



Universitas Warmadewa

Editorial Office: Program Studi Magister Manajemen | Program Pascasarjana | Universitas Warmadewa
Jl. Terompong No.24, Sumerta Kelod, Kec. Denpasar Timur, Kota Denpasar, Bali 80239

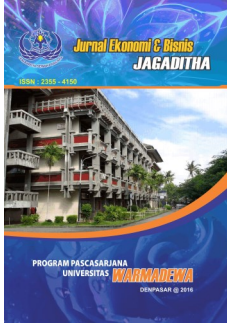
Jurnal Ekonomi dan Bisnis Jagaditha

Volume 11, Number 2, 2024

ISSN: 2355-4150 (Print) | 2579-8162 (Online)

Publication details, Including author guidelines

visit URL: <https://www.ejournal.warmadewa.ac.id/index.php/jagaditha/authorguideline>



The Role of Job Satisfaction in Mediating The Relationship of Organizational Culture and Work Discipline on Employee Performance in The General Section of The Raja Ampat Regional Secretariat

Author Name(s): Ida Bagus Udayana Putra¹, Indra Setia Ganda¹

¹ Magister of Management, Universitas Warmadewa, Indonesia

Article History

Received: November 11, 2024

Revised: November 13, 2024

Accepted: November 13, 2024

How to cite this article (APA)

Putra, I. B. U., & Ganda, I. S. (2024). The Role of Job Satisfaction in Mediating The Relationship of Organizational Culture and Work Discipline on Employee Performance in The General Section of The Raja Ampat Regional Secretariat. *Jurnal Ekonomi dan Bisnis Jagaditha*. 11(2), 234-251. <https://doi.org/10.22225/jj.11.2.2024.234-251>

*Correspondence regarding this article should be addressed to:

Indra Setia Ganda

Email: indrasetia@gmail.com

Universitas Warmadewa (as publisher) makes every effort to ensure the accuracy of all the information (the "Content") contained in the publications. However, we make no representations or warranties whatsoever as to the accuracy, completeness, or suitability for any purpose of the Content. Any opinions and views expressed in this publication are the opinions and views of the authors and are not the views of or endorsed by Universitas Warmadewa. The accuracy of the Content should not be relied upon and should be independently verified with primary sources of information. Universitas Warmadewa shall not be liable for any losses, actions, claims, proceedings, demands, costs, expenses, damages, and other liabilities whatsoever or howsoever caused arising directly or indirectly in connection with, in relation to, or arising out of the use of the content.

Jurnal Ekonomi dan Bisnis Jagaditha is published by Universitas Warmadewa comply with [the Principles of Transparency and Best Practice in Scholarly Publishing](#) at all stages of the publication process. Jurnal Ekonomi dan Bisnis Jagaditha also may contain links to web sites operated by other parties. These links are provided purely for educational purpose.



This work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](#).

The Role of Job Satisfaction in Mediating The Relationship of Organizational Culture and Work Discipline on Employee Performance in The General Section of The Raja Ampat Regional Secretariat

Ida Bagus Udayana Putra¹, Indra Setia Ganda^{1*}

¹ Magister of Management, Universitas Warmadewa, Indonesia

Abstract: Effective human resource management is reflected in the achievement of optimal performance by employees, which supports the company's growth and success. Therefore, it is important for every company to explore human resource development strategies aimed at improving employee performance and ensuring their comfort in carrying out their duties. This research aims to analyze the influence of organizational culture and work discipline on employee performance by mediating employee job satisfaction in the General Section of the Raja Ampat Regency Regional Secretariat. The population used was all employees of the General Section of the Raja Ampat Regional Secretariat, namely 44 employees. The number of samples used was 44 employees with a sampling technique using a saturation technique. The data analysis used in this research is inferential analysis using SEM-PLS. The results of this research show that Organizational culture has a positive and significant effect on employee performance. Organizational culture has a positive and significant effect on job satisfaction. Work Discipline has a positive and significant effect on Employee Performance. Work Discipline has a positive and significant effect on Job Satisfaction. Job satisfaction has a positive and significant effect on employee performance. Organizational culture has a positive and significant effect on employee performance through job satisfaction. Job satisfaction partially mediates (partial mediation) between organizational culture and employee performance. Work Discipline has a positive but not significant effect on Employee Performance through Job satisfaction. Job satisfaction is not able to mediate (Unmediated) between Work Discipline on Performance Employee.

Keywords: Employee Performance, Job Satisfaction, Organizational Culture, Work Discipline

Introduction

Effective human resource management is reflected in the achievement of optimal performance by employees, which supports the company's growth and success. Therefore, it is important for every company to explore human resource development strategies aimed at improving employee performance and ensuring their comfort in carrying out their duties. The General Section of the Raja Ampat Regency Regional Secretariat is the Operational and Service center, which consists of three sub-sections, namely the sub-section for personnel administration and expert staff, the equipment sub-section, and the household sub-section. One of the government organizations that has a strategic role in implementing its duties must not only provide services to the Regent and Deputy Regent as leaders of government

*Correspondence regarding this article should be addressed to:

Indra Setia Ganda. Magister of Management, Universitas Warmadewa, Indonesia
Email: indrasetia@gmail.com

organizations in Raja Ampat Regency, but must also be able to provide government services to the community and employees, namely every employee of the General Section of the Regional Secretariat Raja Ampat Regency is required to have high discipline and a good organizational culture which is actualized through optimizing performance in accordance with their respective areas of duties and responsibilities. Basically, the General Section of the Regional Secretariat of Raja Ampat Regency has the function of preparing materials for implementing policies in the field of leadership administration, expert staff and personnel, equipment and housekeeping, preparing materials for implementing monitoring and evaluation in the field of management administration, expert staff and personnel, equipment and housing. ladder, carrying out other functions assigned by the general administrative assistant related to his duties.

From the survey results in the General Section of the Raja Ampat Regency Regional Secretariat, there were several weaknesses that indicated a decline in performance, this is the phenomenon that underlies this research. Based on table 1.1, in 2023 the budget and budget realization for the General Section of the Raja Ampat Regency Secretariat reached 77%. The percentage of direct expenditure achieved which only reached 63% indicates that there are inefficiencies or obstacles in the implementation of programs directly related to the Secretariat's activities. This could indicate a lack of resources or problems in program planning and implementation. The indirect expenditure budget reached 100%, indicating that expenditure for needs that are not directly related to programs and activities has been optimized. Of the work discipline factors that cause a decrease in performance, there are still employees who are often absent from work and do not arrive on time, employees are less alert in their responsibilities for the tasks they are carrying out, employee service is still slow and less responsive, and there are still employees who do not understand operate a computer that has previously been given training and practice. These factors indicate a lack of employee discipline. Apart from work discipline, organizational culture phenomena that cause a decline in performance include poor individual orientation, namely being responsible for their respective tasks and work. Lack of team orientation is also a factor in decreasing performance, namely employees do not work in teams or groups to make work easier without burdening other individuals. Lastly, namely the aggressiveness or steadfastness of employees in providing the best work and according to standards for the Regional Secretariat General Section of Raja Ampat Regency.

