

Analysis of Intellectual Capital, Organizational Culture, and Individual Diversity on Performance of Police Members at the East Java Regional Polices's Narcotics

Nonny Saskia Ramadhani Mutiara Putri¹, Gendut Sukarno^{2*}

Management Departement, Faculty of Economics and Business, Universitas Pembangunan Nasioanl "Veteran" Jawa Timur

Corresponding Author: Gendut Sukarno sukarnogendut@yahoo.co.id

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ABSTRACT

The purpose of this study is to examine the impact of intellectual capital, organizational culture, and individual diversity on the performance of members of the East Java Regional Police Directorate of Narcotics. This research employs a quantitative approach, utilizing questionnaires with a Likert scale ranging from 1 to 5 to assess responses. The sampling technique applied is proportional sampling, with a sample size of 65 respondents calculated using the Slovin formula. Data analysis was conducted using Structural Equation Modelling - Partial Least Squares (SEM-PLS). The findings indicate that intellectual capital, organizational culture, and individual diversity positively and significantly affect performance.

INTRODUCTION

In the current period, the strengthening of labor globalization has a great influence on society. This is because the community is a core factor and an important element for all operational work of companies and organizations. For this reason, companies are encouraged to manage their members for the expected and timely goals in completing their work. Organizations also need to manage their members well in order to improve employee performance in carrying out their work. In addition, organizations must also look for superior and quality human resources (HR). By having quality human resources, of course, they will be competent in their fields. This will certainly benefit the organization to be able to improve organizational performance and get optimal results so that the organization can develop.

Human resources are the main factor in the process of development and achievement of organizational goals. Quality human resources are intellectual capital assets that are very important for an organization, especially in the field of the East Java Regional Police Directorate of Narcotics. Therefore, the National Police, especially in the field of the East Java Regional Police Directorate of Narcotics, must have superior and quality Police human resources. This can be interpreted as a professional in their field. Professionals in this case are the National Police as a special profession that has distinctive expertise, knowledge, and skills. Professionals generally have ethical responsibilities and high performance standards in carrying out their work.

Quality human resources will certainly affect the achievement of an organization's vision and mission. Where the quality of human resources is the main factor in the running of an organization through their performance. An employee is called qualified if they have knowledge, skills, and experience that can support their career in carrying out their duties. This also makes it easier for leaders to assign tasks to competent parties in their fields so that the work is completed quickly and improves organizational performance.

Besides intellectual capital, organizational culture can also impact an individual's ability to complete their tasks. Organizational culture is a key factor that can influence employee performance. Human resources are often shaped by the traits and characteristics of individuals as well as their surrounding environment. Saiful (2018) describes organizational culture as the foundational philosophy of an organization, encompassing the beliefs, norms, and shared values that define how activities are conducted within the organization.

The East Java Regional Police or East Java Regional Police is the acting officer of the Indonesian National Police in the East Java Province area located in the city of Surabaya. The city of Surabaya is one of the big cities in Indonesia with a fairly dense city. The city of Surabaya is also the second modern city after Jakarta. Therefore, many people are competing to pit their luck in the city of Surabaya. The identity of Surabaya is the diversity of each individual, resident and culture. Therefore, there is a lot of cultural mixing due to the large number of diverse individuals who come from various regions, ethnicities, religions, etc. The mindset and attitude of respecting the differences of each

individual through the spirit of multiculturalism. Multiculturalism is an understanding that recognizes differences in equality, both individually and in groups in the context of culture.

Performance has a dominant influence on the organization, because performance is related to the achievement of quality and value of an employee when completing his or her tasks to completion (Silaen et al., 2021). To get optimal employee performance, a company needs to review what indicators are able to affect the performance of its employees, so that from the review the company can know and develop indicators of the influence of employee performance that are very influential.

Based on the aforementioned discussion, the research questions are as follows: 1) Does intellectual capital affect the performance of members of the East Java Regional Police Directorate of Narcotics? 2) Does organizational culture impact the performance of members of the East Java Regional Police Directorate of Narcotics? 3) Does individual diversity influence the performance of members of the East Java Regional Police Directorate of Narcotics? Corresponding to these questions, the objectives of the study are: 1) To examine the effect of intellectual capital on the performance of members of the East Java Regional Police Directorate of Narcotics, 2) To evaluate the impact of organizational culture on the performance of members of the East Java Regional Police Directorate of Narcotics, and 3) To analyze the influence of individual diversity on the performance of members of the East Java Regional Police Directorate of Narcotics.

