estimated	Information
Item 1	0,758	0,2146	Valid
Item 2	0,839		
Item 3	0,810		
Item 4	0,763		
Item 5	0,831		
Item 6	0,825		
Item 7	0,771		
Item 8	0,772		
Item 9	0,718		
Item 10	0,673		
Item 11	0,831		
Item 12	0,775		

**Table 2. Validity Test Results (X2)**

Item	R-calculated	R Table	Information
Item 1	0,507	0,2146	Valid
Item 2	0,359		
Item 3	0,450		
Item 4	0,682		
Item 5	0,518		
Item 6	0,715		
Item 7	0,671		
Item 8	0,690		
Item 9	0,739		
Item 10	0,717		
Item 11	0,720		
Item 12	0,785		

**Table 3. Validity Test Results (Y)**

Item	R Count	R Table	Information
Item 1	0,482	0,2146	Valid
Item 2	0,378		
Item 3	0,386		
Item 4	0,360		
Item 5	0,422		
Item 6	0,582		
Item 7	0,308		

Item	R Count	R Table	Information
Item 8	0,688		
Item 9	0,526		
Item 10	0,549		
Item 11	0,626		
Item 12	0,624		

The results of the instrument validity test given to 84 respondents showed that all items in the variables X1 (onboarding program), X2 (organizational culture), and Y (employee performance) were declared valid because they had a calculated r-calculated greater than the r-estimated of 0.2146. In the X1 variable, the calculated r ranges from 0.673 to 0.839, the X2 variable between 0.359 and 0.785, and the Y variable between 0.308 and 0.688. Thus, all instrument items in this study are suitable because they have met the validity criteria.

#### 4.1.2. Reliability Test

**Table 4. Instrument Reliability Test Results**

Variables	Cronbach Alpha	Information
Onboarding Program (X1)	0,942	Reliable
Organizational Culture (X2)	0,861	
Employee Performance (Y)	0,728	

In Table 4, the results of the instrument reliability test explain that the Cronbach's alpha value of student discipline shows that the Cronbach's alpha value is > 0.60. Therefore, it can be concluded that the instrument or statement used to measure the effectiveness of the onboarding program and organizational culture on the performance of Bumi Mineral South Sulawesi employees is a reliable measuring tool.

#### 4.1.3. Multiple Regression Analysis

**Table 5. Multiple Regression Analysis Results**

Variables	Regression Coefficients
Constant	23,135
Onboarding Program	0,138
Organizational Culture	0,499

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + e$$

Description:

Y = Employee Performance

a = Constant

$\beta$  = Coefficients of Regression

X1 = Program Onboarding

X2 = Organizational Culture

e = error

$$Y = 23.135 + 0.138X_1 + 0.499X_2 + e$$

The following is the interpretation of Table 5:

1. The constant of 23,135 indicates that an average increase in employee performance of 23,135 units will occur if independent variables (onboarding program and organizational culture) remain constant.

2. With a regression coefficient of the onboarding program (X1) of 0.138, we can conclude that an increase in the value of the direct onboarding program by one unit will lead to an increase in employee performance by 0.138.
3. With an organizational culture regression coefficient (X2) of 0.499, we can conclude that an increase in the value of direct organizational culture by one unit will increase employee performance by 0.499.

#### 4.1.4. T-Test

**Table 6: t-test results**

Variables	t-value	Significance
Onboarding Program	2,687	0,049
Organizational Culture	3,934	0,000

Based on the results of the t-test that has been carried out in the table above, it can be concluded that:

1. Based on the t-test results, there is a significant result in the sig column for the variable program onboarding (X1), and  $0.049 < 0.05$ . Meanwhile, the count was  $2.687 > 1.98969$ . This means that hypothesis 1 is accepted. As a result, it can be said that the onboarding program has a positive and significant effect on the performance of Bumi Mineral South Sulawesi employees.
2. Based on the t-test results, there is a significant result in the sig column for the organizational culture variable (X2), and  $0.000 < 0.05$ . At the same time, T counts as  $3.934 > 1.98969$ . This means that hypothesis 2 is accepted. As a result, it can be said that organizational culture has a positive and significant effect on the performance of Bumi Mineral South Sulawesi employees.

