

# The Influence of Organizational Culture, Motivation, and Work Discipline on Organizational Performance in the Regional Office XI of the State Civil Service Agency

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## Abstract

To be able to improve performance in public organizations, organizational culture, motivation and work discipline are very much needed. This study was conducted at the Regional Office XI of the State Civil Service Agency in Manado City. Using a quantitative design, this study was conducted to determine the influence of organizational culture, motivation and work discipline on organizational performance both partially and simultaneously. The findings of the study are that organizational culture has a positive and significant effect on organizational performance, motivation has a positive and significant effect on discipline, organizational culture has a positive and significant effect on organizational performance, motivation has a positive and significant effect on organizational performance, discipline has a positive and significant effect on performance. discipline has a weak effect, but still plays a role in improving organizational performance. However, other factors may also contribute to improving performance more significantly.

**Keywords:** Culture Organization, Motivation, Discipline Work, Organizational Performance

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## Introduction

Humans are source most important in a organizations that have ideas, characteristics, and experiences life unique that sometimes different with background behind social, cultural, economic and political, including inherent beliefs and values (Idris et al., 2023). Capacity source power man a organization is one of the main pillars that supports success a organization. Employees who have energy, learning, creativity, skills and loyalty will more easy manage the goals that have been determined (Faisal, et al., 2023). Source Power man is very important and not important factor let go from a organization, good agency and also company. Every the organization is in dire need source Power quality human being for reach various objective organization.

Basically employee is one of element important in a organization as planner, thinker and mover for reach the goals that have been determined ( jumadil, et al., 2023). The state civil service agency is one of the organization government that needs human resources in reach the purpose. State Civil Service Agency in Regulation President Number 92 of 2024 is referred to by BKN as institution government non-ministerial which is given authority formulation and determination policy technical, coaching, implementation service, control on implementation policy technical management apparatus civil state, and implementation supervision merit system.

The BKN Vision 2020-2024 includes, among others: carry out management clean, effective and trustworthy government with simplification bureaucracy. In implementing tasks, functions as well as vision and mission the Lots innovations that have been created and developed by the State Civil Service Agency for the purpose of increase performance organization in carry out task government in the field of management Apparatus Civil State.

Regional Office XI BKN, which is based in Manado, is one of the work units at BKN that carries out part BKN's duties and functions include, among others carry out coaching and implementation Management Apparatus Civil State in the regions of North Sulawesi Province, Gorontalo Province, and North Maluku Province. Regional Office XI BKN is responsible answer in reach target BKN's strategic objectives include the realization of agency professional government in apply ASN Management, realizing coaching organization quality ASN managemenz, realizing improvement Database and System quality ASN Information (SIASN), realizing supervision and control implementation of NSPK ASN Management, and the realization of BKN's internal management is effective, efficient and accountable.

In achieving target strategic there is indicator performance the main thing that becomes size the success of Regional Office XI BKN. According to (Bastian, 2018) performance is a "picture" achievement implementation activity or programs and policies in frame realize targets, goals, mission and vision A organization". Performance of the Apparatus State Civil Service (ASN) aims give service public focused on management affairs public, facilitating service and provide satisfaction to public (Kesek, et al., 2021). As organization sector public, government make an effort create welfare public through provision quality and quality service.

In the organization government/public in Indonesia, performance organization government evaluated for support function good governance and clean as well as give the best service in accordance with characteristic organization government. Based on perception society, one of the challenge big for institution government moment this is service government that is considered slow, complicated, and loaded with corruption, collusion and nepotism, so that no can operate his job in a way effective and efficient (Jamaluddin, 2017). In order to increase performance qualified and professional employees are one of matching factors For applied in environment Work is culture organization .

Waluyo & Ismirah (2017) stated that "culture organization is a set assumption the principles and beliefs held by the members organization, then developed and inherited use overcome problems adaptation external and problems internal integration". Astuti (2022) states "culture organizations in the sector public more emphasize to service public because influential in create service good public". One of the culture organization namely competence in a way personal from employees. Services provided to public is results from management by employees or employee in a organization. Culture good organization fostered through interaction and communication between employees and between employee with community.

