

The Influence of Religious Work Culture, Work Motivation, and Work Discipline on the Performance of Employees of the Ministry of Religion of Banyuwangi Regency

Yuliana¹, Suwignyo Widagdo², Dedy Wijaya Kusuma³

Master of Management, Institut Teknologi dan Sains Mandala, Indonesia^{1,2,3}

ABSTRACT

Employee performance is an important element that determines the success of an organization, including government agencies. This study aims to analyze the influence of religious work culture, work motivation, and work discipline on employee performance at the Ministry of Religion of Banyuwangi Regency. Specifically, this study examines the partial influence of religious work culture, work motivation, and work discipline on employee performance, as well as the influence of the three variables simultaneously. This study uses a quantitative approach. Data were obtained by distributing questionnaires to employees of the Ministry of Religion of Banyuwangi Regency who were respondents. Data analysis was carried out using multiple linear regression to test the partial and simultaneous effects between variables. The results of the study indicate that religious work culture has a significant influence on employee performance partially. Likewise, work motivation and work discipline each have a significant influence on employee performance partially. Simultaneously, the three variables of religious work culture, work motivation, and work discipline are also proven to have a significant influence on employee performance. These findings confirm that religious work culture, work motivation, and work discipline are important factors in improving employee performance at the Ministry of Religion of Banyuwangi Regency. Therefore, it is recommended for organizations to strengthen religious work culture, encourage work motivation, and implement consistent discipline to support the achievement of optimal performance.

Corresponding Author:

Yuliana

(yuliana.y373@gmail.com)

Received: October 02, 2024

Revised: November 20, 2024

Accepted: November 29, 2024

Published: December 28, 2024



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Keywords: *Employee Performance, Religious Work Culture, Work Motivation, Work Discipline*

1. INTRODUCTION

In the modern business world and government organization, employee performance is one of the key factors that determine the success of an organization. Performance can show the achievement or success of the organization from employees in completing their tasks and responsibilities.(Bambang & Aprianis, 2021). Employee performance not only reflects the individual's ability to complete his/her tasks and responsibilities, but also reflects the extent to which employees are integrated into a religious work culture, motivated to achieve goals, and comply with established disciplinary standards.

Religious work culture, work motivation, and work discipline are three factors that are often considered to influence employee performance. Religious work culture refers to the application of spiritual and ethical values in the work environment, which is expected to create a harmonious and supportive work atmosphere. Work motivation relates to internal and external drives that influence employee enthusiasm to work productively and

effectively. Meanwhile, work discipline reflects employee compliance with existing rules and procedures, which contributes to increased efficiency and work quality.

Performance is an important element in every organization or company. Performance can be interpreted as a picture of the level of achievement of the implementation of organizational continuity. Employee performance is real behavior displayed by each individual as a work achievement that is in accordance with their role in the organization or company. Good employee performance is a key factor in the organization or company's efforts to increase productivity.(Nabilah et al., 2023).

However, the performance of employees of the Ministry of Religion of Banyuwangi Regency is still not optimal. The problem that occurred during the initial observation on August 26, 2024, one of the organizations in the Ministry of Religion of Banyuwangi Regency. Suboptimal performance arises from various factors, such as lack of motivation, lack of support from a positive work culture, or low discipline among employees. When employee performance does not meet expectations, this not only has an impact on the achievement of organizational targets but can also affect the overall work atmosphere and productivity. The main causes of performance problems are often related to a lack of clarity in roles and responsibilities, ineffective communication, or even a mismatch between employees and the work culture of the organization. One of the incidents at the Ministry of Religion of Banyuwangi Regency was that there were still undisciplined employees, such as: arriving late and being absent without explanation, and employees who did not pay attention to rules such as excessive break times. In addition, a bad work culture, such as: awkward attitudes, there were employees who frowned, lack of greetings between employees, envy that led to gossiping between employees. Lack of work motivation is also experienced by some employees, such as: no appreciation for achievements achieved by employees, irregular workloads are delegated to one employee even though it should require additional human resources. The occurrence of this phenomenon can worsen the performance of employees at the Ministry of Religion of Banyuwangi Regency.

