

The Role of Motivation in Moderating the Influence of Organizational Culture and Work Discipline on Performance Employees at The Employment BPJS Se-Medan Raya

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ABSTRACT

This study aims to look at the role of motivation in moderating the influence of organizational culture and work discipline on employee performance at BPJS Ketenagakerjaan Se- Medan Raya. This type of research uses qualitative methods. The results of this study are as follows: Organizational culture has a positive and insignificant effect on employee performance with an original sample value of 0.042 and P values of 0.910. Organizational culture has a positive and significant effect on work motivation with an original sample value of 0.875 and p values of 0.000. Work discipline has a positive and insignificant effect on employee performance with an original sample value of 0.042 and p values of 0.851. Work discipline has a negative and significant effect on work motivation with an original sample value of -0.347 and p values of 0.000. Work motivation has a positive and significant effect on employee performance with an original sample value of 0.730 and p values of 0.000. Organizational culture has a positive and significant effect on employee performance through work motivation indirectly with original sample results of 0.634 and p values of 0.000. Work discipline has a negative and significant effect on employee performance through work motivation indirectly with an original sample value of -0.209 and p values of 0.006.

Keywords: Organizational Culture, Work Discipline, Work Motivation, Employee Performance.

1. INTRODUCTION

The implementation of social security programs is one of the responsibilities and obligations of the State to provide socio-economic protection to the community. In accordance with the condition of the State's financial capacity. Indonesia, like other developing countries, develops a social security program based on funded social security, namely social security funded by participants and managed by BPJS (Social Security Administering Agency). In carrying out the mandate given, BPJS in this case appoints a management where there are several individuals who have their respective duties to achieve company goals.

Human resources are an important factor in an organization. Every organization will always improve the quality of its resources so that its performance is satisfactory. Improving this quality is also an effort to make employees more motivated and clear the direction of the goals to be achieved. The issue of employee performance is an issue that organizations need to pay attention to, because employee performance will affect the quality and quantity of the organization in facing competition as the times change. Therefore, having quality human resources (employees) is needed so that organizational goals can be achieved and can improve employee performance in an organization. However, good performance will not be produced without an organizational culture and organizational commitment that supports the running of the organization itself.

The organizational culture that grows in BPJS should be able to increase employee commitment so that it can produce satisfactory performance. However, the form of commitment that arises is expected not only to be passive loyalty, but also involves an active relationship with the work organization that has the aim of giving all efforts for the success of the organization, because those who are more committed to their organization will be more ready to make various efforts for the success of the organization. Collaboration between organizational culture and commitment is expected to be able to become a solid unity so as to produce good performance and in accordance with achieving goals. There is an influence of organizational culture on employee performance. (Mayowan, Y. at el, 2016), (Husada, C. at el, 2019).

Work discipline as an attitude of respect, respect, obedience and obedience to applicable regulations, both written and unwritten and able to carry them out and not shirking to accept sanctions if he violates the duties and authority given to him. Meanwhile, the opinion of Singodimedjo in Sutrisno (2017) states that: Discipline is an attitude of willingness and willingness of a person to obey and obey the norms of the rules that apply around him. Good employee discipline will accelerate company goals, while degenerate discipline will become a barrier and slow down the achievement of company goals. The results showed that there was a positive and significant influence between work discipline variables and job satisfaction on employee performance. (Marlina, P. at el, 2019), (Silvy, B. at el, 2019), (Sunuharyo, S. B. at el, 2018).

Work motivation has a very fundamental role in increasing the effectiveness and efficiency of the performance of its employees, because people who have high work motivation will try with all their might so that their work can succeed as well as possible.

The conclusion of research conducted by Adha, (2019) states that motivation plays an important role in producing individual performance which is characterized by positive reactions. This is supported by research conducted by Toto et al. (2022) which states that work motivation has a significant effect on employee performance. Consistent in research conducted by Nuriyah and Azizah (2021) states that work motivation has a positive and significant effect on employee performance. Where in conclusion it is explained that the higher the employee's work motivation, the higher the resulting performance and vice versa.

Employee performance is an aspect that directly impacts the achievement of company goals. According to Simanjuntak (2018), performance is a measure of the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given. In addition, employee performance generally includes elements of quantity and quality of work, attendance and cooperation skills (Simanjuntak, 2018). Thus it can be said that performance is a measure of the company's success in achieving its goals. If employees are able to provide their optimal performance on each assigned task, the company's goals will be quickly achieved.

