

Research Article

# The Influence of Employee Involvement and Organizational Culture on the Motivation of Civil Servants at the Department of Transportation of Kubu Raya Regency

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## ABSTRACT

The purpose of this study is to analyze the influence of employee involvement and organizational culture on the work motivation of Civil Servants at the Department of Transportation of Kubu Raya Regency. This research uses an associative quantitative approach with a population of 43 civil servants selected using a saturated sampling technique. Data collection was carried out through questionnaire distribution and interviews. Instrument testing was conducted using a product moment validity test and Cronbach's Alpha reliability test. Classical assumption tests include normality, linearity, and multicollinearity tests. The results of the regression analysis show that employee involvement and organizational culture have a positive and significant influence on work motivation, both simultaneously and partially. This is evidenced by the F-test with an F-count value of 102.367, which is greater than the F-table value of 3.23, indicating that both variables together have a significant influence. Partially, the t-test shows that employee involvement and organizational culture each have a positive and significant effect on work motivation. The correlation coefficient (R) value of 0.915 indicates a very strong relationship with a coefficient of determination ( $R^2$ ) of 83.7%. In conclusion, increasing employee involvement and strengthening organizational culture can be strategies to motivate employees. The practical implication is that the Department of Transportation needs to strengthen the internalization of cultural values through continuous socialization. Future research is suggested to explore other variables such as leadership or work environment that may affect motivation in the public sector.

**Keywords:** Employee Involvement; Organizational Culture; Motivation; Civil Servants; Kubu Raya Regency

## 1. INTRODUCTION

Human resources are the process of managing the workforce in a humane manner so that both physical and psychological potentials can be utilized optimally to support the achievement of organizational goals. In realizing these goals, employee involvement and organizational culture play an important and strategic role. In this context, work motivation becomes a key factor that can affect employee productivity and performance, especially in the public sector. The Department of Transportation, known as Dishub of Kubu Raya Regency, is an agency that focuses on the management of road traffic, road transportation, shipping, and the development of transportation systems in accordance with statutory regulations. This department was established in 2007 with the main task of implementing policies in the field of transportation. Dishub is led by a Head of Department who is under and directly responsible to the Regent of Kubu Raya through the Regional Secretary. In 2025, the Department of Transportation of Kubu Raya Regency will have 44 Civil Servants (PNS) and 58 Non-Civil Servants. The department uses an electronic attendance system through a mobile phone application called "e-Kerje KKR", which can only be downloaded from the Play Store. Attendance is carried out by taking a live photo at the office during check-in and check-out times.

The absenteeism rate of Civil Servants at the Department of Transportation of Kubu Raya Regency from 2022 to 2024 remains very low and stable. In 2022, it was recorded at 0.13%, drastically decreased to 0.00% in 2023, and slightly increased to 0.01% in 2024. This pattern shows that employee attendance discipline has been well maintained, and absenteeism tends not to be a significant issue. This minimal fluctuation may reflect high employee involvement and an organizational culture that supports work discipline in the public sector. According to Souza et al. (2023), work motivation plays an important role in absenteeism levels, meaning that higher motivation can reduce absenteeism rates.

The performance of Civil Servants at the Department of Transportation of Kubu Raya Regency from 2022 to 2024 has consistently been in the "Good" category, with one employee, namely the Head of Department, achieving the "Very Good" predicate. This indicates that the majority of employees are able to maintain satisfactory work quality and remain

productive. This finding aligns with Samud et al. (2021) who stated that employee involvement has a positive effect on employee performance, where employee involvement reflects comfort and a high sense of responsibility for their work. Additionally, Rosvita et al. (2017) also emphasize that organizational culture has a positive and significant influence on performance. On the other hand, work motivation also plays an important role as a predictor of employee performance, as explained by Anjani (2019), who states that good motivation will encourage improved employee performance. Thus, the low absenteeism rate and consistently good performance ratings support the argument that employee involvement, organizational culture, and work motivation are closely interconnected in driving employee performance in the public sector. Based on an interview with Mr. Hery Fachruzi, Acting Head of the Department of Transportation of Kubu Raya Regency, the dissemination of the “BerAKHLAK” values has been carried out through various media such as posters, infographics, digital platforms, and employee orientation. These values are conveyed by leaders, colleagues, as well as related administrative sections. However, there are still employees who do not fully understand the concept in depth. This finding indicates that strengthening the organizational culture through the “BerAKHLAK” values requires a more intensive, consistent, and sustainable socialization strategy so that these values are truly internalized by all employees.

