

The Influence of Work Motivation and Organizational Culture on the Performance of Pusdatin Kemendikbudristek Employees in the Administrative Division

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Abstract

This research employs a quantitative approach as the chosen methodology. The study utilizes both primary and secondary data sources to support the analysis. The population consists of all employees working in the Administrative Division of Pusdatin Kemendikbudristek, totaling 70 individuals. The study applies a saturated sampling technique, utilizing questionnaires and observations as data collection methods. The validity test results indicate that all statements within the variables of work motivation, organizational culture, and employee performance are valid. Furthermore, the reliability test confirms that all variables meet the reliability criteria. The normality test results demonstrate that the data is normally distributed, while the multicollinearity test indicates the absence of multicollinearity. The calculated F-value (29.706) exceeds the critical F-table value (3.984), with a significance level of 0.000, which is below the threshold of 0.05. Consequently, the findings reveal a positive and significant effect of the independent variables (X1 and X2) on the dependent variable (Y) when analyzed simultaneously.

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



A. INTRODUCTION

The role of human capital is fundamentally crucial, both from an individual and collective perspective, making it a key determinant of an organization's operational success. The advancement or decline of a company is closely tied to how well its workforce is managed and the level of expertise it possesses. Implementing effective human resource management is a vital aspect of corporate strategy, emphasizing the indispensable contribution of employees. Beyond merely functioning as labor, human resources also oversee various production elements such as financial assets, raw materials, and equipment, all of which are directed toward achieving the organization's objectives efficiently.

At its core, an organization does not solely require a workforce that is abundant and skilled, but rather, individuals who are highly dedicated and industrious in their roles, thereby optimizing productivity. In the current technological era, where automation and sophisticated machinery are increasingly replacing manual tasks, the need for high-caliber human resources has become even more pressing. A company's ability to sustain operations and remain competitive hinges on the competence and performance of its employees. By ensuring well-structured workforce planning, businesses can maintain continuity, adaptability, and long-term resilience.

The ongoing wave of transformation, driven by reform initiatives, has necessitated that organizations—both in the public and private sectors—embrace innovation to keep pace with dynamic industry demands. To effectively navigate these changes, businesses must continuously refine their strategies and regulatory frameworks to align with shifting environmental factors. One of the most critical aspects of successful policy formulation is the enhancement of human resource management, ensuring that employees are empowered and optimally utilized to drive organizational success.

According to Agus & Fadli in Hatidah (2023), performance can be defined as the outcomes achieved by individuals, managerial processes, or the organization as a whole. These outcomes must be supported by clear, measurable evidence, allowing them to be assessed against established standards.

When employees feel motivated in their work, it positively influences their performance. Motivation refers to the internal drive that encourages individuals within an organization to willingly and enthusiastically develop their skills, enhance their expertise, and effectively utilize their time to fulfill their assigned responsibilities. As a result, motivation enables employees to achieve the organizational goals and targets that have been predetermined (Benardo et al., 2023)

Apart from work motivation, which significantly impacts employee performance, organizational culture also plays a crucial role. Organizational culture refers to the prevailing practices within a company, shaping behavioral norms and regulations that are widely understood and accepted by employees. These cultural elements serve as guidelines for maintaining order within the organization.

Hariyanto et al. in Shavira & Febrian (2023), highlight that a strong organizational culture has a profound impact on a company's ability to achieve its objectives, primarily through enhanced employee performance. In the broader context of public and governmental institutions in Indonesia, organizational performance is essential for establishing good governance and maintaining transparency. Furthermore, it supports government functions by ensuring high-quality public services that prioritize the needs of society.

B. LITERATURE REVIEW

1. Employee Performance

In a broad sense, performance denotes the tangible outcomes derived from an individual's assigned tasks and responsibilities, encompassing both qualitative and quantitative aspects. It encapsulates the degree to which an employee fulfills their organizational duties, reflecting their proficiency in executing assigned roles within a professional setting.

Performance, whether at an individual or group level, signifies the extent to which organizational members achieve results in alignment with their designated responsibilities and authority, serving as a pivotal mechanism for attaining institutional objectives (Fachreza et al., 2018).

