



The Influence of Organizational Culture, Motivation and Work Discipline on Employee Performance at the department of Food Security and Fisheries of Malaka District, Indonesia

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Abstract

This study aims to analyze the influence of organizational culture, motivation and work discipline, employee performance at the Department of Food Security and Fisheries of Malaka District. The secondary objective is to study the dominant influence among organizational culture, motivation and work discipline, employee performance at the Department of Food Security and Fisheries of Malaka District. The population in the study was 53 employees, so all members of the population became the object of research. The analysis technique uses multiple regression analysis. The results of the analysis show that organizational culture, motivation and work discipline affect the performance of the employees of the Food and Fisheries Security Service of Malaka Regency, which means that the better the organizational culture, supported by employees who have high motivation in completing work, and employees who have a high level of discipline can improve employee performance. Work discipline has a dominant effect on the performance of the employees of the Department of Food Security and Fisheries of Malaka Regency. This shows that the main thing that is considered to improve employee performance is work discipline which is reflected in employees doing tasks according to their responsibilities.

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

1. INTRODUCTION

Human resources are an important meaning of a reality, that each individual human being is the most important element because it is always present in an organization, however, to achieve organizational goals does not only depend on modern equipment, complete facilities and infrastructure, but will depend more on people who can do the job. In an effort to achieve these goals or objectives, of course, support from all aspects is needed, in this case the most important aspect is the performance of human resources as a vital part of an organization.

Efforts to improve employee performance in an organization require a common perception between leaders and employees, namely the work motivation provided by the leader and the work culture in the organization itself, as well as work discipline applied individually by employees so that they can determine the success or failure of an organization in order to achieve the desired target.

One of the most influential factors in human resources is the discipline factor. According to Hasibuan (2013:17), discipline is the most important function of human resource management which is the key to achieving goals because without good discipline it is difficult to achieve maximum goals. Discipline is a series of behavior of a person who shows an attitude that reflects obedience and obedience in developing duties and obligations in order to achieve goals. as the opinion expressed by Prawirosentono (1999: 3) that the performance of an organization or institution is strongly influenced by individual performance, therefore organizational performance wants to be improved, of course, individual performance needs to be considered.

From the statement above, it can be concluded that good performance is the willingness of a person or group of people to carry out an activity and perfect it according to their responsibilities so that they get the expected results.

Based on observations made by researchers in measuring employee performance, it is known that the dominant factor influencing is work discipline, in this case discipline when entering work and leaving work so that it needs to be investigated further on the performance of employees at the Food and Fisheries Security Service of Malaka Regency.

Based on research Lestari (2017:7) found that, there are two factors that influence the achievement of employee performance, namely the achievement of the performance of the employees of the Settlement Environmental Sanitation

Engineering Center as a whole, both in terms of individual factors. However, there are still shortcomings from each individual as well as in terms of discipline and cooperation. Thus, to form productive capabilities and human resources, an efficient organizational culture is needed.

Organizational culture is a set of values, principles, traditions, and ways of working that are shared and influence the behavior and actions of cultural organizations, a good organization will have a great influence on the behavior of its members because of the high level of togetherness and intensity to create an internal climate (Wirawan, 2007:37). In line with the opinion of Sule and Saefullah (2005:2) organizational culture is the values and norms adopted and carried out by an organization, related to the environment in which the organization carries out its activities. The existence of a match between personal values and values will improve performance. Organizational culture is what employees perceive and how this perception creates patterns of beliefs, values, and expectations.

In addition, the phenomenon of organizational culture that is applied is by passing on power, without any prior assessment. This has resulted in the measurement of employee performance has not been carried out properly, so this problem can directly have an impact on declining employee performance,

The results of research Dira (2020:159) prove that there is an influence of organizational culture on employee performance at the Department of Agriculture and Food Security in Ciamis Regency, this means that organizational culture affects employee performance at the Department of Agriculture and Food Security in Ciamis Regency. This means that the better the organizational culture, the better the performance of employees at the Department of Agriculture and Food Security, Ciamis Regency.