Understanding the factors that contribute to the performance of police officers is essential for maintaining effective law enforcement, especially in specialized units like the Narcotics Directorate of the East Java Regional Police. This theoretical review explores how intellectual capital, organizational culture, and individual diversity impact the performance of police members. Each of these variables plays a critical role in shaping the capabilities and effectiveness of law enforcement personnel.

THEORETICAL REVIEW

Intellectual Capital

Intellectual capital is Ross et al., 1997 in Ulum (2016:79) It has been elucidated that intellectual capital encompasses the entire process and represents an asset that typically does not appear on the balance sheet, including all intangible assets such as trademarks, patents, and brands, which have become focal points for contemporary accounting practices. According to Brooking (1996), as cited in Ulum (2016:79), intellectual capital comprises a blend of intangible assets, including market assets, intellectual property, human resources, and the infrastructure utilized within an organization. In general, intellectual capital is an insight that can provide information about intangible value in a company, if it is carried out optimally in the company, it can provide excellent performance results so that it can increase the value of the company and the advantage to compete.

The International Federation of Accountancy (IFAC) categorizes intellectual capital into three types: human capital, structural capital or organizational capital, and relational capital or customer capital, which are discussed in detail below (Sawarjuwono and Kadir, 2003).

Human capital refers to the knowledge of each individual in a business that employs people (Bontis et al., Rousilita 26 Suhendah, 2012: 7). This knowledge is derived from human capital factors such as personality, talent, experience, dedication, and education (Divianto, 2010: 82-87).

Structural capital pertains to an organization's or company's capacity to perform routine operations and its framework that supports employees in achieving optimal intellectual and business outcomes. Indicators of structural capital include management processes, information technology systems, organizational routines, corporate procedures, and corporate culture (IFAC and CIMA as cited in Wiwit Hariyanto and Sigit Hermawan, 2015: 5-6).

Relational capital pertains to the network of positive relationships that a company fosters with its partners, which include dependable and high-quality suppliers, as well as its interactions with government entities and local communities. Key indicators of relational capital include stakeholder relationships, business reputation, distribution channels, environmental initiatives, and social networks (Marr and CIMA as cited in Wiwit Hariyanto and Sigit Hermawan, 2015: 5 and 7).

Organizational Culture

Pasaribu (2015) describes organizational culture as a set of norms, values, assumptions, beliefs, philosophies, and habitual practices that have been cultivated over time by the organization's founders, leaders, and members. This culture is continuously developed, socialized, and imparted to new members, and it is integral to organizational activities. It influences the mindset, attitudes, and behaviors of members, thereby impacting the achievement of organizational goals.

According to Robbins and Judge (2013:512), there are various indicators that can be utilized to gauge the fundamental attributes that characterize the core of an organization's culture. These indicators include innovation and risk-taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability.

Organizational culture encompasses the shared values, beliefs, and norms that influence the behavior of individuals within an organization, in law enforcement agencies, culture plays a significant role in shaping how officers approach their work, interact with colleagues, and engage with the community.

Individual Diversity

Diversity is a reality in people's lives. These distinctions exist in ethnicity, race, religion, culture, and gender. Indonesia's prosperity and beauty stem from its diverse population. Diversity allows organizations to get different perspectives, abilities, and objects to overcome organizational or company difficulties, as well as boost the company's effectiveness. According to Thoha in

Jakfar 2010:15), there are various indications of individual diversity, including skill, value, and attitudes.

Performance

Daft (2010) defines performance as the ability to complete organizational tasks while employing resources effectively and efficiently. The targeted resources include human resources, all wealth, capabilities, organizational procedures, firm qualities, and information and knowledge under the company's control. Performance is defined as an overview of the level of performance in the implementation of activities, programs, and policies employing a variety of resources to achieve the objectives that have been established (Sembiring 2012:81).