According to Robbins & Judge (2019:592), performance is performing the duties and responsibilities that contribute to the the production of a good service or to administrative tasks. This include most of task in a conventional job description.

According to Mangkunegara in Sunarya (2022) in their book Performance Evaluation, three key factors influence employee performance: 1) Individual Factors – Encompassing an employee’s competencies, skills, background, and professional profile. 2) Psychological Factors – Including perception, attitude, personality traits, learning capacity, and motivation. 3) Organizational Factors – Covering assets, leadership qualities, achievements, structural organization, and job design.

Similarly, Sopiah & Sangadji (2018), in Strategic Human Resource Management, assert that performance is shaped by several interdependent elements, each playing a critical role in determining employee effectiveness:

- a. Personal Attributes – Encompassing an individual’s skill set, motivation level, commitment, and other intrinsic characteristics.
- b. Leadership Influence – Relating to the degree of support, recognition, and guidance provided by supervisors, managers, or team leaders.
- c. Team Dynamics – Centering on the effectiveness of collaboration and interpersonal synergy among colleagues.
- d. Systemic Structures – Pertaining to the operational framework, procedural workflows, and availability of institutional resources that facilitate work efficiency.
- e. Contextual and Situational Factors – Referring to an individual’s psychological preparedness and adaptability to both internal and external changes within the workplace environment.

According to Robbins & Judge (2019:592), performance assessment is categorized into three key dimensions, each comprising specific indicators:

- a. Individual Work Output, which pertains to both task quality and work volume
Indicators: The standard of work produced and the overall amount of tasks completed, evaluated based on productivity levels and time management efficiency.
- b. Job Attributes, focusing on work comprehension and collaborative engagement
Indicators: Depth of knowledge, the ability to foster positive interpersonal interactions, and an understanding of teamwork principles.
- c. Work Conduct, emphasizing attendance consistency and self-sufficiency
Indicators: Timeliness, adherence to workplace regulations, accountability in task execution, and a strong sense of professionalism.

2. Work Motivation

Motivation refers to both intrinsic and extrinsic driving forces that influence an individual’s ability to perform tasks effectively, ultimately enabling them to achieve objectives within an organization or company.

According to George & Jones in Hermawan et al. (2023), work motivation is a psychological force that determines the direction of one’s behaviour in an

organisation, the level of one's effort and the level of one's persistence. The elements of work motivation are as follows 1). Direction of behavior, which is what behavior a person chooses to perform in an organisation; 2). Level of effort, which is how hard a person works to perform the chosen behavior, and 3) Level of persistence, which is how hard a person continues to try perform the chosen behavior successfully in the face of obstacles, barriers.

Describes motivation as an internal force that stimulates enthusiasm for teamwork, accelerates task completion, and fosters collaboration in various efforts to achieve job satisfaction (Fitriani et al., 2022).

According to Herzberg in Moorhead & Griffin (2013:94), there are two primary factors that impact motivation: Motivational Factors – These are intrinsic elements related to the job itself and are closely tied to individual fulfillment. Achievements and recognition are frequently cited as the most significant contributors to job satisfaction and motivation. When these factors are present in a job, they tend to enhance employee satisfaction and drive. Conversely, their absence may lead to dissatisfaction. These factors include: achievement, recognition, job responsibilities, accountability, and professional growth; Hygiene Factors – These are extrinsic elements that influence job motivation. Hygiene factors typically emerge as responses to dissatisfaction and lack of motivation. According to Herzberg's research, employees identified salary, job security, supervision, and working conditions as potential sources of dissatisfaction when deemed inadequate. The key components of hygiene factors include supervision, work environment, interpersonal relationships, compensation, job security, and organizational policies. Herzberg's two-factor theory highlights that while motivational factors enhance job satisfaction, hygiene factors primarily prevent dissatisfaction rather than directly increasing motivation.