The results of research Arsulawareni (2020:142) prove that organizational culture has a significant effect on employee performance. Organizational culture must be created well in the organization, namely by being jointly committed to the organization to achieve organizational goals, vision and mission and working in accordance with organizational expectations, because teamwork is the main thing that supports success at work, such an organizational culture must exist and continue to be created in the organization, besides that the organization also provides complete information technology facilities such as adequate computers, internet, and other adequate supporting facilities to support the work of employees. The results of research by Rachman and Salasiah (2018:7) found that organizational culture has a significant influence on employee performance at the Food Security Service of East Kutai Regency.

Motivation is a desire in a person that causes that person to act. People act for one reason, namely to achieve goals. Thus, motivation is a goal-regulated drive and rarely appears in a vacuum (Mathis and Jackson, 2009). Meanwhile, according to Supardi and Anwar (2004) motivation is a condition in a person's personality that encourages the individual's desire to carry out certain activities in order to achieve goals. Motivation factors are important in improving employee performance, according to Hasibuan (2005:143) motivation is the provision of a driving force that creates one's work enthusiasm so that they want to work together, work effectively and be integrated with all their efforts to achieve satisfaction, Motivation is the driving force for someone to carry out an activity in order to get the best results. The results of Pratiwi's research (2014: 5) prove that there is a positive and significant influence between motivation on employee performance. The research results of Naijes et al. (2021:216) found a significant relationship between motivation, ability and work discipline on employee performance. However, in contrast to the research conducted by Maramis (2013: 955) on leadership, organizational culture, and motivation, their influence on employee performance at PT Bank Tabungan Negara (Persero) Manado Branch, the results showed that motivation had no effect on employee performance. Because employees can carry out their duties to the maximum determined by the motivation that drives the employee to work diligently, as well as the discipline applied.

The phenomenon of motivation at the Malaka District Food Security Service, namely, There is already motivation from the leader but individually it has not been implemented optimally, so it needs to be investigated further. Given this is very influential. It is expected to create quality and quantity work results achieved by employees in carrying out their duties, in accordance with the responsibilities given to them which will affect performance.

Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and to increase awareness as well as one's willingness to obey all the rules and social norms that apply in an agency. In order to achieve effectiveness and efficiency at work, it is necessary to make binding regulations for employees. The existence of this regulation can encourage the creation of an employee's work discipline. This work discipline attitude can affect the work they do so that it will produce maximum results.

One of the factors that influence work discipline according to Hasibuan (2000: 195) describes a close working relationship and mutual help between fellow employees, and between employees and leaders will have a good influence on employee job satisfaction and lead to good performance output. These factors are expected to be able to provide excellent service so that it has added value to the services of the agency. According to Moenir (2004: 25) work discipline is basically always expected to

characterize every (HR) in the organization. Because with discipline the organization will run well and can achieve its goals with predetermined targets.

The phenomenon of discipline that occurs in the Department of Food Security and Fisheries of Malaka Regency is less consistent in carrying out the tasks assigned by the agency, so that the work is late to be completed according to the specified time, so this is a serious phenomenon if it continues to hamper the achievement of agency goals.

The results of Sari and Hadijah (2016:212) research prove that work discipline has a significant effect on employee performance partially and simultaneously, job satisfaction and work discipline have a positive and significant effect on employee performance. Therefore, to improve employee performance, must pay attention to job satisfaction felt by employees and improve work discipline by providing stimuli to employees. The results of Utami's research (2017:7) prove that organizational culture, motivation and work discipline have a positive effect on the performance of KSP Lohjinawe employees. The results of Pangarso's research (2016:157) found that work discipline had a significant positive effect on the performance of the Basic Social Service Bureau of the Regional Secretariat of West Java Province.

2. LITERATURE REVIEW

2.1 Performance Theory

The concept of performance is basically an achievement of work results, which are related to the operations, activities, programs and mission of the organization. In terms of performance itself, according to Rivai (2005), namely work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Sudarmanto (2009) suggests that performance is the ability of employees to perform certain skills. In line with Sedarmayanti (2016) performance is the result of work that can be obtained by workers, a management process or an organization as a whole, where the results of the work can be demonstrated in real terms both in terms of quality and quantity. According to Busro (2018), performance is the result of work that can be achieved by employees, both individuals and groups within an organization, in accordance with the authority and responsibility given by the organization in an effort to achieve the vision, mission and goals of the organization concerned by including ability, perseverance, independence, the ability to solve problems according to the time limit given legally, does not violate the law and in accordance with morals and ethics.

