

The Influence of Work Culture, Ability and Commitment to the Performance of the Office of the National Land Agency of Labuhan Batu Regency

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Abstract

The role of human resources as an institutional driver in achieving goals must be in accordance with the work achieved. Efforts to develop this goal can be done by developing a work culture, ability and commitment so that employee performance can be realized. This study aims to analyze the influence of work culture, ability and commitment on the performance of the employees of the National Land Agency Office of Labuhanbatu Regency. This type of research is quantitative with data collection techniques used are observation, documentation and questionnaires. The population in this study were 119 employees of the National Land Agency Office of Labuhanbatu Regency. The research sample was taken using the slovin formula, with a total of 92 person. The analysis used in this research is multiple linear regression. The multiple linear regression equation obtained in this study is: $Y=1.031+0.203X1+0.557X2 +0.448X3$. The coefficient value on Work Culture is 0.203, Ability is 0.557 and Commitment is 0.448, with a constant value of 1.031. The results of the partial test with a t-count value of 2.337 > t-table 1.6623 indicate that work culture (X1) has a positive and significant effect on employee performance variables (Y). Then the value of t arithmetic is 3.498 > t table 1.6623 explains that ability (X2) has a positive effect on employee performance variable (Y). Furthermore, the t-count value of 4.176 > t table 1.6623 can be interpreted that commitment (X3) has a positive effect on the employee performance variable (Y). Simultaneous test results with the value of Fcount is 71.667 > Ftable 2.71 and a significance value of 0.000 < 0.05. The results of this study conclude that Work Culture (X1), Ability (X2) and Commitment (X3) simultaneously have a positive and significant effect on employee performance (Y). The value of R Square from the analysis of the coefficient of determination of 0.588 means that Employee Performance (Y) can be explained by the variables of Work Culture (X1), Ability (X2) and Commitment (X3) of 71%, while the remaining 29% can be explained by other variables that do not investigated in this study.

Keywords

work culture; ability; commitment; commitment; employee performance



I. Introduction

The success of a company cannot be separated from the performance of its human resources or employees. Therefore, a performance appraisal is needed to find out how far employees are able to play a role in the growth and development of the employees themselves. To realize national development of course requires a variety of resources. Human resources have an important role in increasing development, because they have the talent, energy and creativity that are needed to drive development. It should be realized that human resources are resources that are directly involved in carrying out organizational

activities and agency. Therefore, organizations and agencies must be able to give maximum attention to their human resources, both in terms of work culture and abilities and commitment of an employee, so that they are encouraged to provide all abilities as needed (Astika and Yasa, 2018). Given the large role of HR as the driving force of the institution in achieving its goals, institutional efforts to encourage its employees to work better must be carried out. With the existence of employees who work well, it is hoped that the work achieved by employees in carrying out their duties is in accordance with the responsibilities given. It can be seen clearly that the function of personnel is an important one because humans are the driving factor, namely the factors of production carried out and the technology used, elements of human resources are needed. So the problem of human resources is an important issue and must always be considered in maintaining the smooth running of the tasks carried out (Astika and Yasa, 2018).

Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

The problems found in the Labuhanbatu Regency National Land Agency Office include there are still employees who have not completed their work with maximum results, there are employees who still do not have good relations between employees and leaders and cooperation between employees is still not created at the National Land Agency Office. Labuhanbatu Regency. This can be seen from the way of working of each employee who works at the National Land Agency Office of Labuhanbatu Regency which is not in accordance with the stated objectives. Therefore, cooperation between employees and leaders is needed so as to create a good work culture at the Labuhanbatu Regency National Land Agency Office. Of the several obstacles and shortcomings that can reduce the performance of these employees,

Work culture plays an important role in the work process by making employees do the job well. An organization is said to have a strong work culture if its employees follow the rules and regulations and adhere to existing guidelines (Prachi Juneja, 2021). Indicators in work culture according to Robbins quoted by Ichsan Nugraha (2016) are: (1). Innovation and taking risks, (2). Attention to details, (3). Result orientation, (4). Human orientation, (5). Team orientation, (6). Aggressiveness, (7). Stability

In addition to work culture, there are problems with the work ability of the Labuhanbatu Regency National Land Agency employees including employees who feel burdened with the work they do, it means indirectly that the Labuhanbatu Regency National Land Agency employees have not been able to carry out the work given by the leadership to their employees. This will directly affect performance with the work ability of employees who do not yet have conformity to their respective fields.