According to Afandi in Anis (2022) work motivation consists of several dimensions and their respective indicators, as outlined below: 1) Dimension of Psychological Comfort – This refers to an individual's sense of happiness, well-being, and enthusiasm derived from having their essential needs met. Indicators: Availability of workplace facilities and infrastructure, reciprocity for contributions made, and a supportive work environment. 2) Dimension of Encouragement to Maximize Effort – This dimension reflects an individual's drive to perform at their highest potential. Indicators: Recognition for work accomplishments, praise from superiors, and overall job satisfaction.

3. Organizational Culture

Organizational culture encompasses values, norms, customs, beliefs, and practices that shape the identity and operations of an organization. According to Yusnandar, Nefri, & Siregar in Putra et al. (2022) organizational culture is considered a critical asset that contributes to an organization's dynamism. This culture consists of both observable and unobservable characteristics, incorporating assumptions, values, norms, commitment, and beliefs. Its primary function is to enhance efficiency and effectiveness within an organization, whether in the public or private sector.

Meanwhile, McShane & Von Glinow (2018:387), in their book *Organizational Behavior: Emerging Knowledge, Global Reality*, state that: "Organization culture consist of the value and assumption shared within Organization. It define whats is important and unimportant in the company and, consequently directs everyone in the organization toward the right way of doing thing".

Wahyuddin et al. (2021) six key factors influence organizational culture:

- a. Observed Behavioral Regularities – This refers to consistent behavioral patterns among organizational members that can be observed. When employees communicate with one another, they often use shared language, expressions, or jokes that have become ingrained in the organizational culture.
- b. Norms – These represent established standards of conduct, including guidelines that dictate which tasks should be prioritized and the expected attitudes in the workplace.
- c. Dominant Values – These are core principles that all members of the organization are expected to uphold, such as maintaining high product quality, minimizing absenteeism, or ensuring operational efficiency.
- d. Philosophy – This reflects organizational policies that embody its values and beliefs, particularly in how employees and customers are treated.
- e. Rules – These are well-defined regulations that play a crucial role in ensuring organizational success and maintaining order within the company.
- f. Organizational Climate – This pertains to the overall atmosphere within the organization, which is shaped by factors such as office layout, social interactions, and employees' attitudes toward colleagues, customers, and other stakeholders.

C. METHOD

This research adopts a quantitative methodology, which is grounded in the positivist framework. The quantitative method is applied to investigate a selected group or population, facilitating structured data acquisition and evaluation. This approach integrates fundamental research elements and utilizes statistical or numerical techniques to systematically process data. The primary aim is to validate established hypotheses through empirical examination (Sugiyono, 2017:8).

The target group for this study includes all personnel employed in the Administrative Unit of Pusdatin Kemendikbudristek, with a total of 70 staff members. The present study employs a non-probability sampling technique, specifically saturated sampling. This method involves selecting the entire population as the sample, which in this case comprises 70 employees from the Administrative Unit of Pusdatin Kemendikbudristek.

Rohman et al. (2023:104) data analysis is a crucial phase in research that takes place after collecting the necessary data to address the research problem. Similarly, Sugiyono (2017:147) defines data analysis as the process conducted after gathering data from respondents or other sources. The analytical process involves organizing data based on respondent categories, presenting data for each research variable,

performing calculations to address research questions, and testing hypotheses that have been formulated. In this study, data analysis is performed using SPSS version 27. The research employs an associative hypothesis testing method, which aims to examine relationships between two or more variables.

D. RESULTS AND DISCUSSION

The completeness and accuracy of data collection in research are primarily determined by the quality of the instruments used for gathering information. The reliability of these instruments is crucial in ensuring that the collected data is accurate and meaningful. High-quality measurement tools can be used as a benchmark once they have been proven to meet validity and reliability standards, confirming their effectiveness in capturing the required research data.