Work culture is a perspective that fosters confidence based on values that employees believe in to achieve the best work performance. Work culture aims to change the attitudes and behavior of existing HR in order to increase work productivity to face various challenges in the future. The benefits of implementing a good work culture are as follows(Widagdo et al., 2020): improving the spirit of mutual cooperation, improving togetherness, being open to each other, improving the spirit of family, improving the sense of family, building better communication, improving work productivity, and being responsive to developments in the outside world. Work culture is basically values that become a person's habits and determine the quality of a person's work. These values can come from customs, religious teachings, norms and rules that apply in society. Religious work culture according to Ministry of Religion of the Republic of Indonesia (2009:37-38), organizational culture that contains religious values because it always prioritizes the development of good morals, from the early stages it needs to be established as the main manifestation of organizational culture. Organizational culture will be expressed in ceremonies and rituals whose substance is religious substance. So the stage of confrontation of dependency and authority can be softened through a culture of honesty, patience, not easily jealous and provoked to do things that are frowned upon by religion.

Motivation can be understood as the desire to achieve higher status, power, and recognition for each individual. As a basis for achieving success in various aspects of life, motivation plays an important role in improving a person's ability and willingness. Mathis & Jackson (2006)said, motivation is a desire in a person that causes the person to do an action. A person does an action for something in order to achieve a goal.

Work discipline is a form of awareness and willingness of employees to appreciate, obey, and comply with applicable regulations, both written and unwritten, and to accept sanctions for actions taken to strengthen organizational or institutional guidelines.

Discipline is an absolute requirement for each of us who will build a new habit. (Widagdo et al., 2020).

Previous research results found that there is a gap or gap related to work culture, motivation, and discipline on performance. Wahyudi (2019), Hartono & Siagian (2020), Manasikana & Adiwati (2022), and Luthfihani et al. (2024) all indicated that work discipline has a positive effect on performance, but they did not consider additional variables such as religious culture and motivation that might affect performance outcomes. In contrast, Suherman (2021) found that discipline did not have a significant effect on performance, indicating a possible different context and the need for further exploration of other variables such as religious culture and motivation. In terms of work motivation, studies by Goni et al. (2021), Mahardika et al. (2020), and Patta et al. (2021) confirmed that motivation has a positive effect on performance, but Alfianika Maharani et al. (2023) and Sumiatai & Purbasari (2019) showed that motivation did not have a significant effect, opening up space for deeper investigation into how motivation interacts with religious culture and discipline. In addition, Puspita & Mujiati (2023) and Nabawi (2019) stated that work culture has a significant effect on performance, while Rantung et al. (2023) and Borman & Westi (2021) showed that work culture does not have a significant effect.

The reason the author is interested in conducting research with the variables of religious work culture, motivation, and discipline on employee performance at the Ministry of Religion of Banyuwangi Regency is that religious work culture is a concept that is still rarely considered as a variable in research. A religious work culture has the potential to strengthen the integrity and work ethic of employees in an environment related to religious affairs. Likewise, work motivation and discipline are variables that often cause employee problems in organizations. Employee tardiness is often carried out by employees anywhere, including in the Ministry of Religion of Banyuwangi Regency. Employee discipline is a form of organizational regulation that can create organizational success. While work motivation is an employee supplement that can increase enthusiasm for work. Low motivation can make employees unenthusiastic.

2. METHOD

In the context of research, the population includes all elements that meet the criteria determined by the researcher, and it is from this population that the researcher will take samples to conduct further analysis. As Sugiyono (2018) stated, the population is a collection consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. The population of this study was all employees of the Banyuwangi Regency Ministry, totaling 80 employees.

If the population is too large in conducting research, sampling steps can be taken. Arikunto (2013) explains that if the population is less than 100 people, then the entire population is taken as a sample. However, if the population is more than 100 people, the sample taken can range from 10% -15% or 20% -25% of the total population. Based on this theory, the author decides to take all populations because they are less than 100. The sampling technique in this study uses the Saturated Sampling Technique, where all populations in this study are used as samples. The determination of the sample for this study is the entire population, which is 80 employees (taken all from the population).

This study uses SPSS Version 26 software for data processing. The study was conducted to test whether there is an influence on the variables of religious work culture, motivation, and work discipline on the performance of employees of the Ministry of Religion of Banyuwangi Regency. so this study uses multiple linear regression analysis techniques. Multiple linear regression analysis is a form of linear regression analysis in which the independent variables are more than one. Regression analysis is an analysis that can be used to measure the influence of an independent variable on the dependent variable.

