

Influence Culture Organization and Discipline Work on Motivation and its Impact on Performance of Traffic Department Employees Province Sulawesi South

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Abstract

This study aims to analyze the influence of organizational culture and work discipline on work motivation and its impact on employee performance at the Bina Marga Service of South Sulawesi Province. The approach used is a quantitative method with Structural Equation Modeling (SEM) analysis technique. The results of the study indicate that organizational culture and work discipline have a positive and significant effect on work motivation and employee performance. Organizational culture has a direct effect on performance with a coefficient of 0.377 and a p-value of 0.000, and on work motivation with a coefficient of 0.421 and a p-value of 0.000. Work discipline has a significant effect on performance (coefficient 0.233; p-value 0.005) and work motivation (coefficient 0.400; p-value 0.000). Work motivation itself has a positive and significant effect on employee performance (coefficient 0.400; p-value 0.000). In addition, work motivation also acts as a significant mediating variable in the relationship between organizational culture and work discipline on employee performance. These findings indicate that improving organizational culture and work discipline will encourage higher work motivation, which ultimately improves employee performance.

Introduction

Human resources have a very important role in an organization. The existence of human resources (HR) in an agency plays a very important role, as a great potential to carry out organizational activities. According to Amin et al. (2022) the success of a person's performance in a field of work is largely determined by the level of competence, professionalism and also their commitment to the field of work they are engaged in.

To achieve these goals, every agency requires quality resources, especially human resources. According to Kertati et al. (2023), human resources are the only resources that have reason, feelings, desires, skills, knowledge, drive, power, and work (ratio, feeling and intention). Human resources that have good quality can do the job, have the ability to carry out the authority and responsibility that exists in the agency properly, so that the implementation in achieving organizational goals can be achieved. The potential of each human resource in the agency must be utilized as well as possible so that it can provide optimal performance (Sinambela et al., 2022; Sun et al., 2007; Jumady & Lilla, 2021; Heslina & Syahrani, 2021).

HR performance is a result or level of success achieved by employees in their field of work according to the criteria applicable to a particular job and evaluated by the leadership (Siraj et al., 2022; Hajiali et al., 2022; Widodo, 2022; Anwar & Abdullah, 2021). High employee performance is one of the requirements in achieving organizational goals.

The achievement of organizational goals is obtained from the organization's efforts in managing potential human resources in order to improve their work results. Human resource

management carried out by the organization is reflected in employee performance resulting from the achievement of organizational goals (Panjaitan et al., 2023; Alzoubi, 2022; Widarko & Anwarodin, 2022). To improve employee performance, there are several factors that can influence employee performance, including organizational culture, work discipline and employee motivation.

The first factor that can affect employee motivation can have an impact on employee performance, namely organizational culture. Every organization has an organizational culture that functions to form rules or guidelines in thinking and acting to achieve the goals set (Nabella et al., 2022). This means that an organizational culture that grows and is well maintained will be able to spur the organization towards better development (Akpa et al., 2021; Mingaleva et al., 2022; Imran et al., 2022; Umair & Dilanchiev, 2022).

According to Akpa et al. (2021), organizational culture can be defined as a set of values, beliefs, assumptions, or norms that have long been in effect, agreed upon and followed by members of an organization as a guideline for behavior and solving organizational problems. Organizational culture shapes the way members behave and interact and influences the way they work. Furthermore, this organizational culture is expected to create a conducive environment for improving individual and organizational performance (Christopher & Edwinah, 2022; Virgiawan et al., 2021; Azeem et al., 2021).

The South Sulawesi Provincial Highways and Construction Agency is one of the Regional Apparatus Organizations (OPD) under the South Sulawesi Provincial Government that has a strategic role in managing public infrastructure, especially roads and bridges. This agency focuses on efforts to ensure the availability of adequate transportation infrastructure to support the economic, social, and cultural activities of the community in the region (Bénichou, 2023; Prus & Sikora, 2021). This agency plays an important role in ensuring connectivity and accessibility between regions, which are key factors in driving economic growth and community welfare.

Work discipline at the South Sulawesi Province Highways Service aims to create a regular, orderly condition and the implementation of work can be carried out according to the previous plan. Discipline is a prerequisite for the formation of attitudes, behaviors, and disciplined lifestyles that will make employees get convenience in working. In this way, it will create a conducive working atmosphere and support efforts to achieve goals.

