

THE INFLUENCE OF ORGANIZATIONAL CULTURE, WORK DISCIPLINE, AND COMPENSATION ON THE PERFORMANCE OF JANITORS IN HOSPITALS

Muti Adam¹, Ismartaya², Tini Kartini³, Indah Permata⁴

^{1,2,3}Management Study Program, Faculty of Economics, University of Djuanda

⁴Head of Sub-Directorate Lingja Dit Bela Negara Directorate General Pothan Kemhan

Email : ismartaya@unida.ac.id

ABSTRACT

This study aims to determine the conditions of organizational culture, work discipline, compensation and employee performance, to analyze the influence of organizational culture, work discipline and compensation on employee performance simultaneously, and to analyze the influence of organizational culture, work discipline, and compensation on performance partially on the cleaning service staff of Ciawi Hospital, Bogor Regency. The research approach uses descriptive quantitative methods. The research population was all janitors at Ciawi Hospital, Bogor Regency, which amounted to 95 people. The technique used in sampling in this study is saturade sampling. Analysis of the data using multiple correlation coefficient and analysis of the coefficient of determination. The result showed that organizational culture, work discipline, and compensation bpth simultaneously and partially had a positive and significant effect on the performance of the cleaning staff at Ciawi Hospital, Bogor Regency.

Keywords: Organizational Culture; Work Discipline; Compensation; Performance

INTRODUCTION

Human resources are essentially one of the capitals and play an important role in the success of the company or agency, even the back and forth of the company is determined by the existence of human resources. The success of an organization is greatly influenced by the individual performance of its employees. Every organization or company will always try to improve employee performance, with the hope that what is the company's goal can be achieved. Every program in the company or agency will be successful if implemented by the right person or party, the work achieved will be in accordance with the authority and responsibility in order to achieve its goals. Organizations need to develop the resources that have been achieved by their employees, therefore organizations demand that employees display optimal performance because the good and bad performance achieved by employees will affect the performance and success of the company as a whole.

Employee performance according to Edison (2018), performance is the result of a process that refers to and is measured over a certain period of time based on predetermined terms or agreements. In carrying out the performance function, of course, it does not stand alone, but is influenced by several factors, namely compensation, work environment, organizational culture, leadership, and work motivation, work discipline, job satisfaction, and communication. According to Sopiah (2018), organizational culture that is formed, developed, strengthened or even changed, requires practices that can help unite members' cultural values with organizational cultural values. Organizational culture in this study is the habits and norms applied in the company to be used as guidelines for employees in working and doing activities

in a company depending on the extent to which employees work hard and disciplined, but there are still many who do not understand that discipline is strongly influenced by the culture that has been implemented by the company or agency.

According to Hamali (2018), work discipline is a force that develops in the body of employees and can cause employees to adjust voluntarily to regulatory decisions, and high value from work and behavior. In addition, work discipline is useful for educating employees to comply with regulations, procedures, and policies in the company so as to produce good work discipline. According to Hasibuan (2017: 118), compensation is all income in the form of money, direct or indirect goods received by employees in exchange for services provided to the company. Compensation plays an important role for employees as individuals because the amount of compensation reflects a measure of employee value among the employees themselves, their families and the community. Compensation needs to be well designed by company management to have a positive impact on the development of the company concerned.

RSUD Ciawi Bogor Regency is a government agency engaged in health services. RSUD Ciawi is one of the local government hospitals of Bogor Regency located on Jl. Raya Puncak No. 479 Ciawi, in the institution many human resources move according to their respective formations, one of which is that cleaners have six company values in the agency. This is listed in Table 1 of Company Values of Organizational Culture.