Based on the description above, the researcher is interested in conducting research with the title The role of motivation in moderating the influence of organizational culture and work discipline on employee performance at BPJS Ketenagakerjaan Se-Medan Raya.

2. LITERATURE REVIEW

Organizational Culture

According to Fahmi (2017) Organizational culture is the result of a process of melting the cultural and behavioral styles of each individual brought before into a new norm and philosophy, which has the energy and pride of the group in facing something and a certain goal “. Meanwhile, according to Edison (2016). Organizational culture is a habit that has been going on for a long time and is used and applied in the life of work activities as one of the drivers to improve the quality of work of company employees and managers.

Indicators of Organizational Culture

Indicators of Organizational Culture according to Edison, (2016) as follows:

a. Self-awareness

Members of the organization consciously work to get satisfaction from their work, develop themselves, obey the rules, and offer quality products and high service.

b. Aggressiveness

Organizational members set challenging but realistic goals. They set work plans and strategies to achieve these goals and pursue them with enthusiasm.

c. Personality.

Members are respectful, friendly, open, and sensitive to group satisfaction and are very concerned about aspects of customer satisfaction, both internal and external customers (every internal part must serve not be served).

d. Performance

Organizational members have the value of creativity, meeting quality, quality, and efficiency.

e. Team orientation

Organizational members perform good cooperation, and conduct effective communication and coordination with the active involvement of members, which in turn gets high satisfaction results and mutual commitment.

Work Discipline

According to Hasibuan (2017) work discipline is the ability of a person to work regularly, persistently and work in accordance with applicable rules by not violating established rules. According to Rivai (2019), work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase a person's awareness and willingness to obey all applicable social rules and norms.

Work Discipline Indicators

According to Hasibuan (2017) work discipline indicators are as follows:

a. Attendance at work

This is a basic indicator because it measures discipline and usually employees who have low work discipline will get used to being late at work.

b. Obedience to work rules

Employees who obey work rules will always follow the applicable rules and will not commit violations set by the company.

c. Adherence to work standards

Employees who can complete their work in accordance with procedures and responsibility for work results can also be said to be good work discipline.

d. High level of vigilance

Employees who have a high level of alertness will always be careful at work, have high accuracy, and can do work effectively and efficiently.

e. Work ethically

Working ethically is something that must be done as an employee because disrespectful actions towards others will be inappropriate discipline.

Work Motivation

According to Hidayat et al (2023) motivation is defined as factors that direct and encourage a person's behavior or desire to carry out an activity which is expressed in the form of hard or weak effort. These factors are often referred to as motivation, as the desired goal encourages people to behave in a certain way. According to Rivai (2015) motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals.

Work Motivation Indicators

According to Hidayat et al (2023) work motivation indicators are as follows:

a. Promotion

Promotion is the advancement of an employee to a better task, both in terms of heavier responsibility, higher dignity or status, better skills and especially additional payment of wages and salaries.

b. Achievement

Job performance is the basis for a person's career development is his work performance doing the tasks entrusted to him now.

c. Award

Providing motivation through award needs such as appreciation for achievements, recognition of expertise and so on.

d. Recognition

Recognition, ability and expertise for employees in a job is an obligation by the company.

Employee performance

To further emphasize, Armstrong and Baron in Wibowo (2017) state that performance is a work result that is closely related to the organization's strategic goals, customer satisfaction, and economic contribution. According to Fahmi (2017) describes performance as a process that refers to and is measured over a certain period of time based on a previously made agreement. According to Afandi (2018) Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not against the law and not against morals and ethics.

Performance Indicators

According to Afandi (2018) employee performance indicators are as follows:

1. Quantity of work results. All kinds of units of measure related to the amount of work that can be expressed in numerical size or other numerical equivalents.
2. Quality of work results. All kinds of units of measure related to the quality or quality of work results that can be expressed in numerical size or other numerical equivalents.
3. Efficiency in carrying out tasks. Various resources wisely and in a cost-effective manner.
4. Work discipline. Obeying the applicable laws and regulations.
5. Initiative. The ability to decide and do something right without having to be told, being able to find what should be done about something that is around, trying to keep moving to do some things even though the situation feels increasingly difficult.
6. Accuracy .The degree of conformity of the results of work measurements whether
7. Leadership. The process of influencing or setting an example by the leader to his followers in an effort to achieve organizational goals.
8. Honesty. One of the human traits that is quite difficult to implement.
9. Creativity A mental process that involves generating ideas or that involves generating ideas.

