

The Effect of Organization Culture, Leadership Style and Working Discipline on Job Satisfaction at the Ministry of Religious Affairs of The Bengkulu City

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ABSTRACT

This research intends to demonstrate the impact of work culture, leadership, and discipline on employee happiness using a quantitative methodology with an explanatory research design. The population utilizes personnel from the Ministry of Religious Affairs in Bengkulu city, with a sample size of 152 selected through random sampling. The results indicated that the regression coefficient value of the work culture variable X1 is 0.277, with a positive sign. The regression coefficient value of the leadership variable X2 is 0.370, also with a positive sign. The regression coefficient value of the discipline variable X3 is 0.447, with a positive sign. After conducting the test using SPSS, it was found that the significance level obtained was 0.000, which is smaller than the standard level of 0.05. The comparison between F_{hitung} (58.692) and F_{tabel} (3.06) indicates a significant influence between variables X1 (work culture), X2 (leadership style), X3 (work discipline), and Y (job satisfaction).

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1. INTRODUCTION

Human resources (HR) are an important part of an organization, [1]. Patterns of basic assumptions that are created, discovered, or developed by certain groups to adapt to problems and integration from outside. This is known as organizational culture, [2] Work ethics, communication, attitudes towards innovation, relationships among coworkers, leadership, and management styles are examples of work culture, [3]. The workplace culture influences the atmosphere in which employees engage and operate. The logo also represents the

fundamental beliefs of the firm and can impact how connected employees feel to the organization's objectives, as well as their level of motivation and engagement in their tasks., [4]. Organizational culture, which is usually referred to as "corporate culture," is a collection of values, beliefs, assumptions, and standards that have been ingrained and embraced by members of a corporation to guide behavior and address issues inside the organization., [5]

Leadership is the act of guiding individuals or organizations to accomplish specific objectives, [6]. Leaders have special characteristics, habits, temperament,

character, and personality that distinguish their behavior and style from others. His leadership behavior and style will definitely be influenced by his lifestyle, [7]. A leader's method of managing, motivating, and directing a team or organization is known as a leadership style. Leadership styles vary based on the leader's personality, values, interests, as well as the specific scenario and setting [8]. Leaders establish work discipline among their subordinates to cultivate a sense of responsibility and ensure that employees prioritize achieving high-quality work outputs in accordance with set standards., Ardana [9]. The leader must act as an organizer of his group to achieve company goals in good condition and continue to improve the quality of the company, Kamal [10]

Sustaining work discipline is crucial for establishing a productive and efficient workplace in any organization. Employees must demonstrate loyalty and discipline by adhering to policies and standards while fulfilling their obligations and responsibilities, [11]. Work discipline covers many important things, from proper arrival time to meeting quality standards. It includes discipline, work ethics, and adherence to workplace safety policies,[12]. Work discipline is key to achieving overall company goals because it can improve operational efficiency, maintain product or service quality, and create a safe and harmonious work environment for the entire team, [13]

Organizations in various sectors, including the Ministry of Religious Affairs, face increasingly complex challenges to maintain the productivity and job satisfaction of their employees in this era of globalization and advances in information technology. Job satisfaction is an important component that contributes to organizational productivity and individual well-being. Kemenag Bengkulu is an important part of the government that manages religious affairs and boarding schools. Employee job satisfaction is considered important to achieve organizational goals. Thus, management must understand the factors that influence job

satisfaction, such as work culture, leadership style, and work discipline, in order for them to improve the Ministry's productivity and public service.

Job satisfaction significantly impacts work discipline and organizational leadership, [13]. Employee satisfaction at work correlates with increased motivation and performance. Employee job satisfaction is influenced by two components, Mangkunegara [14] the factors mentioned are intelligence (IQ), physical ability, age, gender, education, work experience, emotional personality, cognitive style, perception, and work attitude. These factors are related to work. Work kind, organizational hierarchy, social status, level of supervision, financial stability, and growth prospects. According to Rivai & Sagala [15], Indicators showing satisfaction include job content, performance of job duties, control over work, supervision, organization and management, advancement prospects, salary, coworkers, and working environment. Extensive research has been done on the factors affecting employee job satisfaction, not many specific studies have looked at the Ministry of Religious Affairs of Bengkulu City. Therefore, the purpose of this research is to study how work culture, leadership style, and work discipline affect the job satisfaction of Kemenag Bengkulu employees. This research is expected to provide insight into job satisfaction and organizational management to researchers and management of the Kemenag Bengkulu

