

Exploring the Relationship Between Work Motivation, Discipline, Organizational Culture, and Employee Performance

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Abstract

This study aims to analyze the influence of work motivation, work discipline, and organizational culture on employee performance at the Grobogan Regency Health Office. The population in this study is all employees of the Grobogan Regency Health Office which totals 100 people, so the census method is used in determining the sample. Primary data was collected through a questionnaire that was distributed to all respondents. The data analysis method uses multiple linear regression analysis, with classical assumption testing including normality, multicollinearity, and heteroscedasticity tests. The results of the study show that the multiple linear regression test proves that work motivation, work discipline, and organizational culture partially and simultaneously have a positive and significant influence on employee performance. Partially, work discipline is the most dominant variable in influencing performance with the highest regression coefficient. Meanwhile, the results of the determination test (R^2) showed that 80.4% of the variation in employee performance could be explained by these three variables, while the remaining 19.6% were influenced by other factors outside the research model.

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

1. INTRODUCTION

The public service sector, especially in the health sector, demands high effectiveness and efficiency in every work process (Mahardita, 2017). The Grobogan Regency Health Office has a strategic role in providing health services for the community. However, the quality of this service is not only determined by the availability of facilities, but also by the performance of the human resources who operate them. Low performance can have an impact on slow patient handling, administrative errors, and decreased public trust (Siregar & Ginting, 2025). Therefore, identifying the factors that drive or hinder performance becomes highly relevant.

Work motivation is considered to be the main driver that arouses the enthusiasm and initiative of employees to complete tasks well (Pratikno & Sutianingsih, 2023). Without motivation, work tends to be done as a routine without commitment (Alfian et al., 2019). Work motivation is the driving energy from within the individual that arouses, directs, and sustains their behavior in achieving goals. It is not just a desire to work, but a deep commitment that makes one invest time, effort, and thought beyond the demands of a standard job. When employees are motivated, they not only complete tasks well, but also proactively look for new ways to improve the quality of their work (Yudea & Sutianingsih, 2022). Motivated employees tend to be more creative, innovative, and highly dedicated, which ultimately contributes directly to the productivity and success of the organization.

Meanwhile, work discipline creates an orderly order and ensures that each individual complies with applicable standards and procedures, thus minimizing errors and increasing efficiency (Fadillah et al., 2024). Discipline is not only about obeying orders, but also about self-awareness to take responsibility for one's duties and roles (Sutianingsih & Kirom, 2023). This includes punctuality, on-schedule completion of tasks, and adherence to professional ethical standards. Discipline creates the necessary structure to ensure operations run smoothly and efficiently. Without discipline, there will be chaos, miscommunication, and uncertainty that can hinder workflow. Employees know what is expected of them and the consequences of breaking the rules. Thus, discipline becomes a strong foundation for building consistent and reliable performance.

On the other hand, a strong and positive organizational culture will form collective values, foster collaboration, and create a conducive work environment (Darmawan, 2022). This culture is reflected in the way employees interact with each other, the way they deal with problems, and the way they make decisions. Organizational culture can be perceived from things that are visible (such as logos, uniforms, or office layouts) to things that are not visible (such as unwritten norms and work ethic). A strong and positive culture will encourage collaboration, foster innovation, and increase employee loyalty (Nugroho, 2024). For example, a culture that prioritizes teamwork will make employees feel comfortable sharing ideas and helping each other. Thus, organizational culture acts as a "social glue" that holds employees together and creates an environment conducive to high performance.

2. THEORETICAL FOUNDATION

2.1. Work Motivation

Motivasi diartikan sebagai dorongan yang mengarahkan dan memengaruhi perilaku seseorang untuk mencapai suatu tujuan. Sagita & Sutianingsih (2023) menjelaskan bahwa faktor-faktor ini mendorong individu untuk melakukan suatu kegiatan dengan usaha yang bervariasi, baik kuat maupun lemah. Selaras dengan hal tersebut, Damanik (2020) mendefinisikan motivasi sebagai sikap dan nilai yang memengaruhi seseorang untuk meraih tujuan spesifiknya. Sementara itu, Mendari (2013) menyatakan bahwa motivasi merupakan kekuatan internal atau eksternal, baik positif maupun negatif, yang mendorong individu untuk bertindak. Dengan demikian, work motivation dapat diartikan sebagai faktor yang memicu semangat dan dorongan dalam bekerja. Untuk mengukur keberhasilannya, work motivation dianalisis berdasarkan beberapa indikator. Menurut Gunawan et al. (2020), indikator-indikator tersebut mencakup kebutuhan fisik, kebutuhan rasa aman, kebutuhan sosial, kebutuhan akan penghargaan, dan kebutuhan perwujudan diri.