Conceptual Framework

The conceptual framework that will be used in this study is as follows:

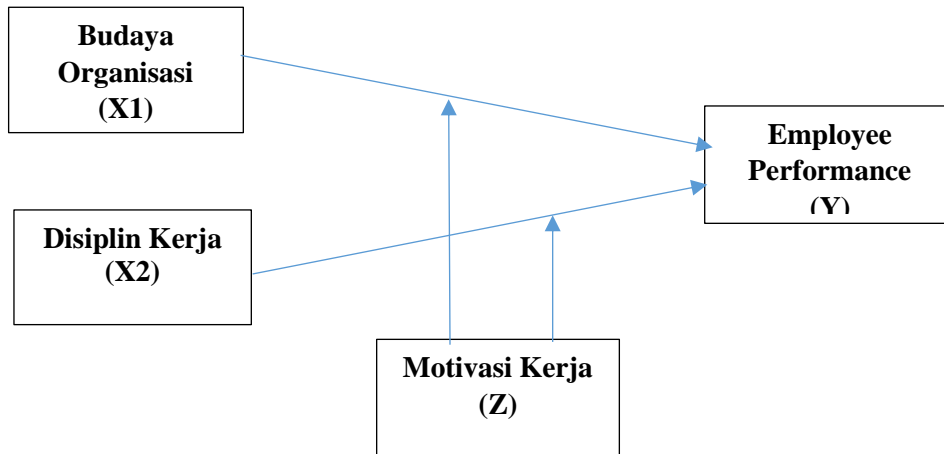


Figure 1. Conceptual Framework

Research Hypothesis:

The hypotheses proposed in this study are as follows:

- H₁: Organizational culture has a positive and significant effect on employee performance at BPJS Ketenagakerjaan Se-Medan Raya.
- H₂: Work discipline has a positive and significant effect on employee performance at BPJS Ketenagakerjaan Se-Medan Raya.
- H₃: Organizational culture has a positive and significant effect on employee performance with work motivation as a moderating variable at BPJS Ketenagakerjaan Se-Medan Raya.
- H₄: Work discipline has a positive and significant effect on employee performance with work motivation as a moderating variable at BPJS Ketenagakerjaan Se-Medan Raya.

3. RESEARCH METHOD

Type of Research

The type of research that researchers use is quantitative research. According to Sugiyono (2017) quantitative research can be interpreted as a method based on the philosophy of positivism, used to research on certain populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative / statistical with the aim of testing predetermined hypotheses. This type of quantitative research is conducted to make a study that aims to adjust a study and the role of motivation in moderating the influence of organizational culture and work discipline on employee performance at the BPJS Employment Branch Office Se-Medan Raya.

Research Location and Research Time

The research location was carried out at the BPJS Employment Medan Raya Branch with the following details:

Table 1. Research Location and Research Time

No.	Branch Name	Branch Address	Total Population
1	BPJS Medan city	Jl. Kapten Patimura No.334, Darat, Kec. Medan Baru, Medan City, North Sumatra 20153 Jl. Kapten Patimura No.334, Darat, Kec. Medan Baru, Medan City, North Sumatra 20153	20
2	BPJS North Medan	Jl. Marelan Raya No.108, Tanah Enam Ratus, Kec. Medan Marelan, Kota Medan, Sumatera Utara 20245.	20
3	BPJS Tj. Morawa	Jl. Raya Medan Tanjung Morawa KM 14.5 Bangun Sari Baru Village, Bangun Sari Baru, Kec. Tj. Morawa, Deli Serdang Regency, North Sumatra 20362.	20
4	BPJS Binjai	Jl. Soekarno-Hatta No. 262, Km No.19.5, Tunggurono, Kec. Binjai Tim., Binjai City, North Sumatra 20351.	20
Jumlah			80

Population and Sample

Sugiyono (2017) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. The population and sample in this study were all permanent employees at the BPJS Employment Branch Office Se-Medan Raya totaling 80 employees (saturated sample).