This performance pertains to an individual's effectiveness in executing a task, reflecting the results achieved by an individual or a team within an organization in alignment with their designated authority and responsibilities. It also encompasses how a person is anticipated to operate and conduct themselves in relation to the assigned tasks, including the volume and duration of time dedicated to those tasks (Sutrisno, 2016). Individual employee performance can be measured using five factors (Robbins and Judge, 2016:260): quantity, quality, punctuality, effectiveness, and independence.

Relationship Between Variables

The interplay between intellectual capital, organizational culture, and individual diversity is crucial in shaping the overall performance of police members. A culture that values and nurtures intellectual capital will likely encourage continuous learning and innovation. Additionally, an inclusive culture that embraces diversity can enhance the application of intellectual capital by leveraging the unique contribution of all members. The alignment of these factors can lead to a more effective, cohesive, and adaptable police force.

The Influence of Intellectual Capital on Performance

Intellectual Capital (IC), as a resource that enhances competitive advantage, can significantly impact a company's performance (Harrison and Sullivan; Chen et al; Abdolmohammadi in Ulum 2008). Consequently, IC is considered crucial for boosting a company's value and performance. Research by Bontis (2000), Tan et al. (2007), Ulum (2007), and Murti (2010) has demonstrated that IC positively influences company performance. Additionally, intellectual capital has a notable effect on employee performance, consistent with findings from Suhaimah et al. (2021), which highlighted that intellectual capital positively and significantly affects worker performance.

Among the three components of intellectual capital, structural capital represents the largest proportion, with human capital following, and relational capital coming in third. According to Bontis, structural capital includes the overall capability of a company or industry to sustain its daily operations and organizational structure. This encompasses aspects such as industrial operating systems, manufacturing processes, organizational culture, management

philosophy, and various intellectual property rights. These elements collectively support employees in achieving peak intellectual and business performance (Dosi, 2019).

The Influence of Organizational Culture on Performance

The research conducted (Bratianu et al., 2011) is convincing in emphasizing the importance of corporate culture in achieving excellence. Superior companies are characterized by a very strong culture that can form good norms and values. According to Moleenar (2002), an organizational culture that is adapted to good communication can determine the company's strength, performance and competitiveness in the long run. A good organizational culture will also produce good performance for employees.

Flamholtz (2001) notes that the widespread understanding of culture's impact on performance is rooted in the notion that culture affects the attainment of organizational goals. Specifically, culture is considered a vital component of organizational development and a strategic element for succession planning (Flamholtz, 2001). This perspective is further supported by research conducted by Rahardian Amirullah (2018) it is stated that Organizational Culture has a positive effect on Organizational Performance. The higher the organizational culture, the better the company's organizational performance because the organizational culture shapes employee characteristics such as innovation, caring, results-oriented, and team orientation.

The Influence of Individual Diversity on Performance

Diversity within an organization can be viewed from a variety of viewpoints. According to Williams and O'Reilly in Yuwono, S (2016), there are two basic views on diversity: social categorization and information/decision-making. The social categorization approach examines the diversity that exists within the unit, revealing the presence of groups that must be viewed as a unit within the unit itself, rather than as separate groups, in order to collaborate.

From the perspective of information and decision-making, individuals with diverse backgrounds bring distinct viewpoints, opinions, intelligence, knowledge, and skills, creating a valuable resource. To maximize this potential, effective management of diversity is essential. Van Knippenberg, as cited by Yuwono (2016), introduces a new approach known as the categorization elaboration model (CEM). This model suggests that diverse groups can leverage their unique perspectives more effectively than homogeneous groups through the process of information elaboration. This involves exchanging information and viewpoints, processing this information, generating responses, and then discussing and integrating these responses for implementation and action.

According to Elsaid (2012) found that only two variables, gender and educational background, were significant explaining various kinds of employee performance when the difference in the workforce worked together and surprisingly, the age difference had no effect. According to Joseph R and Selvaraj (2015) stated that the three variables, namely age, gender, and ethnicity, statistically affect employee performance. So it can be concluded that

the three indicators of age, gender, and ethnicity have a significant effect on employee performance.