2. LITERATURE REVIEW

2.1 Work culture

"Work or work" is the definition of work culture, a philosophy based on a worldview that values become the nature, habits, and driving force in the life of a group of people, [16] If a member knows the purpose of the organization, the benefits to himself, and the way the organization achieves these goals, the culture tells them about how they should behave, [17]. All the values, beliefs, standards, behaviors and habits that shape the way people work and interact in a company

or organization are referred to as work culture. It encompasses all aspects of the work environment, from how people cooperate and communicate to how decisions are made and conflicts are resolved. Culture is defined as a pattern of basic assumptions that a particular group learns to share in order to address issues of internal adaptation and integration. Employee responsibility, innovation, results orientation, knowledge, and work systems are the five components that influence work culture, Schein [18]. As a pattern of shared basic assumptions learned by a particular group to overcome official internal integration and external adaptation problems, culture has worked well [20].

2.2 Leadership style

Leadership is the act of encouraging individuals or organized groups to willingly follow and execute the directives of their leaders. Every organization or group need a leader for effective operation; without one, the group's operations may not function smoothly. Leaders have followers and possess the ability to exert influence on them. A good leader will be an example for his followers, [21]. The leader's style refers to how a leader understands the behavior and personality of their subordinates, and how they adapt their approach when leading their followers [22].

2.3 Work discipline

To maintain order, efficiency, and productivity in the workplace, work discipline is very important. Employee discipline is a type of training that aims to improve employees' knowledge, attitudes, and behavior so that they are willing to cooperate with other employees and be better at work, [23]. Employees with good work discipline tend to be more reliable, complete tasks better, and cooperate well in the workplace. Therefore, companies often prioritize a work culture that supports positive work discipline.

2.4 Job satisfaction

Employee performance, productivity, and workforce retention are significantly influenced by job satisfaction. Satisfied workers are more likely to be passionate, committed, and make positive contributions

to company objectives. As a result, numerous firms aim to establish a work environment that fosters and promotes employee contentment. They achieve this by focusing on employee welfare, acknowledging performance, and fostering staff growth. Job satisfaction is the evaluation of different elements, including an individual's emotions and opinions regarding their employment, [24]. Emphasizes the need of maximizing job satisfaction to boost staff morale, dedication, affection, and discipline [25]. Discontentment may arise from factors like salary or working conditions, leading employees to respond by decreasing productivity, going on strike, or voicing their grievances openly.

3. METHODS

The method used in this research is to use quantitative with explanatory research approach. The population in this study were employees of the Ministry of Religious Affairs of Bengkulu city, using a sample of 152 samples taken using side randomization.

4. RESULTS AND DISCUSSION

4.1 Descriptive of respondents

Depending on the purpose of the research or survey, the description of the respondents includes information such as demographics, social background, education, occupation, and other relevant factors. The demographics of the respondents are as follows:

Table 1. Demographics Gender

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	97	63,4	63,4	63,4
	Female	56	36,6	36,6	100,0
	Total	153	100,0	100,0	

Source: Processed primary data (2024)

Based on the results of the table above, we can know that the cumulative percentage level of male respondents is 97 people or 63.4% of the respondents, while

women are 56 people or 36.6, so based on the table data, the demographics of male respondents dominate the research respondents

Table 2. Demographics Last Education

		Recent Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D1 - D3	26	17,0	17,0	17,0
	S1	42	27,5	27,5	44,4
	S2	46	30,1	30,1	74,5
	S3	39	25,5	25,5	100,0
	Total	153	100,0	100,0	

Source: Processed primary data (2024)

The results of the table above show that the demographics of the respondents' education, namely 26 people or 17% have a D-D3 education, 42 people or 27.5% have a S1 education, 46 people or 30.1% have a S2

education, while 39 people or 25.5% have a S3 education, so we can conclude that the level of education of employees of the Ministry of Religion of Bengkulu City is dominated by S2