Table 1 Company Values of Organizational Culture

No	Organizational Culture	Description
1	Friendly	Always have a sincere smile which means ready to serve
2	Care	Empathy, dedicative, holistic and integrative
3	Honesty	Truth is the foundation of fostering trusting relationships
4	Innovative	Service, administration and organization, concepts, policies, and systems
5	Professionalism	Always ready when needed
6	Cooperation	To Build a more effective health care delivery system

Source: RSUD Ciawi, 2021

In the implementation of organizational culture at RSUD Ciawi is still not fully applied in daily work activities, especially on the part of janitors, organizational culture is still not running well. In addition to organizational culture, it must also be able to create a condition that can result in disciplined employees at work. Employee work discipline is an attitude of a person's willingness and willingness to comply and obey all regulatory norms that apply in the organization or company where they work.

Based on the Pre-Survey Results dated February 14, 2022, regarding the implementation of organizational culture through the distribution of questionnaires to 35 cleaners or 37% of the total 95 cleaners. It is known that the organizational culture at RSUD Ciawi is still not optimal, having an average value of "Yes" answer percentage of 99% with the highest score of 100% and the lowest of 88% and the percentage of "No" answers of 1% with the highest score of 12% and the lowest of 0%.

This can be clearly seen in the first statement regarding the work system used by the hospital, as many as 2% of employees still do not agree with this statement. The second statement is ready to take risks at work as many as 9% of employees do not want any work risks that are their responsibility, and the sixth statement, trying to cooperate with members of the work unit as many as 2% of employees do not agree to it, because there are still employees who do not cooperate at work.

Thus, it can be concluded based on the results of the pre-survey above that organizational culture is still not implemented optimally because there are some employees who have not implemented it and are not in accordance with the expectations of the agency.

In addition to organizational culture that needs to be considered for employees, namely work discipline, but the janitors still lack encouragement from superiors and the absence of leave tolerance as the rules in the 2003 Manpower Law so that employee officers are required to work optimally. The following are the times set by RSUD Ciawi Bogor:

Table 2 Working Hours Janitor Ciawi Bogor Hospital 2020

Day	Shift 1			Shift 2		
	In	Break	Out	In	Break	Out
Monday	06.00	12.00 – 13.00	14.00	14.00	18.00 – 19.00	21.00
Tuesday	06.00	12.00 – 13.00	14.00	14.00	18.00 – 19.00	21.00
Wednesday	06.00	12.00 – 13.00	14.00	14.00	18.00 – 19.00	21.00
Thursday	06.00	12.00 – 13.00	14.00	14.00	18.00 – 19.00	21.00
Friday	06.00	11.30 – 12.30	14.00	14.00	18.00 – 19.00	21.00
Full Shift						
Saturday	06.00		12.00 – 13.00		17.00	
Sunday	06.00		12.00 – 13.00		17.00	

Source: General Sub-Section of RSUD Ciawi, 2022

Based on Table 1.2 above, it is known that janitors at RSUD Ciawi Bogor set seven (7) working days in one week, namely Monday – Sunday with working hours Monday – Friday entering at 06.00 – 14.00 WIB for the morning shift and for the afternoon shift entering at 14.00 – 21.00 WIB while Saturday and Sunday are full shifts.

But even so, there are still cleaners who often arrive late and leave prematurely. It is known that the average employee absenteeism during 2020 was 2.11%. This exceeds the standard limit set by RSUD Ciawi which is 1%. According to Halsey (2017) the maximum company attendance tolerance level is 5%, this can negatively affect employee performance, meaning that the higher the absenteeism rate will affect the low performance of employees.

The percentage above shows the results of employee absenteeism at work either sick, permission, or without information or alpa. The highest average percentage of absenteeism occurred in September at 3.60% or as many as 89 people, while the lowest percentage occurred in January at 1.52% or as many as 39 people. When viewed from the standard percentage of attendance that has been determined, every month it can be said that it is not feasible not to work and be responsible for duties. However, according to this theory, company absenteeism of 5% can be tolerated at 2% absenteeism.

In addition to employee absence, tardiness is also one that can determine the level of discipline. It is known that the percentage of employee delays is 0.66% or around 16 people, with the highest percentage being in November at 0.81% or around 19 people who arrive always late. While the lowest percentage in June was 0.45% or around 11 people, this was due to lack of work discipline at Ciawi Hospital.

