INTERNATIONAL

JOURNAL OF ADMINISTRATION AND EDUCATION

Volume 1, Number 2, 2024

ASHA PUBLISHING

E-ISSN: 3046-7632
International Journal of Administration and Education (IJAE)
https://journal.ashapublishing.co.id/index.php/ijae/hm

The Influence of Organizational Culture on Employee Performance

Nining Angraeni Ningsih[1], Haedar Akib[2], Muh. Nasrullah[3]
[1,2,3]Faculty of Social Sciences and Law, Universitas Negeri Makassar, Indonesia
Email correspondence author: nasrullah.mujetaba@unm.ac.id

ABSTRACT

Workers will face difficulties in achieving company standards without the existence of a positive organizational culture. A strong organizational culture has a huge impact on performance, creating high motivation, a positive environment, creativity, and work-life balance. This not only improves performance, but also contributes to employee productivity and overall well-being. The purpose of this study is to assess the impact of organizational culture on employee performance. The method used is descriptive research with a quantitative approach. In order to achieve the objectives of this research, the data collection method is carried out through observation, questionnaire, and documentation activities. The research sample involved 66 people, with a sampling technique using the saturated sample method. The collected information was then evaluated by applying descriptive data analysis methods, validity and reliability tests, data normality tests, product moment correlation analysis, determinant coefficients, and simple linear regression analysis. The purpose of this analysis is to assess the impact of organizational culture on employee performance at the KMP LAN Makassar Center. The results showed that the overall organizational culture indicators were rated "excellent," and the overall employee performance indicators also showed "excellent" ratings. According to the results of the product moment correlation test, a significant relationship was found between the two variables. The determination coefficient indicates that the organizational culture variable (X) affects the employee performance variable (Y). A simple linear regression evaluation shows that organizational culture has a real impact on employee performance at the KMP LAN Makassar Center Office.

Keywords: Organizational Culture, Performance, Employees.

INTRODUCTION

As part of the social structure, individuals do not have the ability to meet their own needs, to form groups called organizations. An organization can be defined as a social entity formed by at least two individuals who intentionally interact to achieve a specific goal, involving aspects of obligations, authority, and responsibilities. The progress of an organization is highly dependent on the quality of its human resources. One action taken by the organization to achieve progress is by expanding existing human resources, which function as drivers (planners, organizers, implementers, and controllers) in realizing the organization's identity. A very vital role in organizational continuity is found in human resources, which are the determining elements of operational sustainability and overall performance of the organization.

Outstanding achievement reflects that an individual or team has successfully performed their tasks well, produced the expected results, and had a positive impact on the overall achievement of the organization (Nasrullah et al., 2024; Niswaty et al., 2021; S. Suprianto et al., 2024; Taliang et al., 2023). In addition, employee performance is also determined by the extent to which they succeed in carrying out their work and how successful they are in completing the tasks that have been given. The higher the performance of the individual, the greater the contribution to the overall productivity of the organization (Evans & Lindsay, 2020; Jong et al., 2019; Shabbir et al., 2021). In other words, the smooth operation of an organization is highly dependent on the performance

of the employees involved. In addition, an empirical issue that often arises related to employee performance is the lack of expertise possessed by employees in carrying out their duties. Such as there are employees who are less motivated in carrying out their responsibilities and from the large pile of work that cannot be completed on time (Niswaty et al., 2023; Rahman et al., 2022; Suprianto, Paundanan, et al., 2022). Employees also play a significant role in collaborating to encourage improvement in employee performance factors, including organizational culture.

Organizational culture refers to a set of values, norms, beliefs, traditions, and actions that are accepted and implemented by individuals who are members of an organizational entity (Amanurhidayani et al., 2019; Nariah, 2020; Niswaty & Dhahri, 2021). This cultural influence greatly affects performance, employee satisfaction, and overall success for the company. When a culture is embedded in the organizational structure, it can be guaranteed that employees or employees will become more motivated, show high commitment, and work synergistically to achieve common goals. Conversely, an organizational culture that is unhealthy or not in line with the organization's vision can hinder performance, create conflict, and hinder organizational development.

One fundamental principle in the field of management implies that each institution has a special characteristic or identity. In other words, each organization has a "character" that distinguishes it from other organizations. These characteristics are commonly referred to as organizational culture, referring to the distinctive combination of norms, values, beliefs, and actions that shape the way groups and individuals complete certain tasks or activities. The organizational culture must be understandable, internalized, and run together by all individuals or groups that are part of it. Thus, organizational culture becomes the foundation for the identity and internal dynamics of an organization.