Tabel 3. Demographics Length of employment

		Length of Work			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10 - 20 th	20	13,1	13,1	13,1
	20 - 30th	47	30,7	30,7	43,8
	30 - 40th	70	45,8	45,8	89,5
	>30th	16	10,5	10,5	100,0
	Total	153	100,0	100,0	

Source: Processed primary data (2024)

Based on table 3 above, we can explain the demographics of length of work at

the Ministry of Religion of Bengkulu City that as many as 20 respondents are in the range of

10-20 years of work or 13.1%, 47 respondents are in the range of 20-30 years or 30.7%, 70 people are in the range of 30-40 years or 45%, while 16 people are in > 30 years or 10.5%, so

we can conclude that the highest range of length of work at the Ministry of Religion of Bengkulu City is in the 30-40 years.

Table 4. Age Demographics

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 - 30th	55	35,9	35,9	35,9
	31 - 40th	5	3,3	3,3	39,2
	41 - 50th	58	37,9	37,9	77,1
	50 - 55th	7	4,6	4,6	81,7
	>56	28	18,3	18,3	100,0
	Total	153	100,0	100,0	

Source: Processed primary data (2024)

Based on table 4 age demographics above, we can find out that the age level of respondents of the employees of the Bengkulu City Ministry of Religion, namely 55 people or 35.5% of respondents are aged 20-30 years, 5 or 3% of respondents are aged 31-40 years, 58 people or 3.3% of respondents are aged 41-50 years, 7 people or 4.6% of respondents are aged 50-55 years, while the remaining 28

respondents are in the age range >56 years or 18.3.

4.2 Instrument test

a. Validity test

Validity refers to how well a measurement instrument measures what it is intended to, with the test criteria if the significance value is (sign.) < 0.05 or $r_{hitung} > r_{tabel}$ value.

Tabel 5. Instrument validity test results

No	Indicator	Sig value	r-calculate	Information
1	Work culture			
	X1.1	0.000 < 0.050	0.825 > 0.1587	Valid
	X1.2	0.000 < 0.050	0.750 > 0.1587	Valid
	X1.3	0.000 < 0.050	0.748 > 0.1587	Valid
	X1.4	0.000 < 0.050	0.891 > 0.1587	Valid
	X1.5	0.000 < 0.050	0.770 > 0.1587	Valid
	X1.6	0.000 < 0.050	0.910 > 0.1587	Valid
	X1.7	0.000 < 0.050	0.881 > 0.1587	Valid
	X1.8	0.000 < 0.050	0.975 > 0.1587	Valid
	X1.9	0.000 < 0.050	0.871 > 0.1587	Valid
	X1.10	0.000 < 0.050	0.940 > 0.1587	Valid
2	Leadership style			
	X2.1	0.000 < 0.050	0.987 > 0.1587	Valid
	X2.2	0.000 < 0.050	0.897 > 0.1587	Valid
	X2.3	0.000 < 0.050	0.885 > 0.1587	Valid

X2.4	0.000 < 0.050	0.925 > 0.1587	Valid
X2.5	0.000 < 0.050	0.781 > 0.1587	Valid
X2.6	0.000 < 0.050	0.785 > 0.1587	Valid
X2.7	0.000 < 0.050	0.884 > 0.1587	Valid
3	Discipline		
X3.1	0.000 < 0.050	0.964 > 0.1587	Valid
X3.2	0.000 < 0.050	0.894 > 0.1587	Valid
X3.3	0.000 < 0.050	0.948 > 0.1587	Valid
X3.4	0.000 < 0.050	0.941 > 0.1587	Valid
X3.5	0.000 < 0.050	0.766 > 0.1587	Valid
X3.6	0.000 < 0.050	0.801 > 0.1587	Valid
4	Job Satisfaction		
Y1	0.000 < 0.050	0.790 > 0.1587	Valid
Y2	0.000 < 0.050	0.898 > 0.1587	Valid
Y3	0.000 < 0.050	0.915 > 0.1587	Valid
Y4	0.000 < 0.050	0.873 > 0.1587	Valid
Y5	0.000 < 0.050	0.795 > 0.1587	Valid
Y6	0.000 < 0.050	0.774 > 0.1587	Valid
Y7	0.000 < 0.050	0.776 > 0.1587	Valid
Y8	0.000 < 0.050	0.841 > 0.1587	Valid
Y9	0.000 < 0.050	0.730 > 0.1587	Valid
Y10	0.000 < 0.050	0.763 > 0.1587	Valid