3. RESULTS AND DISCUSSION

Research result

The research was conducted at the Banyuwangi Regency Ministry Office located at Jalan Adi Sucipto No.112, Sobo, Banyuwangi District, Banyuwangi Regency, East Java 68418. The determination of the sample of this study was the entire population, amounting to 80 employees (taken all from the population). The results of the description of the respondent data are divided into 2 parts for the research variables, namely the characteristics of the respondents and the description of the respondents' answers. Multiple linear regression analysis is used to determine the relationship between one dependent variable and several independent variables. The multiple linear regression method uses the equation.

Table 1. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	t table (0.05) df=80-4-1=75
	B	Std. Error	Beta		
1 (Constant)	5,727	1,581		3,623	1,992
Religious Work Culture	0.156	0.046	0.208	3,382	
Motivation	0.146	0.036	0.302	4,033	
Work Discipline	0.541	0.076	0.547	7,136	

R² = 0.742

Adjusted R² = 0.732

f count = 72.947

f table = 2.72

Significance = 0.000

Source: data processed by researchers, 2024

Table 2. Results of the Determination Coefficient Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.862	0.742	0.732	1,17777
a				
a. Predictors: (Constant), Work Discipline, Religious Work Culture, Motivation				
b. Dependent Variable: Employee Performance				

Source: data processed by researchers, 2024

Adjusted R² shows how much contribution or contribution the independent variable has to the dependent variable. This study obtained an adjusted R² value of 0.732 or 73.2% contribution of the religious work culture, motivation, and discipline variables in influencing employee performance. The remaining 26.8% of other variations are influenced by other factors outside the model that are not explained by the three variables.

Table 3. t-Test Results

Variables	t-count	t-table	Sig.
Religious Work Culture	3,382	1,992	0.001
Motivation	4,033		0,000
Work Discipline	7,136		0,000

Source: data processed by researchers, 2024

Based on the table above, it presents the results of the t-test for the independent variables of Religious Work Culture, Motivation, and Work Discipline on the dependent variable. Based on the table, all variables have a t-count value greater than the t-table (1.992)

and a significance value (Sig.) below 0.05. Religious Work Culture has a t-count of 3.382 with a Sig. value of 0.001, indicating a significant influence on the dependent variable. Motivation has a t-count of 4.033 with a Sig. of 0.000, also indicating a significant influence. Work Discipline has the highest t-count of 7.136 with a Sig. of 0.000, which means its influence is very significant. Overall, these results indicate that the three variables make a positive and significant contribution to the dependent variable analyzed, with Work Discipline showing the strongest influence.

Table 4. F Test Results

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	303,565	3	101,188	72,947	0.000
	Residual	105,423	7	1,387		
			6			
	Total	408,988	7			
			9			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Discipline, Religious Work Culture, Motivation

Source: data processed by researchers, 2024

Based on the results obtained, the F value calculated simultaneously for religious work culture, motivation, work discipline is $72.947 > 2.72$ on performance. So it can be stated that H_0 is rejected and the fourth working hypothesis ($H_{1.4}$) is accepted. There is a simultaneous influence of religious work culture, work motivation and discipline on the performance of employees of the Ministry of Religion of Banyuwangi Regency.

Discussion

Partial Influence of Religious Work Culture on the Performance of Employees of the Ministry of Religion of Banyuwangi Regency

The results of the study of religious work culture that is applied can affect the performance of employees of the Ministry of Religion of Banyuwangi Regency. A good religious work culture can provide increased performance. As a result, employees will be more productive which will ultimately support the achievement of organizational goals. A good organizational culture can improve work quality (Aini et al., 2023; Widagdo et al., 2020). Religious work culture in this study has 5 indicators, namely: adherence to religious principles; religious activities in the workplace; application of religious ethics; interpersonal relationships; and career development and religious training.

Compliance with religious principles shows that employees use religious values as moral and ethical guidelines in their work. This creates high integrity among employees, which supports fair and transparent decision-making. Likewise, the high level of agreement on this indicator reflects the influence of internalization of religious values in employees' work lives, which is also in line with the principle of good governance. Religious principles that are adhered to function as an intrinsic control system, so that employees are more likely to work honestly and responsibly. This contributes to work efficiency and productivity.

Active involvement of employees in religious activities in the workplace creates a more harmonious work atmosphere and strengthens emotional relationships among employees. This plays an important role in increasing solidarity and work motivation. Activities such as group prayer or religious studies also provide space for employees to reflect on moral values that can be applied in daily tasks. Participation in religious activities can improve employees' emotional and spiritual balance, which contributes to more consistent work performance.