Based on the research framework, the researcher seeks to test several existing theories. This study's hypothesis explanation consists of three hypotheses, which are as follows:

H1: Intellectual Capital has a significant effect on the performance of members of the East Java Regional Police Directorate of Narcotics.

H2: Organizational Culture has a significant influence on the performance of members of the East Java Regional Police Directorate of Narcotics.

H3: Individual diversity has a significant effect on the performance of members of the East Java Regional Police Directorate of Narcotics.

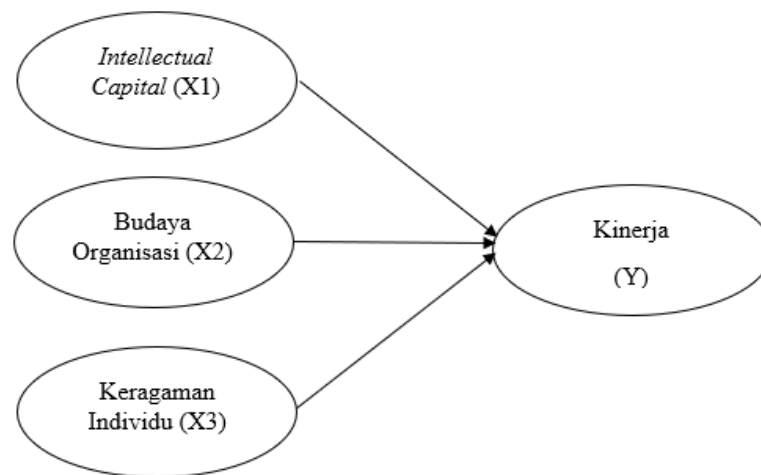


Figure 1. Conceptual Framework

METHODOLOGY

In this study, the researcher used the quantitative method. In this study, data was collected through the distribution of questionnaires using paper face-to-face to each respondent. In this study, respondents were given the choice to be able to choose one of the answers from the available categories, then from the scattered answers were given a score which later showed the lowest score ranging from 1 - 5, the total score was what would be interpreted as the respondent's position on the Likert scale.

The population in this study is all members of the East Java Regional Police Directorate of Narcotics where there are several divisions with a total population of 186. The sampling technique used is the proportional sample technique. The proportional sample technique is to take the characteristics of the population from groups, equivalent or parallel categories that have a strong influence on the results of the research. The procedure is taken by taking individuals in their respective categories according to the balance or proportion in the research sample. The division of duties includes Sub-Directorate 1, Sub-Directorate 2, Sub-Directorate 3, Sub-Bagrenmin, Bagwasidik, Bagbinopsnal, Directorate of Narcotics. The data analysis approach employs Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS software

version 4. The PLS calculation stage employs two models: the Measurement Model (Outer Model) and Structural Model Testing (Inner Model).

RESULTS

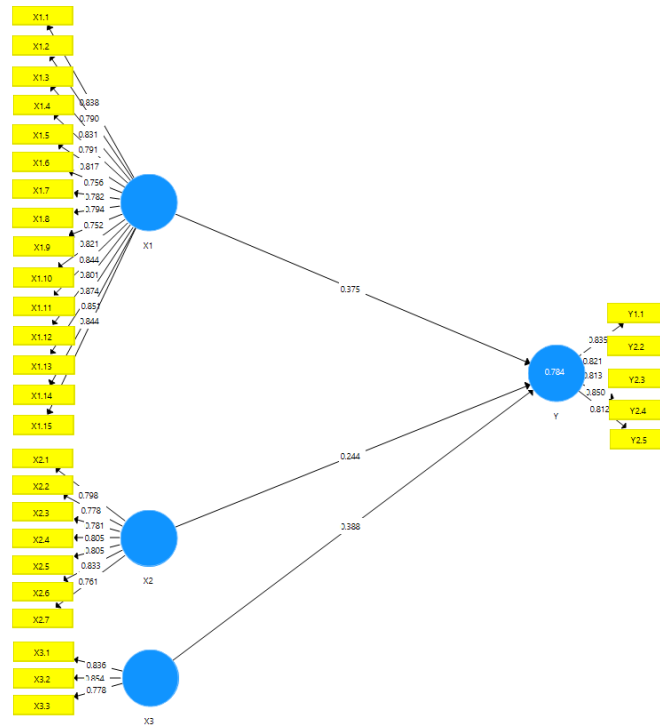


Figure 2. Outer Model

Source : Data Processing Result, 2024

The PLS output image above illustrates that the factor loading values for each indicator exceed the arrow connecting the variable and the indicator. Additionally, the figure displays the sizes of the path coefficients, which connect the exogenous and endogenous factors. The R-Square value for the endogenous variable (Employee Performance), which is the focus of the study, can be observed within the circle representing this variable.

