

# Analysis of the Influence of Organizational Culture, Motivation, Work Discipline and Work Environment on the Performance of Badan Pusat Statistik Jember Regency

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**Abstract:- The purpose of this study is to investigate how employee performance is affected by organizational culture, motivation, discipline, and work environment. The 46 BPS workers in the Jember district made up the study's population. Saturated sampling is the method employed for sampling. Multiple linear regression analysis is the technique employed. The study's findings demonstrate that, in Badan Pusat Statistik Jember Regency, raising staff performance is severely hampered by the motivation variable. However, there is no discernible relationship between the work environment, work culture, and discipline and raising the caliber of performance among BPS Jember employees.**

**Keywords:- Organizational Culture, Motivation, Discipline, Work Environment performance.**

## I. INTRODUCTION

The term "performance" in Indonesian is frequently used to refer to work energy kinetics, which is an acronym for "performance" in English (Wirawan, 2009). Organizations aim to improve performance primarily through optimizing human resources. Thus, it can be concluded that having human resources (HR) is essential to achieving high performance.

Performance is an important part of government agencies. Every employee is required to work seriously according to their field and abilities. Employees who have good performance will certainly have a good influence on a government agency, without this an agency will not run optimally. Performance itself is directly related to an employee's mentality and behavior, how today's performance is better than in the past. For individual employees, they must have pride and satisfaction in the work they have done with maximum results.

Government entities are becoming more and more in need of workers who can do tasks fast and accurately. In order to improve the organizational culture at work, each individual needs to have the guts to step outside of their comfort zones. According to Schein (1981), cited in Ivancevich et al. (2005), culture is a set of fundamental presumptions that a specific group has created, discovered, or developed while figuring out how to deal with issues of internal and external integration. These presumptions have progressed to the point where they

are deemed valid and, as a result, are passed down to new members as the proper way to see, think, and feel about the issues they encounter.

To produce quality workers or human resources (HR), a high degree of discipline is required. To make HR personnel possess efficiency, self-control, and a clean, organized demeanor, training is required. According to Siswanto's "2001" perspective, discipline is an attitude of respect, gratitude, obedience, and compliance to applicable rules, both written and unwritten. It also involves being able to carry them out and not running from accepting consequences if he disobeys his assigned duties and authority.

Employee motivation is just as vital to the development of employee performance as strict discipline. An individual's motivation is an internal and external drive that stems from their interests, wants, drives, hopes, ideals, and ambitions. The very quality of motivation has the power to induce action. "Motivation is the impact of a person's interaction with the situation they face," according to Sargent, cited by Howard, 199 (Siagian, 2004).

The President is the immediate supervisor of the Central Statistics Agency, a non-ministerial government agency. Previously, BPS was the Central Bureau of Statistics, which was established in accordance with Law Number 6 of 1960 about Census and Law Number 7 of 1960 concerning Statistics. The Statistics Law Number 16 of 1997 was enacted to replace these two laws. The name "Biro Pusat Statistik" was formally changed to "Badan Pusat Statistik" in accordance with this statute, which was then followed by statutory rules under it.

To obtain information regarding employee performance at the Jember Regency Central Statistics Agency, an assessment is carried out every month. This activity aims to see performance each month which will later be used as an evaluation. The following is a graph of the performance of Jember Regency Central Statistics Agency employees during 2021.

The trend for employee performance shown above indicates that it tends to decline every quarter. A number of projects, including the digitalization of building points, the Pre-Census Long Form population, and the problem of delaying

promotions due to Workload Analysis regulations, witnessed an increase in ad hoc work, particularly in the middle of the second quarter. Though there are a few reasons why performance isn't at its best, the Jember Regency Central Statistics Agency has accomplished good results in the process.

