

Regular article

The Influence of Organizational Culture, Work Environment, and Work Discipline on Employee Performance at The Social Services Office of Medan City

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ABSTRACT

Employee performance is one of the benchmarks for government agencies in creating added value by producing goods or services to achieve organizational goals. This study aims to determine and analyze the influence of organizational culture, work environment, and work discipline on employee performance at the Medan City Social Service Office. The population consisted of 50 employees. Data collection techniques in this study were questionnaires, observation, interviews, and pre-surveys. Data analysis was conducted using multiple linear regression and descriptive statistics. The results indicate that organizational culture has a positive and significant influence on employee performance with a significance value of 0.028, work environment has a positive and significant influence on employee performance with a significance value of 0.028, and work discipline has a positive and significant influence on employee performance with a significance value of 0.049. Organizational culture, work environment, and work discipline simultaneously influence employee performance at the Social Affairs Office of Medan City with a significance value of 0.000.

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Introduction

Human resources are part of the overall management of resources available in an organization and are the most important and decisive factor in an organization because human resources have reason, feelings, desires, abilities, skills, knowledge, motivation, and work. Every organization or agency in implementing a program is directed to achieve its expected goals. The achievement of organizational goals is determined by the effectiveness of employees in carrying out their duties. Employees play a very important role in an organization so that they can perform activities optimally even though all the necessary modern equipment is available. One of the classic problems that often arises in government organizations is the low level of civil service (ASN), which ultimately has a negative impact on performance and service.

ASN is a profession for civil servants and government employees who possess integrity, neutrality, freedom from political interference,

freedom from corruption, collusion, and nepotism, and are capable of providing services to the public and fulfilling their role as a unifying element of national unity and integrity based on Pancasila and the 1945 Constitution of the Republic of Indonesia. Law No. 20 of 2023 on Civil Service Personnel (ASN) is the law regulating ASN. In the ASN Law, Article 43 stipulates that the performance management of ASN employees is the authority of the Authorized Officials at the Agency. Article 63 regulates the digitization of ASN management, which is carried out to ensure the efficiency, effectiveness, and accuracy of the implementation of processes and decision-making in ASN management, as well as to create a comprehensive ASN management ecosystem.

Performance is a function of the desire to do the job, the skills needed to complete the task, a clear understanding of what is being done and how to do it. According to Dwinanda et al (2022) Performance is basically what employees do and do not do, and is important and

necessary for an organization to achieve its goals. According to Hartini (2021), quality performance and success in achieving goals can be influenced by factors originating from within the organization, such as organizational culture and competencies that match the abilities of employees in completing their tasks and responsibilities, thereby producing quality performance. In addition to employee performance, one of the factors that influence employee performance is organizational culture.

According to Falilah & Wahyono (2019), organizational culture can help employee performance because shared values make employees feel comfortable at work, increasing their commitment and loyalty to the organization. Organizational culture varies from one company to another, and it can influence the behavior of members of that company or organization. According to Meutia & Husada (2019), organizational culture is the foundation of an organization based on beliefs, norms, and shared values about doing things. In addition to organizational culture, factors that influence employee performance include the work environment.

Sanaba et al (2022) explained that the work environment affects employee performance because the work environment plays a role in contributing to the running of the company and also influences company performance. According to Kasmir (2019), the work environment is the atmosphere or conditions surrounding the workplace, which can include the room, layout, facilities and infrastructure, and working relationships with colleagues. According to Afandi (2021), the work environment is everything that surrounds employees and can influence them in carrying out the tasks assigned to them.

Non-physical environmental conditions in the social services department that interfere with employee performance include a strict work schedule, which results in intensive deductions for employees who are late. In addition, a small number of employees feel that their performance is not appreciated, which has a negative impact on employee performance. Furthermore, an unhealthy work environment can cause employees to become easily stressed, unmotivated to work, and arrive late. Conversely, if the work environment is healthy, employees will be more motivated to work, less prone to illness, and better able to concentrate on the tasks assigned to them in accordance with the set targets.