According to the outer loading table, the dimensions of Human Capital, Structural Capital, and Relational Capital within the variables of Intellectual Capital (X1), Organizational Culture (X2), Individual Diversity (X3), and Employee Performance (Y) exhibit factor loading values (original sample) greater than 0.50 and are significant (T-Statistics > $Z\alpha = 0.05 (5\%) = 1.96$). This indicates that the estimation of all reflective indicators in this study supports the assertion of convergent validity, demonstrating strong validity.

Avarage Variance Extracted (AVE)

Table 1. Avarage Variance Extracted (AVE)

Variable	AVE
Intellectual Capital	0,661
Organizational Culture	0,632
Individual Diversity	0,678

Employee Performance	0,683
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Source: Data Processed, 2024

The results of the AVE test on the construct or variables of *Intellectual Capital*, *Organizational Culture*, *Individual Diversity* and *Employee Performance* prove that the Average Variance Extracted (AVE) value is above 0.5 so that it is able to provide a comprehensive statement that the construct (dimensions) and variables in this study show good or adequate validity.

Composite Reliability

Table 2. Composite Reliability

Variable	Composite Reability
Intellectual capital	0,967
Organizational Culture	0,923
Individual Diversity	0,863
Employee Performance	0,915

Source: Data Processed, 2024

The results of the composite reliability test on the construct or variable show that Intellectual Capital (X1) is 0.967, Organizational Culture (X2) is 0.923, Individual Diversity (X3) is 0.863, Employee Performance (Y) is 0.915 proving that the Composite Reliability (CR) value on all variables is above 0.7. So that the results show that all variables from the reliability test are said to be reliable because of their values.

Latent Variable Correlations

Table 3. Latent Variable Correlations

	Intellectual Capital	Organizational culture	Individual Diversity	Employee Performance
Intellectual Capital	1,000			
Organizational culture	0,600	1,000		
Individual Diversity	0,688	0,645	1,000	
Performance	0,789	0,720	0,804	1,000

Source: Data Processed, 2024

The average value of the correlation between one variable and the other variable is seen enough in the latent variable correlation table above. The correlation between the variables Individual Diversity (X3) and Employee Performance (Y) had the highest correlation value of 0.804. This problem can

also be said if among the variables included in the research model there is a stronger correlation between the variables of Individual Diversity (X3) and Employee Performance (Y) than between other variables. The alternative problem can be interpreted if in this research model, the variables of individual diversity have a greater influence on the high and low performance of employees compared to the variables of intellectual capital and organizational culture.

R-Square

Table 4. R-Square

	R- Square	R- Square Adjusted
Performance (Y)	0,784	0,773

Source: Data Processed, 2024

In the table above, the R-Square value of the performance variable (Y) is 0.784. It is interpreted that the model is able to explain performance phenomena or problems by 78.40%, while the remaining 21.60% is explained by variables other than the variables studied in this study (Intellectual Capital, Organizational Culture, and Individual Diversity).

Table 5. Path Coefficients (Mean, STDEV, T Values, P Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statics (O/STDEV)	P Values
Intellectual Capital -> Performance	0,375	0,460	0,176	2,131	0,034
Organizational Culture -> Performance	0,244	0,211	0,112	2,185	0,029
Individual Diversity -> Performance	0,388	0,328	0,136	2,855	0,004

Source: Data Processed, 2024

Hypothesis 1: Intellectual Capital has a significant effect on the performance of members of the East Java Regional Police Directorate of Narcotics is acceptable. Through with a path coefficient of 0.375 and a t-statistical value of 2.131 > 1.96 (t-table value $Z_{\alpha} = 0.05$), where p-value = 0.034 is greater than $\alpha = 0.05$ (5%) so it can be said to be significant (positive).

