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THE EFFECT OF HUMAN RESOURCE QUALITY AND
ORGANIZATIONAL CULTURE ON IMPROVING EMPLOYEE
PERFORMANCE WITH WORK DISCIPLINE AS A
MODERATION VARIABLE AT THE UNIVERSITY OF
MUHAMMADIYAH PALOPO

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Abstract:

The purpose of this study is to analyze the influence of human resource quality and organizational culture on improving employee performance with work discipline as a moderation variable at the University of Muhammadiyah Palopo. The population in this study is all employees working at the University of Muhammadiyah Palopo. The sample in this study is 45 respondents. The analysis tool in this study uses the help of the Smart PLS 3.0 software program. The results showed that the quality of human resources and organizational culture had a significant and positive relationship with employee performance, while the moderation analysis showed that work discipline was not able to moderate the relationship between the quality of human resources and organizational culture and the improvement of employee performance.

Keywords:

Employee Performance, Work, Discipline

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Introduction

Organizations need a variety of resources for each operation. If resources are not managed properly, they will be useless. Qualified human resources are needed to manage it. Because they have the drive, ideas, and creativity required by these government bodies, human resources are essential to a company's ability to continue operating. The capital that determines a company's competitiveness and ability to meet its goals is its human resources. One of the elements that affects the success of a business or organization in achieving its goals is employee performance. Therefore, organizational leaders must pay attention to employee performance because a decline in employee performance can have an impact on overall business performance.

At the micro (organizational) and macro (global) levels, human resources are essential. The quality of the human resources that oversee and run any organization, no matter how big or small, national or global, is key to its success. Only human resources have the emotions, desires, skills, knowledge, motivation, drive, and capacity to work (ratios, feelings, and willpower). Without the human element, the company cannot move and run as desired. To achieve a balance between the company's business demands and human resource needs, human resources must be managed properly and professionally.

The strategic role of HR in business organizations can be seen from their ability to manage resources effectively in facing market challenges. Quality human resources are needed to carry out the company's functions because they bring encouragement, ideas, and creativity that support the company's operations. The quality of human resources is not only measured by physical ability, but also includes education, experience, and attitudes possessed by individuals.

Quality education, quality human resources and adequate skills will provide good performance results in accordance with the main tasks and functions of each position (Sutanta, 2019). However, performance results will also be affected by other factors beyond this. Human Resources with the right quality and quantity are expected to produce good performance. However, the reality that occurs does not necessarily result in optimal performance. In order for Human Resource management in an organization to work efficiently, education, skills and leadership play an important role in being able to influence and motivate employees to achieve organizational goals effectively and efficiently. In addition, it is necessary to improve the quality or quality of service as an effort to anticipate the external environment and on the other hand attention to the internal environment is a factor that must be prioritized.

Organizational culture also plays an important role in shaping employee performance. Organizational culture includes internal values that influence employee attitudes and behaviors. A strong culture can unite diversity among the members of the organization and encourage cooperation in achieving company goals. Employee performance, which is the end

result of the quality and quantity of work, is influenced by several factors such as motivation, education, training, and work discipline. Work discipline, in this case, serves as a moderation that strengthens the relationship between the quality of human resources and organizational culture and employee performance. The higher the level of discipline, the better the performance produced. From research conducted by (Nursyifa et al., 2023), it is suggested that organizational culture has a positive and significant influence on employee performance. According to research conducted by (Jufrizen & Rahmadhani, 2020), the work environment cannot moderate the relationship between organizational culture and employee performance because it does not strengthen or weaken the relationship between organizational culture and employee performance.

This study was conducted at the University of Muhammadiyah Palopo to find out the extent to which the quality of human resources and organizational culture affect employee performance, with work discipline as a moderation variable. The results of this research are expected to be a reference for universities in improving employee performance and discipline.

Literature Review

Human Resources

Human Resources are employees who are ready, capable and alert in achieving organizational goals (Gerhana et al., 2019). The quality of Human Resources is a person's knowledge, skills, and abilities that can be used to produce professional services (Prastiwi et al., 2022). High-quality Human Resources are human resources that create not only comparative value but also innovative competitive-generative value by using the highest energy such as: intelligence, creativity and imagination, no longer only using raw energy, such as raw materials, soil, water, energy, muscles and so on. The quality of human resources is one of the important factors that affect employee performance in an organization. Quality human resources are individuals who have competencies, knowledge, skills, and attitudes that are in accordance with the needs of the organization. According to (Wijonarko, 2021), improving the quality of human resources through continuous training and development plays an important role in improving individual and organizational performance. HR quality indicators include education, experience, and the ability to complete tasks. Wijonarko (2021) emphasized that effective training and employee capacity building are directly related to increased productivity and work efficiency.