At the Head Office of Training and Development and Government Management Studies of State Administration Institutions, or commonly abbreviated as Puslatbang KMP LAN Makassar, the importance of moral civil servants is emphasized, one of the points is accountability, which includes discipline as the main benchmark. Discipline is considered a key element in the work environment because it is the foundation for efficiency and productivity. However, problems around discipline, such as late entry and early discharge, as well as work delays, are still common problems in almost every agency. This phenomenon seems to have become a habit that has a negative impact on employee performance. If not addressed, this problem can have a wider impact on the achievement of the vision and mission of the KMP LAN Makassar Center. Therefore, organizational culture is considered a solution to overcome this challenge and ensure that the implementation of the vision and mission of the KMP LAN Makassar Center can be realized properly. Therefore, problems related to organizational culture at the KMP LAN Makassar Center office provide motivation for the author to research these problems.

METHODS

The method used in this study is a descriptive method with a quantitative approach, utilizing data that has been collected previously. The use of quantitative data is sourced from the positivism paradigm, used to gain an in-depth understanding of the population or sample. The research approach includes the use of research instruments, quantitative data analysis, and statistical techniques, to explain and test hypotheses.

The main purpose of this study is to obtain data on the impact of organizational culture on employee performance at the Makassar State Administration Institution (LAN), especially at the Center for Training and Development and Government Management Studies (Puslatbang KMP). This study uses the Likert brbentuj check list scale as a variable measuring tool, with the research focusing on the organizational

culture variable as the X variable (dependent) and employee performance as the Y variable (Bound).

The total population is 66 employees, and the sample technique used is census. The data analysis process includes descriptive and inferential analysis which includes normality checks, product moment correlations, determinant coefficients, and simple linear regression evaluations.

RESULT AND DISCUSSION

In an effort to evaluate the impact of organizational culture on employee performance at the Center for Training and Development and Government Management Studies of State Administration Institutions (Puslatbang KMP LAN Makassar), this study adopts questionnaires as the main tool to collect data. In addition, a quantitative test method was used to test the hypothesis proposed, and the SPSS 24 application was chosen as a data analysis tool to assess the extent to which organizational culture(X) affects employee performance(Y). This process will help describe and measure empirically the relationship between these variables, providing in-depth insight into the influence of organizational culture on employee performance within the KMP LAN Makassar Center.

Organizational Culture

To understand the impact of organizational culture in the office environment of the KMP LAN Makassar Center, data analysis was carried out using questionnaires as an information collection tool. This questionnaire was distributed to 66 employees of the KMP LAN Makassar Center who were the research samples. Organizational culture variables are measured through indicators such as innovation, risk-taking, attention to detail, individual-oriented, team-oriented, aggressive, and stability. For a more detailed overview in table 1:

Table 1: Results of Data Analysis of Organizational Culture Variables Indicators

No	Indicator	n	N	%	Category
1	Innovation and courage to take risk	573	660	86,81	Excellent
2	Attention to detail	583	660	88,33	Excellent
3	Results-oriented	584	660	88,48	Excellent
4	Orientation to the individual	286	330	86,66	Excellent
5	Orientation to the individual	289	330	87,57	Excellent
6	Aggressiveness	286	330	86,66	Excellent
7	Stability	276	330	83,63	Excellent
Total		2877	3300	87,18	Excellent

Source: SPSS 24 Data Processing Results

The results of the descriptive analysis related to organizational culture at the KMP LAN Makassar Center reflect a very significant positive response from the respondents. Overall, the organizational culture was rated as very good, with a percentage of 87.18%. This data was obtained through an assessment using seven main indicators, where innovation and risk-taking courage reached the highest percentage, which was 86.81%. Employees are recognized as active in providing ideas in accordance with the times. The aspect of paying attention to details and being oriented to results also received excellent evaluations, with percentages reaching 88.33% and 88.48%, respectively, showing the tendency of employees to check and recheck work to minimize errors. Orientation on individuals (86.66%) and teams (87.57%) reflects a balance between individual

achievement and teamwork. Aggressiveness was measured along with individual orientation, reaching 86.66%, indicating high motivation in achieving the best results. Stability, with a percentage of 83.63%, confirms the ability of employees to adapt to the times through training, which results in satisfactory quality of work.