Good service no again a obligation, but rather a habit or culture. Service public is size performance the most visible government. The public can evaluate performance government in a way direct from quality service public perceived by the community from all layer public. According to ( Meutia & Husada , 2019) that culture organization influential in a way positive to performance organization. This is confirm a number of element culture organization, a set of considered value represent bond between organization and its employees.

This is can push employee for increase power as well as his best efforts so that performance employee can become maximum. The Realization of Organizational Performance of Regional

Office XI of the State Civil Service Agency 2017 Until With 2023 experiencing improvement from target 89 % to with 94% with realization from 95% to with 100%. The next factor that influences to performance organization is discipline work. In bureaucracy government every ASN employees are required for discipline. This is set up in Regulation Government Number 94 of 2021 which among other things states ASN discipline is ASN's ability to obey obligations and avoidance the specified prohibition in regulation legislation.

A disciplined ASN employees are an ASN who meets the requirements his obligation as ASN, and those who are not do things that are prohibited by applicable provisions. Indonesia is currently facing the era of revolution Industry 4.0 aims to for increase Power competitiveness and productivity organization. Presence revolution industry 4.0 is marked with automation and digitalization. The characteristics of Era 4.0 demand We as man have ability for focus on life. Rapid development and use technology information and communication has become part important in life, including environment work. Activities man part big done with help technology, good that work, education, shopping, or tasks simple others. (Setiawan, 2018).

State Civil Service Agency is one of the agency government that changes manual business processes to digital ones achievement goals, vision, and mission . The digitalization carried out among them in matter monitoring implementation discipline employee more special related ASN presence in the office. Monitoring the presence of ASN in the State Civil Service Agency environment which was previously done with system presence traditional use machine fingerprint finger often face various constraints. Not only prone to to cheating, method this also requires time and energy that is not a little in management . This is become challenge for the State Civil Service Agency to digitize monitoring presence the ASN employees.

The State Civil Service Agency then develop and take advantage of System Application Presence Location Based Presence (LBP) which uses method Technology Acceptance Model (TAM) in monitoring discipline ASN employees in their environment. This method can describe that Lots factor affecting decision user for use new system (Kusumaningtyas & Rahajeng, 2017). Disciplined ASN employees can measured with his compliance in carry out provision regarding working hours. Employees who are present in the office in accordance specified time ideally will carry out duties and functions and contribute in achievement performance organization.

Ferawati (2017) found that discipline Work own influence positive and significant to performance organization. Discipline work is action management for encourage members organization for fulfil demands various provisions. Discipline Work covering appropriate attitudes, behavior and actions with rule organization, good written and also no written. Discipline work can understood as awareness and willingness self in obey regulation organizations and applicable norms in society. Discipline can interpreted employee do all his job with good, obey provision organizations and norms that applicable in public .

The next possible factor influential to performance organization is motivation employee. Motivation created based on attitude employee when face situation Work. Motivation is a circumstances that encourage employee for reach objective organization. Motivation Work very much important owned by each employee, because with own motivation high work will give impact to results work. Hersona and Sidartha (2017) stated that "motivation originate from the word motive or things that cause encouragement". Then from that, motivation work own role important in push employees to be able to produce performance optimally.

A number of study previous has make an effort in identify analysis impact culture organization, motivation and discipline work to performance organization. Although thus results researches previous not yet prove consistent results. Importance problem this motivate researcher for choose topic analysis influence culture organization and discipline work to performance organization in the Regional Office XI of the State Civil Service Agency. Researchers limit room scope study This only focus on factors culture organization and discipline Work to performance organizations within the Regional Office XI of the State Civil Service Agency.

**Methods**

Study This use approach quantitative (Sugiono, 2017). Population study totaling 72 employees. Data is collected with method interview based on questionnaire that has been compiled. Questionnaire used in research this containing questions and statements that are description from variables studied. answer from questionnaire this is measured use scale likert. Also done data collection with method observation and study documentation.