According to Al Hakim et al. (2019), work ability is a manifestation of a person's capacity to carry out various tasks related to his work. Work ability is the basic material for the formation of employee performance. Darmawan (2019) states that work ability is a complex and dynamic process, which reflects the interaction between physical and mental abilities (individual characteristics), working conditions, employee functional abilities, employee health status and individual assessments of their position in the organization. To find out if an employee is able or not in carrying out his work, it can be seen through

several indicators. According to Robbins and Judge, (2016), indicators of work ability are 1) Work Ability, 2) Education, 3) Work Period

Many problems regarding work culture and also the work ability of employees from the National Land Agency of Labuhanbatu Regency, gave rise to a phenomenon related to the commitment to the National Land Agency of Labuhanbatu Regency. The number of employees who arrive not on time during working hours and the completion of work that is not realized shows that employees have low commitment, of course this will be able to affect employee performance in accordance with the quality and quantity of work aimed at achieving goals.

Organizational commitment is an attitude that reflects the extent to which an individual recognizes and is bound to his organization (Griffin, 2015). Work commitment is translated as the moral responsibility of an employee to his company, so that in every company activity, they work responsibly, work hard, totally and thoroughly, and dare to take risks (Al-Sada, et al., 2017). Robbins and Judge (2016) stated, organizational commitment is the involvement of employees with certain organizations for the purpose and desire to maintain membership in that organization. Organizational commitment shows an employee's condition to be willing to carry out organizational tasks and want to maintain his position in the organization, (Chai et al., 2017). Luthans (2016), added that organizational commitment is a strong desire to remain as a member of a particular organization, the desire to strive in accordance with the wishes of the organization, as well as certain beliefs and acceptance of the values and goals of the organization. When an employee has become part of an organization, the employee must carry out his obligations in accordance with the attached provisions (Lambert, et al., 2020). Commitment indicators based on Gopinath's view, (2020) consist of (1). Commitment to the company (2). Commitment to work (3). Commitment to leadership (4). Commitment to the work team (5) Commitment to discipline (6). Commitment to yourself.

The low performance of employees can be seen from each of the phenomena that have been explained from each variable such as a work culture that is still not good, the work abilities of employees who are still not in accordance with the work given by the leadership and the commitment of employees is still low. Each of the problems related to work culture, work ability and commitment will affect the performance of the employees of the Labuhanbatu Regency National Land Agency office.

Bernardin (2013) suggests that performance is a record of the results obtained from certain job functions over a certain period of time. Colquitt and Wesson (2013) state that employee performance is a number of behaviors and contributions of organizational members to the achievement of organizational goals. According to Shields quoted by Bose, (2018), employee performance is the ability of an employee to carry out his duties and responsibilities. Employee performance is also associated with results, achievements, and collective efforts and behaviors that are relevant to organizational goals that are controlled by employees. Employee performance is reflected in the work shown by employees. Ivancevich and Matteson (2012) add that performance is the result of performance in carrying out a job. The essence of performance management is the actual measurement of individual or group performance. Performance indicators include (a) the amount of work carried out under normal conditions, (b) accuracy, (c) neatness, (d) accuracy in work, (e) attitude, (f) personality performance and the quality of service for the community. The ability to change is becoming increasingly important because it is the ability to develop sustainably (Burnes, 2017; Teixeira & Werther, 2013; Porter et al., 2016) so that organizations can compete and maintain their existence (Bharijoo, 2005). becomes increasingly important because it is the ability to develop sustainably (Burnes, 2017;

Teixeira & Werther, 2013; Porter et al., 2016) so that organizations can compete and maintain their existence (Bharijoo, 2005).

II. Research Method

This type of research is quantitative, and the place of this research is the Office of the National Land Agency of Labuhanbatu Regency. Data collection techniques used in the study were observation, documentation and questionnaires using a Likert scale. The population in this study were 119 employees of the National Land Agency Office of Labuhanbatu Regency. Sampling was carried out in this study using the Slovin formula, with a significance level of 0.05. The sample calculation using the Slovin formula in this study was 92 people. The analytical method used in this research is validity and reliability test, classical assumption test which includes: data normality test, heteroscedasticity test, and multicollinearity test.

