
Analysis of the Influence of Organizational Culture, Work Motivation, and Work Discipline on Employee Productivity at The Cianjur Pratama Tax Service Office

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ABSTRACT

An agency is required to have human resources that have work motivation, organizational culture, and a disciplined attitude to increase the work productivity of an employee, work discipline is the most important human resource management function and is closely related to resource management for an organization. Therefore, this study aims to examine the influence between organizational culture, work motivation, and work discipline on employee productivity at work. The sample in this study were 96 employees at the Cianjur Primary Tax Service Office. The analytical tool used is multiple linear regression. The results showed that partially the variables of organizational culture and work motivation had a significant effect on employee work productivity, but partially the work discipline variable had no effect on employee work productivity. Then simultaneously the variables of organizational culture, work motivation, and work discipline affect the work productivity of employees at the Cianjur Primary Tax Service Office.

Keywords: organizational culture, work motivation, work discipline, employee work productivity

1. INTRODUCTION

In the era of globalization and increasing competition, employee productivity has become a key factor in determining organizational success, including in the public sector such as the Tax Service Office (KPP). Productivity is not only measured by the quantity of output, but also by the quality, efficiency, and effectiveness of task execution (Mangkunegara, 2017)

At KPP Pratama Cianjur, employee productivity plays a vital role in supporting the institution's strategic functions in tax collection and supervision. Several factors influence productivity, including organizational culture, work motivation, and work discipline. A positive organizational culture fosters alignment of vision and employee commitment (Robbins & Judge, 2017). Work motivation, both intrinsic and extrinsic, serves as a major driving force behind optimal performance (Herzberg, 2003). Meanwhile, work discipline reflects adherence to rules and order that support operational efficiency (Sutrisno, 2016).

Previous studies have shown that these three variables significantly affect employee productivity (Sindy et al., 2022; Rahman & Ratnasih, 2024; Laksmiari, 2019; Laia, 2022). Therefore, this study aims to examine the influence of organizational culture, work motivation, and work discipline on employee productivity at KPP Pratama Cianjur.

2. LITERATURE REVIEW

Organizational Culture

Organizational culture is a system of shared values, norms, and beliefs held by members of an organization that serves as a guide for behavior, interaction, and decision-making in the workplace. It develops gradually through shared experiences and plays a crucial role in aligning individual goals with organizational objectives. According to Tika (2008), culture encompasses all aspects such as knowledge, beliefs, morals, habits, and adaptation systems upheld by organizational members. A strong organizational culture fosters identity, loyalty, and consistency in employee behavior (Effendy, 2015; Sedarmayanti, 2014). Additionally, organizational culture serves several functions, including setting behavioral boundaries, creating organizational identity, encouraging commitment to the vision, and facilitating internal integration and external adaptation (Tika, 2008). Robbins and Judge (2017) identify seven core characteristics of organizational culture: innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability. These characteristics reflect how an organization balances creativity, efficiency, and workplace harmony. Furthermore, Schein (2010), Luthans (2011), and Daft (2010) state that organizational culture is influenced by the founder's values, leadership style, employee backgrounds, organizational structure, external environment, and internal policies. To measure organizational culture, indicators such as innovation, result orientation, attention to detail, teamwork, and organizational stability (Robbins & Judge, 2017) are used, reflecting how well the culture supports the achievement of strategic organizational goals.

Work motivation

Work motivation is a crucial factor in organizational performance, influencing how individuals apply their energy, creativity, and efforts to achieve goals. It is driven by both internal desires and external stimuli. According to Robbins and Judge, motivation involves the intensity, direction, and persistence of effort. Hasibuan emphasizes that work motivation energizes individuals to collaborate and achieve job satisfaction, supported by factors such as a conducive work climate and good interpersonal relationships.

Key motivation theories include Maslow's Hierarchy of Needs, which outlines five levels of human needs; Herzberg's Two-Factor Theory, which distinguishes motivators (e.g., achievement) from hygiene factors (e.g., salary); and Vroom's Expectancy Theory, which links motivation to the belief that effort leads to performance and desirable outcomes.

Several factors influence work motivation, including individual needs, perception of work, the physical and social work environment, interpersonal relationships, reward systems, and leadership style. Each of these contributes to building a supportive motivational ecosystem.

Indicators of work motivation include the need for achievement, affiliation, and power, as well as enthusiasm for tasks, punctuality, participation in activities, and a willingness to learn. Understanding and enhancing these indicators help organizations maintain high employee performance and commitment.