**Operational Variables**

Variables Study	Definition Operational	Indicator
Culture Organization (X1) (Robbins & Coulter, 2018)	To put forward that culture organization is values together, principle, traditions and ways do things that influence method organization act	Awareness self
		Aggressiveness
		Personality
		Performance
		Team Orientation
Motivation (X2) (Siagian , 2012)	Encouragement in self for operate task with enthusiastic	Will
		Thrust
		Willingness
		Skills
		Responsibility
Discipline (Y) (Ramon, 2019)	Discipline Work is attitude willingness and willingness somebody for obey and comply norms regulation which applies around	Appropriate time
		Obeying regulation company
		Not quite enough answer in on duty
		Able to face the work that becomes not quite enough the answer
		Obeying use completeness clothes
Organizational Performance (Z) (Bastian in Hessel Nogi,	Organizational performance is a description of the level of achievement of the implementation of tasks in an	Responsibility
		Accountability
		Efficiency

2005)	organization in realizing the goals, objectives, mission and vision of the organization.	Innovation
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In research This use Partial Least Square Equation Model (PLS-SEM) with Smart PLS software assistance. Why researcher use method This is PLS-SEM capable of work good when its structural complex and encompassing lots constructs, indicators and relationship models. PLS-SEM also uses method duplication in a way random so that assumption normality No will become problem and no requires minimum number of samples, so that-study with sample small is highly recommended using PLS-SEM. (Hair et al, 2019). The analysis used in the PLS-SEM method is as following.

**Measurement Model Analysis (Outer Model)**

Outer model analysis is measurement for evaluate validation and reliability a research. Outer model analysis, connection each indicator with its latent variable can be identified. In other words, the outer model defines connection each indicator with its latent variable (Hair et Al, 2019).

**Structural Model Analysis (Inner Model)**

Analysis of the inner model or structural model is a process evaluation connection between latent variables in a research. Analysis This For know whether the relationship between latent variables that have been hypothesized previously can answer questions asked. Criteria assessments that must be considered covers coefficient of determinacy / RSsquare, predictive relevance/Qsquare validated cross based on blindingfloding, and statistical significance (p-value) as well significance coefficient path (path coefficient). Besides that there is a number of strength predictions outside sample with use procedure PLS predict and test robustness check as in the measurement table below this.

**Results and Discussion**

According to Armstrong in Sudarmanto (2014:182) organizational culture is a key component in creating a supportive work environment to improve performance and change management. Thus, several experts in organizations and researchers with these results suggest that organizational culture has a good effect or influence on performance. Disciplined employees reflect the extent of employee responsibility in carrying out their obligations as employees and avoiding prohibitions stipulated in the provisions of laws and regulations. In principle, the obligation of every employee is to carry out their duties and functions professionally by achieving predetermined performance targets every month or year. Thus, disciplined employees should perform optimally.

Haraindja in Ibrahim & Meilany (2015) stated that increasing discipline is an important part of human resource management because it is an important factor in improving performance. A similar opinion was expressed by According to Raharjo in Pangarso (2016) in his research which showed that work discipline variables affect employee performance variables. Therefore, discipline is important for organizations because it is an operational function of human resource management. The more disciplined an employee is, the better the performance that will be produced by the employee. Employees in an organization are not disciplined, then it will be difficult for the organization to achieve the organization's performance targets.

There are several factors that affect the performance of an employee (Mangkunegara, 2013) and one of them is the motivation factor. Motivation is formed from the attitude of an employee

who faces a work situation. Motivation is a condition that drives employees who have been directed to achieve organizational goals or objectives. Work motivation is very important for every employee to have, because by having high work motivation they will have the drive to create the best work results. According to Hersona and Sidartha (2017) motivation comes from the word motive or things that cause encouragement. Therefore, work motivation is very important for employees to have the drive to produce optimal performance. Organizational culture has a good impact on motivation, the better the organizational culture, the higher the motivation. A good organizational culture greatly influences employee attitudes and actions according to Robbins & Coulter (2017). Based on this explanation, it can be concluded that in principle employee motivation is very closely related to the level of performance, because with motivation it will encourage increased performance.

### **Organizational Culture Influences Organizational Performance at Regional Office XI BKN Manado**

The results of the study showed that organizational culture has a positive and significant influence on organizational performance at the Regional Office XI BKN Manado has a close relationship with the theory of the relationship between organizational culture and organizational performance according to Robbins and Coulter. According to Robbins and Coulter, organizational culture is a system of values, beliefs, and norms held by members of an organization, which influences the way they interact and make decisions. This culture can influence how individuals and groups within an organization behave, which in turn will affect the overall performance of the organization. In their theory, a strong culture, which supports the vision and mission of the organization, tends to produce better performance, because members of the organization have the same orientation towards shared goals and values. Related to the results of the Path Coefficient study of 0.431: (1) The value of this path coefficient indicates that there is a fairly strong positive relationship between organizational culture and organizational performance.