In addition, compensation factors can certainly affect performance. One form of basic compensation is salary. Salary is cash received by employees every certain period. The following compensation data provided by RSUD Ciawi to janitor employees, that is:

Table 3 Compensation Data of Ciawi Hospital for the 2020 Period

Section	Compensation				
	Salary	Allowances			Incentif
		BPJS	Transport	THR	
Cleaning Officer	✓	-	-	✓	✓

Source: General Sub-Section of RSUD Ciawi, 2022

According to Government Regulation No. 78 of 2015, article 5 clearly regulates the percentage of basic salary to be at least 75% of the total basic salary along with fixed allowances.

METHODS

According to Firmansyah (2018) management is the art and science of planning, organizing, compiling, directing, and supervising human resources to achieve goals that have been set in advance. According to Afandi (2018) Human resource management is the science and art of managing the relationships and roles of the workforce efficiently and effectively so as to achieve the goals of the company, employees and society.

Object and Location of Research

This study will examine the influence of organizational culture, work discipline, and compensation on the performance of cleaners at Ciawi Hospital, Bogor Regency. As the object of research is a janitor at Ciawi Hospital, Bogor Regency. The location of the research will be carried out at RSUD Ciawi Bogor Regency which is located at Jl. Raya Puncak Gadog No. 479 Desa Bendungan Ciawi District, Bogor Regency.

Research Design

In this study, quantitative and qualitative approaches were used with survey methods. The type of research used in this study is descriptive and verifiative research.

Research Variables

Independent (free) variable X1 = Organizational Culture X2 = Work Discipline X3 = Compensation Dependent (bound) variable Y = Performance

Unit Analysis

The unit of analysis in this study was all employees of the janitors of Ciawi Hospital, Bogor Regency.

Population and Sample

The total population in this study is all cleaners working at RSUD Ciawi Bogor Regency which amounts to 95 people. For this reason, samples taken from the population must be truly representative (representative).

Sampling Techniques

In this study using random sampling technique where all individuals in the population either individually or together are given the same opportunity to be selected as members of the sample. The sampling method used in this study is the saturated sample method. The saturated sample method is a sampling technique when all members of a population are used as samples.

Validity Test

The validity test in this study used variable X as many as 30 questions and Variable Y as many as 15 questions. The following Table 4 is a recapitulation of the validity test results for each variable.

No	Variable	Indicator	Item Statement	Number of Items Before Validity Test	Invalid Items	Number of Items After Validity Test
1	(X ₁)	1. Innovative risk calculation	1-3	3	-	3
		2. Result Orientation	4-6	3	-	3
		3. Employee Interest Orientation	7-9	3	-	3
		4. Detail Orientation	10-12	3	-	3
2	(X ₂)	1. Attitude	1-3	3	-	3
			4-6	3	-	3
		2. Norm	7-9	3	-	3
		3. Responsibility				
3	(X ₃)	1. Base Salary	1-3	3	-	3
			4-6	3	-	3
		2. Variable Salary	7-9	3	-	3
		3. Benefits				
4	(Y)	1. Quality of Work	1-3	3	-	3
			4-6	3	-	3
		2. Working Quantity	7-9	3	-	3
			10-12	3	-	3
		3. Responsibility	13-15	3	-	3
		4. Collaborate				
		5. Initiative				
Total		-	45	45	-	45

Source : Questionnaire Data (Processed), 2022

Coefficient of Determination Analysis (R²)

In this study, in order to determine the percentage of change in the dependent variable caused by the independent variable, thus you can use the coefficient of determination. If R² is high, the percentage of change with the dependent variable will be higher, and vice versa. To decide the impact of the independent variable on the dependent variable simultaneously can use the F test with the following criteria:

The result is if $F_{\text{calculate}}$ is lower than or equal to F_{table} ($F_{\text{calculate}} \leq F_{\text{table}}$) at $\alpha = 0.05$ thus H_0 is accepted while H_a is rejected, and if $F_{\text{calculate}}$ is higher than F_{table} ($F_{\text{calculate}} > F_{\text{table}}$) at $\alpha = 0.05$ then H_0 is rejected while H_a is accepted. To decide the impact of each independent variable on the dependent variable can partially use the F-test with the following criteria: The result is if t_{count} is lower or equal to t_{table} ($t_{\text{count}} \leq t_{\text{table}}$), then H_0 is accepted and H_a is rejected, and if t_{count} is higher or equal to t_{table} ($t_{\text{count}} > t_{\text{table}}$), then H_0 is rejected and H_a is accepted.

Hypothesis Testing

To prove the reality of correlation analysis calculations, it is necessary to test the null hypothesis (H_0) and alternative hypothesis (H_a). This test will use the T distribution, with a certainty $(1-\alpha)$ of 95% and a probability rate of N-5-1 to test the hypothesis of being accepted or rejected.

RESULTS AND DISCUSSION

Employee Characteristics

The majority of employees are male aged 28-32 years with the last education of high school/equivalent, have marital status, the majority are married and have worked for about 5-6 years.

The following is a recapitulation of employee answers regarding organizational culture, work discipline, compensation, and employee performance.

1. Organization Culture

No	Statement	Value	Criteria
1	Ready to take risks in doing the work for which I am responsible	4,55	Excellent
2	Always provide innovative ideas at work.	3,78	Good
3	Able to tolerate occupational risks	4,14	Good
4	Always work with emphasis on optimal results	4,54	Excellent
5	Strive to improve the effectiveness of the way of working in order to obtain optimal results	4,56	Excellent
6	Always think how to get work done quickly and with optimal results	4,58	Excellent
7	Always coordinate with colleagues and leaders	4,28	Excellent
8	Strive to collaborate with other task force members to improve the best outcomes for the hospital	4,66	Excellent
9	Work is completed with teamwork according to assignment from superiors	4,70	Excellent
10	Always required to complete work quickly and meticulously	4,57	Excellent
11	Management provides clear information about the measure of success in my work	4,17	Good
12	My leaders always give direction and communicate clearly and in detail the work I need to do	4,08	Good
Average employee assessment of organizational culture variables		4,38	Excellent

Source : Primary Data, 2022

Based on table 7 is a recapitulation of the average employee assessment of organizational culture variables of 4.38 with **very good value** interpretations.

2. Work Discipline

No	Statement	Value	Criteria
1	Always be friendly with leaders and colleagues	4,66	Excellent
2	Attend and leave on time in accordance with the provisions of the agency	3,58	Good
3	Always wear a predetermined work uniform	4,26	Excellent
4	Always try to carry out tasks properly and according to the rules	4,46	Excellent
5	Maintain behavior in accordance with applicable norms	4,21	Excellent
6	Able to accept sanctions if you make a mistake	4,26	Excellent
7	Always use my time as well as possible so that my work is completed on time	4,15	Good
8	Use and maintain hospital property properly	4,00	Good
9	Always try to do the task well and according to the rules	4,63	Excellent
Average employee assessment of labor discipline variables		4,24	Excellent

Source : Primary Data, 2022

Based on table 8, it is a recapitulation of the average employee assessment of labor discipline variables of 4.24 with a **very good value** interpretation.

3. Compensation

No	Statement	Value	Criteria
1	The salary received is in accordance with economic needs	3,75	Agree
2	The salary received is decent	3,84	Agree
3	The salary received is less than standard with workers	4,52	Totally Agree
4	The incentives provided are beneficial for personal and family life	4,04	Agree
5	Bonuses received according to work performance	4,29	Totally Agree
6	The incentives that have been given by the hospital are fair	4,50	Totally Agree
7	Benefits received as expected	3,94	Agree
8	The hospital pays attention to meeting the needs and facilities of office equipment and employees	3,88	Agree
9	Do not feel the existence of social security in the division of work	4,27	Totally Agree
Average employee assessment of compensation variables		4,11	Agree

Source : Primary Data, 2022

Table 9 is a recapitulation of the average employee assessment of the compensation variable of 4.11 with an **affirmative** interpretation.