Hypothesis 1: HR quality has no significant influence on performance

Organizational Culture

Organizational culture is formed from the words culture and organization, each word has a different meaning. Culture is usually an internal value that affects a person's attitude and behavior (Manese & Adolfina, 2020). Members of an organization are closely related to the cultural bonds they develop and use to maintain day-to-day operations within the context of the organization. When it comes to how employees connect with each other, how they handle problems within the company, or even how they work, culture makes a difference. Diversity among all members of the organization is united into a single unit through culture to perform the same actions (Rahayu et al., 2024).

Organizational culture reflects the values, norms, and beliefs held by the members of the organization, which shape their work behavior and attitudes. A strong organizational culture can create a conducive work environment, increase motivation, and encourage employees to

achieve higher performance (Sari & Asmike, 2022). Positive organizational culture is also associated with employee job satisfaction and commitment (Rahmawati et al, 2023) found that an organizational culture that supports collaboration and innovation has a positive impact on individual and collective performance, ultimately improving the achievement of organizational goals.

Hypothesis 2: Organizational culture has a significant influence on performance.

Work Discipline

Work discipline is an attitude that reflects employee compliance and awareness in complying with organizational rules, procedures, and policies, aiming to achieve effectiveness and efficiency at work. According to discipline, it is an attitude of complying with the regulations that apply in the workplace to solve employee performance problems (Sinambela et al., 2021). Discipline also refers to the potential of employees who are directed and mutually sustainable in accordance with the regulations that have been set and accepted. According to (Kervin & Wasiman, 2023), discipline is a condition in which discipline is said to be good if employees and other people involved respect the rules and take full responsibility for the responsibilities given. This further strengthens our understanding of motivation.

This discipline is influenced by a variety of factors, such as effective leadership, strict supervision, and good employee welfare. Good leadership can improve discipline by setting a consistent example, while continuous supervision ensures employee compliance with the rules. In addition, employee welfare, such as adequate salaries and a conducive work environment, also plays an important role in encouraging work discipline. Research shows that good work discipline is closely related to improved employee performance, where disciplined employees tend to be more responsible, punctual, and able to complete tasks well, which ultimately has a positive impact on productivity and work quality. Therefore, organizations need to find various ways to improve work discipline in order to achieve the goals that have been set.

Hypothesis 3: Work discipline has a significant influence on performance.

Employee Performance

Performance comes from the word job performance or actual performance which means work achievement or actual achievement achieved by a person. Performance is an overview of the level of achievement in the implementation of a program of activities or policies in realizing the company's goals, objectives, vision and mission outlined through the strategic planning of an organization. Performance can be known and measured if an individual or group of employees has a success benchmark criteria or standards set by the organization. Therefore, if there are no goals and targets set in the measurement, then a person's performance or the performance of the organization cannot be known if there is no benchmark of success. According to (Sinambela et al., 2021) stated that employee performance is defined as an ordinary employee, knowing how much they are performing through informal means, such as good or bad comments or assessments from superiors, colleagues, and even subordinates, but performance appraisals must also be measured through formal and structured (measurable) assessments. However, if the performance appraisal refers to a continuous formal measurement, then the appraisal is more complete and detailed because the characteristics related to the job, work standards, behavior and work results, including the employee attendance system, can be assessed (Yanti et al., 2022).

Employee performance refers to the effectiveness of an employee in achieving the goals set by the organization. According to (Arifin et al., 2019), performance is influenced by motivation, competence, and work environment. High performance is characterized by the achievement of work targets, productivity, and quality of work results. Furthermore, (Agustin & Wijayanti, 2022) stated that employee performance is influenced by various factors, including individual abilities, resource availability, and managerial support. Performance can be measured through various indicators such as effectiveness, efficiency, and innovation in completing tasks.

Hypothesis 4: Work discipline mediates the relationship between human resource quality and performance.