The environment influences employee habits and behavior, which are ultimately demonstrated through attitudes, namely patterned habits. Thus, attitudes resulting from environmental influences support effective work or vice versa. If the work environment suits the needs of employees, it will support work performance, which in turn can improve employee performance. Conversely, if the work environment is not good, it will cause discomfort for employees, so that the organization

may not achieve its expected goals. In addition to organizational culture and work environment, there are other factors that influence employee performance, namely work discipline.

According to Apriyani et al (2023), work discipline affects employee performance because a disciplined attitude must be applied in carrying out work. With the formation of a sense of discipline in each person, this can increase work enthusiasm and organizational and individual goals will be achieved properly. Without high work discipline, it is difficult for companies to complete the work assigned to each employee. Therefore, employees are expected to have a disciplined work attitude. Discipline is a feeling of obedience and compliance with values that are believed to be one's responsibility, such as office tasks and employee attendance at the hours set by the company. However, in reality, a lack of responsibility towards assigned tasks affects employee performance, and if there are violations or non-compliance with deadlines, it can be assumed that performance is poor and vice versa. Timeliness is when activities can be completed or performance targets can be achieved within a specified period of time.

This study was conducted at the Medan City Social Service Office as one of the regional organizations of the city of Medan that carries out governmental authority in the social sector in accordance with its duties and functions of administering social affairs. The Medan City Social Service Office also plans, implements, monitors, and evaluates programs and activities related to social affairs in the city of Medan in order to improve the quality and professionalism of social services through the development of alternative interventions in the field of social welfare. developing awareness, capabilities, responsibility, and active participation of the community in addressing social issues in their environment, as well as improving the quality of life and welfare of social welfare problem beneficiaries (PMKS).

Based on the data, it shows that the performance of employees in the city social service in January had a total score of 1,035, which increased in February to 1,124, and increased again in March to 1,342. In April, there was an increase to 1,813, but in May, there was a decrease to 1,445, and in June, there was a decrease to 1,171 in July, an increase of 1,337 in August, a decrease of 1,051 in September, an increase of 1,057 in October, a decrease of 1,044 in November, an increase of 1,839 in December, and a decrease of 1,075. This demonstrates that there are fluctuations in performance each month, indicating that efforts to optimize employee performance are not yet optimal and lack consistency over a given period.

The company has established performance measurement targets and standards, requiring employees to achieve a minimum of 6,000 points per month. Employees who fail to meet this target will not receive performance-based bonuses. They will also be subject to disciplinary

action if they do not meet the monthly target of 6,000 total work points. Additionally, employees who are late for work or absent for more than three days in a month will face disciplinary action and will not receive performance bonuses.

Based on the first interview with Mrs. Yunie, an employee in the General Affairs Department, she said that there are certainly employees who do not achieve their work targets, such as not completing their work on time, there are still employees who are not professional in completing their tasks or work, such as taking a simple job lightly, and there are still employees who are indifferent to the established regulations. The second interview with Mr. Fery Suhery, the Secretary of the Social Affairs Department, revealed that every company has targets that must be achieved, where the performance of an employee in terms of quality and quantity must align with the responsibilities assigned to each employee, as well as adhering to the Standard Operating Procedures (SOPs) that have been established. However, in reality, very few tasks are completed each month, with the target of 6,000 total points per employee not being met.

Based on preliminary research, 60% of respondents disagreed that employees had sufficient freedom to contribute ideas in decision-making at the Medan City Social Services Office. Employees felt that they were not listened to when they raised issues related to working conditions, with 50% strongly agreeing. Forty percent disagreed that there was a competitive, achievement-oriented culture that rewarded employees for their accomplishments. The lack of an organization that provides various facilities and welfare programs for the community, with 43.3% responding that they disagree, the lack of attention to detail in decision-making and frequent mistakes, with 36.6% responding that they strongly agree, and too many changes, causing employees to feel uncomfortable and unmotivated in their work, with 46.6% responding that they strongly agree.