#### 4.1.5. F-Test

**Table 7. F-Test Result**

Test Statistics	Value t	Significance
Test F	7,757	0,001

It can be seen from the table above that F-calculated has a value of  $7.757 >$  while F-estimated has a value of 3.11. With a significance value of  $0.001 < 0.05$ , it can be concluded that the onboarding program and organizational culture together have a positive and significant effect on the performance of employees of Bumi Mineral South Sulawesi, which means that hypothesis 3 is accepted.

#### 4.2. Discussion

##### 4.2.1. The Effect of the Onboarding Program on Employee Performance

Onboarding is a process carried out by the company to accelerate the time it takes for new employees to be productive according to the company's wishes (Widodo, 2018). Process on boarding can affect a company, where the process on boarding A mistake can cause losses for a company. Based on the t-test analysis, on the GIS column for the program variable onboarding (X1),  $0.049 < 0.05$ . Meanwhile, Thcount is  $2.687 > 1.98969$ . This means that hypothesis 1 is accepted. As a result, it can be said that the program onboarding has a positive and significant effect on the performance of Bumi Mineral employees in South Sulawesi. These results show that a good onboarding program can help new hires understand their vision, mission, work culture, and responsibilities so that they can adjust quickly and efficiently. Well-designed onboarding programs help employees recognize their work environment and boost their confidence early on. Companies like Bumi Mineral South Sulawesi need a successful onboarding process because this industry



requires employees who can meet high standards quickly. According to t-test analysis, organizations can reduce initial errors, increase productivity, and build a strong foundation for long-term performance with a good onboarding process. This aligns with previous research findings, as done by Melawati L (2019), which found that onboarding employees partially positively and significantly affects the company's performance. These two studies confirm that onboarding can effectively increase employees' understanding of their roles and responsibilities, thus impacting productivity and work quality. In addition, research by. (Suryono R, et.al., 2024) also supports that proper recruitment and selection will be the first step before onboarding, significantly affecting employee performance. This shows that the employee management process, from recruitment to onboarding, is a series that supports each other in creating optimal performance.

Furthermore, this relationship is also seen in the study (Pangemanan I, et.al., 2017), which shows that employee development carried out through initial steps such as recruitment and selection significantly influences employee performance. Process onboarding is part of an initial development strategy that allows new hires to understand the organization's culture, work structure, and company expectations. Thus, the results of this study confirm the importance of investment in onboarding as a strategic effort to create more productive employees, align with organizational goals, and support the sustainability of the company's overall performance.

#### 4.2.2. The Influence of Organizational Culture on Employee Performance

Organizational culture is a set of assumptions of norms and values as a belief system that grows and develops in the organization as a guideline for the members of the organization, so that the organization can make external adaptations and internal integration to maintain the existence of the organization (Afandi P, 2018: 8). Organizational culture is defined as values or norms of behavior that are understood and accepted by members of the organization as rules of behavior contained in the organization (Chaerudin, 2019). The results of the study show that in the GIS column for the organizational culture variable (X2),  $0.000 < 0.05$ . Meanwhile, Thcount is  $3,934 > 1,98969$ . This means that hypothesis 2 is accepted. As a result, it can be said that organizational culture has a positive and significant effect on the performance of Bumi Mineral employees in South Sulawesi.

Organizational culture plays a crucial role in creating a pleasant work environment. A strong organizational culture has norms, values, and behaviors that encourage employees to work well. When all employees understand and accept the same values, they are more likely to conform to the company's goals and work with high spirits. A positive company culture can improve employee performance and increase motivation, loyalty, and a sense of responsibility for their work. These findings align with research by Dunkin' Donuts (2020), which reveals the influence of organizational culture on employee performance at the Duingingi Sub-district Office, Gorontalo City. The study also confirms that organizational culture can be a determining factor in increasing employee efficiency and productivity. In addition, Divine's (M. W., 2020) research shows similar PT results. Gapura Pekanbaru Branch reinforces the relevance of organizational culture as the central pillar in building a productive work environment and supporting performance improvement. This research is also related to the findings by Febriani, F. A., & Ramli, A.H. (2023), which reveal that organizational culture significantly affects employee performance, even though attachment cannot mediate the relationship. In this study, results showing the direct influence of organizational culture on employee performance at Bumi Mineral South Sulawesi support the conclusion that organizational culture plays an important role independently without mediating other variables. This confirms that strengthening a good organizational culture can increase employee motivation, loyalty, and efficiency.