Risk-taking courage and innovative efforts are measured to evaluate employees' motivation levels in innovating and facing risks in carrying out their duties. The results showed that both aspects were rated very well, reaching the fourth highest percentage of the seven indicators used. Organizations are expected to always value risk-taking actions by employees and encourage the ideas they have (Barbieri da Rosa et al., 2022; Nasaruddin et al., 2024; Pananrangi et al., 2023). This reflects the high level of employee participation in providing ideas and suggestions related to the tasks they perform, in accordance with the times, while still considering the potential risks that may arise. Employees are given the opportunity to contribute new ideas, rotate tasks, and dare to take risks related to the work they do.

Focus on detail to measure the extent to which employees demonstrate expertise, analysis, and work in detail in carrying out their job duties. The results of the data analysis showed that the attention to detail showed excellent judgment, reaching the second percentile level of the seven indicators used. This means that it is very meaningful because even the slightest mistake can have a big impact on the work being done. Employees of the KMP LAN Makassar Center showed attention to detail by rechecking the work that had been completed, as well as coordinating effectively with colleagues to ensure the smooth implementation of their duties. Through this attention to detail, employees can avoid mistakes that can potentially harm the organization and, at the same time, build trust from colleagues and superiors.

Focus on outcomes measures the extent to which leaders are more concerned with outcomes than the techniques used in the process of achieving goals. The analysis data shows that the focus on achieving results at the KMP LAN Makassar Center is at a very positive level. This indicator gives rise to the variable with the highest percentage, ranking first among the seven variable indicators used. Employees have the ability to provide good work results, complete tasks according to targets, and have the ability to carry out the work given (Akil et al., 2020; Mustafa et al., 2022; S. Suprianto & Arhas, 2022). The main focus is the importance of achieving results or outputs in completing tasks, encouraging employees to work carefully and carefully to achieve optimal results.

Individual orientation reflects a person's tendency to achieve personal goals in an organizational context. When making decisions, management needs to take into account the impact of those decisions on individual motivation, commitment, and job satisfaction. Research data at the KMP LAN Makassar Center shows that individual orientation indicators achieve a very satisfactory level of performance. This indicator ranks fifth out of seven variables measured, indicating that employees in the workplace demonstrate excellence in their skills such as time management, initiative, and overcoming job challenges with efficiency. The successful performance of an organization can be related to the high individual orientation among employees. The findings of the study show that employees who have a high individual orientation generally show high productivity, creativity, and performance. They show a great drive to achieve their personal goals and strive to make optimal contributions in their work, which can have a positive effect on the achievement of organizational goals.

Team orientation also has a crucial role in the organizational context, reflecting the importance of collaboration, coordination, and effective communication between team members in achieving common goals (Jamaluddin et al., 2017). Based on the results of this study, it can be seen that the orientation indicators in the team at the KMP LAN Makassar Center office have reached a very good level. This indicator reflects the third variable based on the seven variables used, indicating that staff in the office have positive

interactions among their teammates, allowing for effective cooperation in completing tasks. In the context of research, a high level of team orientation indicates that organizations pay adequate attention to effective team formation and development. This reflects the organization's efforts in building a cooperative work culture, in teams, all members work collaboratively to achieve common goals and provide mutual support. Good cooperation among employees can have a positive impact on organizational performance through support and knowledge exchange, so that team members can overcome obstacles and achieve superior performance compared to working alone.

Achieving more optimal achievements and competing with high efficiency in completing tasks is the main goal for every employee. From the results of the research at the KMP LAN Makassar Center office, it can be seen that the indicator has reached a very good level. This indicator has a value equivalent to the fourth indicator, placing it in fifth place out of the seven variable indicators used. This finding is in line with the view that employees are expected to work diligently, disciplined, and have a competitive spirit in improving performance (Arhas et al., 2021; Halomoan, 2020; Wahid et al., 2024). The existence of healthy aggressiveness in the organization can provide additional motivation for employees, encourage them with extra effort, improve the quality of work, and achieve more optimal results.

Stability in this context reflects the organization's tendency to maintain the status quo in decisions and actions taken. The results of the study at the KMP LAN Makassar Center showed that the indicator reached a very satisfactory level of quality, becoming the sixth variable with the highest percentage of the seven variables measured. Organizational culture has the ability to adapt more easily to the times is a factor that can improve employee performance. The results of the high stability research indicate that the KMP LAN Center tends to innovate and produce satisfactory performance, aiming to improve performance rather than experiencing a decline and loss of motivation to achieve. Optimal stability in the organizational structure provides certainty and consistency in the implementation of operations.