4. Employee Performance

No	Statement	Value	Criteria
1	My work is better than before	4,53	Totally Agree
2	According to my colleagues, my work is very good	4,63	Totally Agree
3	My boss gave me a good assessment of my work	4,50	Totally Agree
4	The amount of work I handle always meets the set target	4,61	Totally Agree
5	Mastering the field of work I am currently working in	4,66	Totally Agree
6	Have excellent skills in carrying out my work	4,85	Totally Agree
7	Always complete the work that has been my responsibility within a certain period of time well	4,37	Totally Agree
8	Maintain the punctuality and perfection of my work	4,40	Totally Agree
9	Always try to seriously complete the work to completion	4,54	Totally Agree
10	Easy to work with colleagues in the same section or division	4,05	Agree
11	Easy to work with colleagues in other sections or divisions	3,93	Agree
12	Able to provide suggestions, criticism or constructive input for the work team	4,16	Agree
13	When a colleague is unable to attend, I take responsibility for his or her place	3,64	Agree
14	After finishing the work, I did another task	4,31	Totally Agree

15	Offer to help a colleague when he is very busy	4,82	Totally Agree
Average employee assessment of performance variables		4,36	Totally Agree

Source : Primary Data, 2022

Based on Table 10 is a recapitulation of the average employee assessment of performance variables of 4.36 with interpretations of **strongly agree**.

Multiple Regression Testing

Multiple linear regression analysis is used to predict how the state (rise and fall) of the dependent variable, if two or more independent variables as predictor factors so that it can be known whether or not there is an influence of the independent variable on the dependent variable. From the results of the study, a regression equation was obtained, namely :

$$Y = 4.037 + 0.694 + 0.587 + 0.439 + \varepsilon$$

The result can be interpreted as α constant of 4.037 which means ($X = 0$). While the regression coefficient of organizational culture ($X_1 = 0.694$), work discipline ($X_2 = 0.587$) and compensation ($X_3 = 0.439$) means that every increase in the influence of variable X will also be followed by an increase in variable Y , and vice versa.

Correlation Coefficient and Determination Testing

The magnitude of the correlation or relationship between the independent variables consisting of organizational culture (X_1), work discipline (X_2) and compensation (X_3) with the dependent variable of employee performance (Y) is:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751 ^a	.564	.550	3.32519

a. Predictors: (Constant), Compensation, Work_Discipline, Organization_Culture

Based on table 11 of the statistical calculation, it is known that the R value of 0.751 is between the interpretation values of 0.60 – 0.799 which means that the relationship of independent variables consisting of organizational culture (X_1), work discipline (X_2), and compensation (X_3) has a strong and positive correlation, meaning that the higher the three variables, the higher the employee performance.

The coefficient of determination in linear regression is often interpreted as how much the ability of all independent variables to explain the variance of the dependent variable. Based on the results of these calculations, it can be known that the R Square value is 0.564 or 56.4%. This shows that the percentage of influence of organizational culture variables (X_1), work discipline (X_2), and compensation (X_3) on employee performance is 56.4% while the remaining 43.6% is influenced by other variables that are not included in this study such as Motivation, Training and Competency (Ganyang, 2018).