#### 4.2.3. The Influence of Onboarding Programs and Organizational Culture on Employee Performance

The onboarding program and the company's culture are very bad for each other. Onboarding: A good one helps new hires understand the company's principles, standards, and expectations, which speeds up their



adaptation to the workplace. This aligns with the company's culture, which provides guidelines for behavior and forms a work environment that supports productivity and collaboration (Haedar, H., & Pratiwi, A., 2023). Eventually, onboarding increases employee engagement, motivation, and commitment.

Based on the data processing results,  $F_{cal}$  is  $7.757 > F_{table}$  3.11. With a significance value of  $0.001 < 0.05$ , it can be concluded that the onboarding program and organizational culture together have a positive and significant effect on the performance of Bumi Mineral employees of South Sulawesi, which means that hypothesis 3 is accepted. This reflects that a good onboarding program can accelerate the adaptation of new hires, while a strong organizational culture provides clear guidelines for behavior. Combining the two creates a supportive work environment, increases productivity, and encourages optimal employee performance, which aligns with previous research. Research by Melawati L (2019) revealed that the onboarding process positively influences company performance, which shows the importance of the new employee adaptation phase in building trust and increasing productivity. Similar findings were found in the study (Düsseldorf, 2020) and (Divine, M. W., 2020), confirming that organizational culture significantly impacts employee performance. A good organizational culture helps create a conducive work environment so employees can contribute to the maximum. In addition, these results are also relevant to research by Febriani, F. A., & Ramli, A.H. (2023), where organizational culture influences employee attachment, which ultimately drives performance improvement, even though attachment cannot be a direct mediator. The combination of structured onboarding and a positive organizational culture allows companies to create a work ecosystem that supports sustainable performance growth. Therefore, the results of this study show that this shared influence reinforces the evidence that investing in effective onboarding programs and strengthening organizational culture is an important strategy in human resource management to improve organizational performance.

## V. Conclusion

This study confirms that onboarding programs and organizational culture are critical determinants of employee performance in the mining industry, particularly at Bumi Mineral South Sulawesi. The findings show that a structured and well-executed onboarding program positively and significantly impacts employee performance by accelerating adaptation, reducing initial errors, and strengthening the alignment between employees and organizational goals. Similarly, organizational culture significantly enhances employee performance, creating a shared system of values, norms, and behaviors that foster motivation, loyalty, and efficiency. More importantly, when onboarding programs and organizational culture are combined, they substantially influence performance more. Employee adaptation and cultural reinforcement shape a productive, collaborative, and sustainable work environment.

Theoretically, this study enriches the body of knowledge on human resource management by emphasizing the integrated role of onboarding and organizational culture as mutually reinforcing drivers of employee performance. The findings extend previous research that predominantly examined these variables in isolation, showing instead that their interaction is essential to optimize workforce productivity. This contributes to organizational behavior and HRM literature by underlining the strategic importance of early-stage employee development practices in alignment with cultural frameworks, thereby supporting organizational learning and socialization theories.

From a managerial perspective, the implications are substantial. Organizations, especially in high-demand industries such as mining, must recognize onboarding as an administrative formality and a strategic investment in long-term employee productivity and retention. A comprehensive onboarding process should embed employees into the organizational culture, clarify expectations, and provide sufficient support during the early stages of employment. At the same time, leaders must consistently cultivate and reinforce a positive organizational culture aligned with company values and operational goals. By synergizing onboarding practices with cultural development, managers can create an ecosystem that boosts engagement, reduces turnover, and enhances organizational resilience in the face of dynamic business challenges. This study

highlights that effective human resource management requires an integrative approach that combines onboarding programs with a strong organizational culture. For scholars and practitioners, the results provide evidence that investing in these two dimensions not only strengthens individual performance but also ensures the long-term sustainability and competitiveness of the organization.