Employee Performance

To understand the performance of employees at the KMP LAN Makassar Center, data was obtained through answers from 66 respondents who were sampled. Data collection is carried out through questionnaires as a means of measurement, with four main indicators used to evaluate employee performance, with indicators of quality, quantity, task implementation, and responsibility.

Table 2: Results of Data Analysis of Employee Performance Variable Indicators

No	Indicator	n	N	%	Category
1	Quality	875	990	88,38	Excellent
2	Quantity	841	990	84,94	Excellent
3	Task Implementation	571	660	86,51	Excellent
4	Responsibility	595	660	90,15	Excellent
	Jumlah	**2882**	**3300**	**87,33**	Excellent

Source: SPSS 24 Data Processing Results

The results of the analysis of employee performance at the KMP LAN Makassar Center office with high satisfaction, namely 87.33%. The data was taken from the accumulation of four performance indicators which showed that the quality of work was considered very good (88.38%), indicating the rigor and re-examination of the work results. The quantity of work was also very good (84.94%), with efforts to complete tasks on time, even some employees completed early. The implementation of the task was considered very good (86.51%), showing the ability according to the procedure.

Responsibility reaches 90.15%, almost all employees can be accounted for the results of their work. The results of the study show the initiative and contribution of employees in solving problems, strengthening a positive assessment of their responsibility and innovation.

In the scope of the organization or the world of work, performance refers to the ability of individuals or teams to complete tasks with seriousness and achieve the expected results. The results of the research on the performance of employees at the KMP LAN Makassar Center showed that their performance was assessed as very good at 87.33%. The higher the level of performance produced, the greater the job satisfaction felt by employees (Asrijal et al., 2021; Chong et al., 2023; Considine, 2020). This creates motivation that encourages employees to always work optimally with the aim of producing good quality work.

Quality refers to the extent to which employees carry out tasks according to the prescribed rules. The results of the study showed that the work performance at the KMP LAN Makassar Center received a very good assessment, with the second highest percentage of the four indicators analyzed. This reflects the ability of employees to carry out their duties well, which is reflected in their diligence and thoroughness in carrying out their work. Observation shows that employees carefully and periodically evaluate the performance that has been completed regularly, and ensure that the tasks completed are in accordance with the set expectations.

Work quantity refers to the standards, skill levels, efficiency, and results produced by a worker in carrying out their duties and responsibilities. The study showed an excellent category, with the percentage of values reaching the highest level among the four variable indicators analyzed. Measurement of punctuality is the main requirement in completing a job (Darwis et al., 2019; Hasnawati et al., 2021; Paryati, 2021). The results of the study show that employees are able to complete work effectively according to the set schedule, and there are even employees who complete it early, reflecting a high level of productivity and efficiency. This proves that a good quantity of work has a positive impact on the productivity, efficiency, and reputation of the organization.

Carrying out tasks effectively also has a crucial role in improving employee performance, measured by the extent to which they can carry out their work accurately and without errors. The findings of this study revealed that task execution was at an excellent level, standing out as a variable indicator with the third highest percentage of the four variable indicators analyzed. This finding is in line with the results of the study, where employees have carried out their duties well. Employees are proven to always complete tasks according to instructions and directions from their superiors appropriately and according to applicable procedures, such as following a predetermined work schedule. For example, employees are present at the office at 07:30 WITA and leave at 16:00 WITA. However, there are still a small number of employees who are late to the office.

Responsibility is also a very vital element in improving the performance of employees. In the study, the quality of work was measured by considering responsibility as one of the indicators, and the results showed that responsibility was in the very good category. In fact, the percentage value is the first highest of the four indicators analyzed. Employees show initiative and provide valuable input in solving problems as they work. Employees in the organization must have the ability to encourage colleagues to be more productive and responsible for the work they do (Jamaluddin et al., 2022; Niswaty et al., 2022). The research findings that when there are differences in personal problems or characters between employees, they not only focus on their individual tasks, but also contribute to finding effective and efficient solutions. Awareness of responsibility and active participation in solving problems reflects the level of professionalism and dedication of employees to their work.