Organizational culture is an important factor to support employee performance in a company. Where organizational culture becomes a guide for all employees in behaving and working. Organizational culture is an opportunity to build human resources through aspects of changing attitudes and behavior that are expected to adapt to ongoing and future challenges (Oktavia & Fernos, 2023). Several previous research results support organizational culture variables on employee performance, including the results of research conducted by (Oktavia & Fernos, 2023) stating that organizational culture has a positive and significant effect on employee performance. The results of this research are supported by (Mardiani & Sepdiana, 2021) Organizational Culture Has a Significant Positive Influence on Employee Performance. (Nurhasanah et al., 2022) Directly, organizational culture has a positive and significant influence on employee performance. (Arysta & Akbar, 2023) Organizational culture has a significant effect on employee performance. (Astuti, 2022) Organizational culture, both partially and simultaneously, has a significant effect on employee performance.

Different research results conducted by (Sugiyono & Rahajeng, 2022) stated that organizational culture had a negative and insignificant effect on performance. This research is supported by (Girsang, 2019) who found that organizational culture does not have a significant effect on employee performance.

Work discipline is the most important operational function of human resource management because the better the employee's work discipline, the better the performance that can be achieved. An employee is said to have good discipline if the employee has a sense of responsibility for the tasks assigned to him (Sinaga & Sihombing, 2021). Research results that support work discipline variables on performance include (Aditya et al., 2023)

stating that work discipline variables have a positive and significant effect on employee performance. The results of this research are supported by (Yanthi et al., 2019) Work discipline has a positive and significant effect on employee performance. (Sinaga & Sihombing, 2021) Work discipline has a positive and significant effect on employee performance. (Yuliantini & Suryatiningsih, 2021) Work discipline has a positive and significant effect on performance. (Ondi et al., 2023) Based on the results of the analysis, it is known that work discipline has a positive and significant effect on employee performance at the West Java Provincial Education Service.

The results of different research conducted by (Muna & Isnawati, 2022) resulted in the finding that partially the work discipline variable did not have a significant effect on employee performance. And (Hidayat et al., 2021) The results of the study show that the work discipline variable has a negative and insignificant effect on performance

Job satisfaction is closely related to various factors that influence employee performance such as leadership, organizational culture and motivation. However, in practice, sometimes the factors that influence job satisfaction receive less attention from the organization or leaders. A leader must be a role model for all employees and staff who work in an organization. A leader can play an important role in changes in the implementation of an organization (Fanani et al., 2023). Research results that support job satisfaction variables on performance include (Fitriya & Kustini, 2023) which states that the Job Satisfaction Variable shows a positive influence on employee performance at CV Andi Jaya. These results are supported by (Rahmasar & Hastuti, 2023) Job satisfaction shows a positive and significant influence on teacher performance. (Siregar et al., 2023) job satisfaction has a positive and significant effect on employee performance. (Irbayuni & Pratama, 2023) job satisfaction has a positive and significant effect on employee performance in the courier section of PT. Yun Kargo Indonesia. (Hasanah & Dewi, 2023) job satisfaction (X1) has a positive and significant effect on employee performance (Y). Work motivation (X2) has a positive and significant effect on employee performance (Y).

Different research results conducted by (Sutopo, 2018) stated that Job Satisfaction had a negative and insignificant effect on the Performance of Finance Department Employees. And (Nabawi, 2019) Job Satisfaction and does not have a significant effect on the performance of employees of the Public Works and Public Housing Department of Aceh Tamiang Regency.

Based on the problems and results of previous research that the author has described regarding organizational culture, work discipline and job satisfaction as well as the impact of these problems on employee performance at the Regional General Secretariat of Raja Ampat Regency, the author is interested in researching and analyzing research entitled "The Role of Job Satisfaction in Mediating "The Relationship between Organizational Culture and Work Discipline on Employee Performance in the General Section of the Raja Ampat Regional Secretariat".

Literature Review

Employee Performance

According to Afandi (2018: 83) Performance is the work result that can be achieved by a person or group of people in a company in accordance with authority and responsibility. Performance is an important thing that must be managed by a company to achieve a goal. Because one of the factors that guarantees the success of a company is how its human resources can contribute maximally to achieve the targets and goals set (Badrianto & Astuti, 2023). One of the ways in which employee performance can be seen is the level of employee discipline. Good discipline factors reflect the extent of a person's responsibility for the tasks assigned to him. This encourages work enthusiasm, work enthusiasm and the realization of company, employee and community goals (Hasibuan, 2018).

According to Afandi (2018: 86) the factors that influence performance are:

Abilities, personality and work interests.

Clarity and acceptance or clarity of a worker's role is the level of a person's understanding and acceptance of the tasks assigned to him.

The level of employee motivation is the energy force that drives, directs and maintains behavior.

Competence is the skills possessed by an employee.

Work facilities are a set of tools to support the smooth operation of the company.

Work culture is employee work behavior that is creative and innovative.

Leadership is the leader's behavior in directing employees at work.

Work discipline is the rules made by the company so that all employees comply with them so that goals are achieved.

Employee Performance Indicators according to Priansa (2018: 271) in (Maranata et al., 2023) states that the performance indicators are:

Quantity of Work (Quantity of Work) Quantity of work is related to the volume of work and work productivity produced by employees in a certain period of time.

Quality of Work (Quality of Work) Quality of work is related to considerations of accuracy, precision, neatness and completeness in handling tasks within the organization.

Independence (Dependability) Independence relates to considering the degree of an employee's ability to work and carry out tasks independently while minimizing the help of other people. Independence also reflects the commitment possessed by employees.

Initiative (Initiative) Initiative concerns consideration of independence, flexibility of thinking, and willingness to accept responsibility.

Adaptability (Adaptability) Adaptability concerns the ability to react to changing needs and conditions.

Cooperation Cooperation is related to considerations of the ability to cooperate with, and with, other people. Do assignments, cover overtime with a vengeance.

Organizational Culture

According to Priansa (2018: 233) organizational culture is a habit that has been going on for a long time and is used and applied in work activities as a driving force for improving the work quality of company employees and managers. Organizational culture is an important factor to support employee performance in a company. Where organizational culture becomes a guide for all employees in behaving and working. Organizational culture is an opportunity to build human resources through aspects of changing attitudes and behavior that are expected to adapt to ongoing and future challenges (Oktavia & Fernos, 2023).

A leader in an organization will play a very important role in shaping the work culture within the organization. So, in general this culture is divided into several parts according to Syahputra, (2022), namely:

Increase the sense of ownership and loyalty of each employee within the company.

Used as a tool to organize each member.

Increasing the strength of an organization's values.

Used as a mechanism to control behavior in the work environment

Encourage all member structures to improve work performance, both in the short and long term.

Used as a tool to determine direction, what can be done and what cannot be done.

Organizational Culture Indicators according to Stephen P. Robbins in (Waldianto, 2021) are:

Innovation and risk taking

The degree to which employees are encouraged to be innovative and dare to take risks in the work they do.

Attention to details/details

The degree to which employees are expected to be able to demonstrate accuracy, analysis and detailed attention to all matters within the organization.

Results orientation

The degree to which the leader focuses on the results or output produced is assessed only by quantity or also assessed by the quality and efficiency in completion.

Individual Orientation

The degree to which decisions that have been determined by management influence the behavior of people in the organization.

Team orientation

The degree to which work is organized around teams rather than individuals.

Aggressiveness

The degree to which employees are aggressive and competitive to demonstrate their respective advantages.

Steadiness/Stability

The degree to which organizational decisions and actions emphasize efforts to maintain the status quo.