III. Results and Discussion

Ghazali (2018) states that the validity test is used as a measure of whether a questionnaire deserves to be declared valid or not. Valid data is data that does not differ between data reported by researchers and data that actually occurs in the object of research. The validity test of the research variables has significant criteria > 0.5 . The validity test in this study was carried out on 30 samples which were carried out outside the characteristics of the respondents, namely the Department of Culture and Tourism of Labuhanbatu Regency. The results of the validity of this study can be contained in Table 1:

Table 1. Validity Test Results

Indicator	Total Correlation	Measurement Criteria	Description
Innovation	,821	0.5	Valid
Attention	,826	0.5	Valid
Result orientation	,669	0.5	Valid
Human orientation	,809	0.5	Valid
Team orientation	,687	0.5	Valid
Aggressiveness	,686	0.5	Valid
Stability	,695	0.5	Valid
Work Ability	,841	0.5	Valid
Education	,834	0.5	Valid
Years of service	,929	0.5	Valid
Commitment to the company	,904	0.5	Valid
Commitment to work	,862	0.5	Valid
Commitment to leadership	,876	0.5	Valid
Commitment to the work team	,766	0.5	Valid
Commitment to discipline	,887	0.5	Valid

Indicator	Total Correlation	Measurement Criteria	Description
Commitment to yourself	,699	0.5	Valid
Number of Jobs	,535	0.5	Valid
Accuracy	,852	0.5	Valid
Neatness	,686	0.5	Valid
Accuracy	,720	0.5	Valid
Attitude	,695	0.5	Valid
Personality	,825	0.5	Valid

Description: *Measurement Criteria < 0.5

Source: Research Results, 2022

Sugiyono (2017) suggests that the reliability test is carried out to find out the results of the measurement are consistent if the same measuring instrument is measured, an indicator in the questionnaire can be accepted if the alpha coefficient has a value > 0.6. The results of the reliability test of this study can be contained in Table 2:

Table 2. Reliability Test Results

Variable	Croanbach Alpha (CA)	Description
Work Culture	,821	Reliable
Ability	,853	Reliable
Commitment	,804	Reliable
Employee Performance	,781	Reliable

Description: *Criteria CA > 0.6.

Source: Research Results, 2022

Table 1 and Table 2 show that all statement items are valid and reliable, each indicator in the validity test has a value > 0.5 and each value contained in the variable for reliability testing is > 0.6. The next test can be analyzed by normality test. The normality test of this study can be loaded with the p-plot graph loaded in Figure 1:

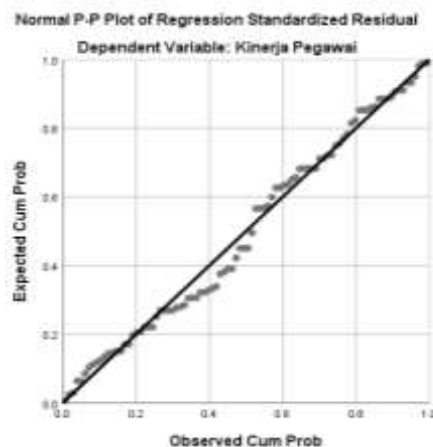


Figure 1. P-plot graph

Source: Research Results, 2022

In the P-Plot graph, the data spreads around the diagonal line and follows the direction of the diagonal line, so the regression model fulfills the assumption of normality. The graph shows that the distribution pattern tends to be normal, the data shows the points spread around the diagonal line and follow the direction of the diagonal line, then the regression model fulfills the assumption of normality. The next normality test can be seen through Table One-Sample Kolmogorov-Smirnov Test:

Table 3. One-Sample Kolmogorov-Smirnov Test

		Unstandardize d Residual
N		92
Normal Parameters, b	mean	.0000000
	Std. Deviation	1.30621767
Most Extreme Differences	Absolute	.087
	Positive	.087
	negative	-.052
Test Statistics		.087
asymp. Sig. (2-tailed)		.080c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Description: *p> 0.05.