Work discipline

Work discipline is an attitude of respecting, obeying, and complying with both written and unwritten rules, as well as being willing to accept sanctions if violations occur (Siswanto, 2005). Training plays an important role in enhancing employees' skills and professionalism (Rivai, 2014; Meldona, 2009; Dessler, 2019).

The purpose of work discipline is to ensure the smooth running of organizational activities by increasing effectiveness, orderliness, responsibility, and creating a harmonious work environment (Sutrisno, 2017). Good discipline improves work morale and creates a conducive atmosphere (Gomes, 2013).

Factors influencing discipline include individual goals and abilities, leadership example, compensation, fairness, sanctions, and supervision (Hasibuan, 2016). Forms of discipline include punctuality, adherence to rules, responsibility, efficient use of work time, and positive attitude toward company policies (Sutrisno, 2017).

Discipline indicators include time compliance, adherence to regulations, responsibility, attitude toward sanctions, attendance frequency, vigilance, compliance with work standards, and work ethics (Mangkunegara, 2013; Sinambela, 2019; Utari & Rasto, 2019). The role of leaders is crucial in enforcing discipline through example and consistent sanctions.

Discipline development involves clear objectives, leadership role models, fair compensation, justice, supervision, firmness, educative sanctions, and good human relations (Hasibuan, 2009). A comprehensive approach is needed to build effective and sustainable work discipline .

Work Productivity

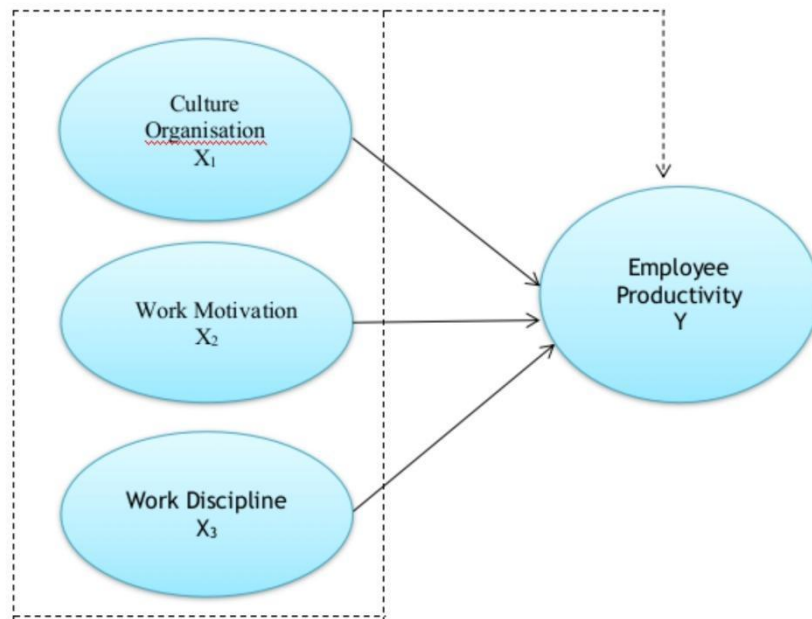
Work Productivity is the ability of individuals or groups to carry out tasks optimally by utilizing resources as efficiently as possible to achieve quality results. Productivity is the comparison between output (results) and the resources used (input), such as labor and costs. Besides the technical aspects, productivity is also related to mental attitude and a positive mindset to continuously improve performance. External factors like the work environment also affect productivity, including physical, social, and psychological conditions. Human Resources (HR) play a crucial role as a strategic asset in enhancing productivity, so their management and development are very important.

The aspects that influence productivity include interest in work, wages received, work environment or atmosphere, job security, and discipline. Productivity can also be measured by efficiency (resource usage savings) and effectiveness (achievement of quality and time targets). Factors influencing productivity are divided into internal factors, such as motivation, discipline, and skills, and external factors, such as working conditions, regulations, and organizational culture.

Productivity indicators include employee abilities, work results, work ethic, initiative for self-development, quality of output, and efficient use of resources. Efforts to improve productivity can be done through continuous improvement, enhancing work quality using Total Quality Management (TQM) approaches, and empowering human resources through competency development and participative management. By doing so, organizations can create a productive, adaptive, and highly competitive work environment.