## References

- Afandi, P. 2018. Human Resource Management (Theory, Concepts and Indicators). Source: Zanafa Publishing.
- Bell, T. (2021). Onboarding: Improving employer and employee relations. *Certified Public Manager® Applied Research*, 2, 7–27. <https://scholarworks.sfasu.edu/cpmar>
- Bina, U., Gorontalo, T., Erlangga, A., & Kartika, L. (2023). Analysis of talent management in the management trainee program in Indonesia's most admired companies 2017-2021. *Public: Journal of Human Resource Management, Administration and Public Service*, 10(2), 704–721. <https://doi.org/10.37606/PUBLIK.V10I2.539>
- Chaerudin, A. (2019). Human Resources Education and Training Management. Sukabumi: CV. Footprint.
- Coyle, S. (2021). Good boss, better boss (English Edition): A practical leadership model for post-COVID success. St. Francis Coyle.
- Divine, M. W. (2020). The Influence of Organizational Culture on Employee Performance at PT. Pekanbaru Branch Gate (Doctoral dissertation, Islamic University of Riau).
- Dunggio, Swastiani. (2020). "The Influence of Organizational Culture on Employee Performance at the Dungi Sub-district Office, Gorontalo City." *Public: Journal of Human Resource Management, Administration and Public Service* 7(1):1–9.
- Fauziah, R., & Widodo, A. (2019). Understanding of task descriptions increases work effectiveness. *Journal of Administration and Management*, 6(1), 52–60. <https://doi.org/10.21009/jam.061.52>
- Febriani, F. A., & Ramli, A. H. (2023). The influence of organizational culture on employee performance through employee attachment. *Scientific Journal of Unit Management*, 11(2), 309-320.
- Firnanda, M., Hariantoro, M. D., Ilham, G. D., & Jakaria, R. B. (2024). Analysis of the recruitment and selection process and its effect on employee performance at PT. Secure Parking Indonesia. *Balance Sheet: Journal of Economics, Management and Accounting*, 2(10), 340–348.
- Fitria, H., & Arifin, Z. (2020). The role of understanding organizational culture in the adaptation of new employees. *Journal of Administration and Organizational Behavior*, 8(1), 22–30. <https://doi.org/10.31004/japo.v8i1.789>
- Haedar, H., & Pratiwi, A., (2023). The Effect of Incentives and Motivation on Employee Performance. *Jesya (Journal of Sharia Economics and Economics)*, 6(2), 1526-1545.
- Haedar, H., Nurcaya, N., & Sapar, S., (2023). The Effect of Recruitment and Selection on Employee Performance in Village Offices in Latimojong District. *Journal of Indonesian Business Innovation (JIBI)*, 1 (1).
- Haudi, L., Lestariningsih, M., Ariyanto, A., & Siagian, A. O. 2021. Introduction to talent management. *Insan Cendekia Mandiri*.
- Hidayat, A., & Prasetyo, D. (2020). Analysis of the influence of work quality on employee productivity. *Journal of Management and Performance*, 7(1), 41–49. <https://doi.org/10.25105/jmk.v7i1.4775>
- Hijazi, A., & Abdullah, R. (2024). The impact of human resource management on financial performance: A systematic review in cooperative enterprises. *Journal of Financial Studies*, 17(10)
- Lestari, D., & Nurhidayat, R. (2020). The role of work responsibility in improving employee performance. *Journal of Occupational and Industrial Psychology*, 11(2), 95–103. <https://doi.org/10.14710/jpki.11.2.95-103>
- Maharani, C., & Gunawan, A. (2023). The influence of organizational culture on employee performance in the manufacturing industry in Indonesia. *Jupiter: Journal of Management, Accounting, and Economics*, 2(5), 111–121.
- Mangkunegara, A. P. 2013. Corporate human resource management (Anna, Ed.). PT Remaja Rosdakarya.
- Maulida, N., & Hidayat, T. (2020). The effect of detail orientation on work effectiveness. *Journal of Behavioral Science and Occupational Psychology*, 6(2), 101–108. <https://doi.org/10.21009/jippk.062.101>