The application of religious ethics in daily actions creates a professional and dignified work culture. Employees who prioritize honesty and fairness are able to build trust, both among colleagues and superiors. Likewise, values such as responsibility and fairness also encourage the creation of a more conducive work atmosphere. When religious ethics are applied, internal conflicts can be minimized, and employee work focus increases. An ethical work environment strengthens the trust and credibility of the organization as a whole.

Interpersonal relationships based on religious values such as mutual respect and mutual assistance improve teamwork. Employees find it easier to achieve work targets through effective collaboration. Harmonious relationships create a sense of comfort in the workplace, which supports productivity and reduces stress levels. This can be seen from good interpersonal relationships not only improving individual performance but also the performance of the team as a whole. Religious values are the basis for more empathetic and understanding interactions.

Religious-based training provides opportunities for employees to develop work competencies while strengthening their spiritual aspects. This program shows the organization's commitment to improving the quality of human resources. Religious-based career development provides added value for employees to become more innovative and adaptive. This training can encourage employees to develop technical skills and ethical-based leadership.

The results of this study are in line with the opinion of Widagdo et al. (2020) and the results of research by Kirana et al. (2022; Puspita & Mujiati (2023); Rantung et al. (2023) that work culture can partially affect performance.

Partial Influence of Work Motivation on the Performance of Employees of the Ministry of Religion of Banyuwangi Regency

Mathis & Jackson (2006) said, motivation is a desire in a person causing the person to do an action. A person does an action for something in achieving a goal. A person breaks through treatment or action from the encouragement either from outside himself or from within. This study has 8 indicators of work motivation, including: driving force; willingness; forming expertise; forming skills; responsibility; obligation; and purpose.

The first indicator, namely the driving force, shows that most people strongly agree. This can be interpreted that employees have a strong drive from within themselves to work optimally in order to achieve organizational goals. A strong drive within themselves to work shows that employees carry out their responsibilities in completing their tasks. Work tasks can be completed because they have a strong drive from within themselves or have high work enthusiasm.

The second indicator, namely willingness, shows that most people strongly agree. This can be interpreted that employees have a high willingness to carry out their duties with enthusiasm and sincerity. The tasks carried out can be completed because they have been carried out by employees seriously.

The third indicator, namely willingness, shows that most people strongly agree. This can be interpreted that employees are willing to voluntarily carry out the tasks given without coercion, showing a positive attitude towards their work.

The fourth indicator, namely forming expertise, shows that most people strongly agree. This can be interpreted that employees have high motivation to improve their competence through mastery of skills relevant to their work. Employees feel they have the enthusiasm to develop themselves in their work.

The fifth indicator, namely forming skills, shows that most people strongly agree. This can be interpreted that employees are trying hard to continue to train work skills in order to improve effectiveness and efficiency in carrying out tasks. Because the majority of employees have trained skills, the task can be completed well.

The sixth indicator, namely responsibility, shows that most people strongly agree. This can be interpreted that employees have high awareness and commitment to completing tasks that are their responsibility. Responsibility for completing work can make work completed properly.

The seventh indicator, namely obligations, shows that most people strongly agree. This can be interpreted that employees understand their duties and obligations well and carry them out in accordance with applicable regulations. So that it will be light and comfortable and can complete their tasks.

The eighth indicator, namely the goal, shows that most people strongly agree. This can be interpreted that employees have clear motivation to achieve organizational goals, so that employees work with focus and direction. Employees carry out their work with clear direction because employees get clear direction.

The results of this study are in line with the opinion of Robbins & Judge (2017) and the results of research by Akbar et al. (2022); Goni et al. (2021); Salju & Lukman (2018) that work motivation can partially affect performance.

Partial Influence of Work Discipline on the Performance of Employees of the Ministry of Religion of Banyuwangi Regency

Work discipline is a form of employee awareness and willingness to respect, obey, and comply with applicable regulations, both written and unwritten, and to accept sanctions for actions taken to strengthen organizational or institutional guidelines. Discipline is an absolute requirement for each of us who will build a new habit (Widagdo et al., 2020). Discipline is one of the main functions in human resource management. High discipline in employees contributes directly to improving work performance. Without good discipline, companies will have difficulty achieving optimal performance. Work discipline has 5 indicators including: attendance; work procedures; obedience to superiors; work awareness; and responsibility.