Table 1. Attendance Data of the South Sulawesi Province Highways Service (2020 – 2023)

Year	Late	Permission	Total
2020	12	9	21
2021	32	11	43
2022	28	16	44
2023	22	7	29

Source: South Sulawesi Provincial Highways Service, 2023

Based on the author's data and observations in the scope of the South Sulawesi Provincial Highways Service, in this case the work environment in the office is still not as expected. The phenomenon that occurs is an inadequate work environment, and employee performance also decreases due to low work discipline. Low employee discipline is seen from violations of existing rules in the workplace so that many jobs are delayed and many are absent from their jobs.

Based on the data, employee absences are less effective and cannot complete work that is indeed their responsibility in a timely manner, resulting in work piling up. Work discipline should be a prerequisite for the formation of attitudes, behaviors, and life systems that will make employees get convenience in working. That way it will create a conducive work atmosphere and support efforts to achieve goals.

Organizations with a strong culture will influence employee behavior and performance effectiveness. Employee performance will run in accordance with the culture adopted in the organization. In addition, the application of culture in a Government Agency will also shape the character of its employees by themselves in carrying out their duties to achieve the goals of their respective Agencies. Creating familiarity among members of the organization is also one of the supporting factors for good performance success. This familiarity grows from a sense of comfort in individuals or groups at work.

Another phenomenon that also occurs in the South Sulawesi Provincial Highways Service can be seen from the symptoms of organizational culture, namely the behavior that is still visible where some employees tend to carry out tasks statically and almost do not change from time to time because they consider the work they are carrying out to be just a routine task. In addition, there are a number of employees who still often chat with other employees, because employees who like to chat are usually pleasant and friendly, so it is often difficult to reprimand their behavior.

Work motivation is the most important thing in a governance system, especially for civil servants in an agency. Motivation will encourage employees to do, act, carry out tasks well and with a full sense of responsibility according to the targets or goals to be achieved. Based on the phenomenon that occurs in providing motivation in order to encourage employee performance today, it is difficult to get additional income outside of salary.

Before Covid-19, many employees received additional income in addition to salary and position allowances, and business travel that was paid routinely every month, overtime pay that was paid for every work if it exceeded the working hours was paid every month. When Covid-19 occurred, employees no longer received overtime pay. Furthermore, motivation in the form of awards so far has only been in the form of a Satyalancana Karya Satya honorary certificate for employees who have served for a certain period of time with good work performance. While motivation in the form of implementing sanctions for employees who are not disciplined in carrying out their duties, as long as it is still within the limits of light disciplinary punishment in the form of verbal warnings and there has never been a moderate disciplinary punishment or a severe disciplinary punishment.

Based on the results of initial observations, the author is interested in researching how the influence of organization and work discipline directly affects motivation and subsequently analyze how organizational culture and work discipline indirectly influence performance.

Methods

This study is a quantitative study that aims to analyze the influence of organizational culture and work discipline on motivation, as well as its impact on the performance of employees of the South Sulawesi Provincial Highways Agency. This study was conducted at the Highways Agency office located on Jl. Andi Pangeran Pettarani, Makassar, during the period of February to April. The data used are quantitative data sourced from primary data, collected directly through questionnaires to 165 employees as the population. Based on calculations using the Slovin formula with an error rate of 5%, a sample of 116 respondents was obtained. The research instruments were tested for validity and reliability, while the research variables

consisted of organizational culture, work discipline, work motivation, and employee performance, each of which was explained operationally.

Data collection techniques in this study include closed questionnaires with a Likert scale, direct observation, and documentation. Data analysis was carried out through path analysis and Structural Equation Modeling (SEM), to determine the direct and indirect effects between variables. SEM is used to test the causal relationship model between exogenous variables (organizational culture and work discipline) on endogenous variables (employee motivation and performance), both directly and through intervening variables. Model evaluation is carried out by measuring regression parameters, variance, and covariance, as well as model fit indices such as GFI, AGFI, CMIN/DF, TLI, CFI, and RMSEA, to ensure the suitability between the theoretical model and empirical data.

Results and Discussion

Analysis of research results using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the help of the Smartpls 3.3.7 program. Partial Least Squares Structural Equation Modeling (PLS-SEM) is a multivariate statistical method used to test and model the relationship between variables in a complex system, namely Organizational Culture (X1) and Work Discipline (X2) on Work Motivation (Y2) through Employee Performance (Y1).

Analysis of research results will be divided into outer model analysis, inner model analysis and research hypothesis analysis both directly and indirectly.