In the context of Robbins and Coulter's theory, this is in accordance with the idea that an organizational culture that supports performance, such as a culture that prioritizes innovation, collaboration, or work ethics, will improve organizational performance; (2) Robbins and Coulter stated that a culture that supports performance can create a conducive work environment, which encourages productivity, effective communication, and job satisfaction. The fairly strong path coefficient value supports this view. The p-value of 0.000: (1) A very small p-value (0.000) indicates that the relationship between organizational culture and organizational performance is statistically significant, meaning the relationship is not coincidental. This provides strong evidence in line with Robbins and Coulter's theory that a good organizational culture will have a real impact on organizational performance, not just coincidence or other unmeasured factors; (2) In their theoretical perspective, this significant relationship underlines the importance of organizational culture as a determining factor in organizational success.

Without a supportive culture, organizational performance can be disrupted. Confidence Interval 0.543 to 0.850: (1) A fairly wide confidence interval indicates that the positive influence of organizational culture on organizational performance is reliable. In Robbins and Coulter's theory, this strengthens the view that the influence of organizational culture on performance is not just temporary or coincidental, but is a stable and significant factor in the long term. (2) The confidence in these results confirms that a strong and positive organizational culture has a predictable and reliable impact on good performance results, which in turn

supports organizational goals. Overall, the results of this study confirm and strengthen the view in Robbins and Coulter's theory that a healthy and supportive organizational culture will result in better organizational performance. A strong culture, which is valued by all members of the organization, improves communication, motivation, and commitment which ultimately contributes to the achievement of organizational goals.

### **Motivation has a Positive and Significant Influence on Discipline at the Regional Office XI BKN Manado**

In the context of Ramon's theory of the relationship between discipline and performance, the relationship between work discipline and organizational performance can be explained through an understanding of how good discipline in working affects the performance results of individuals and the organization as a whole. Based on the results of the study stating that work discipline has a positive and significant influence on organizational performance at the Regional Office XI BKN Manado, here is a more in-depth explanation of this relationship based on Ramon's theory. The results of the study showing a positive and significant influence between work discipline and organizational performance have a close relationship with Ramon's theory.

#### ***Path Coefficient 0.041***

The path coefficient of 0.041 indicates a positive influence, although this coefficient tends to be smaller, it still shows a relationship between discipline and performance. According to Ramon, although the coefficient is small, good work discipline still has a significant impact on improving organizational performance. Although the influence is not large, maintained discipline remains one of the important factors that influences performance, especially in the long-term context.

#### ***P-value 0.000***

A very low p-value (0.000) indicates that the relationship between work discipline and organizational performance is statistically significant. This means that the relationship found is not coincidental, but rather a consistent and reliable relationship in the context of the organization. Ramon in his theory emphasizes that the relationship between discipline and performance is a relationship that is not only theoretical but also real and measurable, so that employees who have high discipline tend to show better performance.

#### ***Confidence Interval 0.252 to 0.620***

A confidence interval ranging from 0.252 to 0.620 provides an illustration that the positive influence of discipline on organizational performance can be relied on with a high level of confidence. This interval indicates that the impact of discipline on performance is very likely to be in this range, providing confidence that the results of this study can be repeated in different contexts and the results remain significant. In Ramon's theory, a wide but still positive confidence interval strengthens the view that discipline contributes significantly to organizational performance even though there is variability in other factors that also influence

This study supports the theory of the relationship between discipline and performance according to Ramon, which states that good work discipline can significantly improve organizational performance. Although the path coefficient shows a relatively small number (0.041), its influence remains positive and significant, which means that well-implemented discipline plays an important role in achieving organizational goals. The very small p-value (0.000) indicates that this result is very reliable, and the confidence interval that provides a

stable range strengthens the research results. Therefore, it can be concluded that high work discipline does contribute significantly to organizational performance, in line with Ramon's view on the importance of discipline in creating optimal performance results.

### **Organizational Culture has a Positive and Significant Influence on Discipline at the Regional Office XI BKN Manado**

The results of the study indicate that organizational culture has a positive and significant influence on work discipline at the Regional Office XI BKN Manado in accordance with Robbins and Coulter's theory.