Source: Research Results, 2022

The normality test in Table 3 uses the Kolmogorov-Smirnov method with a significance value of 0.080 with a significance level of > 0.05. The results of this test indicate that the normality test in this study is normally distributed. The results of the multicollinearity test in the study are listed in Table 4:

Table 4. Test results Multicollinearity

Model		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
		B	Std. Error	Beta	Tolerance	VIF
1	(Constant)	1.031	1,791			
	Work Culture	.203	.087	.189	.507	1974
	Ability	.557	.159	.316	.405	2,470
	Commitment	.448	.107	.429	.313	3,192

Description: *p< 0.05.

Source: Research Results, 2022

Table 4 shows that the work culture variable has a VIF value < 10 (1,974 < 10) and a value *tolerance* > 0.1 (0.507 > 0.1), the ability variable has a VIF value < 10 (2.470 < 10) and a tolerance value > 0.1 (0.405 > 0.1) and the commitment variable has a VIF value < 10 (3.192 < 10) and tolerance value > 0.1 (0.313 > 0.1), so it can be concluded that there is no multicollinearity. Classical assumption testing with heteroscedasticity test using the glesjer method in this study can be contained in Table 5:

Table 5. Test results Heteroscedasticity of the Glesjer Method

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.073	.963		1.114	.268
	Work Culture	.020	.047	.063	.423	.673
	Ability	.058	.086	.113	.678	.499
	Commitmen	-.051	.058	-.168	-.884	.379

a. Dependent Variable: abs_res

Source: Research Results, 2022

The significant value with the glejser method is known that the variable Work Culture (X1) of 0.673, Ability (X2) is 0.499 and Commitment (X3) is 0.379. This explains that there is no heteroscedasticity due to the significance value of the variables Work Culture (X1), Ability (X2) and Commitment (X3) because it is greater than 0.05. The results of the research analysis by testing multiple linear analysis can be contained in Table 6:

Table 6. Results Multiple Linear Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
		B	Std. Error	Beta	Tolerance	VIF
1	(Constant)	1.031	1,791			
	Work Culture	.203	.087	.189	.507	1974
	Ability	.557	.159	.316	.405	2,470
	Commitment	.448	.107	.429	.313	3,192

a. Dependent Variable: Employee Performance

Description: $p < 0.05$

Source: Research Results, 2022.

Based on the value of B in Table 6, the following multiple linear regression equation was obtained: $Y = 1.031 + 0.203X_1 + 0.557X_2 + 0.448X_3$ who explained that Work Culture (B1) is 0.203. Ability value (B2) is 0.557. Commitment value (B3) is 0.448, and the constant value (a) is 1.031. The description of the multiple linear regression equation shows that the variable Work Culture (X1), Ability (X2) and Commitment (X3) has a positive direction coefficient on employee performance.

To test the research hypothesis can be used t test. This test was conducted to analyze the effect of the independent variables, namely Work Culture (X1), Ability (X2) and Commitment (X3) partially to the dependent variable, namely employee performance (Y). The equation for determining the value of t table can be used as follows: $df = nk - 1 = 92 - 3 - 1 = 88$. After being calculated using this equation, the value of t table is 1.6623. The results of the t test can be loaded in Table 7:

Table 7. Results t test (Partial)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.031	1,791		.575	.567
	Work Culture	.203	.087	.189	2,337	.022
	Ability	.557	.159	.316	3.498	.001
	Commitment	.448	.107	.429	4.176	.000

a. Dependent Variable: Employee Performance

Description: * $p < 0.05$

Source: Research Results, 2022

Based on Table 7, it can be seen from the results of the regression analysis that the t-count value of $2.337 > t\text{-table } 1.6623$ means that the work culture variable (X1) has a positive effect on the employee performance variable (Y). Then the significant value is $0.022 < 0.05$, which means that the work culture variable (X1) has a significant effect on the employee performance variable (Y). The calculated t value in this study was $3,498 > t\text{ table } 1.6623$. This means that the ability variable (X2) has a positive effect on the employee performance variable (Y). Then the significant value is $0.001 < 0.05$, which means the ability variable (X2) has a significant effect on the employee performance variable (Y). Furthermore, the results of the regression analysis obtained the t count value of $4.176 > t\text{ table } 1, 6623$ This means that the commitment variable (X3) has a positive effect on the employee performance variable (Y). Then the significant value is $0.000 < 0.05$, which means the commitment variable (X3) has a significant effect on the employee performance variable (Y).