Simultaneous Testing (Test F)

To prove the hypothesis, the calculation results of the F test obtained through the Variant Analysis table (Anova) are as follows:

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1302.180	3	434.060	39.257	.000 ^b
Residual	1006.178	91	11.057		
Total	2308.358	94			

a. Dependent Variable: Employee_Performance (Y)

b. Predictors: (Constant), Compensation (X3), Work_Discipline (X2), Organization_Culture (X1)

Based on the F value in table 12, F_{calculate} is 39,257 and the F_{table} value for $\alpha = 0.05$ with degrees F(k; n-k) = F(5; 90) = 2.32 which in this case shows that F_{calculate} is greater than F_{table} (39,257 > 2.32). Thus, it can be concluded that Ho is rejected and Ha is accepted, meaning that with a confidence level of 95% the independent variables, namely organizational culture (X1), work discipline (X2), compensation (X3), have a positive and significant effect together (simultaneously) on employee performance (Y).

Partial Testing (Test t)

Based on these calculations, it can be seen the calculated value and significant value of each independent variable. While the t_{table} value for $\alpha = 0.05$ with degrees t(α ; n - k - 1) = (0.05); (95 - 3 - 1 = 91) (0.05; 91) which is 1.661. Thus, the following results are obtained:

No	Variable	t _{count}	t _{table}	Sig	Information
1	Organization Culture (X ₁)	9,372	1,661	0,000	Positive and significant influence
2	Work Discipline (X ₂)	3,219	1,661	0,002	Positive and significant influence
3	Compensation (X ₃)	2,777	1,661	0,007	Positive and significant influence

Based on Table 13, it is obtained that organizational culture variables are the most dominant variables affecting employee performance, this is because organizational culture has a calculated value and is supported by a smaller significant probability value, the smaller the significant probability value obtained, the significant effect on employee performance.

CONCLUSIONS AND SUGGESTION

Conclusion

Based on the data obtained from the results of the analysis, it can be concluded that the variable conditions of organizational culture (X1), work discipline (X2), and compensation (X3) in the janitors of Ciawi Hospital, Bogor Regency have a positive and significant effect simultaneously or partially on performance.

Suggestion

To improve organizational culture, work discipline, compensation and performance of janitors at RSUD Ciawi Bogor Regency, the coordinator must pay attention, pay attention to employee time discipline, review the compensation program and provide re-understanding to employees to be more initiative in carrying out their work. For further research, other variables can be added outside the variables studied such as competence, motivation and training so that they can find out which one has more influence on employee performance.