Conceptual Framework

The analysis model in this study is as shown in Figure 1 below:



Information:

- : Simultaneous Effect Line
- : Partial Effect Line

Figure 1 Conceptual Framework

Source: Processed by the author (2025)

Hypothesis

The hypothesis is a temporary answer to the formulation of research problems, it is said to be a temporary answer because the answer is still presumptive of the existing problem, and still has to be proven. So what can be done is to answer first while still presumptive. A hypothesis will be accepted if the data collected supports the statement. The following is a research hypothesis based on the above framework:

1. The influence of organizational culture on employee work productivity
H1 : Organizational culture partially affects employee work productivity at the Cianjur Primary Tax Service Office.
2. The influence of Work Motivation on employee work productivity
H2 : Work Motivation partially affects the work productivity of employees at the Cianjur Primary Tax Service Office.
3. The influence of work discipline on employee work productivity
H3 : Work discipline partially affects employee work productivity at the Cianjur Primary Tax Service Office.
4. Simultaneous influence
H4: organizational culture, work motivation and work discipline simultaneously affect the work productivity of employees at the Cianjur Primary Tax Service Office.

3. RESEARCH METHOD

Types of Research

This research is a causal associative research, in accordance with the applied research methodology. The purpose of causal associative research according to Sugiono (2013:16) is to identify causal problems between two or more variables. This study only discusses the influence of organizational culture, work motivation and work discipline on employee work productivity. organizational culture, work motivation and work discipline as independent variables and employee work productivity as dependent variables.

Research Population and Sample

The number of employees of the Cianjur Pratama Tax Service Office is 96 people. The population in this study is all employees of the Cianjur Pratama Tax Service Office, totaling 96 people. This study was conducted on the entire population. Thus, the method used in this study is a census.

Data Analysis

Data analysis in this study was processed using Statistical Package For Social Sciences (SPSS) software version SPSS 20 for Windows. Data analysis in this study includes validity and reliability tests, classical assumption tests, regression tests, determination coefficient tests, and hypothesis tests.

Place and Time of Research

This research was conducted at the Office of Tax Office for Foreign Bodies and Individuals, located at Jl. Arif Rahman Hakim No. 55, Solokpandan, Cianjur District, Cianjur nRegency, West Java. The time of the research was the distribution of questionnaires to all respondents in April to May 2025.

4. RESULTS AND ANALYSIS

Normality Test

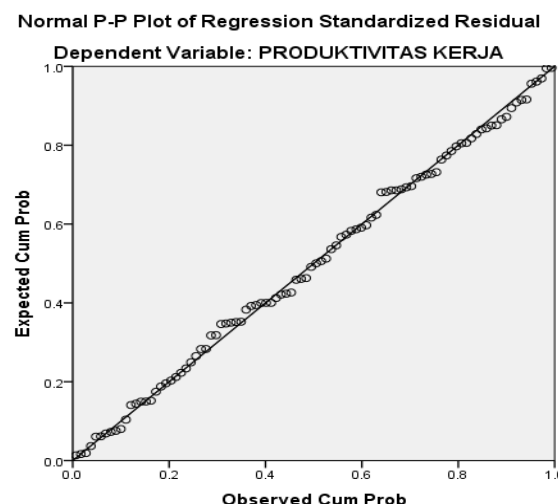


Figure 2

Normality Test Graph

Source: Data Processing Results, 2025

Based on the test results in Figure 2, it can be seen that the distribution of existing data has followed the diagonal line between 0 and the intersection of the X and Y axes. So it can be concluded that the data used in this study is declared normal and has met the requirements for the normality test.

Multicollinearity Test

Tabel 1
Multicollinearity Test Results
Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1 Organizational Culture (BO)	0.482	2.073
Work Motivation (MK)	0.653	1.532
Work Discipline (DK)	0.576	1.736

a. Predictors: (Constant), organizational culture, work motivation, and work discipline

b. Dependent Variable: Work productivity

Based on table 1. it can be seen that the VIF value of each independent variable (organizational culture, work motivation, and work discipline) used in this study is < 10 , while the tolerance value of each variable is > 0.10 . So it can be stated that all independent variables used in this study have met the provisions or requirements in the multicollinearity test, so it is said to be free from multicollinearity.