## II. THEORETICAL REVIEW

### ➤ *Organizational Culture*

As the dynamics of the climate within businesses grow, it appears that the phrase organizational culture is evolving as well. Because of this, the concept of organizational culture has been developed in a variety of ways. This is because the term "culture" was taken from the fields of anthropology and sociology, and it has national connotations. Additionally, because the implications of culture are so broad, they can be examined from a variety of angles. Nonetheless, most contend that a shared set of values forms the basis of culture during the adaptation process (Trice and Bayer, 2009: 128).

The standards and beliefs that guide an organization's members' behavior are known as its culture (Lutham, 2012: 89). Members of the organization typically recognize the beliefs, values, and coping mechanisms that make up the organization's culture (Brown, 2008: 34). Society Robbins (2008) asserts that several significant traits serve as markers of organizational culture.

Workplace culture, according to Sulakso (2002), is the way we operate here or the attitudes and behaviors of employees to execute their jobs. In order for a diversity of values to emerge and be appropriately adopted within the parameters of the organization's work, each work process or function must have differences in work.

According to Triguno (2003), work culture is a philosophy that is based on the idea that life is about values that become characteristics, routines, and motivating factors that become ingrained in the existence of a community group or organization. From attitudes, behavior, beliefs, and ideals are then reflected into ideas, opinions, and actions that are carried out as work or work.

Workplace culture, according to Biech, is all that has the sense of a drawn-out process that is continually improved by the needs and aptitudes of human resources. Human resource capabilities themselves need to align with established guiding principles.

According to Mangkunegara (2005), an organization's work culture is a set of presumptions or a system of beliefs, values, and standards that are established within it and that members can use to guide their conduct in order to overcome issues with internal integration and external adaptation.

In his book Human Resource Management, Hadari Nawawi defines work culture as follows: Work culture is a habit that employees in an organization carry out repeatedly; violations of this habit do not have strict consequences, but the actors in the organization have morally agreed that these habits

are habits that must be adhered to in order to carry out work to achieve goals.

Work Culture is a philosophy based on a view of life as values that become traits, habits, and driving forces, entrenched in the life of a community group or organization, and which is reflected in attitudes into behavior, beliefs, ideals, opinions, and actions that manifest as work or work, according to Triguno in his book Human Resource Management.

### ➤ *Motivation*

The Latin word "Movere," which meaning "to move," is the source of motivation. A person becomes motivated when they experience a variety of internal or external processes that lead to a positive attitude when performing an action. According to Handoko (2010), motivation is a subjective state that propels a person's desire to fulfill specific objectives in order to accomplish goals. According to Hasibuan (2016), motivation is the supply of a driving force that arouses an individual's excitement, enabling them to collaborate, work efficiently, and integrate all of their efforts in order to attain satisfaction.

Self-adjustment is considered to satisfy motives. Motivation is the desire to perform actions, which begins with an inner urge (drive) and ends with self-adjustment (Mangkunegara, 2015:93).

According to Hamali, S.S., M.M. (2018:133), motivation is defined as an element that propels an individual's action since it serves as an incentive for them to perform a particular task. An individual needs a driving force behind every action they take. One's needs and desires are typically what motivate someone to engage in a specific activity. There are differences between the needs and desires of an individual and those of other individuals. A person's internal brain processes give rise to differences in their needs and preferences. "This mental process is the formation of self-perception in the person concerned and the process of forming self-perception is essentially a person's learning process regarding everything they see and experience from the environment around them."

This notion of motivation, however, comes from Isnari Budiarti: "Work motivation can provide energy that drives all existing potential, creates high and noble desires, and increases togetherness." In order for the workforce to effectively accomplish the previously established company goals, each party must adhere to the norms and standards set by respecting, needing, understanding, and appreciating one another's rights and obligations throughout the entire work process.

### ➤ *Work Discipline*

One managerial tool used to motivate staff to comply with these mandates is discipline. Since an employee's accomplishments are correlated with their level of discipline, discipline also affects how well they perform. Employee compliance, willingness, and awareness of following company policies and procedures constitute discipline.

According to Sutrisno (2009, p. 87), discipline is a force that arises naturally inside an employee's body and leads them to willingly adjust to rules, decisions, and high standards of behavior and performance. Mangkunegara (2013, p. 129) defines work discipline as the application of management to reinforce organizational policies.