The results of research conducted by (Oktavia & Fernos, 2023) state that organizational culture has a positive and significant effect on employee performance. The results of this research are supported by (Mardiani & Sepdiana, 2021) Organizational Culture Has a Significant Positive Influence on Employee Performance. (Nurhasanah et al., 2022) Directly, organizational culture has a positive and significant influence on employee performance. (Arysta & Akbar, 2023) Organizational culture has a significant effect on employee performance. (Astuti, 2022) Organizational culture, both partially and simultaneously, has a significant effect on employee performance.

The results of research conducted by (Kair et al., 2023) state that organizational culture has a positive and significant effect on employee job satisfaction. The results of this research are supported by (Busri & Loliyani, 2023) There is a significant influence between organizational culture partially on employee job satisfaction. (Shavira & Febrian, 2023) organizational culture influences employee job satisfaction. (Dewi et al., 2023) There is a positive and significant influence between organizational culture on job satisfaction at PT Artasedana. (Baruna et al., 2023) Organizational culture has a positive and significant effect on employee job satisfaction.

Based on theory and several previous researchers, the following hypothesis was formulated:

H1: Organizational culture has a positive and significant effect on employee performance.

H2: Organizational culture has a positive and significant effect on job satisfaction.

Work Discipline

According to Abidin & Budiono (2023) Discipline is a procedure that corrects or punishes subordinates for violating rules or procedures. Good discipline reflects a person's sense of responsibility for the tasks assigned to him. According to Hasibuan (2016:193) discipline is the most important operational function of HRM because the better the employee's discipline, the higher the work performance they can achieve. Meanwhile, according to Afandi (2018:12) work discipline is a tool used by managers to change behavior and as an effort to increase a person's awareness and willingness to obey all company regulations and applicable social norms.

There are several factors that influence employee discipline. According to Soejono in Asri (2019:17) factors that can influence work discipline are:

The first is punctuality, in every company activity of employees need to complete the work on time. Employees come to the office on time, in an orderly and orderly manner, so it can be said that work discipline is good.

Second is using office equipment properly, this shows a careful attitude in using office equipment, it can show that someone has good work discipline, so that office equipment can avoid damage.

Third is responsibility, where employees who always complete the tasks assigned to them in accordance with procedures and are responsible for the results of their work can also be said to have good discipline.

Fourth, namely compliance with office rules intended to employees wearing office uniforms, using name tags (identification/identity), making permission. If you are not in the office, carrying out tasks according to procedures without harming the company is a reflection of high discipline.

Indicators of work discipline according to Malayu Sp Hasibuan in Chyntia, et al (2023:228), namely:

Presence at work

This is a basic indicator for measuring discipline and usually employees who have low work discipline are used to being late for work.

Compliance with work regulations

Employees who comply with work regulations will not neglect work procedures and will always follow the work guidelines set by the company.

Adherence to work standards

Employees who always complete the tasks assigned to them in accordance with procedures and are responsible for work results can also be said to have good work discipline.

High level of alertness

Employees who have high alertness will always be careful, calculating and thorough in

their work, and always use things effectively and efficiently.

Work ethically

Some employees may be rude to customers or engage in inappropriate behavior. so working ethically is a form of employee work discipline.

The results of research conducted by (Aditya et al., 2023) state that the work discipline variable has a positive and significant effect on employee performance. The results of this research are supported by (Yanthi et al., 2019) Work discipline has a positive and significant effect on employee performance. (Sinaga & Sihombing, 2021) Work discipline has a positive and significant effect on employee performance. (Yuliantini & Suryatiningsih, 2021) Work discipline has a positive and significant effect on performance. (Ondi et al., 2023) Based on the results of the analysis, it is known that work discipline has a positive and significant effect on employee performance at the West Java Provincial Education Service.

The results of research conducted by (Pradana et al., 2024) stated that work discipline has a partially positive and significant effect on job satisfaction at CV. Samas Bhakti Pertiwi in Badung. This is supported by (Arisa et al., 2024) Work discipline has a significant effect on employee satisfaction. (Nurhasanah et al., 2024) The work discipline variable has a significant effect on the job satisfaction of teachers at SMK Negeri 3 Balikpapan. (Lisnawaty et al., 2024) Work discipline has a significant influence on job satisfaction. (Arifin & Luturlean, 2024) The results of this research show that work discipline (X1) is partially based on the t test explaining that the work discipline variable has a significant effect on job satisfaction.

Based on theory and several previous researchers, the following hypothesis was formulated:

H3: Work Discipline has a positive and significant effect on Employee Performance.

H4: Work Discipline has a positive and significant effect on Job Satisfaction.

Job satisfaction

According to Hasibuan (2020:202) job satisfaction is an emotional attitude that is pleasant and loves one's job. This attitude is reflected in work morale, discipline and work performance. According to Suciningtyas (2020) job satisfaction is a positive feeling about work resulting from an evaluation of its characteristics. Ramban and Edalmen (2022), added that employees with a high level of job satisfaction will show a positive attitude towards the work they are carrying out, whereas if a worker is not satisfied with their work they will show a negative attitude towards their work. Job satisfaction is closely related to various factors that influence employee performance such as leadership, organizational culture and motivation. However, in practice, sometimes the factors that influence job satisfaction receive less attention from the organization or leaders. A leader must be a role model for all employees and staff who work in an organization. A leader can play an important role in changes in the implementation of an organization (Fanani et al., 2023).

Job satisfaction is a factor owned by individual employees, who feel their satisfaction or dissatisfaction in completing work. Employees will perform well if they have high job satisfaction and vice versa(Suryani, 2022).Job satisfaction is closely related to various factors that influence employee performance such as leadership, organizational culture and motivation. However, in practice, sometimes the factors that influence job satisfaction receive less attention from the organization or leaders. A leader must be a role model for all employees and staff who work in an organization. A leader can play an important role in changes in the implementation of an organization(Fanani et al., 2023). According to Sutrisno (2014: 77), factors influence satisfaction work is.

Opportunity to advance

Willingness to work

Wages

Company and management

Supervision

Factor intrinsic and work

Working conditions

Social aspects of work

Communication

Facility

Indicators of job satisfaction according to Priansa (2016: 292) are as follows.

Wages

Additional allowances

Supervision (relationship with superiors)

Work procedures and regulations

The results of research conducted by (Fitriya & Kustini, 2023) stated that the Job Satisfaction Variable showed a positive influence on employee performance at CV Andi Jaya. These results are supported by (Rahmasar & Hastuti, 2023) Job satisfaction shows a positive and significant influence on teacher performance. (Siregar et al., 2023) job satisfaction has a positive and significant effect on employee performance. (Irbayuni & Pratama, 2023) job satisfaction has a positive and significant effect on employee performance in the courier section of PT. Yun Kargo Indonesia. (Hasanah & Dewi, 2023) job satisfaction (X1) has a positive and significant effect on employee performance (Y). Work motivation (X2) has a positive and significant effect on employee performance (Y).

Supporting research results, conducted by (Dethan et al., 2023) Job satisfaction mediates organizational culture on employee performance, and (Alvani, 2024) The indirect influence of job satisfaction as a mediating influence between organizational culture and performance and the influence between work discipline and performance.

Supporting research results, conducted by (Handika et al., 2023) stated that Work Discipline (X1) on Performance (Y2) through job satisfaction (Y1) had a positive and significant effect and (Alvani, 2024) The indirect effect of job satisfaction as a mediating effect between organizational culture and performance and the influence between work discipline and performance.