Hypothesis 2: Organizational culture has a significant influence on the performance of members of the East Java Regional Police Directorate of Narcotics is acceptable. Through with a path coefficient of 0.244 and a t-statistical value of $2.185 > 1.96$ (t-table value $Z\alpha = 0.05$), where p-value = 0.029 is smaller than $\alpha = 0.05$ (5%) so it can be said to be significant (positive).

Hypothesis 3: Individual diversity has a significant effect on the performance of members of the East Java Regional Police Directorate of Narcotics is acceptable. Through with a path coefficient of 0.388 and a t-statistical value of $2.855 > 1.96$ (t-table value of $Z\alpha = 0.05$), where p-value = 0.04 is smaller than $\alpha = 0.05$ (5%) so it can be said to be significant (positive).

DISCUSSION

The Impact Of Intellectual Capital On Employee Performance Is Significant

According to the research findings, intellectual capital variables positively and significantly influence employee performance. This suggests that increased intellectual capital among members of the East Java Regional Police Directorate of Narcotics correlates with enhanced performance. These findings are consistent with the study by Putri Tasya Nabillah and Gendut Sukarno (2023), which also demonstrated a positive and significant effect of intellectual capital on employee performance. Similarly, the research by Listianawati and Raden Djoko Sampurno (2021) indicated that overall intellectual capital positively affects and influences a company's financial performance. In this section, you should provide a detailed academic discussion of your findings. Instead of presenting specific statistical figures, focus on interpreting these numbers and explaining their significance. Your discussion should be supported by relevant academic references and should offer a thorough explanation pertinent to the specific area of your investigation.

The Impact of Organizational Culture On Employee Performance Is Significant

The study's results reveal that organizational culture significantly and positively affects employee performance. This implies that a stronger organizational culture among members of the East Java Regional Police Directorate of Narcotics leads to improved performance. These findings align with the research conducted by Aulia Gati Nirmalasari and Ary Ferdian (2019), which also demonstrated that organizational culture variables positively and substantially impact employee performance. This indicates that a robust organizational culture contributes to better performance among employees.

The Impact of Individual Diversity Has on Employee Performance Is Significant

According to the findings of the study, individual diversity variables have a favorable and significant impact on employee performance. This suggests that the more the diversity of individuals owned by members of the East Java Regional Police Directorate of Narcotics, the better its performance. The second hypothesis (H3) was approved since it matched the results

observed. The findings of this study are consistent with research conducted by Rahayu Sulistiowati et al. (2022), which found that individual characteristic variables, corporate culture, and individual behavior all have an impact on employee performance. This suggests that a strong culture, combined with positive individual attributes, can boost employee performance at work.

CONCLUSIONS AND RECOMMENDATIONS

Based on the analysis and discussion of each research variable and their correlations, the following conclusions can be drawn. Intellectual capital positively impacts performance. The second set of findings indicates that organizational culture variables also contribute significantly to performance. Similarly, the third set of results demonstrates that individual diversity variables contribute to performance. Overall, the research suggests that increased intellectual capital, bolstered by a strong organizational culture and supported by favorable individual diversity, positively influences the performance of members of the East Java Regional Police Directorate of Narcotics.

According to the most prominent indicator within each variable, it is envisaged that the East Java Regional Police Directorate of Narcotics will consistently enhance its members' intellectual capital. Especially in the relational capital dimension, the East Java Regional Police Directorate of Narcotics is expected to build a wider distribution network. The Directorate of Narcotics of the East Java Police is expected to maintain the organizational culture, support from leaders and colleagues is needed in achieving the target. And the East Java Regional Police Directorate of Narcotics is expected to maintain a diversity of positive, dedicated individuals, so that they can support every member of the National Police who works to be able to provide optimal performance results.

FURTHER STUDY

It is hoped that the next researcher will be able to conduct continuous research, to be able to see and assess every change in behavior of the respondents from time to time. In addition, it is hoped that there are additional variables that can also affect many things in this study. As well as expanding the scope of the area of objects and subjects.

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