Accordingly, discipline is a management action to enforce the regulations that apply to the agency, according to the opinion of the experts mentioned above. Rules are highly helpful in guiding and coaching staff members in developing appropriate policies and procedures for the organization. Moreover, efficient and effective operations, worker morale, and efficiency will all rise with sound laws. This is a major help in achieving agency objectives. Sutrisno (2009, p. 89) lists the following as the elements influencing discipline:

- The extent of the pay offered.
- If the organization has role models or not.
- Whether or whether there are unambiguous guidelines available.
- The audacity of leadership to act.
- The presence or absence of leadership oversight.
- Whether or not workers are given attention.
- Habits that facilitate the development of discipline are formed.

Discipline is an attitude of a person's preparedness and willingness to obey and comply to the regulatory rules that apply around him, according to Singodimedjo in Sutrisno (2017: 86). While deteriorating employee discipline will become a barrier and slow down company goals, strong employee discipline will accelerate company goals. As stated by Rivai (2011:825), "Work discipline is a tool that managers use to communicate with employees in an effort to raise a person's knowledge and willingness to obey all corporate regulations and in order to get them to change behavior." Siagian (2011: 230) states that positive examples of discipline will be seen in the environment, such as: The high degree of employee concern for reaching company goals, The employees' great degree of initiative, passion, and work ethic in completing their tasks, The employees' strong sense of accountability to perform their jobs as best they can. excellent, fostering a strong sense of camaraderie and belonging among workers, and raising worker productivity and work efficiency.

#### ➤ *Work Environment*

The physical, social, and psychological aspects of a workplace that affect worker productivity and performance are generally referred to as the work environment. According to some experts, the work environment is everything that surrounds people and has an impact on how they work and perform their jobs. Some experts contend that the entirety of the tools and equipment that workers encounter—including the setting, working procedures, and individual or group work arrangements—makes up the work environment. Organizational work environment elements, in accordance with Mangkunegara (2011), are very supportive of individuals' attaining work performance. As per Sedarmayanti (2011:2), the entirety of the instruments and materials used, the surrounding

milieu in which an individual works, his techniques, and work arrangements for both solo and group work comprise the work environment. Nitisemito (2008: 183) asserts that the work environment encompasses all elements surrounding an employee that may impact their ability to complete tasks, such as noise levels, cleanliness, and other factors.