Based on theory and several previous researchers, the following hypothesis was formulated:

H5: Job satisfaction has a positive and significant effect on employee performance.

H6: Organizational culture has a positive and significant effect on employee performance through job satisfaction.

H7: Work Discipline has a positive and significant effect on Employee Performance through Job Satisfaction.

The conceptual framework of the research is described as follows.

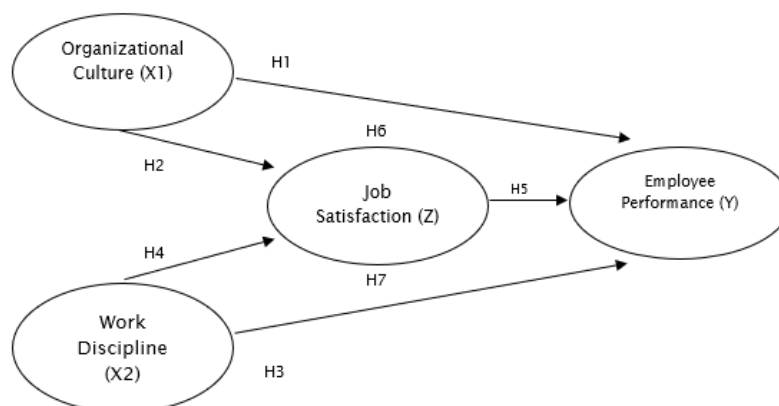


Figure 1. Research Thinking Framework

Method

The scope of this research is the General Section of the Regional Secretariat of Raja Ampat Regency located at Waisai, Raja Ampat, Klasuur, Sorong District, Sorong City, West Papua. This research is about the influence of organizational culture and work discipline on employee performance with mediation on job satisfaction. In this research, the author used a population of 44 employees in the General Section of the Regional Secretariat of Raja Ampat Regency. The sampling technique used is the saturated sampling technique, according to Sugiyono (2019). Saturated sampling is a sample selection technique if all members of the population are sampled. All populations in this study were sampled, so the sample for this study was 44 respondents. The data collection methods used include survey methods using questionnaires. Statement items are measured on a Likert scale using five numbers from 1 (strongly disagree) to 5 (strongly agree). Interview forget information directly from respondents and make observations to find out what the real situation is in the field. The data analysis technique used is inferential analysis using SmartPLS 3.

Result and Discussion

Validity and Reliability Test

Table 1 shows that all research instruments for research variables have fulfilled the validity test requirements, where the total correlation score (Pearson Correlation) for each instrument is above 0.2973 and has a significance value of less than 5% (0.05), so the instrument suitable to be used as a measuring tool for the variables studied.

Table 1. Validity Test Results

Variable	Question Items	Correlation	Significance	Information
Organizational culture(X1)	X1.1	0.936	0,000	Valid
	X1.2	0.847	0,000	Valid
	X1.3	0.830	0,000	Valid
	X1.4	0.869	0,000	Valid
	X1.5	0.841	0,000	Valid
	X1.6	0.928	0,000	Valid
	X1.7	0.861	0,000	Valid
Work Discipline (X2)	X2.1	0.898	0,000	Valid
	X2.2	0.916	0,000	Valid
	X2.3	0.890	0,000	Valid
	X2.4	0.860	0,000	Valid
Job Satisfaction (Z)	X2.5	0.874	0,000	Valid
	Z1	0.933	0,000	Valid
	Z2	0.954	0,000	Valid
	Z3	0.900	0,000	Valid
Employee Performance (Y)	Z4	0.919	0,000	Valid
	Y1	0.880	0,000	Valid
	Y2	0.918	0,000	Valid
	Y3	0.887	0,000	Valid
	Y4	0.955	0,000	Valid
	Y5	0.919	0,000	Valid
	Y6	0.907	0,000	Valid

Source: Data processed by SPSS 26

Table 2 shows that the Cronbach's Alpha reliability test value for each variable is above 0.60, so it can be said that all instruments have met the reliability requirements.

Table 2. Reliability Test Results

No	Variable	Cronbach's Alpha	Information
1	Organizational Culture (X1)	0.947	Reliable
2	Work Discipline (X2)	0.931	Reliable
3	Job Satisfaction (Z)	0.944	Reliable
4	Employee Performance (Y)	0.958	Reliable

Hypothesis Testing

The path results and significance testing are displayed in Table 3. Based on the results of the analysis, it shows that H1 is accepted, namely that organizational culture has a positive and significant effect on employee performance. This is shown by the results of influential Organizational Culture positive amounting to 0.352 on employee performance, and this relationship is significant at the $0.00 < 0.05$ level and the t-statistic value is greater than 1.96, namely 3.876. Based on the analysis results, it shows that H2 is accepted, namely that organizational culture has a positive and significant effect on job satisfaction. This is shown by the results of influential organizational culture positive amounting to 0.469 on job satisfaction, and this relationship is significant at the level of $0.024 < 0.05$ and the t-statistic value is greater than 1.96, namely 2.259. Based on the analysis results, it shows that H3 is accepted, namely Work discipline has a positive and significant effect on employee performance. This is shown by the results that work discipline has a positive effect of 0.262 on employee performance, and this relationship is significant at the $0.001 < 0.05$ level and the t-statistic value is greater than 1.96, namely 3,290. Based on the analysis results, it shows that H4 is accepted, namely Work discipline has a positive and significant effect on job satisfaction. This is shown by the results of influential work discipline positive amounting to 0.412 on job satisfaction, and this relationship is significant at the level of $0.043 < 0.05$ and the t-statistic value is greater than 1.96, namely 2.031. Based on the analysis results, it shows that H5 is accepted, namely that job satisfaction has a positive and significant effect on employee performance. This is shown by the results of influential job satisfaction

positiva amounting to 0.418 on employee performance, and this relationship is significant at the $0.00 < 0.05$ level and the t-statistic value is greater than 1.96, namely 4.998.

Based on the analysis results, it shows that H6 is accepted, namely Organizational culture has a positive and significant effect on employee performance through job satisfaction. This is shown by influence organizational culture through job satisfaction on employee performance positive effect of 0.196 with a t-statistic value of 2.187 and significant at level $0.029 < 0.05$. These results state that job satisfaction is able to mediate the influence organizational culture to employee performance. Based on the analysis results, it shows that H7 is rejected. This is shown by influence work discipline through job satisfaction with employee performance positive effect of 0.172 with a t-statistic value of 1.905 but it is not significant at level $0.057 < 0.05$. These results state that job satisfaction not yet able to mediate (unmediated) influence work discipline to employee performance.

Table 3 shows that the R2 value job satisfaction as big as 0.727, then the model includes moderate model criteria, meaning that variations in organizational culture and work discipline are only able to explain the variables job satisfaction amounting to 72.7%, the remaining 27.3% is explained by other variables outside the analyzed model. The employee performance variable has an R-square value of 0.952 or is a strong model, meaning that the organizational culture, work discipline and work discipline variables job satisfaction only able to explain 95.2% of employee performance variables, the remaining 4.8% is explained by variables outside the analyzed model. The Q2 value for employee performance is 0.764, because the Q2 value for employee performance is $0.764 > 0$, it can be concluded that job satisfaction, organizational culture and work discipline have predictive relevance for employee performance and the model relationship can be said to be strong.