Outer Model Analysis

Convergent Validity

Table 2. Convergent validity

	Organizational Culture	Work Discipline	Motivation	Employee Performance
X1.1	0.935			
X1.10	0.932			
X1.11	0.937			
X1.12	0.933			
X1.2	0.937			
X1.3	0.932			
X1.4	0.954			
X1.5	0.904			
X1.6	0.960			
X1.7	0.970			
X1.8	0.923			
X1.9	0.937			
X2.1		0.990		
X2.10		0.959		
X2.2		0.969		
X2.3		0.988		
X2.4		0.970		
X2.5		0.943		
X2.6		0.985		
X2.7		0.950		

X2.8		0.953		
X2.9		0.961		
Y1			0.939	
Y2			0.947	
Y3			0.925	
Y4			0.965	
Y5			0.970	
Y6			0.977	
Z1				0.973
Z10				0.971
Z11				0.978
Z12				0.977
Z13				0.986
Z14				0.988
Z2				0.902
Z3				0.967
Z4				0.985
Z5				0.944
Z6				0.979
Z7				0.973
Z8				0.969
Z9				0.971

Based on table 2 above, it can be seen that all items for the variables Organizational Culture (X1) and Work Discipline (X2) on Employee Performance (Y2) through Motivation (Y1) has an outer loading value greater than 0.70 (outer loadings > 0.70) which provides an illustration that all variable items effectively capture the intended latent construct or in other words all variable items are valid and can be used for research. In addition, the outer loading value can also be seen in the following figure.

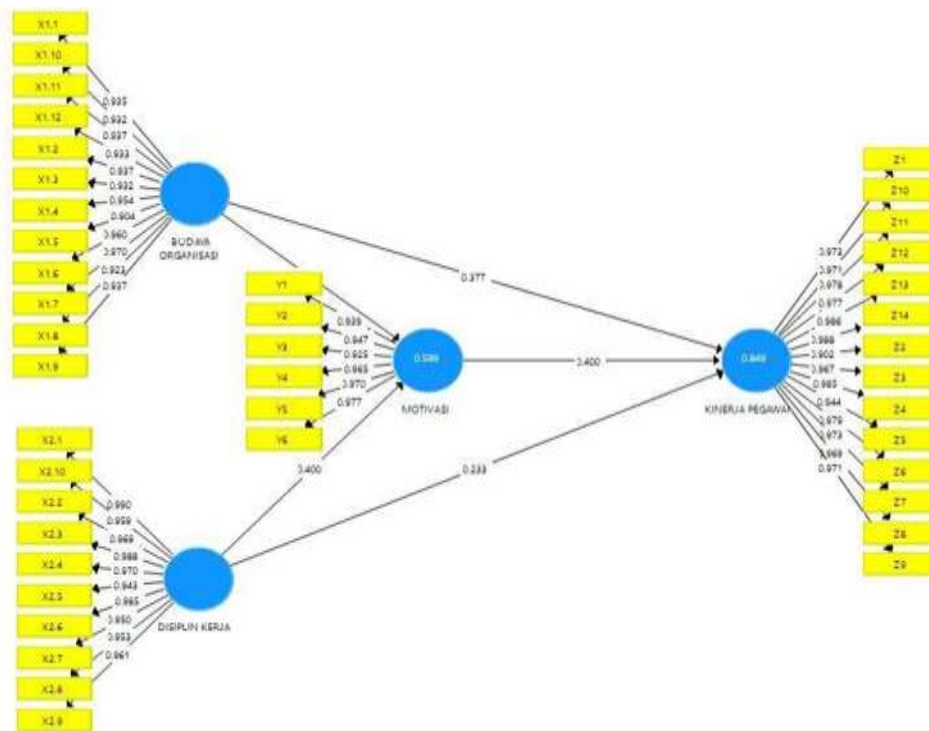


Figure 1. Outer loading

Meanwhile, convergent validity can be reviewed according to the AVE value measuring the level of variance calculated by the indicator regarding the latent construct, with the optimal AVE value exceeding 0.5. The following are the results of the Average Variance Extracted (AVE) value of this study.

Table 3. Average Variance Extracted (AVE)

Variables	Average variance extracted (AVE)	Information
Organizational Culture	0.880	Fulfil
Work Discipline	0.935	Fulfil
Employee Performance	0.939	Fulfil
Motivation	0.910	Fulfill

Source: Primary data sources processed 2025

Reviewed based on table 4.10 above, it can be seen that the AVE value for each research variable, namely the influence of Organizational Culture (X1) and Work Discipline (X2) on employee performance (Y2) through motivation (Y1) and Employee Performance (Y2) has an AVE value > 0.50 which means that all indicator variables used in measuring the latent construct collectively have a significant contribution in explaining the variation of the latent construct or in other words that the construct has quite good construct validity.