Employee involvement plays an important role in increasing work motivation. Sinambela (2016) explains that when employees are directly involved from the planning, implementation, to evaluation stages, they will feel appreciated and fully responsible for their work. This is in line with Nababan et al. (2022) who emphasize that employee involvement reflects employees’ active participation in decision-making and problem-solving, while also showing a high level of personal investment in the tasks assigned. At the Department of Transportation of Kubu Raya Regency, the consistently low absenteeism rate, averaging less than 0.15% over three years, can be one indicator that employees are committed to being present and actively involved. In addition, performance ratings that are mostly in the “Good” category support Samud et al. (2021) who stated that the greater the employee involvement, the higher their comfort and sense of responsibility in completing tasks.

Organizational culture serves as a foundation for shaping daily work behavior. Marliani & Merisa (2024) state that organizational culture includes the values, norms, and habits shared collectively to encourage the creation of positive work behavior. This is consistent with Ansori et al. (2024) who emphasize that organizational culture is an important guideline in formulating human resource management policies. At the Department of Transportation of Kubu Raya Regency, the “BerAKHLAK” values have been introduced through various media such as posters, infographics, digital channels, and employee orientation activities. However, the interview with Mr. Hery Fachruzi indicates that some employees still do not fully grasp the essence of these values. In other words, the cultural foundation has been formed, but the internalization process still requires further reinforcement. This aligns with Colquitt et al. (2009) in Busro (2018) who explain that organizational culture is shared social knowledge that shapes employee attitudes and behavior. Supported by low absenteeism data and consistently good performance ratings, it can be concluded that the implementation of cultural values has started to run, although it still needs to be optimized so that it is truly internalized at all employee levels. A positively built organizational culture can encourage employees to improve their performance, while a weak or negative culture can potentially hinder and even conflict with organizational goals (Sari & Mahdi, 2025).

Work motivation acts as a main driving force that encourages employees to achieve organizational goals. Busro (2018) and Abnisa (2020) define motivation as an internal drive that prompts a person to act. Habsy et al. (2023) also emphasize that motivation transforms an individual’s inner energy into concrete, directed action. At the Department of Transportation of Kubu Raya Regency, the very low absenteeism rate strengthens Souza et al.’s (2023) view that higher work motivation correlates with lower employee absenteeism. In line with this, Anjani (2019) affirms that motivation directly affects fluctuations in employee performance. The stable performance ratings in the “Good” category indicate that work motivation in this public sector environment contributes positively to overall employee productivity. According to Agustina & Mahdi (2025), employees with high levels of motivation generally show enthusiasm and passion in completing every task assigned by the organization. Research by Safitri & Ali (2023) reveals that employee involvement has a positive and significant effect on employee work motivation. This finding shows that the higher the level of employee involvement, the greater their motivation to complete tasks. Meanwhile, Giantari & Riana (2017) found that organizational culture also has a positive and significant impact on work motivation. A similar result was obtained by Sutoro (2020) who emphasized that the organizational culture within the employee environment can support the increase of work motivation. These research findings demonstrate a strong correlation between employee involvement and organizational culture with work motivation, thus forming a relevant basis for examining how this relationship occurs in the context of Civil Servants at the Department of Transportation of Kubu Raya Regency.