Research Data Sources

The data source used in this research is primary data.

Operational Definition of Research Variables

Table 2. Operational Definition of Variables

Variable Type	Definition	Indicator
1. Organizational culture (X1)	According to Edison (2016). Organizational culture is a habit that has been going on for a long time and is used and	According to Edison, (2016): • Self-awareness • Aggressiveness

	applied in the life of work activities as one of the drivers to improve the quality of work of company employees and managers.	<ul style="list-style-type: none"> • Personality. • Performance • Team orientation
2. Work Discipline (X2)	According to Hasibuan (2017) work discipline is the ability of a person to work regularly, persistently and work in accordance with applicable rules by not violating established rules.	According to Hasibuan (2017) <ul style="list-style-type: none"> • Attendance at work • Obedience to work rules • Adherence to work standards • High level of alertness - Work ethically
3. Motivation (Z)	According to Hidayat et al (2023) motivation is defined as factors that direct and encourage a person's behavior or desire to carry out an activity which is expressed in the form of hard or weak effort.	According to Hidayat et al (2023) indicators of work motivation include: <ul style="list-style-type: none"> • Promotion • Achievement • Award • Recognition
4. Employee Performance (Y)	According to Afandi (2018) Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not against the law and not against morals and ethics.	According to Afandi (2018) <ul style="list-style-type: none"> • Quantity of work • Quality of work results • Efficiency in carrying out tasks. • Work Discipline • Initiative • Thoroughness • Leadership - Honesty

Data Analysis Technique

Data analysis in this study used Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. According to (Gozali, 2014) Partial Least Square (PLS) is a fairly powerful analysis method because it is not based on many assumptions.

Measurement Model (Outer Model)

The procedure in testing the measurement model consists of a validity test and a reliability test.

1. Validity Test
 - a. Convergent Validity
 - b. Discriminant Validity
2. Reliability Test.

Cronbach's alpha value is recommended to be greater than 0.7 and composite reliability is also recommended to be greater than 0.7 (Sekaran, 2014).

Structural Model (Inner Model)

This test is conducted to determine the relationship between exogenous and endogenous constructs that have become hypotheses in this study (Hair et al., 2017). To produce inner model test values, the step in SmartPLS is carried out using the bootstrapping method. The structural model is evaluated using R-square for the dependent variable, Stone-Geisser Q-square test for predictive relevance and t-test and significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R²)

In assessing the model with PLS, it starts by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the R-square value can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect (Ghozali, 2014). The R² value is generally between 0 and 1.

2. Predictive Relevance (Q²)

This test is used to measure how well the observed value is generated by the model and also the parameter estimate. If the Q² value is greater than 0, it indicates that the model has predictive relevance, which means it has a good observation value, while if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistic

At this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the study using the bootstrapping method. In the full model Structural Equation Modeling in addition to confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2014). The hypothesis is said to be accepted if the t statistical value is greater than the t table. According to (Latan and Ghozali, 2014) the criteria for the t table value is 1.96 with a significance level of 5%.

4. Path Coefficient (Path Coefficient)

This test is used to determine the direction of the relationship between variables (positive / negative). If the value is 0 to 1, then the direction of the relationship between variables is positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between variables is negative.

4. RESULTS AND ANALYSIS

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specification of the relationship between latent variables and their manifest variables, this test includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

This test is seen from the loading factor, the value limit is 0.7, and the limit of the Average Variance Extracted value (AVE) is 0.5, if above this value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the variable construct with a value > 0.7. The structure model in this study is shown in the following figure:

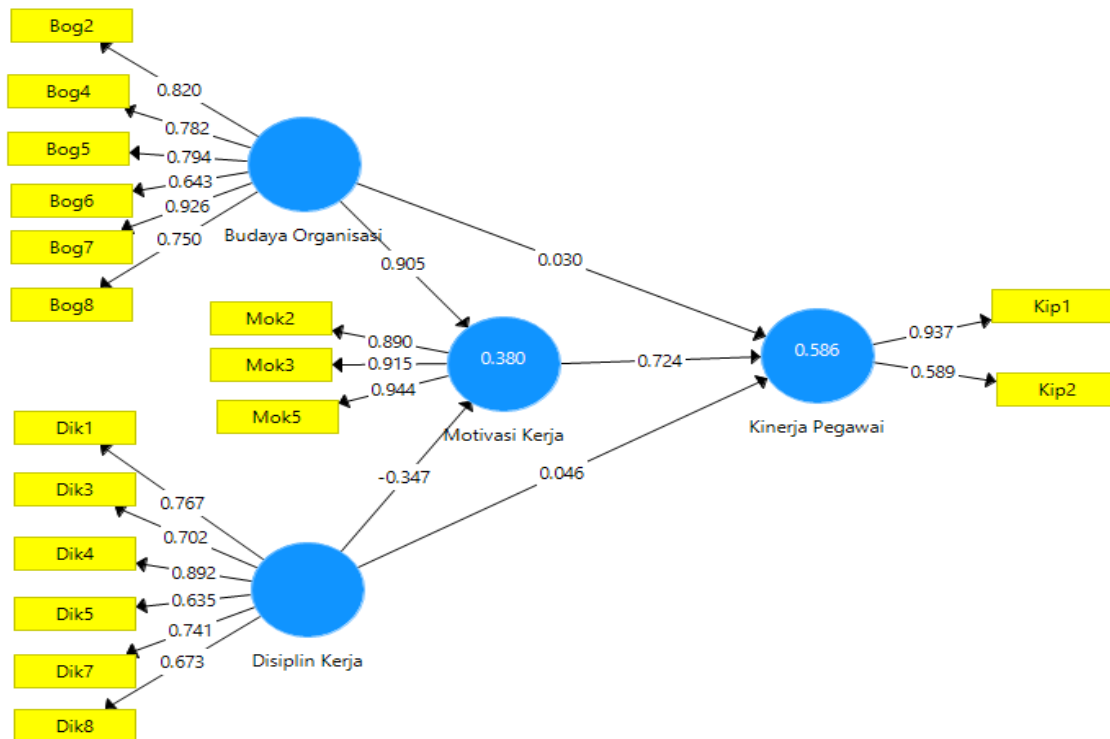


Figure 2. Outer Model
Source: Smart PLS 3.3.3

Smart PLS output for loading factors provides results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for sub structure 1.

$$Z = b1X1 + b2X2 + e1$$

$$Z = 0,905X1 + 0,347X2 + e1$$

For substructure 2

$$Y = b3X1 + b4X2 + b5Z + e2$$

$$Y = 0,030X1 + 0,446 X2 + 0,724Z + e2$$

Table 3. Outer Loadings

	Budaya Organisasi	Disiplin Kerja	Kinerja Pegawai	Motivasi Kerja
Bog2	0.820			
Bog4	0.782			
Bog5	0.794			

Bog6	0.643	
Bog7	0.926	
Bog8	0.750	
Dik1	0.767	
Dik3	0.702	
Dik4	0.892	
Dik5	0.635	
Dik7	0.741	
Dik8	0.673	
Kip1	0.937	
Kip2	0.889	
Mok2		0.890
Mok3		0.915
Mok5		0.944

In the table above, the value of each variable is stated that the indicators in each variable are higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue further research.

2. Discriminat Validity

Further research to find out valid data in Discriminat Validity, aims to determine whether the cross loading value is greater than other latent variables so as to determine the results of highly correlated indicators on the construct. The following table shows the results of cross loading from validity testing as follows:

Table.4. Discriminat Validity

	Budaya Organisasi	Disiplin Kerja	Kinerja Pegawai	Motivasi Kerja
Budaya Organisasi	0.790			
Disiplin Kerja	0.890	0.740		
Kinerja Pegawai	0.502	0.404	0.783	
Motivasi Kerja	0.596	0.458	0.763	0.917

The results of table 2 above have a value greater than other variables in each indicator and variable so that it can be concluded that the results of discriminant validity research are validly distributed.