2.2. Work Discipline

Good discipline reflects the level of responsibility the individual takes for the tasks he or she undertakes. According to Pratiwi & Bektiningsih (2025), regulations are very crucial in creating order in the work environment. An office is considered to have good discipline if most of its employees comply with applicable regulations. Discipline is vital, both for individuals and agencies. This helps employees to understand the limitations of carrying out tasks in the office. Discipline also shows an employee's respect for the rules and regulations of the agency. In line with that, (Candra & Sutianingsih (2025) stated that high discipline reflects a person's sense of responsibility for the work given. In addition,

Sutrisno (2019) argues that discipline shows employees' respect for agency regulations and regulations. Furthermore, Hasibuan in Khasanah (2016) stated several indicators that affect employee work discipline, namely goals and abilities, leadership examples, service retribution system, justice, and supervision.

2.3. Organizational Culture

Organizational culture is a shared system of values, traditions, and ways of working, which influences the way each member of an organization acts and behaves. These values serve as a guide for individuals in the organization to determine whether an action is right or wrong, and whether or not an action is appropriate. According to Utaminingsih (2014), organizational culture is the result of a combination of individual styles and behaviors that exist in it, which then forms new norms and philosophies. These norms and philosophies will create energy and pride in the group to achieve a common goal. Meanwhile, Dira et al. (2020) states that organizational culture is a recurring habit and becomes a group's values and lifestyle. This custom is then followed by new individuals who join the organization. Yasir & Maulida (2022) added that organizational culture includes shared values, principles, and traditions, which will ultimately shape the behavior of the members in it. The following are the indicators of organizational culture put forward by Emron and Yohny (2018), which are as follows: self-awareness, aggressiveness, personality, performance, team orientation.

2.4. Job Performance

One definition of performance is the observable outcomes that employees achieve while fulfilling their job responsibilities (Sarwoko, 2007). Kariyoto (2017) states that performance is the end result of a job or profession's duties or indications over a given time frame. Work performance or achievement, according to Mangkunegara (2004), is the end outcome, qualitative and quantitative, of an employee's efforts to carry out their assigned duties and obligations. The effort and success that an individual has in accomplishing a goal or assignment within a given time frame is what constitutes their individual performance, as stated by Engko (2008). The following are some of the most important metrics for gauging an employee's performance, according to Umar (2003): work quality, honesty, initiative, attendance, knowledge of job duties, attitudes, and responsibilities.

3. HYPOTHESIS DEVELOPMENT

1. The Effect of Work Motivation on Employee Performance (H1)

What drives people to take action in pursuit of their goals is known as motivation. Passionate, hardworking, and results-oriented work is more common among highly motivated personnel. When workers are appreciated and their work is meaningful, they give their all. Employees' motivation to do a good job affects their productivity, according to studies by Rivaldo & Ratnasari (2020) and Hidayat (2021).

Hypothesis (H1): It is suspected that there is a positive and significant influence between work motivation on employee performance.

2. The Effect of Work Discipline on Employee Performance (H2)

Discipline in the workplace is an indicator of how well workers follow the rules, policies, and practices of the business. When workers are disciplined, they are more likely to follow work schedules, take responsibility, and finish jobs to the

required standards. An organized and productive workplace is the result of this discipline, which can boost productivity in the long run. Discipline in the workplace positively and significantly affects productivity, according to studies by Adinda et al. (2023) and Nurhalizah & Oktiani (2024).

Hypothesis (H2): It is suspected that there is a positive and significant influence between work discipline on employee performance.

3. The Influence of Organizational Culture on Employee Performance (H3)

The shared views, values, and conventions held by an organization's employees make up its culture. Employees will feel more valued, be more likely to pitch in, and work together more effectively in an organization with a strong and positive culture. Workers are more invested and loyal when they comprehend and embrace the company's culture. Raising performance goals is often facilitated by an organization's positive culture. Two recent studies, one by Febriani and Ramli (2023) and the other by Jufri and Marimin (2022), found that company culture significantly affects productivity. Hypothesis (H3): It is suspected that there is a positive and significant influence between organizational culture on employee performance.