The first indicator, namely attendance, shows that most people strongly agree. This can be interpreted that employees have a high level of discipline in being present on time according to the predetermined work schedule, thus supporting the smooth operation of the organization. This can be seen from the most answers that always come on time.

The second indicator, namely work procedures, shows that most people strongly agree. This can be interpreted that employees comply with applicable work procedures and rules consistently, creating efficiency and effectiveness in carrying out tasks. Employees doing work in accordance with organizational rules will have an impact on their effectiveness.

The third indicator, namely obedience to superiors, shows that most people strongly agree. This can be interpreted that employees show respect and obey the direction or orders given by superiors, thus supporting good coordination and cooperation. The work will be completed if there are no obstacles to unclear orders.

The fourth indicator, namely work awareness, shows that most people strongly agree. This can be interpreted that employees have full awareness of their responsibilities and obligations, so that they carry out their work proactively without having to be closely supervised.

The fifth indicator, namely responsibility, shows that most people strongly agree. This can be interpreted that employees have a strong commitment to completing the tasks that have been given with optimal work quality and in accordance with the targets that have been set.

The results of this study are in line with the opinion and research results by Hartono & Siagian (2020) that discipline can partially influence performance.

The Simultaneous Influence of Religious Work Culture, Work Motivation, and Work Discipline on the Performance of Employees of the Ministry of Religion of Banyuwangi Regency

The results of the hypothesis testing show that religious work culture, work motivation and discipline have a simultaneous influence on the performance of employees of the Ministry of Religion of Banyuwangi Regency. The statement of H0 is rejected and the fourth working hypothesis is accepted which states that there is a simultaneous influence of religious work culture, work motivation and discipline on the performance of employees of the Ministry of Religion of Banyuwangi Regency. This gives meaning that the existence of a good religious work culture, high motivation, and good discipline can simultaneously improve performance.

The results of this study are in line with the results of research by Hartono & Siagian (2020); Goni et al. (2021); Puspita & Mujiati (2023) who stated that there is an influence of work culture, work motivation and discipline on employee performance.

4. CONCLUSION

The aspect of religious work culture has been partially proven to have a significant effect on the performance of employees of the Ministry of Religious Affairs of Banyuwangi Regency. This finding shows that the application of religious values in the work environment, such as religiosity-based training, has a positive contribution to improving employee performance. The support given to employees to develop their careers in a way that is in line with religious values encourages them to work more optimally and productively. In addition, the motivational aspect also has a partial significant effect on employee performance. Employees who have great responsibility for their work tend to show better performance. This sense of responsibility motivates them to complete tasks with full dedication, which ultimately has a positive impact on the overall performance of the organization.

Work discipline, as another aspect analyzed, also has a significant partial effect on employee performance. Employees who are always present on time at work show a high commitment to their duties. This discipline not only helps create efficiency in the work process, but also increases the credibility of the organization in providing public services. Simultaneously, religious work culture, motivation, and discipline have a significant effect on the performance of employees of the Ministry of Religion of Banyuwangi Regency. The combination of these three aspects forms a supportive work environment, so as to increase productivity and quality of service. This finding emphasizes the importance of synergy between work culture, motivation, and discipline to encourage better employee performance.

REFERENCES

- Agustini, N. K. I., & Dewi, S. K. (2019). Pengaruh Kompensasi, Disiplin Kerja dan Motivasi Terhadap Produktivitas Karyawan. *E-Jurnal Manajemen*, 8(1), 231–258.
- Aini, S. I. N., Widagdo, S., & Dimiyati, M. (2023). Gaya Kepemimpinan, Motivasi, Budaya Organisasi, Dan Lingkungan Kerja Berpengaruh Terhadap Kinerja Pegawai Kecamatan Di Kabupaten Bondowoso. *Growth*, 21(1), 65. <https://doi.org/10.36841/growth-journal.v21i1.2797>
- Akbar, Irawan, H., Ansar, & Dahlan, S. S. (2022). Pengaruh Motivasi dan Lingkungan Kerja Terhadap Kinerja Pegawai di Dinas Perdagangan Kota Makassar. *Asy-Syarikah*, 4(1), 1–20.
- Alfianika Maharani, D., Supriatin, D., & Puspitawati. (2023). Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Pada PT. Hasta Pusaka Sentosa Purbalingga. *Jurnal Media Ekonomi Dan Bisnis*, 14(1), 66–77. <https://tambara.e-journal.id/medikonis/index>