The Influence of Organizational Culture on Employee Performance

Pengujian normalitas dilakukan dengan uji statistik non-parametrik, yakni uji one-ample Kolmogorov-Smirnov test, dengan menggunakan perangkat lunak SPSS 24, seperti yang dijelaskan berikut:

Tabel 3: Uji One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		66
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	3.43196366
Most Extreme Differences	Absolute	.087
	Positive	.055
	Negative	-.087
Test Statistic		.087
Asymp.Sig.(2-tailed)		.200[c,d]

Source: SPSS 24 Statistical Analysis Results

Based on the results of the normality test in the table, a significance value of 0.200 was obtained, which was greater than the limit value of 0.05. Therefore, it can be suggested that the data tested in residual shows a normal distribution.

Correlation testing was carried out to find out whether there was a relationship between organizational culture and employee performance at the Center for Training and Development and Government Management Studies of State Administration Institutions (Puslatbang KMP LAN Makassar). The results of the product moment correlation analysis were processed using SPSS 24 software.

Table 4: Correlation Analysis *of Product Moment*

Correlations			
		Organizational Culture	Employee Performance
Organizational Culture	Pearson Correlation	1	.683**
	Sig. (2-tailed)		.000
	N	66	66
Employee Performance	Pearson Correlation	.683**	1
	Sig. (2-tailed)	.000	
	N	66	66

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Results of Statistical Analysis of SPSS 24

From the statistical analysis above, it is known that the two variables show a significant relationship, indicated by the significance value of 0.000, which is below the significance level of 0.05. The table also shows that Pearson's correlation coefficient reaches 0.683. Based on the interpretation of the correlation coefficient, the value is located in the interval of 0.60 to 0.799, indicating a high or strong degree of association between the two variables.

To assess the model's ability to implement organizational culture variables on employee performance, a determination coefficient test was conducted using the R-Square value.

Table 5: Determinant Coefficients

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.683[a]	.466	.459	3.459

Source: Results of Statistical Analysis of SPSS 24

From the data collected, the value of the determination coefficient (R Square) was around 0.466. This means that organizational culture (variable X) has an impact of around 46.6% on employee performance (Y). This indicates that the 46.6% figure shows that almost half of employee productivity can be attributed to organizational culture, and 53.4% is influenced by other variables.

Hypothesis testing related to the impact of organizational culture on employee performance at the KMP LAN Makassar Center was carried out through the application of simple linear regression analysis. The results of the analysis found that organizational culture has a significant impact on the performance of employees as tested using SPSS 24 software.

From the information listed in Table 5 (model summary), it can be concluded that the correlation level (R) reaches 0.683. In addition, the results of the analysis also revealed an R Square value or determination coefficient of 0.466, indicating an influence of 46.6% from independent variable factors (i.e., organizational culture) on dependent variables (employee performance).

Table 6: Simple Linear Regression Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	8.717	4.686		1.860	.066
	Organizational Culture	.802	.107	.683	7.490	.000

Dependent Variable: Employee Performance

Source: Results of Statistical Analysis of SPSS 24

Based on the results of simple regression analysis, it was found that the regression equation Y = 8.717 + 0.802X. This indicates that if the organizational culture value (X) is 0, the performance of the employee (Y) will have a value of 8,717. The coefficient of 0.802 indicates a unidirectional relationship between organizational culture and employee performance, with every increase in organizational culture value of 0.802 will be followed by an improvement in performance. The significance of the results showed a value of 0.000, which was lower than alpha 0.05, indicating that there was a positive and significant influence of organizational culture on employee performance. The hypothesis test with a Tcount value of 7.490 (greater than Table 0.2423) confirmed the rejection of H0 and the acceptance of Ha. Therefore, it can be concluded that the findings from the

data analysis support the assumption that "the influence of organizational culture on employee performance at the KMP LAN Makassar Center is positive and significant".

From the results of the study, it is known that the orientation to results indicator is the indicator with the highest percentage in organizational culture. Therefore, it can be concluded that employees have a very high motivation to work in order to produce good and satisfying work. The achievement of good work results certainly has a positive influence on employees. Furthermore, the study also shows that the highest indicator in employee performance is responsibility. Employees who perform well will feel motivated to take on more complex tasks, take on greater responsibilities, and may even be inspired to pursue higher positions. An optimally responsible attitude will make employees trusted, respected, appreciated, and respected by others.