Based on the results of other preliminary surveys conducted at the Medan Social Services Office, an average of 50% of employees responded that they disagreed. These results can be concluded that the workload given to employees is too heavy, the workspace is cramped and uncomfortable, work facilities are often damaged, and company rules and procedures are unclear and difficult to understand. It was explained that the results of the work discipline recapitulation of the Medan City Social Service Office showed that there were still many employees who were undisciplined or late, totaling 179 employees, and 96 employees who were absent for 1 year. This was due to the fact that there were still employees who did not maximize their working time properly. If employees have high productivity and work discipline, it will certainly make government agencies run smoothly and ultimately achieve good performance and results for the agency. However, if

employees work unproductively and lack a high work ethic, and do not adhere to the rules set by the government agency, this can reduce the agency's performance.

Based on the background of the problem mentioned above, there are things that need to be studied in order to provide a clear picture of the actual condition of the company. Therefore, the author is interested in conducting research on "The Influence of Organizational Culture, Work Environment, and Work Discipline on Employee Performance at the Medan City Social Service Office." Based on the background of the title selection, the problems identified in this thesis are as follows:

- a. There are employees who lack cooperation with teammates, which affects employee performance.
- b. Some employees feel that the workspace is too cramped and uncomfortable, which affects employee performance.
- c. Some employees do not use their working hours optimally, which affects employee performance.
- d. Some employees' performance has not reached the standards set by the company, which affects employee performance.

Literature Review

Human Resource Management

Human Resources (HR) is a very important aspect that must be present in order to achieve the goals of an organization or company. Human resources are the primary element of an organization compared to other resources such as capital and technology, because it is people who control the other elements. Human resources (HR) are one of the most important factors and cannot be separated from an organization, whether it is an institution or a company. HR is also the key to determining the development of a company. In essence, HR consists of people employed in an organization as drivers, thinkers, and planners to achieve the organization's goals (Syafarina 2019). According to Dessler (2017), human resource management is the process of acquiring, training, evaluating, and compensating employees, and paying attention to work relationships, health and safety, and fairness.

Employee Performance (Y)

Performance is the result of work and work behavior that has been achieved in completing tasks and responsibilities assigned within a certain period (Kasmir, 2019). Mangkunegara (2019) further explains that performance is the qualitative and quantitative results achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. Performance is the result of work that can be achieved by an individual or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the organization's objectives legally, without violating the law and in accordance with morals and ethics. There is a close

relationship between individual performance and company performance (Prawirosentono & Primasari, 2019).

Organizational Culture (X1)

According to Burso (2018), organizational culture is a habit repeatedly performed by employees in an organization. Employees have morally agreed that these habits are customs that must be obeyed in order to carry out their work and achieve their goals. Meanwhile, Afandi (2018) states that organizational culture is the result of what is considered good and valid to be taught to new members as the correct way to align perceptions, thoughts, and feelings toward the issues faced. Hastutik et al (2021) indicate that organizational culture has characteristics, namely norms, beliefs, principles, and ways of owning an organization that distinguish it from other organizations.

Work Environment (X2)

The work environment generally refers to the place where employees carry out their work activities. At work, everyone is inseparable from their environment. A person's performance can also be influenced by the work environment. The work environment is everything that surrounds workers and has an impact on the performance of their assigned tasks (Ferawati, 2017). According to (Farizki, 2017), the work environment is also a matter of suitability, as seen in the time required to complete workloads. Obviously, both good and bad work environments can speed up or slow down a person's work process. Companies that can create a conducive and positive work environment will reap positive benefits. According to Lewa & Subono (2015), the work environment must be structured in such a way as to create a working relationship that binds workers to the environment.

Work Discipline (X3)

According to Sumadhinata (2018), work discipline is a tool used by managers to communicate with employees so that they are willing to change their behavior and to increase awareness and willingness to comply with all rules and social norms that apply in a company. Good employee discipline will accelerate the company's goals, while declining discipline will become an obstacle and slow down the achievement of the company's goals. According to Ramon (2019), work discipline is the attitude of willingness and readiness of a person to comply with and obey the norms and regulations that apply around them.