Table 3. Hypothesis Test Results

Construct	Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
Organizational Culture (X1) -> Job Satisfaction (Z)	0.469	2,259	0.024	Significant
Organizational Culture (X1) -> Employee Performance (Y)	0.352	3,876	0,000	Significant
Work Discipline (X2) -> Job Satisfaction (Z)	0.412	2,031	0.043	Significant
Work Discipline (X2) -> Employee Performance (Y)	0.262	3,290	0.001	Significant
Job Satisfaction (Z) -> Employee Performance (Y)	0.418	4,998	0,000	Significant
Organizational Culture (X1) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.196	2,187	0.029	Significant
Work Discipline (X2) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.172	1,905	0.057	Not Significant

R2 Job Satisfaction = 0.727
R2 Employee Performance = 0.952
Q2 = 0.764

Source: Data processed with SmartPLS 3

The Influence of Organizational Culture on Employee Performance

Based on the results of the analysis, it shows that H1 is accepted, namely that organizational culture has a positive and significant effect on employee performance. This is shown by the results of influential Organizational Culture positive amounting to 0.352 on employee performance, and this relationship is significant at the $0.00 < 0.05$ level and the t-statistic value is greater than 1.96, namely 3.876. This means that the better the organizational culture that is implemented, the more employee performance will increase in the General Section of SETDA Raja Ampat.

This supports research conducted by (Oktavia & Fernos, 2023) stated that organizational culture has a positive and significant effect on employee performance. The results of this research are supported by (Mardiani & Sepdiana, 2021) Organizational Culture Has a Significant Positive Influence on Employee Performance. (Nurhasanah et al., 2022) Directly, Organizational Culture Has a Positive and Significant Influence on Employee Performance. (Arysta & Akbar, 2023) Organizational culture has a significant effect on employee performance. (Astuti, 2022) Organizational culture, both partially and simultaneously, has a significant effect on employee performance.

The Influence of Organizational Culture on Job Satisfaction

Based on the analysis results, it shows that H2 is accepted, namely that organizational culture has a positive and significant effect on job satisfaction. This is shown by the results of influential organizational culture positive amounting to 0.469 on job satisfaction, and this relationship is significant at the level of $0.024 < 0.05$ and the t-statistic value is greater than 1.96, namely 2.259. This means that the better the organizational culture that is implemented, the more employee job satisfaction will increase in the General Section of SETDA Raja Ampat.

This supports research conducted by (Kair et al., 2023) states that organizational culture has a positive and significant effect on employee job satisfaction. The results of this research are supported by (Busri & Loliyani, 2023) There is a significant influence between organizational culture and partial influence on employee job satisfaction. (Shavira & Febrian, 2023) Organizational culture influences employee job satisfaction. (Dewi et al., 2023) There is a positive and significant influence between organizational culture on job satisfaction at PT Artasedana. (Baruna et al., 2023) Organizational culture has a positive and significant effect on employee job satisfaction.

The Influence of Work Discipline on Employee Performance

Based on the analysis results, it shows that H3 is accepted, namely Work discipline has a positive and significant effect on employee performance. This is shown by the results that work discipline has a positive effect of 0.262 on employee performance, and this relationship is significant at the $0.001 < 0.05$ level and the t-statistic value is greater than 1.96, namely 3,290. This means that the better the work discipline applied, the more employee performance will increase in the General Section of SETDA Raja Ampat.

This supports research conducted by (Aditya et al., 2023) states that the work discipline variable has a positive and significant effect on employee performance. The results of this research are supported by (Yanthi et al., 2019) Work discipline has a positive and significant effect on employee performance. (Sinaga & Sihombing, 2021) Work discipline has a positive and significant effect on employee performance. (Yuliantini & Suryatiningsih, 2021) Work discipline has a positive and significant effect on performance. (Ondi et al., 2023) Based on the results of the analysis, it is known that work discipline has a positive and significant effect on employee performance at the West Java Provincial Education Service.

Influence Work Discipline on Job Satisfaction

Based on the analysis results, it shows that H4 is accepted, namely Work discipline has a positive and significant effect on job satisfaction. This is shown by the results of influential work discipline positive amounting to 0.412 on job satisfaction, and this relationship is significant at the level of $0.043 < 0.05$ and the t-statistic value is greater than 1.96, namely 2.031. This means that the better the work discipline that is applied, the more employee job satisfaction will increase in the General Section of SETDA Raja Ampat.

This supports research conducted by (Pradana et al., 2024) which states that work discipline has a partially positive and significant effect on job satisfaction at CV. Samas Bhakti Pertiwi in Badung. This is supported by (Arisa et al., 2024) Work discipline has a significant

effect on employee satisfaction. (Nurhasanah et al., 2024)The work discipline variable has a significant effect on the job satisfaction of teachers at SMK Negeri 3 Balikpapan. (Lisnawaty et al., 2024)Work discipline has a significant influence on job satisfaction. (Arifin & Luturlean, 2024)The results of this research show that work discipline (X1) is partially based on the t test explaining that the work discipline variable has a significant effect on job satisfaction.

The Effect of Job Satisfaction on Employee Performance

Based on the results of the analysis, it shows that H5 is accepted, namely that job satisfaction has a positive and significant effect on employee performance. This is shown by the results of influential job satisfaction positive amounting to 0.418 on employee performance, and this relationship is significant at the $0.00 < 0.05$ level and the t-statistic value is greater than 1.96, namely 4.998. This means that the better job satisfaction is implemented, the more employee performance will increase in the General Section of SETDA Raja Ampat.

This supports research conducted by (Fitriya & Kustini, 2023) that state The job satisfaction variable shows the emergence of a positive influence on employee performance at CV Andi Jaya. These results are supported by (Rahmasar & Hastuti, 2023) Job satisfaction shows a positive and significant influence on teacher performance. (Siregar et al., 2023) Job satisfaction has a positive and significant effect on employee performance. (Irbayuni & Pratama, 2023) Job satisfaction has a positive and significant effect on employee performance in the courier section of PT. Yun Kargo Indonesia. (Hasanah & Dewi, 2023) Job satisfaction (X1) has a positive and significant effect on employee performance (Y). Work motivation (X2) has a positive and significant effect on employee performance (Y).

Influence Organizational culture on Employee Performance through Job Satisfaction

Based on the analysis results, it shows that H6 is accepted, namely Organizational culture has a positive and significant effect on employee performance through job satisfaction. This is shown by influence organizational culture through job satisfaction on employee performance positive effect of 0.196 with a t-statistic value of 2.187 and significant at level $0.029 < 0.05$. These results state that job satisfaction is able to mediate the influence organizational culture to employee performance.

Job satisfaction partially mediates (partial mediation) between the influences organizational culture to employee performance. This can be seen from the results of path analysis which shows that the relationship between organizational culture and job satisfaction is significant. The relationship between job satisfaction and employee performance is significant. The relationship between organizational culture and employee performance is significant. And the relationship between organizational culture and employee performance involving mediation is significant, so it can be concluded that job satisfaction partially mediates (partial mediation).

This means that job satisfaction is only able to partially explain why organizational culture influences employee performance. If organizational culture If there is an increase, the performance of the employees of the General Section of SETDA Raja Ampat will also experience a significant increase accompanied by an increase in job satisfaction. On the other hand, if organizational culture experienced a decline in the performance of General Section employees of SETDA Raja Ampat Also will experience a significant decline accompanied by a decrease in job satisfaction.