3. Composite reliability

In composite reliability research to see each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if it is below 0.60 and 0.7 then it is not reliability there are several blocks to determine whether the research is reliable or not and valid or not including the Coranbach alpha value, composite reliability and AVE value can be seen in the table below:

Table 5. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Budaya Organisasi	0.877	0.928	0.908	0.625
Disiplin Kerja	0.836	0.858	0.877	0.747
Kinerja Pegawai	0.825	0.819	0.750	0.613
Motivasi Kerja	0.905	0.907	0.940	0.840

In table 3 above, it can be seen that in the Cronbach alpha column there is a value for each variable greater than 0.7, which means that the reliability data for each variable. The composite reliability column has a value greater than 0.6 so that it can be explained that each variable is considered reliable because the data is greater than 0.6. It can be seen from the AVE column that each variable has a value greater than 0.7, which means that the data is valid in AVE. All variables from the Cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6 so that they are considered reliable and valid.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the basic model created is strong and appropriate. The stages of examination carried out in the assessment of the primary model are seen from several markers, namely:

1. Coefficient of Determination (R²)

At the next stage, namely evaluating the measurement model or inner model by looking at the R-Square value criteria. The R-Square results from the smartPLS 3.0 software output are as follows:

Table. 6. R Square Results

	R Square	R Square Adjusted
Kinerja Pegawai	0.786	0.764
Motivasi Kerja	0.780	0.758

There is an R square value of work motivation variable with an R square value of 0.758 and if it is expressed as a percentage of 75.8%, it means that the influence of organizational culture, work discipline and employee performance variables on work motivation is 75.8% and the remaining 24.2% is on other variables. The R square value of the employee performance variable is 0.764 and if expressed as a percentage of 76.4%, it means that the influence of the Organizational Culture, work discipline and work motivation variables on employee performance is 76.4% and the remaining 23.6% is on other variables.

3.Hypothesis Testing

After assessing the inner model, the next thing is to assess the connection between idle builds as speculated in this review. Testing the speculations in this review is done by looking at the T-Statistics and P-Values. Speculations are announced recognizing whether the T-Statistics > 1.96 and P-Values < 0.05 . Next are the consequences of the direct impact Road Coefficient:

Table 7. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture -> employee performance	0.030	0.042	0.262	0.113	0.910
Work discipline -> employee performance	0.046	0.042	0.246	0.188	0.851

The results of the study directly above are as follows:

1. Organizational Culture has a positive and insignificant effect on employee performance with an original sample value of 0.042 and P values of 0.910. This means that the existence of organizational culture has a positive effect on the Company but organizational culture decreases performance.
2. Work discipline has a positive and insignificant effect on employee performance with an original sample value of 0.042 and p values of 0.851. This means that if work discipline increases, employee performance will increase if work discipline decreases, employee performance will also decrease.

Table 8.Path Coefficients (Indirect Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture -> work motivation -> employee performance	0.655	0.634	0.149	4.386	0.000
Work discipline -> work motivation -> employee performance	-0.251	-0.209	0.137	1.839	0.006

The results of the indirect influence are as follows:

1. Organizational Culture has a positive and significant effect on employee performance through work motivation indirectly with the original sample results of 0.634 and p values of 0.000. This means that work motivation is an intervening variable because it is able to influence organizational culture on employee performance indirectly.
2. Work discipline has a negative and significant effect on employee performance through work motivation indirectly with the original sample value of -0.209 and p values of 0.006. This means that work motivation is not an intervening variable because it is unable to influence work discipline on employee performance indirectly.

5. CONCLUSION

Conclusion Based on the results of the study above, the following conclusions are drawn:

1. Organizational culture has a positive and insignificant effect on employee performance at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya
2. Work discipline has a positive and insignificant effect on employee performance at BPJS Ketenagakerjaan throughout Medan Raya.
3. Organizational culture has a positive and significant effect on employee performance moderated by work motivation at BPJS Ketenagakerjaan throughout Medan Raya.
4. Work discipline has a negative and significant effect on employee performance moderated by work motivation at BPJS Ketenagakerjaan throughout Medan Raya.

Suggestions

After drawing conclusions from the results, the researcher provides the following suggestions for the company:

1. The company must improve the organizational culture for its employees which is carried out every month so that the organizational culture is embedded in the souls of employees to the maximum and in accordance with Company regulations.
2. The company must make employees have a disciplined nature in working with work discipline, the Company's performance will increase.
3. The company must motivate employees to work, with increased work motivation will provide added value to the Company.
4. Companies must strive to improve employee performance so that employees can be optimally responsible for their duties in the Company.

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