- Arikunto, S. (2010). *Prosedur Penelitian Suatu Pendekatan Praktik Edisi Revisi 2010*. PT. Rineka Cipta.
- Arikunto, S. (2013). *Prosedur Penelitian Suatu Pendekatan Praktik*. PT. Rineka Cipta.
- Armstrong, M., & Taylor, S. (2014). *Human Resource Management Practice*. Colour Press Ltd.
- Bambang, R., & Aprianis, A. (2021). Pengaruh Budaya Kerja Dan Motivasi Kerja Terhadap Kinerja Pegawai Sipil Kementerian Agama Kabupaten Pringsewu. *Jurnal Gema Ekonomi*, 11(1), 1766-1779.
- Baskoro, W., Suhasti, W., & Mega Melisa, A. (2023). Implementasi Nilai-Nilai Religiusitas Pada Budaya Kerja Karyawan BMT Bina Ihsanul Fikri. *IBSE Sharia Economic Journal*, 2(1), 12-26. <https://doi.org/10.62708/ibsesej.v2i1.28>
- Borman, R., & Westi. (2021). Pengaruh Kecerdasan Emosional, Budaya Kerja dan Kepribadian terhadap Kinerja Karyawan pada PT. Palu Mitra Utama (PMU). *JURNAL Sinar Manajemen*, 08(01), 138-144. <http://openjournal.unpam.ac.id/index.php/smk/article/view/2260>
- Departemen Agama RI. (2009). Pengembangan budaya kerja departemen agama. In Depag Republik Indonesia. <https://2017.kemenag.go.id/file/file/InfoPenting/ortn1365008677.pdf>
- Firdaus, M., & Dimyanti, M. (2023). *Analisis Multivariat dan Metode Kuantitatif*. Mandala Press.
- Ghozali, I. (2016). *Aplikasi Analisis Multivariate dengan SPSS*. Universitas Diponogoro.
- Hartono, T., & Siagian, M. (2020). Pengaruh Disiplin Kerja Dan Pelatihan Terhadap Kinerja Karyawan Di Pt Bpr Sejahtera Batam. *Jurnal Ilmiah Manajemen Bisnis Dan Inovasi Universitas Sam Ratulangi (Jmbi Unsrat)*, 7(1), 220-237.
- Hasibuan, M. S. P. (2019). *Manajemen Sumber Daya Manusia (Edisi Revisi, Cetakan Kesembilan belas)*. PT Bumi Aksara: Jakarta.
- Indayani, I. I. P., & Resdiana, E. (2024). Pengaruh Budaya Kerja Dan Lingkungan Kerja Terhadap Kinerja Pegawai Di Puskesmas Giligenting. *Ekonomi Dan Bisnis*, 1(1), 61-69. <http://journal.feb.unmul.ac.id/index.php/KINERJA/article/view/2480/338>
- Khairani, N., Rony, Z. T., & Sari, R. K. (2024). Pengaruh Lingkungan Kerja , Disiplin Kerja , Dan , Kompensasi Terhadap Kepuasan Kerja Pegawai Pada Kementerian Sosial Sentra Terpadu Pangudi Luhur Kota Bekasi. *Jurnal Ilmiah Ekonomi Dan Manajemen*, 2(7), 325-339.
- Kirana, K. C., Kurniawan, I. S., & Putra, F. C. (2022). Pengaruh Budaya Organisasi Dan Kepuasan Kerja Terhadap Kinerja Dengan Ocb Sebagai Pemediasi. *Ekonomi & Bisnis*, 21(1), 30-38. <https://doi.org/10.32722/eb.v21i1.4567>
- Luthfihani, E. I., Rizka, R. A., & Dyahrini, W. (2024). The Impact of Work Discipline and Work Ethos on Employee Performance in Coblong District Office Bandung City. *Ekonomis: Journal of Economics and Business*, 8(1), 36. <https://doi.org/10.33087/ekonomis.v8i1.1078>
- Manasikana, A., & Adiwati, M. R. (2022). Pengaruh Lingkungan Kerja dan Disiplin Kerja terhadap Kinerja Karyawan PT. Pos Indonesia Cabang Kebonrojo Surabaya. *Ekonomis: Journal of Economics and Business*, 6(2), 572. <https://doi.org/10.33087/ekonomis.v6i2.629>
- Mathis, J. R. (2003). *Human Resources Management (10th ed.)*. Thomson Learning.