Multiple Linear Regression Analysis

Tabel 2
Multiple Linear Regression Analysis Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	13.529	2.453		5.514	.000
1 Organizational Culture (BO)	.419	.114	.393	3.685	.000
Work Motivation (MK)	.449	.109	.378	4.127	.000
Work Discipline (DK)	.021	.070	.030	.309	.758

a. Dependent Variable: WORK PRODUCTIVITY

Source: Data Processing Results, 2025

From the multiple linear regression equation, it can be concluded:

1. Constant value constant
The constant constant value (α) is 13,529, meaning that if all independent variables (BO, MK, DK = 0) then Work Productivity (PK) is 13,529.
2. Organizational Culture
The coefficient value of the Organizational Culture variable is 0.419. The positive sign explains that the Organizational Culture variable has a unidirectional (positive) relationship with the Work Productivity variable. So it can be interpreted that every

increase in Organizational Culture, then work productivity will increase. Assuming other independent variables are costumes.

3. Work Motivation

The coefficient value of the work motivation variable is 0.449. The positive sign explains that the work motivation variable has a unidirectional (positive) relationship with the work productivity variable. So it can be interpreted that every increase in work motivation, then work productivity will increase. Assuming other independent variables are costumes.

4. Work Discipline

The coefficient value of the work discipline variable is 0.021. The positive sign explains that the work discipline variable has a unidirectional (positive) relationship with the work productivity variable. So it can be interpreted that every increase in work discipline, then work productivity will increase. Assuming other independent variables are costumes.

Coefficient of Determination (R^2)

Tabel 3
Hasil Uji Koefisien Determinasi
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.704 ^a	.496	.479	2.746

a. Predictors: ((Constant), BO, MK, DK)

b. Dependent Variable: PK

Source: Data Processing Results, 2025

Based on table 3, it can be seen that the R square value of 0.496 or 49.6% is the magnitude of the contribution of the independent variable to the dependent variable and 50.4% is explained by other variables outside the research model. while the R value is 0.704 or 70.4%, where the correlation of independent variables (organizational culture, work motivation, and work discipline), has a strong enough relationship to explain the dependent variable (work productivity).

Partial test (t test)

Tabel 4
T Test Result
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.529	2.453		5.514	.000
Organizational Culture (BO)	.419	.114	.393	3.685	.000
Work Motivation (MK)	.449	.109	.378	4.127	.000
Work Discipline (DK)	.021	.070	.030	.309	.758

a. Dependent Variable: WORK PRODUCTIVITY

Source: Data Processing Results, 2025

Based on table 4, it is explained about how much influence the independent variable has on the dependent variable. Then the hypothesis results can be described as follows:

1. Hypothesis testing Organizational culture on work productivity. Sig. value of t test for organizational culture variable is 0.000 or <0.05 . So it can be concluded that the first hypothesis which states that organizational culture has a partial effect on employee work productivity is accepted.
2. Hypothesis testing of work motivation on work productivity. Sig. value of t test for work motivation variable is 0.000 or <0.05 . So it can be concluded that the second hypothesis which states that work motivation has a partial effect on employee work productivity is accepted.
3. Hypothesis testing of work discipline on work productivity. Sig. value of t test for organizational culture variable is 0.758 or > 0.05 . So it can be concluded that the third hypothesis which states that work motivation has a partial effect on employee work productivity is rejected.

Simultaneous test (F test)

Tabel 5
F test result

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	682.321	3	227.440	30.166	.000 ^b
	Residual	693.637	92	7.540		
	Total	1375.958	95			

a. Predictors: ((Constant) BO, MK, DK)

b. Dependent Variable: PK

Source: Data Processing Results, 2025

Based on table 5, it can be seen that the F value is 30,166 with a Sig level. $0.000 < 0.05$. So it can be concluded that the fourth hypothesis which states that the variables of organizational culture, work motivation, and work discipline simultaneously affect work productivity is accepted.

DISCUSSION

The Influence of Organizational Culture on Work Productivity

Statistical test results indicate that organizational culture has a significant effect on work productivity, with a significance level of 0.000 (< 0.05). Therefore, the hypothesis stating that organizational culture partially affects work productivity is accepted.

Organizational culture is a blend of values, norms, and behaviors formed through the integration of individual styles within the workplace, ultimately creating a collective spirit and group identity (Lengkong, 2020). In this context, organizational culture serves as a key factor in driving employee productivity. Continuous improvement in productivity is a strong indicator of an organization's success in achieving its goals (Madjidu et al., 2022).

These findings are supported by several theories. Hasibuan (2012), Simamora (2006), Wibowo (2012), and Handoko (2001) argue that high work motivation, fostered by a positive organizational culture, can increase work enthusiasm and encourage employees to deliver optimal results.