1. Instrument Testing

a. Validity Test for Two-Tailed Employee Performance Variable (Y)

Table 1 Validity Test Results for Employee Performance (Y)

No	R-Calculated	R-Table	Description
1.	0.580	0.235	Valid
2.	0.479	0.235	Valid
3.	0.670	0.235	Valid
4.	0.671	0.235	Valid
5.	0.639	0.235	Valid
6.	0.565	0.235	Valid
7.	0.473	0.235	Valid
8.	0.509	0.235	Valid
9.	0.654	0.235	Valid

Source: Data Processing Results using SPSS 27

Referring to Table 1, the results indicate that each statement associated with the Employee Performance Variable (Y) has an r-computed value surpassing the r-table threshold of 0.235. Consequently, this confirms that all items within the variable meet the validity requirements. Thus, it can be concluded that the data is deemed valid and is suitable for further analytical processing.

Table 2 Validity Test Results for Work Motivation (X1)

No	R-Calculated	R-Table	Description
1.	0.801	0.235	Valid
2.	0.730	0.235	Valid
3.	0.805	0.235	Valid
4.	0.695	0.235	Valid
5.	0.810	0.235	Valid
6.	0.708	0.235	Valid

Source: Data Processing Results using SPSS 27

Referring to Table 2, the findings reveal that every statement within the Work Motivation Variable (X1) has an r-computed value surpassing the r-table benchmark of 0.235. This indicates that all items within the variable meet the required validity standards. Therefore, it can be concluded that the data is considered valid and appropriate for subsequent analysis.

Table 3 Validity Test Results for Organizational Culture (X2)

No	R-Calculated	R-Table	Description
1.	0.629	0.235	Valid
2.	0.557	0.235	Valid
3.	0.649	0.235	Valid
4.	0.593	0.235	Valid
5.	0.622	0.235	Valid
6.	0.606	0.235	Valid
7.	0.675	0.235	Valid
8.	0.734	0.235	Valid
9.	0.574	0.235	Valid
10.	0.615	0.235	Valid
11.	0.477	0.235	Valid
12.	0.691	0.235	Valid
13.	0.713	0.235	Valid
14.	0.747	0.235	Valid

Source: Data Processing Results using SPSS 27

Referring to Table 3, the findings indicate that every item related to the Organizational Culture Variable (X2) possesses an r-computed score that surpasses the r-table reference value of 0.235. This verification establishes that all components within the variable conform to the necessary validity standards. As a result, it can be inferred that the data is deemed valid and is suitable for advanced analytical procedures.

2. Reliability Test

Table 4 Reliability Test

Variable	Cronbach Alpha	R-Table	Description
Performance	0,756	0,60	Reliable
Work Motivation	0,849	0,60	Reliable
Organizational Culture	0,884	0,60	Reliable

Source: Data Processing Results using SPSS 27

The reliability test results indicate that all variables have Cronbach's Alpha values exceeding 0.60. This confirms that the instrument meets the reliability criteria and is considered acceptable, demonstrating a high level of consistency in measurement.