Drawing from the literature review and prior studies, a conceptual framework can be developed. Sugiyono (2016) defines the conceptual framework as a representation of the research variables and how theories connect to the variables being investigated, specifically the independent and dependent variables. The conceptual relationships between these variables will be described as follows:

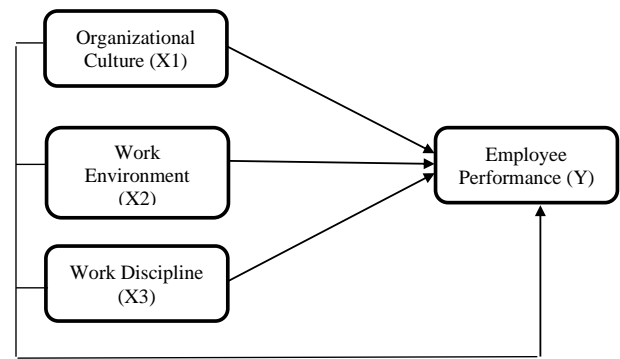


Figure 1 Conceptual Framework

Methodology

Type of research

The type of research used in this study is quantitative. Quantitative research is a method used to test certain theories by examining each relationship between variables. In this study, it is quantitative, namely data consisting of numbers of respondents' answers or data that can be calculated and will be included in calculations or used in quantitative analysis such as variables that will be studied for their influence on customer satisfaction. (Sugiyono, 2021).

Data source

This research uses primary and secondary data sources, as follows:

- According to Sugiyono, (2021), primary data is data that directly provides data to data collectors. Primary data sources are obtained through an interview activity with the research subject and by observation or observation in the field. The primary data used by the authors in the study was a questionnaire.
- According to Sugiyono, (2021), secondary data is a data source that does not directly provide data to data collectors, for example through other people or through documents. Secondary data sources are complementary data sources that function to complement the data needed by primary data. Secondary data referred to in this study is a source of research data obtained through intermediary media or indirectly published or unpublished in general.

Research Population and Sample

According to Sugiyono, (2021) population is the whole of the object under study. Population is a generalization area consisting of objects / subjects to study and then draw conclusions. The population in this study was all employees working at the Medan City Social Service Office, totaling 50 employees. According to Sugiyono (2021), a sample is a part of a number in the characteristics possessed by the population. The sample in this study used a sampling technique called saturated sampling. Saturated sampling is a sampling technique where all members of the population are used as samples. Therefore, the

conclusion is that the number of respondents used in the sample is equal to the population, which is 50 respondents.

Results and Discussion

Validity and Reliability Test Results

Table 1 Validity Test Results

Item Statement	Corrected Item Total Correlation	Table r value	Information
X1.1	0.448	0.361	Valid
X1.2	0.575	0.361	Valid
X1.3	0.401	0.361	Valid
X1.4	0.405	0.361	Valid
X1.5	0.680	0.361	Valid
X1.6	0.660	0.361	Valid
X2.1	0.621	0.361	Valid
X2.2	0.758	0.361	Valid
X2.3	0.687	0.361	Valid
X2.4	0.534	0.361	Valid
X2.5	0.490	0.361	Valid
X2.6	0.563	0.361	Valid
X3.1	0.611	0.361	Valid
X3.2	0.526	0.361	Valid
X3.3	0.405	0.361	Valid
X3.4	0.606	0.361	Valid
X3.5	0.740	0.361	Valid
X3.6	0.723	0.361	Valid
X3.7	0.495	0.361	Valid
Y.1	0.785	0.361	Valid
Y.2	0.597	0.361	Valid
Y.3	0.442	0.361	Valid
Y.4	0.400	0.361	Valid
Y.5	0.462	0.361	Valid
Y.6	0.382	0.361	Valid
Y.7	0.730	0.361	Valid

Source: Processed by researchers (2025)

Based on the statistical test results above, it is known that the corrected item correlation value > 0.361 , so the data is declared valid.

Table 2 Reliability Test Results

No	Variable	Cronbach Alpha	Results
1	Organizational Culture (X1)	0.462	Reliable
2	Work Environment (X2)	0.668	
3	Work Discipline (X3)	0.676	
4	Employee Performance (Y)	0.569	

Source: Processed by researchers (2025)

Based on the table above, it is known that the Cronbach's alpha value for all research variables organizational culture, work environment, work discipline and employee performance > 0.60 , it can be said that the overall reliability test results are reliable (reliable).