From the survey results, the majority of respondents showed a tendency to give a positive assessment of the existing organizational culture. A solid organizational culture not only serves as a stable foundation, but also provides certainty for all members of the organization to grow and develop together. A deep understanding of the values that encompass the organization's culture is the basis for every employee to explore their potential.

CONCLUSION

From the explanation and analysis of data regarding the impact of organizational culture on employee performance at the KMP LAN Makassar Center, it can be concluded: 1) The overall picture related to organizational culture at the KMP LAN Makassar Center office is considered very good, reflected in the respondents' positive responses to seven indicators. These indicators include aspects of innovation and risk-taking, attention to detail, results-oriented, individual-oriented, team-oriented, aggressive, and stability. 2) The overall assessment related to employee performance at the KMP LAN Makassar Center was considered very good, based on respondents' responses to four indicators involving quality, quantity, task implementation, and responsibility. 3) The results of the correlation test show that there is a strong relationship between the two variables. From the results of the simple linear regression analysis, it was concluded that organizational culture had a positive and significant effect on employee performance at the KMP LAN Makassar Center office.

REFERENCES

Akil, N., Akib, H., & Nasrullah, M. (2020). The Effectiveness of Employee Performance at the Sinjai District Office of Bulupoddo District. *Jurnal Office*, *6*(1), 25–36.

Amanurhidayani, A., Kana, S., Akib, H., & Darwis, M. (2019). The Influence of Organizational Culture on Motivation to Learn in Vocational School YPLP PGRI 1 Makassar. *Jurnal Office*, *5*(1), 15–22.

Arhas, S. H., Riskawati, S. S., & Akib, H. (2021). Discipline of the Planning and Cooperation Bureau of in the Perspective of Office Tourism. *FISIP, University of Jember Presented the International Conference and Call Papers 2021*, 16–23.

Asrijal, A., Sandi, S., Awaluddin, M., Rahman, A., & Nurwijaya, S. (2021). Beneficiary Satisfaction Analysis in Terms of Service Commitement and Satisfaction. *Jurnal Office*, *7*(2), 191–200.

Barbieri da Rosa, L. A., Gomes, C. M., Campos, W., Rodrigues, C., Godoy, T. P., & Kneipp, J. M. (2022). Influencing Factors of The Innovation Power in the Adoption of Sustainability Strategies. *Sustainability (Switzerland)*, *14*(19). https://doi.org/10.3390/su141912668

Chong, K. M., Subramaniam, G., Zhou, B., & Separa, L. A. C. (2023). Examining the Well-being of Citizens' Satisfaction: Comparing smart cities in Malaysia and China. *Environment-Behaviour Proceedings Journal*, *8*(24), 295–305. https://doi.org/https://doi.org/10.21834/ebpj.v8i24.4636

Considine, A. J. (2020). *Millennial Job Satisfaction and Retention in Technical and Millennial Job Satisfaction and Retention in Technical and Business Professions in the United States Business Professions in the United States*.

Darwis, M., Sailan, M., Farida, U., Harcang, H., Kasmita, M., & Jamaluddin, J. (2019). Employee Performance Effectiveness at the Education and Culture Office in Wajo Regency. *International Conference on Public Organization (ICONPO)*.

Evans, J. R., & Lindsay, W. M. (2020). Managing for Quality and Performance Excellence. In *Cengage Learning*.

Halomoan, Y. K. (2020). The Effect of Training and Work Discipline on Employee Productivity at PT Anugerah Agung in Jakarta. *Jurnal Ad'ministrare*, *7*(1), 57–64.

Hasnawati, H., Indrawati, A., Zainuddin, Z., Muslimin, M., Pahrun, M., & Awaluddin, M. (2021). Civil Servant Performance Development Policy in the Regional Government of Bone Regency. *Jurnal Office*, *7*(2), 239–246.

Jamaluddin, J., Amelia, R., Niswaty, R., & Irwan, I. (2022). Analysis of Factors Affecting Employee Discipline The Covid-19 Pandemic Period at the Sinjai Regency DPRD Secretariat. *Pinisi Journal of Education and Management*, *1*(1), 27–36.

Jamaluddin, J., Salam, R., Yunus, H., & Akib, H. (2017). Pengaruh budaya organisasi terhadap kinerja pegawai pada dinas pendidikan provinsi sulawesi selatan. *Jurnal Ad'ministrare: Jurnal Pemikiran Ilmiah Dan Pendidikan Administrasi Perkantoran*, *4*(1), 25–34.