Based on the background described, this study focuses on the issue of how far employee involvement and organizational culture influence the work motivation of Civil Servants (PNS) at the Department of Transportation of Kubu Raya Regency. Therefore, the objective of this study is to examine and analyze the influence of employee involvement and organizational culture in encouraging the work motivation of Civil Servants, with the expectation that it will provide empirical insights into how these two variables are interrelated and support increased work motivation in the public sector environment.

## 2. RESEARCH METHOD

### Type of Research

This research is an associative study. According to Siregar (2019, p. 15), associative research is research that aims to determine the relationship between two or more variables. The purpose of this research is to analyze the relationship of the influence of employee involvement and organizational culture variables on the motivation of Civil Servants (PNS) at the Department of Transportation of Kubu Raya Regency.

### Data Collection Technique

Data collection techniques were carried out through primary data and secondary data that support each other. According to Siregar (2019, p. 37), primary data is data collected directly by the researcher from the first source or where the research object is carried out. In this research, primary data were obtained through interviews and questionnaire distribution. Interviews were conducted with the Head of the Department of Transportation of Kubu Raya Regency and related parties. The questionnaire in this research was distributed to all Civil Servants at the Department of Transportation of Kubu Raya Regency. According to Siregar (2019, p. 37), secondary data is data that is published or used by an organization that is not the processor of the data. Secondary data includes the number of civil servants, attendance records, and civil servant performance assessment data obtained from the Department of Transportation of Kubu Raya Regency.

### Population and Sample

The population in this research is all civil servants at the Department of Transportation of Kubu Raya Regency, totaling 43 people in 2025. According to Sugiyono (2022, p. 126), the population is the generalization area consisting of objects or subjects that have certain quantities and characteristics determined by the researcher. The sample in this research was taken using the saturated sampling technique, because all members of the population were used as the sample. According to Sugiyono (2022, p. 134), a census or saturated sampling is a sampling technique where all members of the population are used as the sample. Thus, the total number of respondents is 43 people.

### Research Variables & Measurement Scale

According to Sugiyono (2022, p. 67), a research variable is anything determined by the researcher to be studied to obtain information and draw conclusions. The variables in this research are independent and dependent variables. The independent variables in this research are employee involvement (X1) and organizational culture (X2), and the dependent variable is motivation (Y). Variable measurement was carried out using a Likert scale. According to Siregar (2019, p. 50), the Likert scale is a scale that can be used to measure attitudes, opinions, and perceptions of a person." The response categories consist of five choices ranging from Strongly Agree (5) to Strongly Disagree (1).

### Data Analysis Technique

The data analysis technique in this research begins with an instrument test through a validity test using the product moment correlation method, where the instrument is declared valid if the calculated r-value  $>$  r-table (Siregar, 2019, pp. 75–77), and a reliability test with the criterion of Cronbach's Alpha  $>$  0.60 (Siregar, 2019, pp. 87–90). Next, a classical assumption test is conducted, which includes a normality test using the Kolmogorov-Smirnov method ( $\text{sig} > 0.05$ ) (Siregar, 2019, pp. 153, 167), a linearity test through Deviation from Linearity  $\text{sig} > 0.05$  (Siregar, 2019, p. 178), and a multicollinearity test seen from the Variance Inflation Factor (VIF) value  $<$  10 and Tolerance value  $>$  0.1 (Ghozali, 2016, p. 103). The next analysis uses multiple linear regression to determine the effect of employee involvement (X1) and organizational culture (X2) on motivation (Y) with the equation  $Y = a + b_1X_1 + b_2X_2$  (Siregar, 2019, p. 405). The strength of the relationship between variables is measured through the multiple correlation coefficient (R) to determine the degree of relationship (Siregar, 2019, p. 351), while the contribution of the independent variables to the dependent variable is determined through the coefficient of determination ( $R^2$ ) with the formula  $KD = (r)^2 \times 100\%$  (Siregar, 2019, p. 338). Hypothesis testing is conducted through a simultaneous test (F-test) to see the effect of employee involvement and organizational culture together on motivation, with the decision criteria that if F-count  $>$  F-table then  $H_0$  is rejected and  $H_a$  is accepted (Siregar, 2019, p. 408). Meanwhile, a partial test (t-test) is used to see the effect of each independent variable on motivation separately, with the criterion that if t-count  $>$  t-table ( $df = 41$ , t-table = 2.019) then  $H_0$  is rejected and  $H_a$  is accepted (Siregar, 2019, p. 410). All analyses are processed using SPSS version 19 for Windows.