This supports research conducted by (Dethan et al., 2023)Job satisfaction mediates organizational culture on employee performance, and (Alvani, 2024)The indirect influence of job satisfaction as a mediating influence between organizational culture and performance and the influence between work discipline and performance.

Influence Work Discipline on Employee Performance through Job Satisfaction

Based on the analysis results, it shows that H7 is rejected. This is shown by influence work discipline through job satisfaction with employee performance positive effect of 0.172 with a t-statistic value of 1.905 but it is not significant at level $0.057 < 0.05$. These results state that job satisfaction not yet able to mediate (unmediated) influence work discipline to employee performance.

Unable to mediate job satisfaction (Unmediated) The influence of work discipline on employee performance can be seen from the results of path analysis tests which show that work discipline on job satisfaction is significant. The relationship between work discipline and performance is significant. The relationship between job satisfaction and employee performance is significant. And the relationship between work discipline and employee performance involving mediation is not significant, so it can be concluded that job satisfaction is not able to mediate (Unmediated) work discipline on employee performance. It has meaning without any variables job satisfaction, work discipline has been able to influence employee performance. Changes in job satisfaction that occur will not affect the strength or direction of the relationship between work discipline and performance.

This is in line with research conducted by (Windi & Lahamid, 2024) that work discipline does not have a significant effect on employee performance, mediated by job satisfaction on CV. Delta Sukses Jaya Duri, this is because workshop employees basically prioritize customer satisfaction over their own satisfaction as employees. (Ananda & Hadi, 2023) Job satisfaction is unable to mediate between work discipline and employee performance. This can happen because PT

Conclusion

The results of the analysis show that Organizational Culture has a positive and significant effect on Employee Performance. This means that the better the organizational culture that is implemented, the more employee performance will increase in the General Section of the Raja Ampat Regency Regional Secretariat. The results of the analysis show that Organizational Culture has a positive and significant effect on Job Satisfaction. This means that the better the Organizational Culture that is implemented, the more Job Satisfaction will increase in the General Section of the Raja Ampat Regency Regional Secretariat. The results of the analysis show that work discipline has a positive and significant effect on employee performance. This means that the better the work discipline that is applied, the more employee performance will increase in the General Section of the Raja Ampat Regency Regional Secretariat. The results of the analysis show that Work Discipline has a positive and significant effect on Job Satisfaction. This means that the better the Work Discipline implemented, the more Job Satisfaction will increase in the General Section of the Raja Ampat Regency Regional Secretariat. The results of the analysis show that Job Satisfaction has a positive and significant effect on Employee Performance. This means that the better job satisfaction is implemented, the more employee performance will increase in the General Section of the Raja Ampat Regency Regional Secretariat. The analysis results show Organizational culture has a positive and significant effect on employee performance through Job satisfaction. Job satisfaction partially mediates (partial mediation) between organizational culture and employee performance. This means that job satisfaction is only able to partially explain why organizational culture influences employee performance. The analysis results show Work Discipline has a positive but not significant effect on Employee Performance through Job satisfaction. Job satisfaction is not able to mediate (*Unmediated*) between Work Discipline on Performance Employee. It has meaning without any variables job satisfaction, work discipline has been able to influence employee performance. Changes in job satisfaction that occur will not affect the strength or direction of the relationship between work discipline and performance.

Improving the implementation of employee performance in the General Section of the

Raja Ampat Regency Regional Secretariat by, firstly, employees must increase the quantity and productivity of work in order to be able to achieve the specified targets and secondly, employees must be able to carry out tasks independently by minimizing the help of other people. Increasing the implementation of job satisfaction in the General Section of the Raja Ampat Regency Regional Secretariat by means of, firstly, the leadership must be able provide salaries to employees according to a level deemed commensurate with their work. Second, leaders must be able to provide additional benefits to employees in a fair and comparable manner and third, leaders must be able to provide procedures and work regulations that apply properly and firmly. Improving the implementation of organizational culture in the General Section of the Raja Ampat Regency Regional Secretariat by, first, leaders must be able to give appreciation for employees' work so that employees feel that the results of their work are a benchmark for evaluating performance within the company, and second, leaders must have good communication and provide opportunities self-development for employees so that employees feel that they have secure job prospects in the future in their jobs. Improving the implementation of Employee Performance in the General Section of the Raja Ampat Regency Regional Secretariat by, firstly, employees must always be present on time at work. Second, employees must always comply with established work regulations and third, employees must have a sense of responsibility and respond quickly to emergency or urgent situations.

Several limitations in this research, the number of respondents was only 44 people, of course still not enough to describe the real situation. In the data collection process, the information provided by respondents through questionnaires sometimes does not show the respondents' actual opinions, this occurs because of differences in thoughts, assumptions and different understandings of each respondent in filling out the questionnaire. The results of this research cannot be generalized to other companies, meaning that this research is only able to explain the General Section of the Raja Ampat Regency Regional Secretariat, because the unique characteristics found in companies other than the General Section of the Raja Ampat Regency Regional Secretariat can change the factors that influence performance. employee.

Future research should develop this research regarding factors other than the variables in this research using an integrative framework, with variables that are rarely used in previous research such as work stress, servant leadership, workload, and job characteristics can be added to find out other factors that can affect employee performance. It is also recommended for future researchers to expand the scope of the research so that it provides a broader view and the research results can be generalized in general.

Reference

- Abidin, Z., & Budiono, K. (2023). Pengaruh Gaya Kepemimpinan Disiplin Kerja Lingkungan Kerja Dan Motivasi Kerja Terhadap Kinerja Pegawai Pada Pt. Mitratani Dua Tujuh Jember. *Riemba - Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 1(1), Article 1. <https://doi.org/10.31967/riemba.v1i1.945>
- Aditya, Y. P., Sijabat, R., & Setyorini, N. (2023). Pengaruh Disiplin Kerja, Stres Kerja, Dan Motivasi Kerja Terhadap Kinerja Karyawan. *MANABIS: Jurnal Manajemen Dan Bisnis*, 2(3), Article 3. <https://doi.org/10.54259/manabis.v2i3.1908>
- Alvani, Y. (2024). Pengaruh Budaya Organisasi, Kompetensi Dan Disiplin Kerja Terhadap Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Mediasi (Studi Kasus Dinas Pemberdayaan Masyarakat Kabupaten Pasaman). *Jurnal Bisnis Dan Kajian Strategi Manajemen*, 8(1), Article 1. <https://doi.org/10.35308/jbkan.v8i1.9170>
- Ananda & Hadi. (2023). Pengaruh Disiplin Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Intervening. *JSIM: Jurnal Ilmu Sosial dan Pendidikan*. p-ISSN: 2721-2491 e-ISSN : 2721-2246 Vol. 4, No. 5, November 2023
- Arifin, S. F. P., & Lurlean, B. S. (2024). Pengaruh Disiplin Kerja Dan Motivasi Kerja Terhadap Kepuasan Kerja PT. Silva Andia Utama. *Journal of Economic, Bussines and Accounting (COSTING)*, 7(3), 4792-4803. <https://doi.org/10.31539/costing.v7i3.9370>
- Arisa, M. D., Malikhah, I., Adelia, M., Amanda, A., & Daulay, S. R. (2024). Pengaruh Motivasi Dan Disiplin