REFERENCES

- Afandi, P. (2018). *Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator)*. Riau: Zanafa Publishing.
- Edison, Emron., dkk. (2018) *Manajemen Sumber Daya Manusia*. Bandung. Alfabeta.
- Hamali, Arif Yusuf. (2018). *Pemahaman Manajemen Sumber Daya Manusia Strategi Mengelola Karyawan*. Yogyakarta. CAPS.
- Hasibuan, Malayu S.P. (2017). *Manajemen Sumber Daya Manusia*. EdisiRevisi. Jakarta. PT Bumi Aksara.
- Sopiah. (2018). *Perilaku Organisasi*. Bandung. Andi
- Sugiyono. (2016). *Cara Mudah Menyusun : Skripsi, Tesis dan Disertasi*. Bandung: Alfabeta.
- Danang, S. (2015). *Manajemen dan Pengembangan Sumber Daya Manusia*. Yogyakarta: Center for Academic Publishing Service.
- Safuan, Ismartaya (2019). *Manajemen Sumber Daya Manusia*. Bandung: Alfabeta.
- Effendy, O. (2015). *Ilmu Komunikasi Teori dan Praktek*. Bandung: PT Remaja Rosdakarya.
- Fransiska, P. (2022). Pengaruh Lingkungan Kerja Terhadap Motivasi Kerja Karyawan PT Mayora Indah Tbk. *Jurnal Ekonomi*, 82-93. <http://www.ejournal-pancasakti.ac.id/index.php/mrj/article/download/58/50>.
- Ghozali, I. (2018). *Aplikasi Analisis Mutivariate Dengan Program IBM SPSS 25*. Semarang: Universitas Diponegoro.
- Giantari, I. (2017). Pengaruh Budaya Organisasi terhadap Motivasi Kerja dan Kinerja Karyawan Klumpu Bali Resort Sanur. *Jurnal Manajemen Universitas Udaya*.
- Gilang, R. d. (2017). Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan.
- Hafidzi, A. A. (2019). Pengaruh Motivasi Kerja, Lingkungan Kerja, Budaya Kerja Terhadap Kinerja Karyawan Dinas Sosial Kabupaten Jember. *Jurnal Penelitian IPTEKS*, 47-62.
- Hendrianti. (2020). Pengaruh Budaya Organisasi dan Lingkungan Kerja terhadap Motivasi Kerja Karyawan pada PT. Badjatex Bandung. *Jurnal Eprints*, <https://repository.unikom.ac.id/25161/>.
- Heruwanto, J. S. (2018). Pengaruh Motivasi Kerja dan Lingkungan Kerja Terhadap
- Ingsiyah, H. H. (2019). Pengaruh Lingkungan Kerja Terhadap Motivasi Kerja Karyawan Pada PT. Pupuk Sriwidjaja Palembang, Pusri Pemasaran Daerah (PPD) Jawa Tengah. *Jurnal Admisi dan Bisnis*, 83-92. <https://jurnal.polines.ac.id/index.php/admisi/article/view/1428/106499>.
- Jamaluddin., S. R. (2017). Pengaruh Budaya Organisasi terhadap Kinerja Pegawai pada Dinas Pendidikan Provinsi Sulawesi Selatan. *Jurnal Pemikiran Ilmiah dan Pendidikan Administrasi Perkantoran*, 26-34. <https://docplayer.info/60338750-Pengaruh-budaya-organisasi-terhadap-kinerja-pegawai-pada-dinas-pendidikan-provinsi-sulawesi-selatan.html>.
- Karyawanto, G. (2022). Pengaruh Lingkungan Kerja dan Budaya Organisasi terhadap Kinerja Organisasi Laboratorium Pendidikan Ekonomi dengan Motivasi Sebagai Variabel Intervening. *Instutional Repository*, <https://digilib.uns.ac.id/dokumen/detail/85049/Pengaruh-Lingkungan-Kerja-dan-Budaya-Organisasi-terhadap-Kinerja-Organisasi-Laboratorium-Pendidikan-Ekonomi-dengan-Motivasi-Sebagai-Variabel-Intervening>.
- Kasmir. (Manajemen Sumber Daya Manusia (Teori dan Praktik)). 2016. Jakarta: Raja Grafindo Persada.
- Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: PT Remaja Rosdakarya.
- Nitisemito, A. (2015). *Manajemen Sumber Daya Manusia*. Bandung: Pustaka Setia.
- Pranitasari, D. T. (2018). Pengaruh Budaya Organisasi Dan Lingkungan Kerja Terhadap

- Motivasi Kerja. Jurnal Online Internasional & Nasional, 18-29.
- Prasasti, Y. d. (2019). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan Pada LLDIKTI Wilayah III Jakarta. Jurnal Sekretasi dan Manajemen.
- Rahmawati, I. &. (2016). Metodologi Penelitian Kualitatif Dalam. Riset Keperawatan. Jakarta: PT Raja Grafindo..
- Robbins, S. d. (2015). Perilaku Organisasi. Jakarta: Salemba Empat.
- Rosvita, V. (2017). Pengaruh Budaya Organisasi Terhadap Kinerja Karyawan. Indonesia Jurnal Farmasi.
- Roziqin, M. Z. (2015). Kepuasan Kerja. Malang: Kepuasan Kerja. Saiful, B. (2018). Metodologi Penelitian Bisnis. Yogyakarta: ANDI.
- Sanjaya, R. (2018). Pengaruh Motivasi Kerja Terhadap Kinerja Pegawai Dalam Perspektif Ekonomi Islam. UIN Raden Intan Lampung., <http://repository.radenintan.ac.id/3563/>.
- Sedarmayanti. (2017). Manajemen Sumber Daya Manusia Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil. Bandung: PT Refika Aditama.