- Mathis, L. R., & Jackson, J. H. (2006). *Manajemen Sumber Daya Manusia* (J. Sadeli & B. Prawira Hie (trans.); Vol. 1). Salemba Empat.
- Nabawi, R. (2019). Pengaruh Lingkungan Kerja, Budaya Kerja, Dan Beban Kerja Terhadap Kinerja Karyawan. *Jurnal Ilmiah Magister Manajemen*, 2(2), 01–10. <https://doi.org/10.61132/manuhara.v2i1.426>
- Nabilah, F., Rahwana, K. A., & Wibawa, G. R. (2023). Pengaruh Gaya Kepemimpinan dan Disiplin Kerja terhadap Kinerja Karyawan. *Distingsi*, 1(4), 31–45. <https://doi.org/10.37641/jimkes.v1i1.1673>
- Patta, M., Firman, A., & Mustaking. (2021). Pengaruh Komitmen Organisasi dan Beban Kerja terhadap Kinerja Melalui Motivasi Kerja Pegawai Kantro Kelurahan di Kecamatan Bontoharu Kabupaten Kepulauan Selayar. *Jurnal Magister Manajemen Nobel Indonesia*, 2(5), 686–697. <https://e-jurnal.nobel.ac.id/index.php/JMMNI/index>
- Rohman, S. N., Ambarwati, D., & Saptaria, L. (2023). Pengaruh Beban Kerja dan Lingkungan Kerja terhadap Kinerja Karyawan PT Wiharta Karya Agung Gresik. *Populer: Jurnal Penelitian Mahasiswa*, 2(4), 22–37. <https://doi.org/10.33087/ekonomis.v7i1.631>
- Salju, S., & Lukman, M. (2018). Pengaruh Motivasi Dan Pengalaman Kerja Terhadap Produktivitas Kerja Karyawan Pt. Comindo Mitra Sulawesi Cabang Palopo. *Jurnal Manajemen STIE Muhammadiyah Palopo*, 4(1), 1–7. <https://doi.org/10.35906/jm001.v4i2.280>
- Sambutan Menteri Agama Republik Indonesia. (2014). *Nilai-nilai Budaya Kerja Kementerian Agama RI*.
- Siagian, S. (2016). *Manajemen Sumber Daya Manusia*. PT. Bumi Aksara.
- Sugiyono. (2018). *Metode Peneiltian Kuantitatif, Kualitatif dan R&D*. In Alfabeta Bandung.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif R&D*. Alfabeta.
- Suherman, A. (2021). Pengaruh Kompetensi, Kompensasi, Disiplin Kerja terhadap Kinerja Guru pada Lazuardi Global Islamic School. *Journal of Management and Business Review*, 18(3), 614–629. <https://doi.org/10.34149/jmbr.v18i3.228>
- Sumiatai, M., & Purbasari, N. (2019). Pengaruh motivasi kerja, kepuasan kerja dan kemampuan kerja terhadap kinerja karyawan. *Jurnal Bisnis Dan Akutansi*, 21(1), 211–220.
- Sutrisno, E. (2019). *Manajemen Sumber Daya Manusia*. Kencana: Jakarta.
- Wahyudi, T. (2019). Pengaruh Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Bagian Layanan Pengadaan Barang Dan Jasa Sekreatariat Daerah Kabupaten Lampung Tengah. *Jurnal Simplex*, 2(2).
- Wibowo, S. (2013). *Manajemen Pendidikan Karakter di Sekolah*. Pustaka Pelajar.
- Widagdo, S., & Handayani, Y. I. (2020). *Riset Kuantitatif Manajemen Sumberdaya Manusia*. Mandala Press.
- Widagdo, S., Maulyda, M. A., & R, K. (2020). Penilaian Kinerja, Budaya Kerja & Kepemimpinan Optimalisasi Peningkatan Kinerja Guru. In Mandala Press.
- Zahratulfarhah, Mandasari, A. R., Rani, D. septia R., Maysaroh, Asyharul, M., & Nur Afifah, Z. (2022). Faktor-Faktor Yang Mempengaruhi Kinerja Pegawai: Kompetensi, Motivasi Dan Lingkungan Kerja. *Jurnal Jemsi*, 4(2), 118–130. <https://dinastirev.org/JMPIS/article/view/866>.