2.2 Organizational Culture Theory

Organizational culture according to Schein (2004:17) is a pattern of fundamental assumptions that are understood together in an organization, especially in solving the problems faced. To new members in the organization these patterns must be socialized for sure. In order to organize in learning to overcome or overcome problems that arise due to external adaptation and internal adaptation that has been going well enough, it needs to be created or developed by certain groups based on the assumptions found for new members to understand and feel the problems that occur. According to Darmawan (2013:143), organizational culture is a set of values, beliefs, and main attitudes that are enforced among organizational members. Furthermore, Wibowo (2016) defines organizational culture as a cognitive framework that includes attitudes, behavioral norms, values, and expectations that are shared by members of the organization. A culture that adapts and encourages employee engagement can clarify organizational goals and strategic directions and which always outlines and teaches the organization's values and beliefs, can help organizations achieve higher sales growth, return on investment, profits, quality and customer satisfaction.

2.3 Motivation Theory

Motivation is the factors that direct and encourage a person's behavior or desire to carry out an activity which is expressed in the form of a hard and weak effort. that seeks to achieve a goal, includes three important elements, namely intensity, direction, and persistence. According to Wibowo (2010), motivation is an encouragement to a series of processes of human behavior in achieving goals. Furthermore, according to Mangkunegara (2017) work motivation is the encouragement of needs in employees that need to be met so that the employee can adapt to his environment and be able to achieve the goals that have been set. While the elements contained in motivation include elements of generating, directing, maintaining, showing intensity, being continuous and having a purpose. Based on the various opinions above, it can be said that motivation arises within the employee or through stimulation from outside the employee. In an organization, the leader, in this case, the Head of Service in Malacca Regency, is required to play a greater role in providing stimulation and encouragement so that employees are more motivated to produce satisfying outputs and continue to try to improve their work even more.

2.4 Work Discipline Theory

According to Sinambela (2018:335) concluded that: Work discipline is the awareness and willingness of employees to obey all organizational regulations and applicable social norms. Which means, without the support of good employee discipline, it is difficult for the organization to realize its goals. Work discipline according to Mangkunegara and Octorent (2015) is the ability to control oneself in the form of not taking an inappropriate action and supporting something that has been created. According to Sutrisno (2017: 86) states that: Discipline is an attitude of willingness and willingness of a person to obey and obey the norms and regulations that apply around him. Discipline is a form of training that enforces company regulations, which are often influenced by the discipline system within the company are employees who have problems. If the company fails to deal with problematic employees, negative effects on other employees and other work groups will arise (Mathis, 2002). According to Rosidah and Sulistiyani (2003), discipline is a procedure that corrects or punishes subordinates for violating the rules of procedure. Discipline is a form of employee self-control and regular implementation and shows the level of seriousness of the work team in an organization.

2.5 Hypothesis

The hypotheses proposed in this study are:

- H1:** It is suspected that organizational culture, motivation and work discipline have a significant effect on the performance of the employees of the Department of Food Security and Fisheries of Malaka Regency.
- H2:** It is suspected that work discipline has a dominant effect on the performance of the employees of the Department of Food Security and Fisheries of Malaka District.

3 RESEARCH METHODS

3.1. Variable Operational Definition

a. Employee performance (Y)

Employee performance is the result of employee work in quality and quantity that has been completed in accordance with the responsibilities given, with indicators: quantity, quality, timeliness and cooperation.

b. Organizational culture (X2)

Organizational culture is a system of shared meaning held by members of the organization that distinguishes the organization from other organizations, with indicators: individual initiative, tolerance for risk and communication patterns.

c. Motivation (X2)

Motivation is an impulse from within the employee to do the work that is his duty. Indicators of motivation are as follows: the need for achievement, the need for power and the need for affiliation.

d. Work Discipline (X3)

Work discipline is employee compliance with the rules that have been set in the agency. The indicators of work discipline used in this study are as follows: punctuality in coming to work, punctuality in working hours, obeying the rules, using work uniforms and being responsible for doing assignments.