The F test was carried out to test the independent variables, namely Work Culture (X1), Ability (X2) and Commitment (X3) simultaneously has a significant relationship or not to the dependent variable, namely employee performance (Y). As for determining the value of Ftable, the following equation can be used: $df = k; n - k = 4; 92 - 3 = 3; 89$. After calculating using this equation, $F_{table} = (3; 92 - 3)$, the value of Ftable is 2.71. The results of the F test in this study can be contained in Table 8:

Table 8. F. Test Results ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	379,344	3	126,448	71,667	.000b
	Residual	155.265	88	1,764		
	Total	534,609	91			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Commitment, Work Culture, Ability

Description: * $p < 0.05$

Source: Research Results, 2022.

Table 8 shows the Fcount value of $71.667 > F_{table} 2.71$ with a significance value of $0.000 < 0.05$. From these results, it can be concluded Work Culture (X1), Ability (X2) and Commitment (X3) simultaneously has a positive and significant effect on employee performance (Y). The next test is carried out by analyzing the coefficient of determination to determine the contribution of the influence of the independent variables, namely Work

Culture (X1), Ability (X2) and Commitment (X3) on the dependent variable, namely employee performance (Y). The results of the coefficient of determination test can be contained in Table 9:

Table 9.Coefficient of Determination Test Results

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.842a	.710	.700	1.328

a. Predictors: (Constant), Commitment, Work Culture, Ability

b. Dependent Variable: Employee Performance

Description: * $p < 0.05$

Source: Research Results, 2022.

The value of R Square from the analysis of the coefficient of determination of 0.588 means that work productivity can be explained by the variable Work Culture (X1), Ability (X2) and Commitment (X3) by 71%, while the remaining 29% can be explained by other variables not examined in this study.

3.2 Discussion

The results of the regression analysis obtained the t arithmetic value of 2.337 > t table 1.6623 which indicates that the work culture variable (X1) has a positive effect on the employee performance variable (Y). Then the significant value is 0.022 < 0.05, which means that the work culture variable (X1) has a significant effect on the employee performance variable (Y). The results of this study are in accordance with previous research conducted by Adilase and Subrata (2022) which stated that work culture has a positive and significant effect on employee performance.

Based on the results of the regression analysis, the t-count value was 3.498 > t table 1.6623. This explains that the ability variable (X2) has a positive effect on the employee performance variable (Y). Then the significant value is 0.001 < 0.05, which means the ability variable (X2) has a significant effect on the employee performance variable (Y). The results of this study are in accordance with the research of Sinambela and Lestari (2022) which states that ability has a positive and significant effect on employee performance

Furthermore, the results of the regression analysis obtained the t arithmetic value of 4.176 > t table 1.6623 indicating that the commitment variable (X3) has a positive effect on the employee performance variable (Y). Then the significant value is 0.000 < 0.05, which means the commitment variable (X3) has a significant effect on the employee performance variable (Y). This result has also been previously researched by Indriani (2021) who explains that commitment has a positive and significant effect on employee performance

The value of Fcount is 71.667 > Ftable 2.71 with a significance value of 0.000 < 0.05. From these results, it can be concluded Work Culture (X1), Ability (X2) and Commitment (X3) simultaneously has a positive and significant effect on employee performance (Y). The value of R Square from the analysis of the coefficient of determination of 0.588 means that work productivity can be explained by the variable Work Culture (X1), Ability (X2) and Commitment (X3) by 71%, while the remaining 29% can be explained by other variables not examined in this study.

IV. Conclusion

1. Work Culture has a positive and significant effect on the Performance of the Office of the National Land Agency of Labuhanbatu Regency
2. Ability has a positive and significant effect on the Performance of the Office of the National Land Agency of Labuhanbatu Regency
3. Commitment has a positive and significant effect on the performance of the Labuhanbatu Regency National Land Agency Office Employees
4. Work Culture, Ability and Commitment simultaneously have a positive and significant effect on the Performance of the Office of the National Land Agency of Labuhanbatu Regency

Thank-You Note

Acknowledgments are addressed to Labuhanbatu University and the Labuhanbatu Regency National Land Agency Office.

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