Source: Processed primary data (2024)

Based on the test results with SPSS in table 5 above, we can find out that for all indicators X1 (work culture), X2 (leadership style), X3 (work discipline), and Y (job satisfaction) are valid

b. Reliability

Reliability testing assesses the consistency and dependability of a measurement tool when used multiple times at various intervals. The findings of the test conducted with SPSS are as follows:

Tabel 6. Reliability Test

Constructs	Reliability Statistics	
	Cronbach's Alpha	Evolution model
<i>Work culture</i> (X ¹)	0,866	Reliable
<i>Leadership</i> (X ²)	0.799	Reliable
<i>Work discipline</i> (X ³)	0.828	Reliable
<i>Customer Satisfaction</i> (Y)	0.925	Reliable

Source: Processed primary data (2024)

Based on the test conducted on all variables, it is found that all variables X¹ (work culture), X² (leadership style), X³ (work discipline), and Y (job satisfaction) are declared reliable.

c. Normality

The Smirnov Test, commonly known as the Kolmogorov-Smirnov (KS) Test, is a nonparametric statistical test used to assess if a sample originates from a specific distribution. It is commonly utilized to assess

the correspondence between the observed data distribution and the theoretical or anticipated distribution. If the significance value (sig.) in the Kolmogrov-Smirnov test is greater than 0.05, the data is considered

normally distributed; if the significance value is less than the calculated result, the data is not normally distributed. The findings are as follows:

**Table 7. Classical assumption test
One-Sample Kolmogorov-Smirnov Test**

			Unstandardized Residual
N			153
Asymp. Sig. (2-tailed) ^c			.200 ^d
Monte Carlo Sig. (2-tailed) ^e	Sig.		0,207
	99% Confidence Interval	Lower Bound	0,197
		Upper Bound	0,217

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Processed primary data (2024)

From the results of the SPSS calculations carried out, it is known that the results of the classical assumption test have an asymp sig value. $0.200 > 0.05$, meaning that the data is normally distributed.

d. Multicollinearity

Multicollinearity occurs when two or more independent variables in a regression model have a strong correlation with each other. Issues stemming from multicollinearity in regression analysis can affect the interpretation and reliability of the study results.

Tabel 8. Multicollinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Work Culture	0,780	1,281
	Leadership Style	0,641	1,560
	Work Discipline	0,581	1,722
a. Dependent Variable: Job Satisfaction			

Source: Processed primary data (2024)

e. Heteroscedasticity test

The heteroscedasticity test is a statistical method that assesses if the errors in a regression model exhibit non-constant

variance across all values of the independent variables. The study variables' test results can be displayed in the table below:

Table 9. Heteroscedasticity Test Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4,424	1,505		2,940	0,004
Work Culture	-0,010	0,039	-0,027	-0,265	0,791
Leadership Style	-0,104	0,059	-0,189	-1,758	0,081
Work Discipline	0,003	0,080	0,004	0,040	0,968

a. Dependent Variable: RES_4

Source: Processed primary data (2024)

Based on the results of the heteroscedasticity test above, we can know that the variable X1 (work culture) $0.791 > 0.05$, X2 (leadership style) $0.081 > 0.05$, and X3 (work discipline) $0.968 > 0.05$, it can be concluded that there is no heteroscedasticity.

f. Regression

The linearity test criteria are based on the deviation from linearity, which indicates that the linearity test has been fulfilled if the sig value. Deviation from linearity is more than 0.05, or based on linearity, which indicates that the linearity test has been fulfilled if the sig value. Deviation from linearity is less than 0.05.

Table 10. Multiple Regression Test Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,342	2,334		2,288	0,000
Work Culture	0,323	0,056	0,360	5,728	0,000
Leadership Style	0,370	0,088	0,292	4,212	0,000
Work Discipline	0,447	0,121	0,268	3,686	0,000

a. Dependent Variable: Job Satisfaction

Source: Processed primary data (2024)

Based on statistical tests using SPSS, the following results are obtained:

$$Y=5.342+0.323X^1+0.370X^2+0.447X^3+ e$$

From table 10 above we can know that sig. 000, meaning that variables X¹ (work culture), X² (leadership style), and X³ (work discipline), and Y (job satisfaction).