3.2. Population

The population in this study were all 53 employees of the Department of Food Security and Fisheries of Malaka Regency, because the population was relatively small, all members of the population became the object of research, this method is called the census method.

3.3. Data Analysis Technique

The method of analyzing the data in this study was carried out with the following techniques: descriptive analysis and multiple regression analysis. Descriptive analysis in this study will be used to determine the frequency distribution of respondents' answers to the results of questionnaire collection. This analysis is needed to describe or describe the data collected from the questionnaires. Multiple Linear Regression Analysis is used to determine the effect of organizational culture, motivation and work discipline on employee performance.

4 RESULTS AND DISCUSSION

4.1. Classic Assumption Test Results

In order to obtain an unbiased and efficient estimator value from a multiple regression equation using the Ordinary Least Square method, in carrying out data analysis, the classical assumptions must be met. Based on the results of the classical assumption test, it shows that the regression model does not have multicollinearity problems, there is no heteroscedasticity in the regression model, and research data that includes organizational culture, motivation and work discipline variables are normally distributed.

4.2. Multiple Regression Analysis

From the results of data processing using a computer-assisted SPSS 15 for windows program, the analysis results are obtained as shown in the following table:

Table 1. Recapitulation of Multiple Linear Regression Analysis Results

Variable	Regression Coefficient	t value	Sig.	Description
Organizational culture (X1)	0.298	2.108	0.040	Significant
Motivation (X2)	0.303	2,444	0.018	Significant
Work Discipline (X3)	0.310	2,560	0.014	Significant
constant	0.308			
R	0.872			
Adjusted R square	0.746			
F _{count}	51.840			
Sig. F	0.000			
n	53			
Dependent variable = Employee performance (Y)				
F table = 2.79				
t table = 2.021				

Source: Primary data processed, 2021.

Based on the recapitulation table, the following multiple regression equation is obtained:

$$Y = 0.308 + 0.298X1 + 0.303 X2 + 0.310X3$$

Based on these equations can be explained as follows:

- a = 0.308 is a constant which means that if all the independent variables of organizational culture (X1), motivation (X2), and work discipline (X3) are 0, then the magnitude of the employee performance variable is 0.308.
- b₁ = 0.298 is the regression coefficient of the independent variable of organizational culture (X1), the regression coefficient is positive indicating that organizational culture has a direct effect on employee performance, meaning that the better organizational culture will cause employee performance to increase, assuming the motivation variable (X2) and work discipline (X3) the size is fixed. While the influence of organizational culture on employee performance is 0.298.
- b₂ = 0.303 is the magnitude of the regression coefficient of the independent variable of motivation (X2), the regression coefficient is positive indicating that motivation has a direct effect on employee performance, meaning that higher motivation will cause employee performance to increase with the assumption that organizational culture variables (X1) and work discipline (X3) are fixed.. While the effect of motivation on employee performance is 0.303.
- b₃ = 0.310 is the magnitude of the regression coefficient of the independent variable of work discipline (X3), the regression coefficient is positive indicating that work discipline has a direct effect on employee performance, meaning that the higher work discipline will cause employee performance to increase, assuming organizational culture variables (X1) and motivation (X2) the size is fixed. While the effect of work discipline on employee performance is 0.310.

The multiple correlation coefficient (R) of 0.872 indicates a strong relationship between organizational culture (X1), motivation (X2), and work discipline (X3) together with employee performance (Y). The value of the coefficient of determination (Adjusted R square) is 0.746. This coefficient of determination means that organizational culture (X1), motivation (X2), and work discipline (X3) together are able to contribute to employee performance by 74.6%, while the remaining 25.4% is caused by other variables. which were not included in the study.