Validity Discrimination

Discriminant validity in the study showed that different constructs in the model had lower correlations compared to the correlations between indicators in the model. the same construct. Discriminant validity was evaluated using the Heterotrait-Monotrait Ratio (HTMT) where the HTMT value is smaller than 0.9. The following are the results of the discriminant validity test in this study

Table 4. Validity discrimination

	Organizational culture	Work discipline	Employee performance	Motivation
Organizational culture	0.938			
Work discipline	0.775	0.967		
Employee performance	0.850	0.816	0.969	
Motivation	0.731	0.727	0.845	0.954

Source: Primary data sources processed 2025

Table 4 above shows that the HTMT values produced for all research constructs are less than 0.9 (HTMT < 0.9) so it can be concluded that all constructs have good discriminant validity, which means they can be clearly distinguished from each other in the research model.

Construct Reliability

Construct reliability in Partial Least Squares Structural Equation Modeling (PLS-SEM) is concerned with the reliability and trustworthiness of the measurement of variables or indicators that assess latent constructs. Measures used to evaluate construct reliability include and Composite Reliability (CR) and Cronbach's Alpha . Increased scores on this metric usually exceed 0.7. The following are the results of the construct reliability test in this study.

Table 5. Construct reliability

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Organizational culture	0.988	0.988	0.989
Work discipline	0.992	0.992	0.993
Employee performance	0.995	0.995	0.995
Motivation	0.980	0.983	0.984

Source: Primary data sources processed 2025

Based on table 5 above, all research variables, namely organizational culture (X1), work discipline (X2), employee performance (Y1) and motivation (Y2) show a strong and reliable relationship between indicators in the construct as evidenced by the acquisition of Chronbac's alpha and composite reliability values greater than 0.70 so that it can be confirmed that the research variables have consistency in measuring latent constructs.

Inner Model Analysis

Structural Equations

Table 6. Path coefficient

	Path coefficients
Organizational culture -> motivation	0.377
Organizational culture -> Employee performance	0.421
Work discipline -> motivation	0.233
Work discipline -> employee performance	0.400
Organizational culture -> employee performance	Indirect

Based on table 6 above, the structural equations formed in this study are as follows.

$$\text{Organizational culture} = 0.377 \times 0.233 \times 0.400 = 0.35$$

$$\text{Organizational culture} = 0.337 \times 0.400 = 0.151$$

$$\text{Total indirect effect of organizational culture on employee performance} = 0.151 + 0.035 = 0.186$$

The following is an interpretation of the path model:

Organizational culture has a positive influence on motivation .

This means that the stronger the values, norms, and work habits built in an agency, the greater the level of employee discipline. Employees tend to be more obedient to the rules and responsible for their duties if the organizational culture supports it.

Organizational culture influences employee performance directly and indirectly:

Directly (0.421): A good culture has a direct impact on improving performance, such as work efficiency, productivity, and target achievement.

Indirectly (0.186): Through:

Organizational Culture Path → Work Discipline → Employee Performance (0.151)

Organizational Culture Path → Discipline → Motivation → Performance (0.035) The total influence is 0.660, indicating that organizational culture is a very important factor in increasing employee performance.

Work discipline has a positive relationship with work motivation. Disciplined employees tend to feel more responsible and motivated to complete tasks well. Discipline creates order and self-confidence in working. Direct Influence (0.400): Work discipline such as punctuality, compliance with regulations, and consistency in completing tasks have a significant impact on employee performance. Indirect influence (0.093): Through Motivation (0.233 × 0.400). Total influence = 0.493, indicating that discipline is the main driver of performance improvement both directly and through motivation. Work motivation has a large direct influence on performance. Employees who have intrinsic motivation (inner drive) and extrinsic motivation (external drive) will be more enthusiastic, responsible, and enthusiastic in completing tasks - which ultimately improves performance.

Test of Determination Coefficient (R-Squared)

Table 6. Results of the determination coefficient test

	R-square	R-square adjusted
<i>Employee performance</i>	0.849	0.846
Motivation	0.599	0.594

Source: Primary data sources processed 2025

Based on the test results above, the r - square value for performance employees showed an acquisition of 0.849 which means that the model is in the moderate category which indicates that motivation contributes 0.599% to employee performance . The remaining contribution of 0.849% is related to other factors that influence emotional intelligence.