4. RESEARCH METHODS

The cause-and-effect relationship between factors is examined quantitatively in this study. This method was selected because it intends to gather numerical data and analyze it statistically in order to test a previously established hypothesis. All staff members of the Grobogan Regency Health Office, who are the focus of this investigation, make up the population in this study. Using a census technique, which involves sampling all 100 employees, will be employed in this study due to the low population. Research findings will be more reliable and applicable to a wider population when the census method is used to guarantee that the data gathered is representative of the whole. Researchers often use questionnaires sent out to participants in person to glean first-hand accounts. The questionnaire was designed to assess the degree to which respondents agreed with statements concerning organizational culture, employee performance, work motivation, and work discipline using the Likert scale. The following phase, following data collection, is to analyze the data gradually. In order to have a general idea of the data, a descriptive analysis was first performed. Subsequently, in order to guarantee precision and uniformity, the research tool will undergo validity and reliability testing. The last step is to use multiple linear regression analysis to test the hypothesis in two ways: simultaneously (using the F test) and partially (using the t test). This will reveal the relative importance of each independent variable in influencing the dependent variable.

5. RESULTS AND DISCUSSION

5.1. Research Results

5.1.1. Testing Requirements Analysis

1) Validity Test

In order to ensure that a test is valid, researchers use the Corrected Item Total Correlation technique, which involves comparing each item's score to the

overall score of the construct or variable. The validity test results are displayed in table 1 below, and the test was conducted using the SPSS version 26 program:

Table 1. Validity Test Results

Variabel	R hitung
Work motivation	0,705
	0,648
	0,594
	0,779
	0,788
Work discipline	0,779
	0,669
	0,808
	0,808
	0,815
Organizational culture	0,785
	0,759
	0,796
	0,722
	0,761
Employee performance	0,688
	0,839
	0,781
	0,721
	0,806

The data or instrument has fulfilled the criteria to be utilized in the research, as shown by the results of the validity test conducted using the SPSS program, which indicates that the instrument is greater than r table 0.199.

2) Uji Reliabilitas

In order to determine which study variables can be further investigated, a reliability test is carried out after the validity test. Table 2 contains the planned findings of the reliability tests for all of the research variables:

Table 2. Reliability Test Results

Variabel Penelitian	Cronbach's Alpha
Work motivation	0,718
Work discipline	0,833
Organizational culture	0,818
Employee performance	0,818

The variables of service quality, customer trust, company image, and customer pleasure were found to have Cronbach's Alpha values greater than Role Of Thumb 0.600, indicating that they are reliable, as shown in table 2.

5.1.2. Classic Assumption Test

1) Normality Test

To determine if data in a set or variable follows a normal distribution or not, statisticians use a tool known as the normality test. Procedure for making decisions:

There is a normal distribution of the data if the sig value is greater than 0.05.

The data is not regularly distributed if the significance value is less than 0.05.

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.35808191
Most Extreme Differences	Absolute	.079
	Positive	.079
	Negative	-.056
Test Statistic		.079
Asymp. Sig. (2-tailed)		.123 ^c

Asymp. Sig. (2-tailed) weighs in at 0.123 according to the data presented in the table. We may conclude that the residual data in this study is distributed normally because the value is $0.123 > 0.05$. That being the case, we can proceed with regression analysis under the assumption of normalcy.

2) Multicollinearity Test

According to Juliandi (2015), multicollinearity is a tool for determining if the independent variables in a regression model are highly correlated. The data was collected by examining the levels of tolerance and VIF. If the tolerance value is greater than 0.1 and the VIF value is less than 10, the independent variable is deemed to be free from the issue of multicollinearity.

Table 4. Multicollinearity Test Results

Model		Tolerance	VIF
1	(Constant)		
	Work motivation	.335	2.983
	Work discipline	.257	3.897
	Organizational culture	.258	3.878

The VIF values are all below 10, while the Tolerance values for all three variables are all over 0.10. Since no statistically significant correlations were found between the independent variables, we can say that the multicollinearity issue was not present in this study's regression model and that it is appropriate for future research.

3) Heteroscedasticity Test

To determine if the residual variance is not uniform, the heteroscedasticity test is applied to regression models. The Glejser Test is one such tool; it finds out if the residual variance varies from one observation to the next.