4.3. Hypothesis Testing

a. First Hypothesis Testing

To test the first hypothesis which states that organizational culture, motivation and work discipline have a significant effect on the performance of the employees of the Food and Fisheries Security Service of Malaka Regency, using the F test. $\alpha = 5\%$, $df_1 = 3$, and $df_2 = 49$ of 2.79; this means that $F_{count} > F_{table}$ ($51.840 > 2.79$) while the probability value is smaller than $\alpha = 0.05$ ($0.000 < 0.05$), then H_0 is rejected and H_a is accepted, which means that the independent variables: Organizational culture, motivation and work discipline simultaneously have a significant effect on employee performance. Thus the first hypothesis can be statistically accepted or tested.

b. Second Hypothesis Testing

To test the second hypothesis which states that work discipline has a dominant effect on the performance of the employees of the District Food and Fisheries Security Service Malaka, using the t test. The t-test was used to test whether each of the independent variables of organizational culture, motivation and work discipline partially had a significant effect on employee performance, by comparing t_{count} with t_{table} . The results of the calculation of t_{count} and t_{table} of each independent variable are as follows:

Table 2. Comparison of t_{count} and t_{table} $\alpha = 5\%$

Variable	t_{count}	t_{table}	Sig.	Description
Organizational culture (X1)	2.108	2.021	0.040	Significant
Motivation (X2)	2,444	2.021	0.018	Significant
Work Discipline (X3)	2,560	2.021	0.014	Significant

Source: Primary data is processed.

Based on the table above, it can be explained as follows:

1) Organizational culture variable (X1)

The results of the regression analysis obtained the value of $t_{count} = 2.108$ while the value of $t_{table} = 2.021$ so that $t_{count} > t_{table}$ or the value significance of $0.040 < 0.05$ so H_0 is rejected or H_a is accepted, and it is proven that the organizational culture variable (X1) has a significant effect on employee performance (Y).

2) Motivation variable (X2)

The results of the regression analysis obtained the value of $t_{count} = 2.444$ while the value of $t_{table} = 2.021$ so that $t_{count} > t_{table}$ or a significance value of $0.018 < 0.05$ so H_0 is rejected or H_a is accepted, and it is proven that the motivation variable (X2) has a significant effect on employee performance (Y).

3) Work discipline variable (X3)

The results of the regression analysis obtained the value of $t_{count} = 2,560$ while the value of $t_{table} = 2,021$ so that $t_{count} > t_{table}$ or a significance value of $0.014 < 0.05$ so H_0 is rejected or H_a is accepted, and it is proven that the work discipline variable (X3) has a significant effect on employee performance (Y).

Based on the results of the t test, it can be proven that organizational culture, motivation and work discipline partially have a significant effect on employee performance (Y). Meanwhile, to find out the variables that have a dominant influence by looking at the size of the regression coefficient that has a significant effect on employee performance. The independent variable that has the largest and most significant coefficient is the variable that has the dominant influence on employee performance. Based on the results of multiple regression analysis, it can be seen that the largest beta regression coefficient value is work discipline of 0.323, this means that work discipline is a variable that has a dominant influence on employee performance. Thus the second hypothesis can be statistically accepted or tested.

4.4. Discussion

4.4.1. The Influence of Organizational Culture on Employee Performance

Organizational culture affects employee performance, which means that a good organizational culture can improve employee performance. Organizational culture indicators that make the biggest contribution to improving employee performance are: communication patterns are reflected in good communication between employees. Organizational culture plays a role in influencing employee behavior, this can be reflected in the opportunity to innovate and be creative, the opportunity to express opinions, good relationships, and so on, so that organizational culture can function in providing optimal performance in an effort to achieve agency goals. Besides that Organizational culture has a very strategic role in the success of the agency, such as to build

employee performance in the long term as a means for members of the organization to meet needs and achieve goals. The goal. As view Wibowo (2016) defines organizational culture as a cognitive framework that includes attitudes, behavioral norms, values, and expectations that are shared by members of the organization. Acceptable and reinforced behavior must support high performance. In addition, a strong culture also develops the commitment of organizational members when they accept these values. Employees prefer values, both individual values and group values that have been owned so far. Employees prefer the way of working that has been done by employees. If the components in the organization are not able to adapt to changes, then this can hamper the growth and development of the agency which has an impact on employee performance.

The existence of a strong and healthy organizational culture will have a positive impact on agency and with a strong and healthy organizational culture, it can function as a demand that binds employees because it is formally formulated into various agency regulations and provisions, thus organizational culture will create an increase in employee performance. The results of this study support Utami (2017), Rachman and Salasiah (2018), Arsulawareni (2020), and Dira (2020) which state that organizational culture affects employee performance.