#### ***Path Coefficient 0.431***

The path coefficient value of 0.431 indicates a positive and fairly strong relationship between organizational culture and work discipline. In Robbins and Coulter's theory, this indicates that a good and positive organizational culture plays a role in improving employee work discipline. A clear and supportive organizational culture creates norms and values that encourage employees to comply with organizational rules and procedures better. A positive and clear culture will strengthen individual awareness and responsibility for their work, which in turn improves work discipline.

#### ***P-value 0.000***

The p-value of 0.000 indicates that the relationship between organizational culture and work discipline is very statistically significant. This means that the influence of organizational culture on discipline does not occur by chance, and the relationship really exists. In the perspective of Robbins and Coulter's theory, a very small p-value indicates that organizational culture functions well to motivate employees to be more disciplined in their work, as well as more consistent in following organizational procedures and rules.

#### ***Confidence Interval 0.543 to 0.850***

The confidence interval between 0.543 and 0.850 indicates that these results are reliable, and there is high confidence that the influence of organizational culture on discipline is within that range. This also indicates that the influence of organizational culture on employee work discipline is quite strong. In Robbins and Coulter's theory, this indicates that a good organizational culture has a significant and consistent impact on the level of employee discipline in the organization.

#### ***F-Square 0.263***

The f-square value of 0.263 indicates that the influence of organizational culture on discipline is quite large. According to Robbins and Coulter, this f-square value indicates that organizational culture has a significant and strong impact on improving work discipline. This means that organizational culture not only has a small influence, but its influence is large enough to create strong discipline within the organization.

Based on the findings with a path coefficient of 0.431, p-value of 0.000, confidence interval between 0.543 to 0.850, and f-square of 0.263, it can be concluded that a good organizational culture plays an important role in improving employee work discipline. A positive organizational culture will create values and norms that support work discipline, and the results of this study indicate that a strong and clear culture has a significant impact on discipline performance in the organization. In the context of Robbins and Coulter's theory, a culture that

supports discipline is very important for achieving good organizational performance, because discipline creates order, efficiency, and optimal achievement of organizational goals.

### **Work Motivation has a Positive and Significant Influence on Organizational Performance at the Regional Office XI BKN Manado**

Based on the research results showing that motivation does not have a significant relationship with organizational performance, this relationship can be explained with the theory of motivation on performance according to Siagian. To provide a deeper understanding, let's examine the results of the study in relation to the theory put forward by Siagian.

#### ***Path Coefficient 0.021***

A path coefficient value of 0.021 indicates that the relationship between motivation and organizational performance is very weak. A small path coefficient like this indicates that although motivation can have a slight effect on performance, the impact is very small. This means that there is little relationship between the level of employee motivation and the organizational performance achieved. In the context of Siagian's theory, although motivation is important, it turns out that its influence on performance can be influenced by other more dominant factors, such as individual capacity, skills, and the organizational environment.

#### ***P-value 0.739***

The p-value of 0.739 is much greater than the commonly used significance limit (usually 0.05). This indicates that the relationship between motivation and organizational performance is not statistically significant. In Siagian's theory, this indicates that despite efforts to motivate employees, motivational factors alone are not enough to improve organizational performance. In addition, this high p-value result could mean that motivation is not the main factor influencing organizational performance in the context of this study, or that there are other variables that are more influential.

#### ***Confidence Interval (-0.072, 0.025)***

The confidence interval that includes negative (-0.072) and positive (0.025) values indicates that the relationship between motivation and organizational performance can vary. This means that the effect of motivation on performance can be negative or positive, and there is no consistent tendency towards a significant positive relationship. In Siagian's theory, this indicates that motivation is not always linearly related to organizational performance, and can be influenced by other factors, such as unsupportive working conditions or lack of adequate resources, which can actually reduce the positive impact of motivation on performance.

The results of the study showed that there was no significant relationship between motivation and organizational performance (path coefficient 0.021, p-value 0.739, confidence interval -0.072 to 0.025) in accordance with Siagian's theory which states that motivation can indeed affect performance, but is not strong enough if not supported by other factors. In this case, although employees may have high motivation, if there is no adequate work environment support, sufficient resources, or good communication, then its impact on organizational performance becomes insignificant. Therefore, to improve organizational performance, a more holistic approach is needed that combines motivation with other factors such as training, sufficient resources, and effective leadership, as explained by Siagian in his theory of human resource management and performance.