4.3 Hypothesis test

a. T Test

According to the basis for making t test decisions, the independent variable (X) affects the dependent variable (Y) if the significant value (sign.) is less than 0.05 or the t-count value is greater than the t-table. If the significant value (sign.) or the t-count value is greater than 0.05, the independent variable (X) has no effect on the dependent variable (Y).

Table 11. T Test
Coefficients^a

Model		t	Sig.
1	(Constant)	2,288	0,024
	Work Culture	5,728	0,000
	Leadership Style	4,212	0,000
	Work Discipline	3,686	0,000

a. Dependent Variable: Job Satisfaction

Source: Processed primary data (2024)

Based on the results of the SPSS test in table 11, it is obtained that X¹ (work culture) t_{hitung} 5, 728 > t_{table} 1.65514 means that (leadership style) t_{hitung} 4.212 > t_{table} 1.65514 means that there is a significant relationship between leadership and employee satisfaction with a significant linearity of 0.000 <0.05, and X³ (work discipline), t_{hitung} 5, 728 > t_{table} 1.65514 means that there is a significant relationship between discipline and employee satisfaction with a significant linearity of 0.000 <0.05,

there is a significant relationship between work culture and employee satisfaction with a significant linearity of 0.000 <0.05, X²

b. F test

According to the basis for making the F test decision, if the significant value (sign.) <0.05, then the independent variables (X¹, X² and X³) affect the dependent variable (Y) simultaneously. If the significant value (sign.) > 0.05, then the independent variables (X¹, X² and X³) do not affect the dependent variable (Y) simultaneously.

Table. 12 F test
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3015,393	3	1005,131	58,692	.000 ^b
	Residual	2551,718	149	17,126		
	Total	5567,111	152			

The test results using SPSS, where the significant level obtained is smaller, namely 0.000 from the standard, namely 5% or 0.05 and the comparison results between

F_{hitung} ≥ F_{tabel} 58.692 ≥ 3.06, it can be concluded that there is a significant influence between variables X¹ (work culture), X²

(leadership style), and X3 (work discipline), and Y (job satisfaction).

4.4 Discussion

a. The effect of work culture on employee satisfaction

$b^1 = 0.277$: is the regression coefficient value of the work culture variable X^1 with a value of 0.323 (positive sign) meaning that if job satisfaction increases by 1 unit which will result in job satisfaction variables will increase by 0.323, and it is concluded that if the work culture, then job satisfaction will get better simultaneously.

$b^2 = 0.370$ is the regression coefficient value of the leadership variable X^2 gives a value of 0.370 (positive sign) which means that if employee satisfaction increases by 1 unit, the leadership variable will also increase by 0.370, and it is concluded that if leadership is getting better, employee satisfaction will get better simultaneously. $b^1 = 0.277$: is the regression coefficient value of the work culture variable X^1 with a value of 0.323 (positive sign) meaning that if job satisfaction increases by 1 unit which will result in job satisfaction variables will increase by 0.323, and it is concluded that if the work culture, then job satisfaction will get better simultaneously.

$b^2 = 0.370$ is the regression coefficient value of the leadership variable X^2 gives a value of 0.370 (positive sign) which means that if employee satisfaction increases by 1 unit, the leadership variable will also increase by 0.370, and it is concluded that if leadership is getting better, employee satisfaction will get better simultaneously.

b. The effect of work culture, leadership, and work discipline on employee satisfaction

The test results using SPSS, where the significant level obtained is smaller, namely 0.000 from the standard, namely 5% or 0.05 and the comparison results between $F_{hitung} \geq F_{tabel}$ $58.692 \geq 3.06$, it can be concluded that there is a significant influence between variables X^1 (work culture), X^2 (leadership style), and X^3 (work discipline), and Y (job satisfaction).

c. The effect of discipline on employee satisfaction

b^3 is the regression coefficient value of the X^3 discipline variable which gives a value of 0.447 (positive sign) which means that if employee satisfaction increases by 1 unit, the discipline variable will also increase by 0.447, and it is concluded that if discipline gets better, employee satisfaction will get better simultaneously.

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