Based on questionnaires distributed to employees at KPP Pratama Cianjur, most respondents agreed that their organizational culture emphasizes public service over personal interest, supports innovation, and encourages timely task completion. Previous studies by Laksmiari (2019) and Sindy et al. (2022) also support this finding, stating that organizational culture has a direct and positive influence on employee productivity.

The Influence of Work Motivation on Work Productivity

Based on statistical test results, work motivation has a significant effect on work productivity, with a significance level of 0.000 (< 0.05). Thus, the hypothesis stating that work motivation partially affects productivity is accepted.

This finding is supported by several theories. Hasibuan (2012) asserts that work motivation can stimulate employees to work harder and with greater enthusiasm to achieve higher productivity. Similarly, Simamora (2006), Wibowo (2012), and Handoko (2001) emphasize that high motivation improves employees' ability and willingness to perform optimally.

Questionnaire results from KPP Pratama Cianjur show that most respondents agreed with statements indicating they are motivated to complete difficult tasks, achieve work targets, and are encouraged by career advancement opportunities provided by the institution.

These findings are consistent with previous studies by Rahman and Ratnasih (2024), and Laksmiari (2019), which concluded that work motivation significantly influences employee productivity.

The Influence of Work Discipline on Work Productivity

Statistical test results indicate that work discipline does not have a significant effect on work productivity, with a significance level of 0.758 (> 0.05). Therefore, the hypothesis stating that work discipline partially affects productivity is rejected.

According to Sedarmayanti (2014), work discipline can be a predictor of future productivity. However, in this study, discipline was not found to be a contributing factor to employee productivity at KPP Pratama Cianjur. This suggests that discipline is perceived more as a basic obligation inherent in employee duties, rather than a driving force behind increased productivity.

In contrast, other factors such as organizational culture and work motivation were proven to have a significant and positive impact on employee productivity.

These findings align with the research of Pricilla and Octaviani (2022), who also concluded that work discipline does not influence productivity. However, they contradict the findings of Laia (2022), who found that work discipline significantly affects employee productivity.

Simultaneous influence

Based on the explanation related to the results of the F test to determine the results of the simultaneous influence described in table 5 above, it can be seen that the calculated F value is 30,166 with a Sig level. $0,000 < 0,05$. So it can be concluded that the fourth hypothesis which states that the variables of organizational culture, work motivation, and work discipline simultaneously affect work productivity is accepted.

5. CONCLUSION

Based on the explanation described in the previous chapter, it can be concluded as follows:

1. The results of testing the first hypothesis prove that organizational culture has a significant effect on employee work productivity at the Cianjur Primary Tax Service Office.
2. The results of testing the second hypothesis prove that work motivation has a significant effect on employee work productivity at the Cianjur Primary Tax Service Office.
3. The results of testing the third hypothesis prove that work discipline has no effect on employee work productivity at the Pratama Cianjur Tax Service Office.
4. The fourth hypothesis states that organizational culture variables, work motivation and work discipline simultaneously affect employee work productivity is accepted.

Suggestions

Based on the conclusions presented above, the researcher offers the following suggestions, which may be considered as input, particularly for the relevant institution—Kantor Pelayanan Pajak Pratama Cianjur—as well as for future researchers conducting related studies:

1. Regarding the influence of organizational culture on employee performance, it is suggested that Kantor Pelayanan Pajak Pratama Cianjur enhance the implementation of organizational culture among its employees. One way to achieve this is by conducting regular morning briefings that convey the institution's vision and mission, as well as tips for working effectively and efficiently. This aims to build a positive work culture, as the research results indicate that organizational culture contributes to improving employee productivity.
2. Given the proven influence of work motivation on employee productivity, the institution is also advised to pay greater attention to employee motivation as an effort to improve work productivity. Motivation plays a key role in increasing work enthusiasm, enabling employees to enhance their competencies, which in turn supports the achievement of high productivity.
3. For future researchers, the following suggestions are provided:
 - a. Future studies are encouraged to conduct case studies in government institutions other than Kantor Pelayanan Pajak Pratama Cianjur or in private companies, in order to compare the findings with those of this study, which focused on a government institution.
 - b. Future researchers should consider using a larger population and sample size to improve the reliability and generalizability of the research results.
 - c. It is also recommended that future studies include additional factors that may influence work productivity, such as work planning, job training, and other relevant variables.

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