## 3. RESULTS AND DISCUSSION

### 3.1 Test Research Instruments

#### 3.1.1 Validity Test

The validity test in this study aims to evaluate the extent to which the items in the questionnaire are able to measure the intended variables. Validity is tested through the correlation between the score of each item and the total score. The correlation value (r calculated) is compared with the r table, which is determined based on the degree of freedom ( $df = 41$ )

and significance of 0.05, resulting in an  $r$  table value of 0.300. The validity test results for each variable at Toko Grosir Daster Aradas are presented in **Table 1**.

**Table 1. Validity Test Results**

Variable	Indicator	r value	r table	Description
Employee Involvement (X1)	X1.1	0,867	0.300	Valid
	X1.2	0,881		
	X1.3	0,862		
	X1.4	0,826		
	X1.5	0,900		
	X1.6	0,894		
	X1.7	0,855		
	X1.8	0,903		
	X1.9	0,915		
Organizational Culture (X2)	X2.1	0,797	0.300	Valid
	X2.2	0,876		
	X2.3	0,876		
	X2.4	0,898		
	X2.5	0,934		
	X2.6	0,877		
	X2.7	0,803		
	X2.8	0,842		
	X2.9	0,772		
	X2.10	0,786		
	X2.11	0,663		
	X2.12	0,860		
Motivation (Y)	Y.1	0,841	0.300	Valid
	Y.2	0,630		
	Y.3	0,856		
	Y.4	0,867		
	Y.5	0,799		
	Y.6	0,781		
	Y.7	0,824		
	Y.8	0,832		
	Y.9	0,822		
	Y.10	0,825		
	Y.11	0,848		
	Y.12	0,926		
	Y.13	0,764		
	Y.14	0,894		
	Y.15	0,835		

Source: SPSS Output, 2025

Based on the validity test results for each variable shown in **Table 1**, it is known that all statement items have a  $r$  calculated value greater than the  $r$  table value of 0.300. Thus, all statement items in each variable can be considered valid and can be used in the study.

### 3.1.2 Reliability Test

The reliability test aims to assess the consistency of the questionnaire instrument as a measuring tool. The test is conducted using Cronbach's Alpha method, where items are considered reliable if they have a value of more than 0.60. The reliability test results for all variable items are presented in **Table 2**.

**Table 2. Reliability Test Results**

Variable	Cronbach's Alpha	Description
Employee Involvement (X1)	0.962	Reliable
Organizational Culture (X2)	0.959	
Motivation (Y)	0.966	

Source: SPSS Output, 2025

Based on **Table 2**, the reliability test results for the variables of employee involvement (X1), organizational culture (X2), and motivation (Y) shown in Table 2 above, Cronbach's Alpha values of 0.962 (X1), 0.959 (X2), and 0.966 (Y) are obtained.

Because these values are higher than 0.60, it can be concluded that all items in the variables of employee involvement (X1), organizational culture (X2), and motivation (Y) are considered reliable and can be used in the study.

## 3.2 Classic Assumption Test

### 3.2.1 Normality Test

The normality test in this study aims to assess whether the data is normally distributed. The test is conducted using the Kolmogorov-Smirnov method with the help of SPSS. The test results are presented in [Table 3](#).

**Table 3. Normality Test Results**

Test	Value
N (Sample)	43
Test Statistic	.125
Asymp.Sig.(2-tailed)	.091 <sup>c</sup>

Source: SPSS Output, 2025

Based on the normality test results in [Table 3](#), the test result in the Asymp. Sig. (2-tailed) column is 0.091, which is greater than 0.05. Therefore, it can be concluded that the data in this study is normally distributed.