## **Discipline has a Positive and Significant Influence on Performance at the Regional XI BKN Office in Manado**

Based on the results of the study showing a positive and significant relationship between work discipline and organizational performance, it can be concluded that work discipline does have an influence on achieving organizational performance, although the path coefficient (0.041) shows a not too large impact. However, a very small p-value (0.000) and a positive confidence interval (0.252 to 0.620) indicate that discipline still plays an important role in improving overall organizational performance.

### ***Path Coefficient 0.041***

The path coefficient of 0.041 indicates that the relationship between discipline and organizational performance does exist, although the influence is not too large. Although the influence is small, it is still positive, which means that increasing discipline can contribute to improving organizational performance. In Ramon's theory, this shows that work discipline, although not a single dominant factor, is still important in creating a work structure that supports the achievement of organizational goals.

### ***P-value 0.000***

The p-value of 0.000 indicates that the relationship between discipline and organizational performance is statistically significant. This means that the relationship found is not a coincidence and has the power to influence organizational performance. From Ramon's perspective, this reinforces the view that discipline that is well implemented in an organization can have a real and significant impact on organizational performance.

### ***Confidence Interval 0.252 to 0.620***

A confidence interval that shows a range between 0.252 to 0.620 indicates that the effect of discipline on organizational performance has a fairly large and reliable impact. In the context of Ramon's theory, this indicates that the relationship between discipline and performance is not only consistent but also quite strong. This positive confidence interval shows that increased discipline can affect organizational performance in the long term with a high level of confidence. This result is in accordance with Ramon's theory, which states that discipline is the key to ensuring that individuals work according to established rules, which in turn can improve organizational performance. Although there are other factors that affect performance, discipline remains one of the factors that has a significant impact on creating a productive work environment and achieving organizational goals more effectively.

## **Conclusion**

Organizational culture has a positive and significant effect on organizational performance in the Regional Office XI of BKN Mando. Thus, a good and supportive organizational culture is very important to increase the level of discipline in the organization, which in turn can increase the efficiency and effectiveness of the organization as a whole. Motivation has a positive and significant effect on discipline in the Regional Office XI of BKN Manado. Although its influence is not large, motivation still plays an important role in increasing discipline in the organization, although other factors may also influence the level of discipline to a greater extent. Organizational culture has a positive and significant effect on organizational performance in the Regional Office XI of BKN Manado. Overall, the results of this study indicate that a strong and positive organizational culture can significantly improve organizational performance. A culture that supports the desired values and behaviors will affect

the way the organization works and its effectiveness in achieving its goals. Motivation has a positive and significant effect on organizational performance in the Regional Office XI of BKN in Manado.

Based on the results of this study, it can be concluded that motivation does not have a significant effect on organizational performance. Thus, it can be concluded that in the context of this study, motivation does not have a significant effect on improving organizational performance. Other factors may play a greater role in influencing organizational performance. Discipline has a positive and significant effect on Performance at the Regional Office XI BKN in Manado. Based on the results of this study, it can be concluded that discipline has a significant positive effect on organizational performance, although its effect is relatively weak (with a very small path coefficient. This result is reinforced by a very small p-value indicating that the relationship does not occur by chance and can be relied upon. In addition, the confidence interval shows that the effect of discipline on organizational performance has a moderate and reliable effect. Thus, it can be concluded that although discipline has a weak effect, it still plays a role in improving organizational performance. However, other factors may also contribute to improving performance more significantly.

### **Recommendation**

From the conclusions that have been presented, several recommendations that can be considered by the Regional Office XI BKN Manado are: (1) Optimizing internal communication channels. facilitating training and activities that encourage a good work culture, such as leadership workshops, team collaboration, and creativity development; (2) Changing the incentive system according to employee needs and providing awards and recognition to employees who demonstrate good discipline and achievement; (3) Creating clear rules and regulations on work discipline and ensuring they are implemented regularly; (4) Increasing the efficiency of the management system that supports performance achievement, such as by implementing a more adaptive or technology-based work system; (5) Creating an approach in organizational development programs, such as by creating a more supportive work environment based on organizational principles.

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