4.4.2. The Effect of Motivation on Employee Performance

Motivation has an effect on employee performance, which means that the higher employee motivation can improve employee performance. The motivation indicators that make the biggest contribution to improving employee performance are: the need for affiliation is reflected in the cooperation among co-workers making it comfortable to work and the social interaction with fellow employees can help in work. Motivation is a psychological factor that shows an employee's interest in work, a sense of satisfaction and responsibility for the activity or work being carried out. Employee behavior is motivated by the desire to achieve the goals to be achieved.

Motivation is an important thing to note, because with motivation employees can have high enthusiasm in carrying out the assigned tasks. Without motivation, an employee is unable to fulfill the obligations and tasks assigned by the leader, the work produced is not satisfactory. This is in accordance with the opinion Robbins & Judge (2013) which states that motivation is a process carried out by individuals who seek to achieve goals, including three important elements, namely intensity, direction, and persistence. Motivation will give meaning to the size of a person's business, trying or working hard to achieve his needs. On the other hand, someone with low motivation will never achieve results that exceed the motivational power of employees. Work motivation is an impetus for employees to do work if employees have a strong drive from within themselves or from outside themselves (for example from the agency), then employees will be stimulated or compelled to do something well. The results of this study support Utami (2017), Arsulawareni (2020), Naijes et al. (2021), Kristianti and Affandi (2021) and Situmorang (2021) which states that motivation affects performance.

4.4.3. The Effect of Work Discipline on Employee Performance

Work discipline has an effect on employee performance and is a variable that has a dominant influence on employee performance, which means that employee performance can be improved if employees have high work discipline in completing work. The indicators of work discipline that make the biggest contribution to improving employee performance are: responsibility for doing the task is reflected in doing the task in accordance with the responsibility. Work discipline is very necessary in the agency because in a disciplined atmosphere, the agency will be able to carry out its work programs to achieve the goals that have been set. As the opinion of Kasmir (2016) which states that one of the factors that affect performance is work discipline. Employees who are disciplined and orderly obey all applicable norms and regulations in the agency will be able to improve efficiency, effectiveness, and performance. Work discipline of employees in agencies must be prioritized, because discipline is the first step towards achieving organizational goals. As opinion Sinambela (2018:335) concludes that: Work discipline is the awareness and willingness of employees to obey all organizational regulations and applicable social norms. Which means, without the support of good employee discipline, it is difficult for the organization to realize its goals.

Without good employee discipline, it is difficult for agencies to achieve optimal results. Work discipline is an employee's effort to carry out work activities in the agency seriously. Work discipline in this case is in the form of time, for example coming to work is always on time. The existence of work discipline is very necessary in an agency because in a disciplined atmosphere the agency will be able to carry out its work programs to achieve the goals that have been set. Employees who are disciplined and orderly obey all applicable norms and regulations in the agency will be able to improve efficiency, effectiveness, and performance. Without work discipline, it will be difficult for the agency to achieve the goals that have been set. The results of this study support Sari and Hadijah (2016), Pangarso (2016), Utami (2017), Naijes et al. (2021), Kristianti and Affandi (2021) which states that work discipline affects employee performance.

5 CONCLUSIONS AND SUGGESTIONS

5.1. Conclusion

Based on the results of research and discussion conducted, the following conclusions can be drawn:

- 1) Organizational culture, motivation and work discipline affect the performance of the employees of the Department of Food Security and Fisheries of Malaka Regency, which means that the better the organizational culture, supported by employees who have high motivation in completing work, and employees who have a high level of discipline can improve employee performance.
- 2) Work discipline has a dominant effect on the performance of the employees of the Department of Food Security and Fisheries of Malaka Regency. This shows that the main thing that is considered to improve employee performance is work discipline which is reflected in employees doing tasks according to their responsibilities.

5.2. Suggestions

In connection with the matters described above, the following suggestions can be given:

- 1) In order for employee performance to increase further, the agency should create healthy competition between employees at work.
- 2) The Department of Food Security and Fisheries of Malaka Regency maintains the existing motivation and provides equal opportunities for all employees to be promoted.
- 3) It is better if every employee completes the task on the same day so that the work does not pile up so that it has an impact on increasing employee performance.
- 4) For future researchers, it is suggested to add other variables other than the variables that have not been studied in this study, which are expected to affect employee performance, such as ability and leadership.

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