Respondent Characteristics

Table 3 Characteristics of Respondents

No.	Characteristic	Description	Number of Respondents
1.	Age	20-25 years old	10 respondents
		25-30 years old	12 respondents
		30-40 years old	15 respondents
		40-50 years old	13 respondents
2.	Gender	Male	10 respondents
		Female	50 respondents
3.	Level of education	(SMA/SMK) High school	9 respondents
		D3 (Diploma)	16 respondents
		S1 (Bachelor)	14 respondents
		S2 (Master)	11 respondents

Source: Processed by researchers (2025)

Normality Test Results

Table 4 Kolmogorov-Smirnov Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		50
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.48447281
Most Extreme Differences	Absolute	.090
	Positive	.068
	Negative	-.090
Test Statistic		.090
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Processed by researchers (2025)

Based on the data in the table above, it can be seen that the asymp. sig (2-tailed) value is $0.200 > 0.05$ so it can be concluded that this study is normally distributed and has met the requirements of the normality test.

Multicollinearity Test Results

Table 5 Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Organizational Culture	.498	2.009
	Work Environment	.523	1.913
	Work Discipline	.823	1.215

a. Dependent Variable: Employee Performance

Source: Processed by researchers (2025)

Based on the table of multicollinearity test results, it is known that the two VIF values for each variable are < 10 , and the Tolerance value for each variable is > 0.10 , so it can be concluded that there is no multicollinearity.

Heteroscedasticity Test Results

Table 6 Glejser Heteroscedasticity Test Results

		Coefficients ^a			
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	5.231	2.866		1.826
	Organizational Culture	-.007	.169	-.009	-.044
	Work Environment	-.015	.112	-.028	-.138
	Work Discipline	-.102	.117	-.140	-.874

a. Dependent Variable: ABS_RES

Source: Processed by researchers (2025)

Based on the Glejser test table above, the significance value of the three independent variables is > from 0.05, it can be concluded that there is no heteroscedasticity.

Multiple Linear Regression Test Results

Tabel 7 Multiple Linear Regression Test Results

Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	-8.391	4.561
	Organizational Culture	.609	.269
	Work Environment	.404	.178
	Work Discipline	.376	.186

Source: Processed by researchers (2025)

Based on the table above, the regression equation is obtained as follows:

$$Y = -8,391 + 0,609 X1 + 0,404 X2 + 0,376 X3 + e$$

This can be seen in the following information:

- α = with a constant value of -8.391 with the coefficients of Organizational Culture (X1), Work Environment (X2), and Work Discipline (X3) equal to zero, the employee performance is -8.391. This means that even without Organizational Culture, Work Environment, and Work Discipline, the performance is still positive.
- β_1 = with a regression coefficient value of 0.609, it can be interpreted that if the Organizational Culture (X1) variable increases by 1 score, it will be followed by an increase in Performance of 0.609.
- β_2 = with a value of Work Environment (X2) of 0.404, if there is a decrease of 1 score for Work Environment, it will be followed by a decrease in Performance of 0.404.
- β_3 = with a value of Work Discipline (X3) of 0.376, if there is a decrease of 1 score for Work Discipline, it will be followed by a decrease in Performance of 0.376.

T-test Results (Partial Test)

Table 8 T-test Results (Partial Test)

		Coefficients ^a			
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	-8.391	4.561		-1.840
	Organizational Culture	.609	.269	.328	2.268
	Work Environment	.404	.178	.321	2.271
	Work Discipline	.376	.186	.228	2.024

a. Dependent Variable: Employee Performance

Source: Processed by researchers (2025)

The results of the t-test analysis for each independent variable are as follows:

Organizational Culture (X1)

The calculated Tvalue for the Organizational Culture variable is 2.268 for a 5% two-tailed test and $df = (50-4=46)$, resulting in a T-table value of 2.008. In this case, $T_{calculated} 2.268 > T_{table} 2.008$. Furthermore, the t-probability value is sig = 0.028, while the previously set significance level α is 0.05, so the sig value $0.028 < 0.05$, thus H1 is accepted, and it can be concluded that the Organizational Culture (X1) variable has a positive and significant effect on Employee Performance.