Tabel 5. Hasil Uji Glejser

Model		t	Sig.
1	(Constant)	-.416	.678
	Work motivation	-.602	.548
	Work discipline	1.194	.236
	Organizational culture	.653	.515

All values of significance of such variables are greater than 0.05. Thus, it can be concluded that the residual variance in the constant regression model (homoskedasticity) and classical assumptions have been met. This regression model is suitable for further analysis because the data do not show any heteroscedasticity problems.

5.1.3. Multiple Linear Regression Test

According to Arikunto (2006), multiple linear regression analysis is used to predict dependent variables based on the influence of two or more independent variables. This analysis is a development of a simple linear regression, allowing researchers to measure how much the combined influence of several factors on an outcome. The mathematical model of multiple linear regression analysis can be written as follows: $Y = a + b_1X_1 + b_2X_2 + b_3X_3$

Table 6. Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	-1.365	1.065	
	Work motivation	.279	.084	.258
	Work discipline	.436	.096	.404
	Organizational culture	.323	.097	.298

It is possible to describe the following regression model based on the Multiple Linear Regression Test results: Employee Performance = -1.365 + 0.279 (Work Motivation) + 0.436 (Work Discipline) + 0.323 (Organizational Culture) + e

Here is the interpretation of each regression coefficient:

- 1) Constant Value (-1.365): This coefficient indicates that if the variables of Work Motivation, Work Discipline, and Organizational Culture are zero, then the Employee Performance value is -1.365. These negative values have no substantive meaning in this context, but are only a regression cut-off point.
- 2) Work Motivation Coefficient (0.279): The value of this coefficient is positive, which means that there is a positive influence between Work Motivation on Employee Performance. This can be interpreted that every one unit increase in Work Motivation will increase Employee Performance by 0.279, assuming the other variables (Work Discipline and Organizational Culture) are constant.
- 3) Work Discipline Coefficient (0.436): The value of this coefficient is also positive, indicating a positive influence between Work Discipline on Employee Performance. This means that every one unit increase in Work Discipline will increase Employee Performance by 0.436, assuming other variables are constant.
- 4) Organizational Culture Coefficient (0.323): This coefficient is also of positive value, indicating a positive influence between Organizational Culture on Employee Performance. This suggests that every single unit increase in Organizational Culture will increase Employee Performance by 0.323, assuming other variables are constant.

5.1.4. Hypothesis Testing

1) Coefficient Determination Test

R² is a measure of the extent to which independent variables can explain the variation in dependent variables. When the value of R² is around 1, it means that the independent factors almost completely explain the dependent variable's prediction. To find out how big of an impact factors like workplace communication and discipline had on the dependent variable of interest here employee performance the researchers employed the determination coefficient. The strength of the regression model in describing the relationship is indicated by the bigger the R² value.

Table 7. Determination Test Results

Model	R	R Square	Adjusted R Square
1	.897 ^a	.804	.798

Work Motivation, Work Discipline, and Organizational Culture account for 80.4% of the total variance in Employee Performance, according to an R-Square value of 0.804. Not included in this study's model were elements like work

atmosphere, pay, or leadership, which accounted for the remaining proportion (100% - 80.4% = 19.6%).

2) F Test

If there is a significant relationship between the dependent and independent variables in a regression model, then the F test (simultaneous test) will find it. After comparing the Sig. value to the predetermined significance level (0.05), the decision was made.

Tabel 8. Hasil Uji F

Model		F	Sig.
1	Regression	131.116	.000 ^b
	Residual		
	Total		

A significance value (Sig.) of 0.000, lower than the threshold of 0.05, is indicated by the data in the table. What this means is that organizational culture, work discipline, and employee motivation all have a role in how well an organization performs. To rephrase, if any one of these three variables is changed, it will have a significant impact on employee performance all at once.

3) T test

Partially testing the hypothesis, the t-test determines whether Work Motivation, Work Discipline, and Organizational Culture individually have a significant impact on Employee Performance, the dependent variable. Assessment of the significance level ($\alpha = 0.05$) and the significance value (Sig.) is the foundation for decision-making.