3. Classical Assumption Testing

a. Normality Test

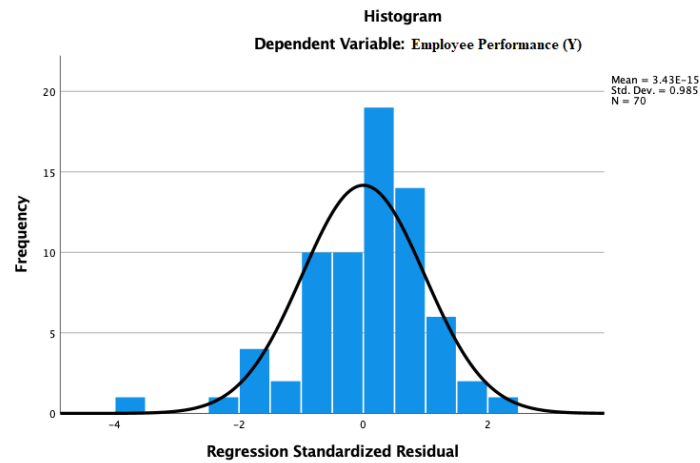


Figure 1 Histogram Graph

Source: Data Processing Results using SPSS 27

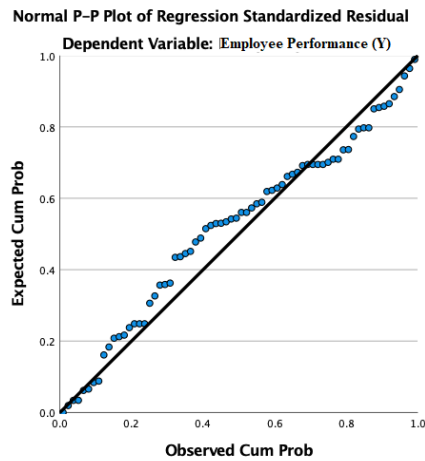


Figure 2 Normal Probability Plots

Source: Data Processing Results using SPSS 27

Table 5 One Sample Kolmogorov-Smirnov

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		70
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	2,26086744
	Absolute	,119
Most Extreme Differences	Positive	,075
	Negative	-,119
Kolmogorov-Smirnov Z		,999
Asymp. Sig. (2-tailed)		,271

a. Test distribution is Normal.

b. Calculated from data.

Referring to Table 5, the Kolmogorov-Smirnov test results indicate a significance (Sig.) value of 0.271. Since this value exceeds the 0.05 threshold, it

confirms that the data used in this study follows a normal distribution and meets the assumption of normality required for regression analysis.

b. Heteroscedasticity Test

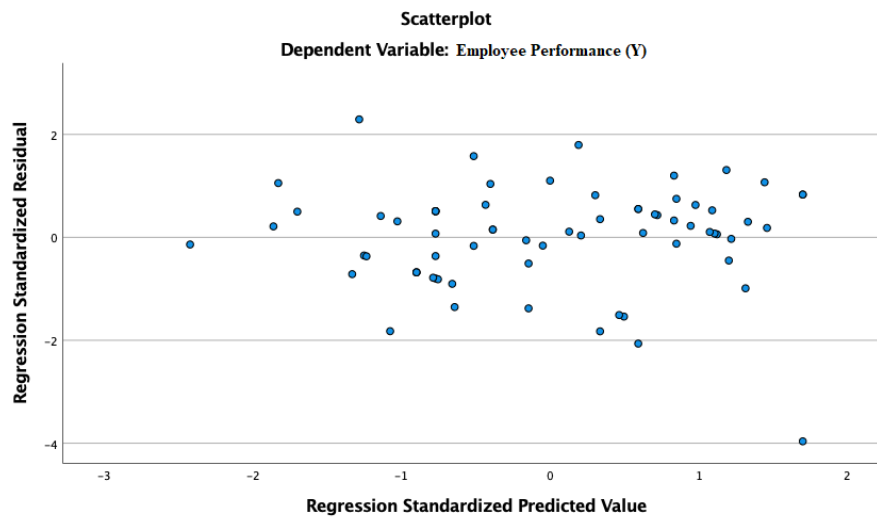


Figure 3 Scatterplot Graph

Source: Data Processing Results using SPSS 27

The graphical analysis results show no discernible pattern, with data points randomly scattered and distributed both above and below the zero point on the Y-axis. This indicates that heteroscedasticity is not detected, ensuring that the regression model satisfies the homoscedasticity assumption, which is crucial for maintaining the accuracy and validity of the analysis.

c. Multicollinearity Test

Table 6 Multivollinearity Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	16.797	3.047		5.513	.000		
	Motivation (X1)	.239	.142	.236	1.676	.098	.398	2.510
	Organizational Culture (X2)	.273	.079	.486	3.449	.001	.398	2.510

a. Dependent Variable: Employee Performance (Y)

The results from the table analysis indicate that the tolerance values for X1 (0.398) and X2 (0.398), as well as the Variance Inflation Factor (VIF) values for X1 (2.510) and X2 (2.510), fall within the acceptable range. Since the tolerance values are above 0.10 and the VIF values are below 10, it can be concluded that no multicollinearity issue is present in the regression model.