Work Environment (X2)

The calculated t-value for the Work Environment is 2.271, with a 5% error for a two-tailed test and $df = (50-4=46)$, resulting in a table t-value of 2.008. In this case, the calculated t-value of 2.271 is greater than the table t-value of 2.008. Furthermore, the probability value of t is sig = 0.028, while the significance level α previously set is 0.05. Since sig = $0.028 < 0.05$, H2 is accepted, concluding that the Work Environment variable (X2) has a positive and significant effect on Employee Performance.

Work Discipline (X3)

The calculated t-value for the Work Discipline variable is 2.024 for a 5% error, two-tailed test, and $df = (50-4=46)$, resulting in a table t-value of 2.008. In this case, the calculated t-value of 2.024 is greater than the table t-value of 2.008. Furthermore, the probability value of t is sig = 0.049, while the previously set significance level α is 0.05, so the sig value $0.049 < 0.05$, thus H3 is accepted, and it can be concluded that the Work Discipline variable (X3) has a positive and significant effect on Employee Performance.

F-Test Results (Simultaneous Test)

Table 9 F-Test Results (Simultaneous Test)

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	F
1	Regression	644.744	3	214.915	16.617
	Residual	594.936	46	12.933	
	Total	1239.680	49		
Sig. .000 ^b					
a. Dependent Variable: Employee Performance					
b. Predictors: (Constant), Work discipline, work environment, organizational culture					

Source: Processed by researchers (2025)

Based on the table above, it is known that $F_{\text{calculated}} (16.617) > F_{\text{table}} (0.05)$ with a significance value of F is $0.000 < 0.05$ with $n = 107$, obtaining a value of $f_{\text{table}} 2.79$. From this result, it is known that $16.617 > 2.79$, so it can be concluded that H_0 is rejected and H_4 is accepted. This means that the variables Organizational Culture (X1), Work Environment (X2), and Work Discipline (X3) together have a significant effect on Employee Performance (Y). Furthermore, the probability value of f is sig 0.000, while the significance level α previously set is 0.05. Since sig 0.000 < 0.05, it can be concluded that Organizational Culture, Work Environment, and Work Discipline significantly influence Employee Performance.

Determination Test Results

Table 10 Determination Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.721 ^a	.520	.489	3.596
a. Predictors: (Constant), Work discipline, work environment, organizational culture				
b. Dependent Variable: Employee Performance				

Source: Processed by researchers (2025)

From the table above, it can be seen that the coefficient of determination (Adjusted R Square) is 0.489 or equal to 48.9%. This figure means that the independent variables consisting of Work discipline, work environment, organizational culture affect employee performance variable while the remaining 51.1% of the employee performance variable is influenced by other variables not examined in this study.

Conclusions

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

1. Organizational culture has a significant effect on employee performance in social service offices.
2. Work environment has a significant effect on employee performance in social service offices.
3. Work discipline has a significant effect on employee performance in social service offices.

4. Organizational culture, work environment, and work discipline have a significant effect on employee performance in social service offices.

Based on the conclusions obtained from the above research, the following suggestions are made:

1. The Medan City Social Services Office is encouraged to strengthen a positive organizational culture by promoting exemplary leadership that inspires and motivates employees, thereby enhancing work enthusiasm and fostering a sense of belonging.
2. It is recommended that the office reinforce discipline in task execution and workplace behavior to establish a professional and efficient work ethic across all levels of staff.
3. Future research should incorporate qualitative insights—such as interviews or focus group discussions—to explore unexamined factors that may influence employee performance, including leadership style, career development opportunities, and compensation systems.
4. Comparative studies with social service institutions in other regions or provinces should be conducted to identify cultural, organizational, or structural distinctions that may influence employee performance differently. This would enrich the generalizability and contextual relevance of the findings.

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