- Melawati, L. (2019). The Influence of the Employee Recruitment Process and the Onboarding Process on Company Performance (Case Study on PT ABC). *Journal of Management and Entrepreneurship Inspiration Research*, 3(2), 85-93.
- Mulyani, S., & Ramdhani, M. A. (2021). Building social connections in work orientation: A relationship-based organizational approach. *Journal of Industrial and Organizational Psychology*, 9(1), 12-20. <https://doi.org/10.14710/jpio.9.1.12-20>
- Nima, J. L., & Maksum, I. (2025). The Effect of Islamic Leadership on Organizational Commitment Through Organizational Culture as a Mediating Variable. *Golden Ratio of Human Resource Management*, 5(2), 266-276. <https://doi.org/10.52970/grhrm.v5i2.893>
- Nurdin, I. 2012. *Organizational culture: Concepts, theories, and implementation*. Malang: UB Press.
- Pangemanan, I., Mananeke, L., & Sumarauw, J. S. (2017). The Influence of Recruitment, Selection, and Employee Development on Employee Performance (Study on PT. Bank Permata, Tbk Manado Branch). *EMBA Journal: Journal of Economics, Management, Business and Accounting Research*, 5(2).
- Prasetyo, A., & Lestari, D. (2023). The influence of organizational culture on employee performance in service companies in Indonesia. *Journal of Management and Business*, 15(2), 101-112.
- Pratiwi, A & Haedar, H., (2023). The Effect of Incentives and Motivation on Employee Performance. *Jesya (Journal of Sharia Economics and Economics)*, 6(2), 1526-1545.
- Putra, A. F., & Sari, M. P. (2023). The influence of work discipline and motivation on employee performance. *Journal of Management Science*, 11(1), 45-55.
- Putri, A. R. (2022). The role of onboarding in improving the performance and loyalty of new employees. *Journal of Management and Business*, 9(1), 55-64.
- Rahman, A. R. (2022). The influence of organizational culture on employee performance. *Journal of Management and Business*, 9(2), 112-120.
- Rahmawati, D., & Nugroho, Y. (2023). Leadership and employee interests in HR management. *Journal of Business Administration*, 15(3), 85-92. <https://doi.org/10.32734/jab.v15i3.6789>
- Safitri, N., & Subekti, A. (2021). The importance of the compliance process in the orientation of new employees. *Journal of Management and Organization*, 12(1), 33-41. <https://doi.org/10.24036/jmo.v12i1.2012>
- Setiawan, I., & Riyanto, S. (2022). Innovation and risk-taking in modern organizations. *Journal of Management and Business Sciences*, 13(2), 110-120. <https://doi.org/10.31289/jimb.v13i2.1234>
- Sinambela, L. P. 2018. *Human resource management*. Jakarta: PT Bumi Aksara.
- Suryani, E., & Kurniawan, A. (2021). The relationship between the quantity of work and the achievement of organizational targets. *Journal of Business Administration Sciences*, 9(2), 67-75. <https://doi.org/10.31294/jiab.v9i2.9802>
- Suryono, R., & Asep Jamaludin, N. (2024). The Influence of Recruitment and Selection on Employee Performance at PT. Gokko Mirai Indonesia. *Al-Kharaj: Journal of Sharia Economics, Finance & Business*, 6(9).
- Tan, S., & Suherman, M. (2020). *Millennials & Turnover*. Grammar.
- Wibowo, A., & Suyanto, M. (2021). The relationship between outcome orientation and employee performance. *Journal of Industrial and Organizational Psychology*, 9(1), 45-52. <https://doi.org/10.14710/jpio.9.1.45-52>
- Widodo (2018). *Training Management*, Yogyakarta: Student Library
- Yohny, A. (2018). *Human resource management (Third edition)*. Bandung: Alfabet
- Yuliana, R., & Hartono, D. (2022). Clarification in employee orientation as a determinant of initial performance. *Journal of Psychology and Human Resources*, 10(2), 89-98. <https://doi.org/10.31764/jpsdm.v10i2.5678>