#### ➤ *Employee Performance*

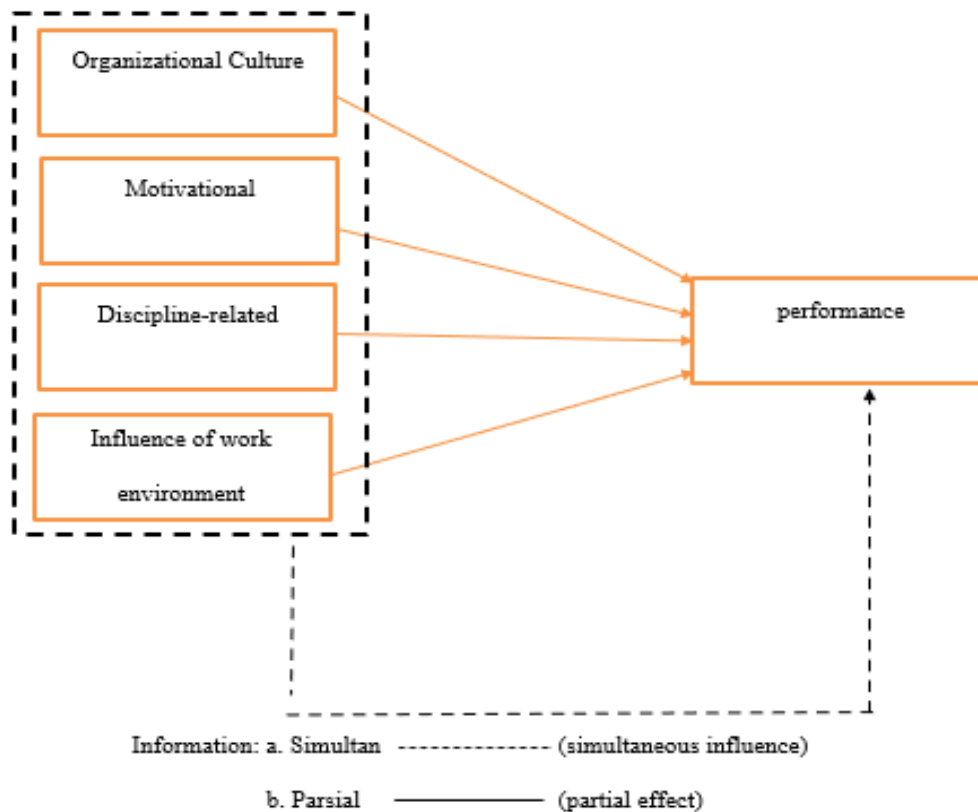
In order to determine the efficacy and success of an employee's performance, the organization must conduct a performance evaluation of the worker. "Performance evaluation is the process of analyzing how well employees accomplish their task when compared to a set of standards, and then communicating this information to employees," state Mathis and Jackson (2016:61). As stated by Thomas and Scott in Hasibuan (2016: 28), "A manager's most significant duty is to evaluate an employee's work performance through performance appraisals."

According to Robbins (2008), an employee's performance is determined by how hard they work and how much energy they put into their task. Employee performance, according to Mangkunegara (2010), is the outcome of the quantity and quality of work that an employee completes in order to fulfill his obligations in line with the tasks assigned to him. Employee performance, according to Sutrisno (2010), is the result of a person's accomplishment in completing tasks. According to Azhad et al. (2015), performance is the outcome that workers get throughout a specific time frame.

Performance is the outcome of work that an individual or group of individuals in an organization can accomplish in accordance with their separate responsibilities and authority in an effort to meet organizational goals, according to Prawirosentono (2012:120). The performance of an organization is closely correlated with the performance of its individuals; in other words, high employee performance is likely to translate into high organizational performance. Performance is the outcome of work that can be accomplished by an individual or group of individuals in an organization, in accordance with their obligations, according to Arifin et al (2015: 120).

### III. RESEARCH METHODS

The impact of organizational culture, motivation, work environment, and discipline on the productivity of employees at the Jember District Central Statistics Agency is examined in this study. Work environment, work discipline, motivation, and organizational culture are research objects that act as independent variables. Performance is the dependent variable and the research object. The participants in this study are all BPS Jember Regency employees. The study employed a survey as its method, and structured questions in the questionnaire were used to collect data. The data collection technique employed in this research involved gathering information from respondents without the need for sampling. The following explanations of the relationships between the variables are provided:



**Fig 1:** Conceptual Framework

The 46 participants in this study are all Regency BPS personnel, 39 of whom are State Civil Apparatus and 7 are PPNPN (non PNS government officials). Partially and concurrently conducted, parameter testing and hypothesis testing are meant to determine whether a proposal is accepted or rejected. An assertion or statement about a population that may or may not be true is called a hypothesis. Hypothesis will be able to ascertain the truth or falsity of a study by monitoring the whole population. Hypothesis testing is done for both partial and simultaneous testing parameters in this study. The significance of the simultaneous testing parameters is  $<$ test level (alpha), which indicates that at least one variable (X) effects variable (Y).

#### IV. RESEARCH RESULTS AND DISCUSSION

The variables Organizational Culture Elements, Motivational Factors, Discipline Factors, and Work Environment Factors show the outcomes of the analysis that has been done on the factors that influence performance.

##### ➤ *Organizational Culture Factors' Effect on Performance*

Based on the results of data analysis, the calculated t value = 0.518 and the t table value is 2.020, where  $0.518 < 2.020$ , so a decision can be made if the calculated  $t < t$  table shows that the Organizational Culture Factor variable has no effect on the performance of BPS Jember.