### 3.2.2 Linearity Test

The linearity test in this study is conducted to evaluate whether there is a linear relationship between the independent and dependent variables. The test uses the Test for Linearity method through SPSS, with the results presented in [Table 4](#).

**Table 4. Result of Linearity**

Variable	Deviation from Linearity	Description
Motivation * Employee Involvement	0.087	Linear
Motivation * Organizational Culture	0.060	

Source: SPSS Output, 2025

Based on the linearity test results for each variable shown in [Table 4](#), a significance value is obtained in the Deviation from Linearity column  $> 0.05$ , so it can be concluded that the relationship between each variable is linear.

### 3.2.3 Multicollinearity Test

The multicollinearity test in this study is conducted to assess whether there is a high correlation between independent variables in the regression model, which can influence the accuracy of coefficient estimation and model reliability. The results of the analysis using SPSS are shown in [Table 5](#).

**Table 5. Multicollinearity Test Results**

Variable	Tolerance	VIF
Employee Involvement	.194	5.150
Organizational Culture	.194	5.150

Dependent Variable: Motivation

Source: SPSS Output, 2025

Based on the results of the multicollinearity test in [Table 5](#), the results can be explained as follows:

1. The employee involvement variable (X1) has a Tolerance value of 0.194, which is greater than 0.10, and a VIF value of 5.150, which is less than 10.
2. The organizational culture variable (X2) has a Tolerance value of 0.194, which is greater than 0.10, and a VIF value of 5.150, which is less than 10.

Based on the explanation above, both variables show a Tolerance value above 0.10 and a VIF below 10, so it can be concluded that there is no multicollinearity between the independent variables in the regression model in this study.

## 3.3 Multiple Linear Regression Analysis

Multiple regression analysis in this study aims to measure the extent of the influence of two or more independent variables on one dependent variable, both simultaneously and partially. In addition, this analysis is also used to construct a predictive model that describes the relationship between variables. The regression coefficient results obtained through SPSS are presented in [Table 6](#).

**Table 6. Multiple Linear Regression Analysis Results**

Research Variable	Coefficients	T Statistic	Significance Value
(Constant)	14,142	3,582	.001
Employee Involvement	.359	2,070	.045
Organizational Culture	.711	4,380	.000

Dependent Variable: Motivation

Source: SPSS Output, 2025

Based on the results of the multiple linear regression analysis in **Table 6** above and referring to the multiple linear regression coefficient equation, the results can be explained as follows:

$$Y = 14.142 + 0.359X_1 + 0.711X_2$$

- The constant (a) is 14.142, which means that if the variables employee involvement (X1) and organizational culture (X2) are zero, then motivation (Y) will increase by 14.142 units.
- The regression coefficient (b1) for the employee involvement variable (X1) is 0.359 and is positive, meaning that if employee involvement increases, motivation (Y) will increase by 0.359 units.
- The regression coefficient (b2) for the organizational culture variable (X2) is 0.711 and is positive, meaning that if organizational culture increases, motivation (Y) will increase by 0.711 units.

### 3.4 Correlation Coefficient Analysis (R)

The correlation coefficient is used to measure the degree of correlation between two or more variables and to determine the direction of the relationship. The method used in this analysis is the Product Moment correlation method. The results of the correlation coefficient test can be seen in **Table 7**.

**Table 7. Correlation Coefficient Test Results (R)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.915 <sup>a</sup>	.837	.828	4.33350

Predictors: (Constant), Employee Involvement, Organizational Culture

Dependent Variable: Motivation

Source: SPSS Output, 2025

Based on the results of the correlation coefficient test shown in **Table 7**, a correlation coefficient (R) value of 0.915 is obtained, indicating that the relationship between employee involvement (X1) and organizational culture (X2) on motivation (Y) is in the "very strong" category because the value is in the range of 0.80-1.000.