Table 9. Test Results t

Model		t	Sig.
1	(Constant)	-1.281	.203
	Work motivation	3.306	.001
	Work discipline	4.529	.000
	Organizational culture	3.347	.001

Here is the interpretation of the results for each variable:

- (1) Work Motivation: This variable has a significance value of 0.001. Work Motivation significantly impacts Employee Performance, as evidenced by the fact that $0.001 < 0.05$. All of this lends credence to the idea that a motivated and inspired workforce produces better results.
- (2) The work discipline variable has a significance value of 0.000. Work Discipline significantly affects Employee Performance because $0.000 < 0.05$.

This proves that following all policies and procedures is crucial for workers to get the best possible outcomes on the job.

- (3) Organizational culture is the third factor, and it has a significance level of 0.001. Organizational culture significantly impacts employee performance, as evidenced by the fact that $0.001 < 0.05$. The importance of the organization's shared norms, traditions, and values in fostering improved performance is demonstrated here.

5.2. Discussion

1) The Influence of Work Motivation on Employee Performance

A favorable and statistically significant relationship between job motivation and performance was found in the partial test (t-test). A higher level of employee motivation is associated with improved performance, as shown by the positive regression coefficient of 0.279. These results provide credence to the idea that intrinsic drive is the primary force behind people's actions. The output and quality of work are both enhanced when workers are inspired to take the initiative, show enthusiasm, and see projects through to completion. The findings are corroborated by earlier studies that discovered a robust relationship between intrinsic motivation and enhanced performance on the job (Rivaldo & Ratnasari, 2020; Hidayat, 2021).

2) The Effect of Work Discipline on Employee Performance

Employee performance is positively and significantly impacted by work discipline, according to statistical studies. Work discipline is the most important factor affecting performance, as indicated by the greatest regression coefficient (0.436). Employees' compliance with policies, processes, and work schedules is a key component of operational efficiency, as demonstrated below. Workers who are able to maintain some level of self-control are more likely to be dependable, responsible, and punctual. These results are in accordance with those of Nurhalizah & Oktiani (2024) and Adinda et al. (2023), both of which highlighted discipline as a key indication of meeting performance goals.

3) The Influence of Organizational Culture on Employee Performance

A favorable and statistically significant influence of corporate culture on employee performance was also found by the t-test. A robust and healthy culture can spur performance development, as evidenced by the positive regression coefficient (0.323). A healthy and supportive work environment is fostered by an organizational culture that promotes accountability, collaboration, and creativity. When workers identify with the company's principles, they are more likely to stick with it and work together to accomplish goals. This is in agreement with studies that have shown that a favorable company culture can lead to better results (2022; Jufri & Marimin, 2023).

6. CONCLUSION

6.1. Conclusion

Several significant findings about the impact of corporate culture, work discipline, and employee motivation on performance have emerged from the research and discussions that have taken place. To start, there is some evidence that suggests a positive and statistically significant relationship between employee motivation and performance on the job. What this means is that when workers are highly motivated, they produce superior results. Second, workplace discipline is the most important factor influencing employee performance, having a positive and statistically significant influence. An essential component of productivity is adherence to work policies and procedures. Third, company culture is equally crucial as it has a positive and substantial impact on productivity. Staff members are inspired to do their utmost when they work in an atmosphere fostered by a robust and optimistic culture. Lastly, it has been demonstrated that all three of these factors significantly impact employee performance when taken collectively. A high determination coefficient value lends credence to these results, indicating that this model adequately accounts for 80.4% of the variance in employee performance. Therefore, it is clear that in order to boost employee performance, firms need to devote significant resources to integrating initiatives to boost motivation, impose discipline, and develop organizational culture.

6.2. Suggestion

Based on the above conclusion, here are some suggestions that can be given to the company's management:

- 1) Increase Work Motivation: Management is advised to consistently provide recognition and rewards for employees' achievements. A clear incentive program, fair promotions, and career development opportunities can be used to maintain and increase their motivation.
- 2) Strengthening Work Discipline: Although discipline has proven to have a strong influence, it is important to continue to maintain and enforce the applicable rules consistently and fairly. Transparent communication regarding clear regulations and sanctions will create an orderly and professional work environment.
- 3) Develop Organizational Culture: Companies need to continuously maintain and develop a positive and collaborative culture. This can be done through team building activities, open internal communication, and the application of company values in every decision-making. A strong culture will be the foundation for sustainable performance.
- 4) Advanced Research: For subsequent researchers, it is recommended to expand the scope of the study by adding other variables that may also affect employee performance, such as leadership style, work environment, or compensation. This aims to gain a more comprehensive understanding of the factors that affect performance.

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