- Kerja Terhadap Kepuasan Kerja Pegawai Pada Dinas Perpustakaan Dan Arsip Kab Asahan. *Neraca: Jurnal Ekonomi, Manajemen Dan Akuntansi*, 2(3), Article 3. <https://doi.org/10.572349/neraca.v2i3.1118>
- Arysta, N. N. D., & Akbar, I. R. (2023). Pengaruh Budaya Organisasi Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Suku Dinas Sumber Daya Air Kota Administrasi Jakarta Barat. *JORAPI: Journal of Research and Publication Innovation*, 1(4).
- Astuti, D. (2022). Pengaruh Komitmen Organisasi Dan Budaya Organisasi Terhadap Kinerja Pegawai. *Jurnal Akuntansi Dan Manajemen Bisnis*, 2(2), Article 2. <https://doi.org/10.56127/jaman.v2i2.181>
- Ayudia, Agung Wulan. Winoto, Yunus. Saefudin, Encang. (2020). Hubungan Antara Kualitas Layanan Dengan Loyalitas Pemustaka: Studi Eksplanasi Survei di UPT Perpustakaan Institut Seni Indonesia (ISI) Padang Panjang Sumatera Barat. *JIIPK*, Volume 9 Nomor 1 2020, pp 1-10. ISSN: 2302-3511
- Baruna, K. A. T., Kawiana, I. G. P., & Astrama, I. M. (2023). Pengaruh Konflik Kerja, Beban Kerja dan Budaya Organisasi Terhadap Kepuasan Kerja Pegawai Pada PT. Tirta Investama Bali di Denpasar. *WidyaAmrita: Jurnal Manajemen, Kewirausahaan Dan Pariwisata*, 3(7), Article 7. <https://doi.org/10.32795/vol4wamrtno1th24>
- Busri, H., & Loliyani, R. (2023). Pengaruh Budaya Organisasi Dan Komunikasi Organisasi Terhadap Kepuasan Kerja Pegawai Pada Perusahaan Umum Damri Cabang Lampung. *Jurnal Manajemen dan Bisnis (JMB)*, 4(1), 55-64. <https://doi.org/10.57084/jmb.v4i1.1051>
- Dethan, S. C. H., Foeh, J. E. H. J., & Manafe, H. A. (2023). Pengaruh Motivasi, Lingkungan Kerja, dan Budaya Organisasi terhadap Kinerja Pegawai Melalui Kepuasan Kerja sebagai Variabel Mediasi (Kajian Studi Literatur Manajemen Sumber Daya Manusia). *Jurnal Ekonomi Manajemen Sistem Informasi*, 4(4), 675-687. <https://doi.org/10.38035/jemsi.v4i4.1460>
- Dewi, I. G. A. N. K., Sadiartha, A. A. N. G., & Puja, I. M. S. (2023). Pengaruh Kompensasi Dan Budaya Organisasi Terhadap Kepuasan Kerja Pegawai. *WidyaAmrita: Jurnal Manajemen, Kewirausahaan Dan Pariwisata*, 3(2), Article 2. <https://doi.org/10.32795/vol4wamrtno1th24>
- Dhewy, Risdiana Chandra. (2022). Pelatihan Analisis Data Kuantitatif Untuk Penulisan Karya Ilmiah Mahasiswa. *Jurnal Pengabdian Kepada Masyarakat*. Vol.2, No.3 Agustus 2022
- Fitriya, A., & Kustini, K. (2023). Pengaruh Kepuasan Kerja dan Pengawasan Kerja terhadap Kinerja Pegawai Melalui Disiplin Kerja. *Reslaj: Religion Education Social Laa Roiba Journal*, 5(2), Article 2. <https://doi.org/10.47467/reslaj.v5i2.1786>
- Girsang, W. S. (2019). Pengaruh Budaya Organisasi Dan Komitmen Terhadap Kinerja Pegawai Rs Putri Hijau No. 17 MEDAN. *AJIE (Asian Journal of Innovation and Entrepreneurship)*, 159-170.
- Ghozali, I. Latan, H. 2012. Partial Least Square : Konsep, Teknik dan Aplikasi Smart PLS 2.0 M3. Semarang: Badan Penerbit Universitas Diponegoro
- Ghozali, Imam. 2012. Aplikasi Analisis Multivariate dengan Program IBM SPSS. Yogyakarta: Universitas Diponegoro
- Ghozali, Imam. 2018. Aplikasi Analisis Multivariate dengan Program IBM SPSS 25. Badan Penerbit Universitas Diponegoro: Semarang
- Hair, J. F. et. al. 2017. A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). *SAGE Publications*, Los Angeles
- Handika, D. D. S., Pramesthi, R. A., & Sari, L. P. (2023). Peran Disiplin Kerja Dan Kepemimpinan Dalam Membangun Kinerja Dengan Mediasi Variabel Kepuasan Kerja Pada Pabrik Gula (Pg) Assembagoes. *CERMIN: Jurnal Penelitian*, 7(1), Article 1. https://doi.org/10.36841/cermin_unars.v7i1.3436
- Hasanah, F., & Dewi, A. F. (2023). Pengaruh Kepuasan Kerja, Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Pegawai (Studi Kasus PT. ISS Indonesia Cabang Medan). *SINOMIKA Journal: Publikasi Ilmiah Bidang Ekonomi Dan Akuntansi*, 1(5), Article 5. <https://doi.org/10.54443/sinomika.v1i5.646>
- Hidayat, B., Amin, S., & Rosita, S. (2021). Pengaruh disiplin kerja dan komitmen organisasi terhadap kinerja pegawai pada kantor Dinas Pemberdayaan Masyarakat dan Pemerintahan Dusun Kabupaten Muara Bungo. *Jurnal Dinamika Manajemen*, 9(2), 75-88. <https://doi.org/10.22437/jdm.v7i2.16675>
- Hidayat, T., Fauzi, A., & Riana, K. E. (2024). Pengaruh Rotasi Pekerjaan, Lingkungan Kerja dan Kepemimpinan Transformasional terhadap Kinerja Pegawai, dengan Mediasi Kepuasan Kerja. *Jurnal Ilmu Manajemen Terapan*, 5(3), 218-232. <https://doi.org/10.38035/jimt.v5i3.1791>