### 3.5 Analysis of the Coefficient of Determination $R^2$

Based on the results of the coefficient of determination ( $R^2$ ) test shown in **Table 7**, an R-Square value of 0.837 is obtained. This means that the variables employee involvement (X1) and organizational culture (X2) can explain 83.7% ( $0 \times 0.837 \times 100$ ) of the influence on motivation (Y). Meanwhile, the remaining 16.3% is influenced by other variables outside the scope of this study.

### 3.6 Simultaneous Test (F Test)

The simultaneous test (F-test) in a study aims to analyze whether all independent variables collectively have a significant influence on the dependent variable. Based on the results of the hypothesis testing using the F-test with SPSS, the simultaneous test results can be observed in **Table 8**.

**Table 8. Simultaneous Test Results (F Test)**

Model	Sum of Squares	Mean Square	F	Significance
Regression	3844.738	1922.369	102.367	.000 <sup>b</sup>
Residual	751.169	18.779		

Dependent Variable: Motivation

Predictors: (Constant), Employee Involvement, Organizational Culture

Source: SPSS Output, 2025

Based on the results of the simultaneous test (F-test) presented in **Table 8**, the calculated F value is 102.367, which is greater than the F table value of 3.23, and the significance value is 0.00, which is less than 0.05. Therefore, it can be concluded that the variables of employee involvement (X1) and organizational culture (X2) collectively have a positive and significant influence on motivation (Y).

### 3.7 Partial Test (t Test)

The partial test (t-test) conducted in this study aims to examine the individual influence of each independent variable on the dependent variable within the proposed hypotheses. The purpose of the t-test is to determine whether each independent variable independently contributes positively and significantly to the dependent variable. Based on the results of the partial hypothesis testing (t-test) using SPSS, the outcomes of the partial test can be seen in **Table 9**.

**Table 9. Partial Test Results (t Test)**

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	14,142	3,582	.001
Employee Involvement	.359	2,070	.045
Organizational Culture	.711	4,380	.000

Dependent Variable: Motivation

Source: SPSS Output, 2025

Based on the results of the partial hypothesis test (t-test) shown in **Table 9**, the calculated t-values are compared with the critical t-table value of 2.019. The results of the partial test (t-test) in Table 9 can be explained as follows:

- The calculated t-value for the employee involvement variable (X1) is 2.070 > the table t-value of 2.019, and the significance value is 0.045 < 0.05. Therefore, it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, meaning that employee involvement (X1) partially has a positive and significant influence on motivation (Y).
- The calculated t-value for the organizational culture variable (X2) is 4.380 > the table t-value of 2.019, and the significance level is 0.000 < 0.05. Therefore, it can be concluded that the null hypothesis ( $H_0$ ) is rejected and the alternative hypothesis ( $H_a$ ) is accepted, meaning that organizational culture (X2) has a positive and significant partial influence on motivation (Y).

## 4. CONCLUSION

Based on the results of this study, it can be concluded that employee involvement and organizational culture both have a clear influence in increasing the work motivation of Civil Servants at the Department of Transportation of Kubu Raya Regency. This finding is supported by the test results which show that these two variables, both jointly and individually, have a positive and significant effect. The F-count value which is higher than the F-table and the t-count values for each variable that exceed the t-table further strengthen this conclusion. In addition, the correlation coefficient of 0.915 indicates a very strong relationship, with a coefficient of determination of 83.7%, meaning that most of the variation in work motivation can be explained by employee involvement and organizational culture. These results emphasize that efforts to increase employee motivation are not sufficient only through formal regulations, but also by creating a work environment that actively involves employees and instilling organizational cultural values so that they are truly understood and practiced. The evidence of low absenteeism and consistently stable performance in the good category supports this. In practical terms, the Department of Transportation of Kubu Raya Regency is advised to continue strengthening employee involvement in various work activities, while ensuring that the socialization of cultural values is carried out continuously so that these values become increasingly embedded in employees' daily work. For future research, it is suggested to add other variables such as leadership or work environment, so that the results can provide a broader and deeper picture of the factors that influence work motivation in the public sector.

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