4. Data Analysis Method

a. Multiple Regression Analysis

Table 7 Regression Analysis

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	16.797	3.047		5.513	.000
	Motivation (X1)	.239	.142	.236	1.676	.098
	Organizational Culture (X2)	.273	.079	.486	3.449	.001

a. Dependent Variable: **Employee Performance (Y)**

Source: Data Processing Results using SPSS 27

Referring to Table 7, the multiple regression equation is formulated as follows: $Y = 16,797 + 0,239X_1 + 0,273X_2$. Constant Value (16.797): This implies that if both Work Motivation (X1) and Organizational Culture (X2) are at zero, the predicted value of Employee Performance (Y) remains 16.797 in the absence of any contributing factors. Regression Coefficient for Work Motivation (X1 = 0.239): This coefficient suggests that for every unit increase in Work Motivation (X1), Employee Performance (Y) is expected to improve by 0.239, provided that all other factors remain unchanged. Regression Coefficient for Organizational Culture (X2 = 0.273): This indicates that a one-unit rise in Organizational Culture (X2) leads to an increase of 0.273 in Employee Performance (Y), assuming that other variables remain constant.

b. Coefficient of Determination Test

Table 8 Determination Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.686 ^a	.470	.454	2.294

a. Predictors: (Constant), **Organizational Culture, Work Motivation**

Source: Data Processing Results using SPSS 27

Based on the calculations presented in Table 8, the coefficient of determination (R^2) is found to be 0.470, indicating that 47% of the variation in Employee Performance (Y) is influenced by the Work Motivation (X1) and Organizational Culture (X2) variables. Meanwhile, the remaining 53% is attributed to other factors that are not included in this regression model.

5. Hypothesis Testing

a. t-Test

Table 9 t Test Results

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	16.797	3.047		5.513	.000
	Motivation (X1)	.239	.142	.236	1.676	.098
	Organizational Culture (X2)	.273	.079	.486	3.449	.001

a. Dependent Variable: Employee Performance (Y)

Source: Data Processing Results using SPSS 27

The t-test analysis for the Work Motivation variable (X1) reveals a significance probability value of 0.098, which is greater than 0.05. This suggests that Work Motivation does not significantly influence Employee Performance (Y). Consequently, the alternative hypothesis (H_1) is rejected, while the null hypothesis (H_0) is accepted.

The t-test analysis for the Organizational Culture variable (X2) yields a significance probability value of 0.001, which is less than 0.05. This confirms that Organizational Culture has a significant impact on Employee Performance (Y). As a result, the alternative hypothesis (H_1) is accepted, while the null hypothesis (H_0) is rejected.

b. F-Test

Table 10 F Test Results

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	312.748	2	156.374	29.706	.000 ^b
	Residual	352.695	67	5.264		
	Total	665.443	69			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organizational Culture, Work Motivation

Source: Data Processing Results using SPSS 27

Based on the analysis presented in the table above, the calculated F-value (29.706) exceeds the F-table value (3.984), and the significance value (0.000) is less than 0.05. These results indicate that both Work Motivation (X1) and Organizational Culture (X2) collectively have a positive and significant impact on Employee Performance (Y) when analyzed simultaneously.

E. CONCLUSION

The findings of this study provide valuable insights into the influence of work motivation and organizational culture on employee effectiveness in the Administrative Sector of PUSDATIN KEMENDIKBUDRISTEK. The analysis reveals that work motivation, when examined independently, does not have a statistically significant impact on employee performance. This suggests that while motivation

remains an important factor in workplace dynamics, it is not a sole determinant of effectiveness in this context.

On the other hand, organizational culture emerges as a crucial factor that significantly enhances employee effectiveness. A well-established organizational culture fosters an environment that promotes engagement, productivity, and a strong sense of belonging among employees, ultimately leading to improved performance. Furthermore, when work motivation and organizational culture are considered together, they contribute positively and significantly to shaping overall employee effectiveness. This finding indicates that although motivation alone may not drive substantial improvements, its interaction with a strong organizational culture creates a synergistic effect that enhances employee performance.

These results highlight the essential role of organizational culture in ensuring employee effectiveness, while also emphasizing the need to cultivate both motivation and a supportive work environment to achieve optimal outcomes.

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