Employee performance will be maximum when employees have the courage to take innovative solutions, work in a coordinated and structured manner and there is supervision. In reality, these innovative solution actions sometimes conflict with the SOPs implemented in a job, thus hindering the

employee's own performance. Coordinated and structured work for employees is very necessary to lighten employee workload and increase performance, but there are times when work does not go well because there are parts that cannot coordinate which results in decreased performance. In this case, supervision and sanctions are needed so that employees do not commit violations.

The above phenomenon can also be supported by the age of the respondents in this questionnaire. The differences in ages classified as young, middle and advanced are almost the same, which can be concluded that there are differences in thinking in each age group. The tendency of young people to be more innovative so they can do work faster. This is different from the older age groups who are more likely to hold SOPs for job referrals, although this is true, sometimes the process can take longer.

The findings of this study also conflict with earlier research by Fachreza et al. (2018), which found a strong correlation between organizational culture and performance.

##### ➤ *Motivational Factors' Effect on Performance*

Based on the results of data analysis, the calculated t value = 2.618 and the t table value is 2.020, where  $2.618 > 2.020$ , so a decision can be made if  $t$  calculated  $>$  t table shows that the Motivational Factor variable has an influence on performance at BPS Jember.

This motivation factor is appropriate in the sense that the higher the motivation, the better the performance. Factors that include motivation include being willing to work hard to achieve targets, being focused at work, and being willing to



learn new things continuously. In line with the coverage of the factors above, BPS Jember employees always complete work according to targets, focus and learn new things continuously. This is done so that there is no backlog of work and by learning new things can improve the performance of BPS Jember employees.

A third of employees are over 45 years old, and over a third have worked for more than 31 years, according to the questionnaire's results. The aforementioned criteria can serve as indicators of an employee's cognitive maturity, so enabling them to serve as role models for junior staff members and other employees of a similar age, thereby enhancing their performance.

Additionally, nearly 90% of respondents strongly agreed or agreed when it came to the findings of their answers to the incentive elements. This response's findings support the findings of earlier studies that Saripuddin 2019 looked at, which indicate that motivation has a major impact on worker performance.

#### ➤ *Discipline-related Factors' Effect on Performance*

Based on the data analysis results, a conclusion can be taken if the calculated  $t < t$  table indicates that the Discipline Factor variable has no effect on the performance of BPS Jember. The computed  $t$  value = 0.368 and the  $t$  table value is 2.020, where  $0.368 < 2.020$ . Employee performance is significantly impacted by discipline; some evidence of this include consistently leaving work and returning home within the designated hours, even though some employees fail to do so because they are overly concentrated on their work and fail to remember. This individual does well when it comes to work focus, but regrettably, they perform poorly when it comes to administrative attendance.

The demographic composition of BPS Jember personnel is about 68% young. Their focus when working is on completing the task at hand with the best possible outcome, but occasionally they overlook the supporting element "absence," which is crucial to the standard operating procedure for the job. Thus, even when they labor past working hours, some employees neglect to take time off because they are overly preoccupied with their jobs. Employees that work well but lack discipline suffer greatly from things like this because they tend to forget about attendance. The findings of this study contradict those of other studies (Astutik 2019), which found that performance is significantly impacted by discipline.

When viewed from the respondents' answers regarding the discipline factor, most of them agreed. Researchers draw the conclusion that these employees are actually aware and understand the importance of attendance both coming and going home, it's just that because of their high work enthusiasm and "youthful spirit" they sometimes neglect attendance.

#### ➤ *Influence of work environmental factors on performance*

Based on the results of data analysis, the calculated  $t$  value = 0.794 and the  $t$  table value is 2.020, where  $0.794 < 2.020$ , so a decision can be made if the calculated  $t < t$  table shows that

the Work Environment Factor variable has no effect on the performance of BPS Jember.