- Irbayuni, S., & Pratama, C. R. Y. (2023). Pengaruh Kepuasan Kerja dan Disiplin Kerja terhadap Kinerja Pegawai PT. Yun Kargo Indonesia. *Reslaj: Religion Education Social Laa Roiba Journal*, 5(4), Article 4. <https://doi.org/10.47467/reslaj.v5i4.2142>
- Kair, A. F., Magito, M., Perkasa, D. H., Wahdiniawati, S. A., & Febrian, W. D. (2023). Pengaruh Kecerdasan Emosional, Kompetensi, Dan Budaya Organisasi Terhadap Kepuasan Kerja Pada Yayasan Pengembangan Potensi Sumber Daya Pertahanan. *Jurnal Price: Ekonomi Dan Akuntansi*, 2(01), Article 01.
- Lisnawaty, S., Handaru, A. W., & Wolor, C. wiradendi. (2024). Pengaruh Beban Kerja Dan Disiplin Kerja Terhadap Kepuasan Kerja Pada Pegawai PT X. *Nautical: Jurnal Ilmiah Multidisiplin Indonesia*, 2(11), Article 11. <https://doi.org/10.55904/nautical.v2i11.1123>
- Mardiani, I. N., & Sepdiana, Y. D. (2021). Pengaruh Gaya Kepemimpinan dan Budaya Organisasi Terhadap Kinerja Pegawai: *MASTER: Jurnal Manajemen Strategik Kewirausahaan*, 1(1), Article 1. <https://doi.org/10.37366/master.v1i1.23>
- Muna, N., & Isnowati, S. (2022). Pengaruh Disiplin Kerja, Motivasi Kerja, Dan Pengembangan Karir Terhadap Kinerja Pegawai (Studi pada PT LKM Demak Sejahtera). *JESYA*, 5(2), 1119-1130. <https://doi.org/10.36778/jesya.v5i2.652>
- Nabawi, R. (2019). Pengaruh Lingkungan Kerja, Kepuasan Kerja dan Beban Kerja Terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(2), Article 2.
- Nurhasanah, Ariani, M., & Yuliani, T. (2024). Pengaruh Lingkungan Kerja, Motivasi, Dan Disiplin Kerja Terhadap Kepuasan Kerja Guru SMK Negeri 3 Balikpapan. *Media Riset Ekonomi [MR.EKO]*, 3(1), Article 1. <https://doi.org/10.36277/mreko.v3i1.372>
- Nurhasanah, N., Jufrizen, J., & Tupti, Z. (2022). Pengaruh Etika Kerja, Budaya Organisasi Dan Beban Kerja Terhadap Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Variabel Intervening. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 5, 245-261. <https://doi.org/10.36778/jesya.v5i1.618>
- Oktavia, R., & Fernos, J. (2023). Pengaruh Lingkungan Kerja Dan Budaya Organisasi Terhadap Kinerja Pegawai Pada Dinas Kependudukan Dan Pencatatan Sipil Kota Padang. *Jurnal Economina*, 2(4), Article 4. <https://doi.org/10.55681/economina.v2i4.492>
- Ondi, A., Suryani, H., Komar Priatna, D., & Lusiana Yulianti, M. (2023). Pengaruh Disiplin Kerja Terhadap Kinerja Pegawai Non Asn Pada Dinas Pendidikan Provinsi Jawa Barat. *Jurnal Pengabdian Masyarakat dan Penelitian Terapan*, 1(1), 8-15. <https://doi.org/10.38035/jpmppt.v1i1.79>
- Pradana, A. A., Astrama, I. M., & Astawa, P. P. (2024). Pengaruh Kompensasi Finansial, Disiplin Kerja dan Beban Kerja terhadap Kepuasan Kerja Pegawai. *WidyaAmrita: Jurnal Manajemen, Kewirausahaan Dan Pariwisata*, 4(3), Article 3. <https://doi.org/10.32795/vol4wamrtno1th24>
- Rahmasar, V. D., & Hastuti, R. (2023). Pengaruh Kepuasan Kerja Terhadap Kinerja Guru Sma Dan Smk. *Provitae: Jurnal Psikologi Pendidikan*, 16(1), 41-55. <https://doi.org/10.24912/provitae.v16i1.23542>
- Shavira, A. V., & Febrian, W. D. (2023). Pengaruh Motivasi Kerja, Budaya Organisasi Dan Lingkungan Kerja Terhadap Kepuasan Kerja Pegawai PT. Sri Rejeki Isman Tbk. *BULLET: Jurnal Multidisiplin Ilmu*, 2(4), Article 4.
- Sinaga, S. R., & Sihombing, S. (2021). Pengaruh Beban Kerja, Disiplin Kerja Dan Kondisi Kerja Terhadap Kinerja Pegawai Pada Pt. Kereta Api Divre 1 Sumatera Utara. *Jurnal Manajemen dan Bisnis*, 16 -30. <https://doi.org/10.54367/jmb.v21i1.1183>
- Siregar, N. M., Harahap, N. J., & Halim, A. (2023). Pengaruh Kepuasan Kerja, Keterlibatan Kerja, Sikap Kerja dan Komitmen Terhadap Kinerja Pegawai PUDAM Tirta Bina Kabupaten Labuhanbatu. *JEMSI (Jurnal Ekonomi, Manajemen, Dan Akuntansi)*, 9(3), Article 3. <https://doi.org/10.35870/jemsi.v9i3.1096>
- Sugiyono, E., & Rahajeng, R. (2022). Pengaruh Budaya Organisasi, Gaya Kepemimpinan dan Kepuasan Kerja terhadap Kinerja Pegawai Melalui Motivasi Pegawai sebagai Variabel Intervening pada Dinas Ketahanan Pangan, Kelautan dan Pertanian Provinsi DKI Jakarta Tahun 2020. *Fair Value: Jurnal Ilmiah Akuntansi Dan Keuangan*, 4(7), Article 7. <https://doi.org/10.32670/fairvalue.v4i7.1211>
- Sutopo, J. (2018). Pengaruh Partisipasi Anggaran, Komitmen Organisasi, Kepuasan Kerja, Job Relevant Information, Budaya Organisasi Dan Locus Of Control Terhadap Kinerja Pegawai Bagian Keuangan Dinas Pendidikan Kabupaten Klaten. *ADVANCE*, 5(1).
- Sanaky, dkk. (2021). Analisis Faktor-Faktor Penyebab Keterlambatan Pada Proyek Pembangunan Gedung Asrama Man 1 Tulehu Maluku Tengah. *Jurnal Simetrik*. Vol 11, No. 1, Juni 2021
- Sugiyono. (2019). Metodologi Penelitian Kuantitatif dan Kualitatif Dan R&D. Bandung: ALFABETA.

- Supriyanto, A., & Ekowati, V. (2019). Anteseden Kinerja Pegawai Bank Syariah Di Malang Raya. *Journal of Applied Business Administration*, 3(2), 181-193. <https://doi.org/10.30871/jaba.v3i2.1523>
- Taluke, D. Lakat, R. Sembel. A. (2019). Analisis Preferensi Masyarakat Dalam Pengelolaan Ekosistem Mangrove Di Pesisir Pantai Kecamatan Loloda Kabupaten Halmahera Barat. *SPASIAL*. Vol. 6 No. 2 (2019)
- Waruwu, Marinu. (2023). Pendekatan Penelitian Pendidikan: Metode Penelitian Kualitatif, Metode Penelitian Kuantitatif dan Metode Penelitian Kombinasi (Mixed Method). *Jurnal Pendidikan Tambusa*. Halaman 2896-2910. Volume 7 Nomor 1 Tahun 2023
- Windi & Lahamid, Qomariah. (2024). Pengaruh Disiplin Kerja terhadap Kinerja Karyawan dengan Kepuasan Kerja Sebagai Variabel Mediasi. *SYNERGY Jurnal Bisnis dan Manajemen*. Vol 4, No 1, April 2024, p. 8-16. e-ISSN: 2777-0346 | p-ISSN: 2777-0354. <https://doi.org/10.52364/synergy.v4i1.38>
- Yanthi, P., Parma, I. P., & Heryanda, K. (2019). Endrawan, Pengaruh Disiplin Kerja Dan Motivasi Terhadap Kinerja Pegawai Pada Pt. Xi Axiata Cabang Singaraja (1).pdf. *Bisma: Jurnal Manajemen*, 5(2).
- Yuliantini, T., & Suryatiningsih, S. (2021). Pengaruh Disiplin Kerja dan Beban Kerja terhadap Kinerja Pegawai (Studi Pada Pegawai PT ISS Indonesia). *Populis : Jurnal Sosial dan Humaniora*, 6(2), 104-120. <https://doi.org/10.47313/pjsh.v6i2.1255>