Hypothesis 5: Work discipline mediates the relationship between organization and performance.

Previous Research

No	Journal - Author - Year	Variable	Tool	Result
1	Malau and Wasiman (2020)	Work Discipline (X1), Organizational Culture (X2), Employee Performance (Y)	Multiple Linear Regression	Work discipline and organizational culture have a significant effect on employee performance.
2	Ilham et al (2020)	Work Discipline (X1), Compensation (X2), Motivation (Z), Employee Performance (Y)	Multiple Linear Regression with moderation	Work discipline has a significant positive effect on performance. Work motivation does not moderate the relationship between other variables and employee performance.
3	Widia and Rusdianti (2020)	Work Discipline (X1), Job Satisfaction (X2), Additional Income (Z), Employee Performance (Y)	Multiple Linear Regression, t-Test and F-Test	Work discipline, job satisfaction, and additional income have a significant influence on employee performance. Additional income moderates the relationship between discipline and job satisfaction to employee performance.
4	Wulandari and Wasiman (2020)	Work Discipline (X1), Motivation (X2), Employee Performance (Y)	Multiple Linear Regression, Coefficient of Determination	Work discipline and motivation partially or simultaneously have a significant effect on employee performance.
5	Yusnandar et al (2020)	Work Discipline (X1), Training (X2), Compensation (Z), Employee Performance (Y)	Multiple Linear Regression	Work discipline and training have a significant effect on employee performance. Compensation does not moderate the relationship between other variables and employee performance.
6	Paramita et al (2020)	Organizational Culture (X1), Organizational Commitment (X2), Job Satisfaction (Z), Employee Performance (Y)	Moderated Regression Analysis	Organizational commitment has a significant effect on employee performance. Job satisfaction moderates the relationship between organizational culture and employee performance.

No	Journal - Author - Year	Variable	Tool	Result
7	Mukminin et al (2020)	Education (X1), Training (X2), Work Discipline (X3), Organizational Culture (X4), Employee Performance (Y)	Multiple Linear Regression	Education, training, work discipline, and organizational culture have a significant effect on employee performance.
8	Sunarsi et al (2021)	Motivation (X1), Work Discipline (X2), Employee Performance (Y)	Regression, Correlation, and Determination	Motivation and work discipline have a significant effect on employee performance.
9	Emita et al (2021)	Organizational Culture (X1), Work Environment (X2), Employee Performance (Y)	Multiple Linear Regression	Organizational culture has a significant positive effect on employee performance. The work environment has a positive but not significant effect. Simultaneously, both variables had a significant positive effect on employee performance.

Methodology

This research is a quantitative research, namely research by obtaining data in the form of numbers or quantitative data that is numerical (Sugiyono, 2022). The place of this research was carried out at the University of Muhammadiyah Palopo. The time allocation used for this research is 2 months, the first month is used for the preparation of proposals and the search for relevant supporting data, the next month is used for the stage of data excavation and analysis and continues to prepare a research report in the form of a thesis.

The data obtained in this study are in the form of numbers obtained from the results of the distribution of questionnaires as primary data and data in the form of other numbers obtained from company reports or published research and other supporting data. The approach used in this study is an associative approach. Associative is research that asks about cause and effect between two or more variables (Sugiyono, 2022). The measurement scale used in this study uses a Likert scale of 5. The Likert Scale for this study made it possible to sort data from the lowest level to the highest level. In this study, the author used 5 categories of Likert scale, namely Strongly Disagree (STS) with a rating weight of 1, Disagree (TS) with a rating weight of 2, Neutral (N) with a rating weight of 3, Agree (S) with a rating weight of 4, and Extremely Agree (SS) with a weight of 5.

In this study, the independent variable or variable X is the Quality of Human Resources, Organizational Culture and the dependent variable or variable Y is Employee Performance and the mediation variable or Z is discipline. The data needed in this study was collected through a questionnaire. The questionnaire in this study was developed by the researcher himself through

the study of theories relevant to the research variables. The collected data was processed using the Partial Least Square (PLS) analysis tool. For more details, the conceptual framework of the research can be seen in the figure below.