Jong, C. Y., Sim, A. K. S., & Lew, T. Y. (2019). The relationship between TQM and project performance: Empirical evidence from Malaysian construction industry. *Cogent Business and Management*, *6*(1). https://doi.org/10.1080/23311975.2019.1568655

Mustafa, D., Ahsan, S. C., Aris, M., Niswaty, R., & Prasodjo, T. (2022). Service Quality And Performance Of Academic Administration Employees On Student Satisfaction. *Jurnal Ilmu-Ilmu Sosial Dan Humaniora Vol. 24, No. 3, November 2022: 335-342*.

Nariah, N. (2020). The Influence of Organizational Culture and Job Satisfaction on Employee Performance at PT. Mega Sentosa Prima in Jakarta. *Jurnal Ad'ministrare*, *7*(1), 151–160.

Nasaruddin, H., Hatimah, K., Niswaty, R., Herman, H., & Arhas, S. H. (2024). Analysis of Elfan Bookless Library System Innovation at the Barru Regency Library and Archives Office. *Khizanah Al-Hikmah: Jurnal Ilmu Perpustakaan, Informasi, Dan Kearsipan*, *12*(1).

Nasrullah, M., Arwansyah, & Saleh, S. (2024). The Influence of Organizational Culture on Teacher Performance at SMK Negeri 1 Bungoro. *International Journal of Administration and Education (IJAE)*, 21–28.

Niswaty, R., Basit, M. A., Nur, A. C., & Arhas, S. H. (2023). Effect of Application of E-Kinerja Assessment System in Improving Employee Performance. *KnE Social Sciences*, 1–9.

Niswaty, R., & Dhahri, I. (2021). Organizational Culture and Employee Performance Case Study Implementation of Work from Home. *Atlanis Press; Proceedings of the International Joined Conference on Social Science (ICSS 2021)*, 652–656.

Niswaty, R., Dhahri, I., H, N., & Sitti Hardiyanti Arhas. (2021). Organizational Culture and Employee Performance: Case Study Implementation of Work From Home. *ICSS 2021*.

Niswaty, R., Saputri, A. A., & Arhas, S. H. (2022). Analysis of the Supervision of Siwa Class III Port Operator Unit Office Employees in an Effort to Realize Passenger Safety and Security at the Siwa Sea Port. *Pinisi Journal of Education and Management*, *1*(2).

Pananrangi, A., Akib, H., Manda, D., & Gani, H. A. (2023). Public Service Innovation in Barru District, Indonesia: A Qualitative Investigation. *Asian Journal of Education and Social Studies*, *48*(4). https://doi.org/10.9734/ajess/2023/v48i41082

Paryati, R. (2021). Role of Organizational Commitment in Mediating between Budget Participation and Managerial Performance. *Jurnal Ad'ministrare*, *8*(1), 105–118.

Rahman, N., Niswaty, R., & Arhas, S. H. (2022). Analisis Kinerja Berdasarkan Kompetensi Resor Polri Makassar di Era Post Truth. *Konferensi Nasional Ilmu Administrasi*, *6*(1), 355–361.

Shabbir, T., Khokar, A. S., Khan, N., & Khan, A. (2021). Organizational Politics and Media Employee Performance during COVID-19. *Jurnal Office*, *7*(2), 263–274.

Suprianto, Paundanan, R., & Arhas, S. H. (2022). *Pengaruh Beban Kerja Terhadap Kinerja Pegawai Tenaga Kontrak*.

Suprianto, S., & Arhas, S. H. (2022). Quality of Employee Performance at the Makassar City Ujung Tanah Sub-District Office. *PINISI Discretion Review*, *5*(2), 353–360.

Suprianto, S., Suci, R., & Jamaluddin. (2024). The Influence of Performance Allowances on Employee Work Performance at the Makassar State Administrative Court. *International Journal of Administration and Education (IJAE)*, 10–20.

Taliang, A., Rijal, S., Niswaty, R., Herman, & Arhas, S. H. (2023). Employee Performance: the Role of Operational Work Tools Toward Productivity. *Journal of Governance and Regulation*, *12*(3 Special Issue). https://doi.org/10.22495/jgrv12i3siart1

Wahid, M., Saleh, S., & Isgunandar. (2024). Public Employee Discipline. *Journal of Public Policy and Local Government (JPPLG)*, 38–45.