Meanwhile, motivation with an r-square of 0.594 is in the strong model category, indicating that it contributes 0.849% to Employee Performance. The remaining contribution of 0.849% is related to other factors that influence emotional intelligence.

Stone-Geisser Q-square test

Q-Square predictive relevance in structural models utilizes the accuracy of the observed values generated by the model and its parameter estimates. A Q-Square value greater than 0 indicates that the model shows predictive relevance; conversely, a Q-Square value equal to or less than 0 indicates that the model has no predictive relevance (Chin, 1998). The predictive value of relevance can be determined using the formula proposed by Hair (2011):

$$Q^2 = 1 - (1 - R^2_1)(1 - R^2_2) \dots (1 - R^2_n)$$

So that the predictive value of q-square relevance is obtained

as follows:

$$Q^2 = 1 - (1 - 0.772)(1 - 0.770)$$

$$Q^2 = 1 - (0.0228)(0.23)$$

$$Q^2 = 1 - 0.046$$

$$Q^2 = 0.64$$

Q-Square calculation carried out in this study were obtained at 0.64, equivalent to 64%. Therefore, it can be predicted that the model used in this study has significant predictive utility which also shows that the model used effectively explains about 64% of the information contained in the research data.

Research hypothesis testing

The level of significance in hypothesis testing is determined by the value of the path coefficient or inner model through the bootstrapping results in Smart PLS. The path coefficient or inner model score, represented by the T-statistic value, must exceed 1.96 for the H_a hypothesis to be accepted and H_0 to be rejected. The criterion for accepting or rejecting a hypothesis is based on whether the t-statistic is greater than 1.96. When using probability to test a hypothesis, H_a is accepted if the p-value is less than 0.05.

Direct effect hypothesis test

The results of the direct influence test in this study are described in the following table:

Table 7. direct influence test results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1-> Y1	0,377	0,378	0,100	3,769	0.000
X1-> Y2	0,421	0,435	0,115	3,665	0.000
X2 -> Y1	0,233	0,217	0,082	2,821	0.005
X2 -> Y2	0,400	0,388	0,107	3,753	0.000
Y1 -> Y2	0,400	0,413	0.107	3,752	0.000

Source: Primary data source (processed 2025)

Based on table 7 above, it can be seen that the overall value of the t-test statistics exceeds 1.96 Indirect Influence Hypothesis Test (t- statistics > 1.96) and the resulting p-values are smaller than 0.05, which means that all the results of the direct influence test of the research hypothesis are accepted : a) The direct influence test of organizational culture (X1) on motivation (Y1) shows the Original Sample value of 0.377 is positive with a t-statistic value of 3.769 (t-statistic > 1.96) and a p-value of 0.000 is smaller than 5% (0.000 < 0.05) which can be interpreted that organizational culture (X1) has a positive and significant influence on motivation (Y1) so that

hypothesis 1 in this study is accepted ; b) The test of the direct influence of organizational culture (X1) on employee performance (Y2) shows that the Original Sample value of 0.421 is positive with a t-statistic value of 3.665 (t-statistic > 1.96) and a p-value of 0.000 is smaller than 5% (0.000 < 0.05) which can be interpreted that organizational culture (X1) has a positive and significant impact on employee performance (Y2) so hypothesis 2

in this study is accepted. ; c) The direct influence test of Work Discipline (X2) on motivation (Y1) shows the Original Sample value of 0.233 is positive with a t statistic value of 2.821 (t statistic > 1.96) and a p-value of 0.005 smaller than 5% (0.005 < 0.05) which can be interpreted that work discipline (X2) has a positive and significant effect on motivation (Y1) so that hypothesis 3 in this study is accepted ; d) The test of the direct influence of work discipline (X2) on employee performance (Y2) shows that the Original Sample value of 0.400 is positive with a statistical value of t of 3.753 (statistic t> 1.96) and a p- value of 0.000 smaller than 5% (0.000 < 0.05) which can be interpreted that work discipline (X2) has a positive and significant effect on employee performance (Y2) so that hypothesis 4 in this study is accepted ; e) The test of the direct influence of motivation (Y1) on employee performance (Y2) shows that the Original Sample value of 0.400 is positive with a statistical value of t of 3.752 (statistic t> 1.96) and a p- value of 0.000 smaller than 5% (0.000 < 0.05) which can be interpreted that motivation (Y1) has a positive and significant effect on motivation (Y2) so that hypothesis 5 in this study is accepted.