The workplace, which promotes comfort and safety, is a tool for facilitating efficient operations. a welcoming and comfortable work environment for staff members in order to enhance their performance in completing their tasks. Ensuring that staff feel comfortable and have the ability to boost performance makes facilities equally crucial. Under various circumstances, this facility no longer offers comfort for whatever reason, but because of a sense of responsibility, BPS Jember staff continue to perform at a high level.

Ninety percent of respondents agreed with the work environment aspects in the questionnaire, indicating that they were content with the work environment at BPS Jember even though the current facilities needed to be renovated. In actuality, these findings run counter to research by Kristianti et al. suggesting that performance is influenced by the work environment. This occurs as a result of workers beginning to adjust and becoming aware of the working environment.

#### ➤ *The simultaneous effects on performance of work environment, discipline, organizational culture, and motivation*

At a substantial level of five percent, organizational culture, motivation, discipline, and work environment characteristics have a considerable impact on performance, as evidenced by the result above, which shows that  $F_{count} > F_{table}$  ( $2.919 > 2.594$ ). Accordingly, the theory proposes that elements of the work environment, motivation, organizational culture, and discipline all have a big impact on performance.

These four elements have a significant impact on how well Jember Regency BPS personnel execute. The performance of employees will not be attained if any one of these four requirements is not fulfilled.

## V. CONCLUSION

The following conclusions were drawn in light of the previously mentioned analysis and discussion results:

- The performance of BPS Jember is not partially impacted by organizational culture issues. This demonstrates that risk-tolerant, integrated, and control aspects of company culture have no bearing on output.
- A substantial impact of motivational elements is seen in BPS Jember employees' performance. This demonstrates how motivational elements like tenacity, task/goal orientation, and hard labor have a big impact on BPS Jember employees' performance.
- Employee performance at BPS Jember is not influenced in part by discipline factors. This demonstrates that the primary factor influencing performance is the discipline factor, which includes following established work schedules, adhering to SOP and predetermined guidelines, and adopting socially acceptable behavior when completing tasks that involve interacting with respondents and service users. The responses of respondents who agreed at 64.5 percent indicate that the discipline aspect is thought to be sufficient.

- The work environment has no discernible impact on BPS Jember's performance. However, elements of the work environment, such as amicable working relationships, effective work communication patterns, and reasonably appropriate workspaces, have a significant impact in determining how well employees perform. In this survey, 50.7 percent of respondents agreed with the psychological variables.
- A number of elements, including work environment, discipline, motivation, and organizational culture, simultaneously and significantly affect BPS Jember employees' performance. Therefore, it can be inferred that BPS Jember's performance can be enhanced by raising the quantity and quality of organizational culture, motivation, discipline, and work environment variables.

### IMPLICATIONS

The findings of this study indicate that performance is mostly dependent on one independent variable, namely the motivation component. On the other hand, job satisfaction is not influenced in part by aspects related to work environment, discipline, or corporate culture.

All things considered, BPS Jember's performance is concurrently impacted by these four factors. Workplace culture, discipline, and organizational culture all have a significant impact on performance, even when they do not have a partial effect. Researcher recommendations include:

- Employees can align innovation to a job while still referring to existing SOPs. If the existing innovation deviates from the SOP, consultation can be carried out with the leadership and then an official report can be prepared as to why the innovation was carried out.
- BPS Jember employees continue to maintain and maintain current motivation, namely focusing on work and learning new things continuously to help make it easier to complete work.
- Implement a culture of "reminding each other" to carry out attendance at the beginning and end of working hours, so that employees are no longer negligent about the attendance that must be carried out.
- Carry out a check list and regenerate the facilities in the office so that good condition of the facilities will further improve employee performance.

### SUGGESTION

Based on the researchers' findings, recommendations for additional research are made. Those who are interested in carrying out comparable studies should keep an eye out and investigate the issues with organizational culture, motivation, discipline, and other aspects of the work environment by including additional variables. could be impacted by things like leadership, finances, and other factors.

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