Indirect Effect Hypothesis Test

The results of the direct influence test in this study are described in the following table:

Table 8. Indirect Effect Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
X1->Y2 ->Y1	0.168	0.184	0.077	2,184	0.030
X2->Y2 ->Y1	0.160	0.159	0.057	2,798	0.006

Based on table 8 above, the results of the indirect influence test in this study are described as follows:

Test the indirect influence of organizational culture (X1) on employee performance (Y2) through motivation (Y1) shows the Original Sample acquisition of 0.168 with a positive value with a t-statistic value of 2.184 (t-statistic > 1.96) and a p- value of 0.030 which is smaller than 5% (0.030 < 0.05) which can be interpreted that motivation (Y1) is able to mediate the relationship between organizational culture (X1) positively and significantly with employee performance (Y2) so that hypothesis 7 in this study is accepted. Test the indirect influence of work discipline (X2) on employee performance (Y2) through motivation (Y1) shows that the Original Sample acquisition of 0.160 has a positive value with a t-statistic value of 2.798 (t-statistic > 1.96) and a p-value of 0.006 which is smaller than 5% (0.006 < 0.05) which can be interpreted that work discipline (X2) is able to mediate the relationship between employee performance (Y2) positively and significantly with motivation (Y1) so that hypothesis 7 in this study is accepted.

The Influence of Organizational Culture on Motivation

The results of the analysis show that the variable (X1) Organizational Culture has a significant direct influence on (Y1), Motivation although the magnitude of the influence is not as large as on (Y2). Employee Performance This finding indicates that (X1) Organizational Culture acts

as an exogenous construct that directly influences two endogenous constructs, namely (Y1) Motivation and (Y2) Employee Performance.

In the context of the Partial Least Squares Structural Equation Modeling (PLS-SEM) model, this is consistent with Ghozali's (2014) view that the path coefficient value reflects the strength and direction of the relationship between latent constructs in the structural model. A significant path coefficient indicates a direct contribution to the dependent variable, regardless of the presence or absence of a mediation effect.

This study is in line with previous research: **Yunita & Hidayat (2023)** : showed that work motivation, work culture and human resource development partially have a positive and significant effect on the performance of employees of the National Unity and Politics Agency of the City of Pare Pare.

The interpretation of statistical results in this study shows that: Organizational Culture has a positive and significant direct influence on Motivation , although the magnitude of the influence not too big (0.35). This means that the stronger the organizational culture, the stronger the employee motivation tends to be. increased, although there are other variables that are more dominant in influencing motivation , Organizational Culture has a stronger influence on Employee Performance (0.57). This shows that strong organizational values, norms, and practices are able to create a conducive work environment for improving performance. Then the alignment with the facts that occur in the field is that organizations that have a collaborative work culture, open communication, and appreciation for innovation and individual contributions tend to have employees who are more motivated and show higher performance . This can be proven by the results of field observations by distributing questionnaires to 165 respondents (employees), showing that 82% of respondents who rated the organizational culture as "good" also had a work motivation score of >75 (scale 0 - 100).

There is consistency between the statistical results and empirical data in the field , which shows that Organizational Culture plays an important role in shaping Employee Motivation and Performance directly . Therefore, the strategy of improving organizational culture is an effective approach in improving the quality of human resources in the organizational environment.

The (novelty) of this finding lies in the identification of the dual role of (X1) Organizational Culture in influencing two outcome variables simultaneously in one structural model. If previous studies tend to evaluate the relationship of X1 to one dependent variable separately, then this study provides a new contribution by showing that (X1) consistently plays an important role in influencing two aspects, namely (Y1) Motivation and Y2), Employee Performance while opening up space for exploration of mediation or moderation mechanisms that may occur in the relationship. This finding is important for the development of a more comprehensive and applicable theoretical model in the context of the study in question.

Conclusion

Based on the results of the analysis and discussion that have been carried out on the influence of organizational culture and work discipline on motivation through employee performance at the South Sulawesi Province Highways Service, several important points can be concluded as follows:

Organizational culture has a positive and significant influence on work motivation. This shows the coefficient value of 0.421 with a p-value of 0.000, this means that The stronger the organizational culture, especially paying attention to detail, will increase the enthusiasm and performance of employees, the South Sulawesi Provincial Highways Service.

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