Questionnaire Design

The participants in this study are active employees spread across several universities at the University of Muhammadiyah Palopo, which was determined through offline and online surveys that took place from June 1, 2024 to July 31, 2024. Before the formal test is carried out, a pre-test and pilot-test are carried out to validate the survey words. The Likert scale used is 1 (one) as the lowest scale that states strongly disagree and 7 (seven) as the highest scale that expresses strong agreement. Pre-test of measurement and construction items is carried out to find out if there are construction items that are not understood by participants so that it can help authors avoid potential bias in the validation results from Indonesian experts. Furthermore, a trial was carried out on 10 participants to confirm the revised construction to determine the perfection of the questionnaire design and possible further improvements before it was officially distributed to all universities in Palopo City.

Anonymous controls and filters and random concepts were used in this study to ensure the validity of the survey and prevent bias. The question filter is used to ensure that participants have met the requirements to take the survey, namely they must be registered as a student at one of the universities in Palopo City. The study also applied common method variance (CMV) to reduce potential bias problems associated with anonymous questionnaire administration, and measurement items were arranged randomly. Structural Equating Modeling (SEM) is also used to test the correlation of research construction using Smart PLS software.

Data Analysis

The statistical software program used to analyze the data is Smart PLS. Structural Equation Modeling (SEM) is used to test the proposed model and research hypothesis. The main advantage of using SEM is that it can analyze multiple factors and regressions to test the model so that all path coefficients can be estimated simultaneously. There are three important method features provided by SEM. First, SEM is used to determine the causal effects of the observed variables, and the structural relationships between the variables allow for a clear description of the theory examined in this study. A comprehensive hypothesis model is used to validate all variables to determine consistency with the investigation. Second, descriptive analysis uses a valid frequency distribution. Third, a variant of the common method (CMV) has been adopted as an anticipatory and post-detection procedure.

Population & Sample

Population is used to refer to all elements/members of an area that is the target of research or all research objects. Thus, the population can be interpreted as all the objects used in the research (Sugiyono, 2022). The population in this study is employees at the University of Muhammadiyah Palopo. The sample is the part of the population that represents the population in providing answers (Sugiyono, 2022). The sample in this study is part of employees based on the following provisions:

- a. Working at the University of Muhammadiyah Palopo
- b. Have worked for at least 1 year.

Research and discussion

Research Results

In this study, the data collected was 45 respondents. Most of the respondents were women with a total of 24 people and 21 men. Furthermore, most of the respondents were between 25-30 years old with a total of 25 people, 10 respondents over 23 years old, and 10 respondents 30 years old.

Validity and Reliability Test

Table 2. Validity Test

Indicators	Outoer Loading (Validity)	Information
X1.1	0.875	Legitimate
X1.4	0.915	Legitimate
X1.5	0.824	Legitimate
X2.2	0.766	Legitimate
X2.3	0.918	Legitimate
X2.4	0.192	Legitimate
X2.5	0.875	Legitimate
Y.1	0.873	Legitimate
Y.2	0.852	Legitimate
Y.3	0.885	Legitimate
Y.4	0.891	Legitimate
X2.4	0.912	Legitimate
X2.5	0.875	Legitimate
Y.1	0.873	Legitimate
Y.2	0.852	Legitimate
Y.3	0.885	Legitimate
Y.4	0.891	Legitimate
Y.5	0.793	Legitimate
Z.2	0.702	Legitimate
Z.3	0.771	Legitimate
Z.4	0.860	Legitimate
Z.5	0.879	Legitimate

Table 2 shows that the indicators tested are those that have met the validity standards as indicated by the results of the external models of each indicator.

Table 3. Reliability Test

Variable	Alpha Cronbach	rho_A	Composite Reliability	Extracted Average Variance (AVE)
Quality of Human Resources (X1)	0.842	0.850	0.905	0.761
Organizational Culture (X2)	0.891	0.899	0.925	0.757

Employee Performance (Y)		0.911	0.912	0.934	0.739
Work discipline (Z)		0.827	0.882	0.880	0.650
Quality of Human Resources*	Work	1,000	1,000	1,000	1,000
Discipline Organizational culture*	Work	1,000	1,000	1,000	1,000
discipline					

Source: Data Processed, 2024

Before conducting a hypothesis test, we first conduct a test of the validity and reliability of the data. The results showed that Cronbach's Alpha and CR values were greater than 0.6 for all variables. Furthermore, the AVE value for the three variables is greater than 0.5, so it can be said that it is a valid convergent indicator in shaping each variable. While one of the variables had an AVE value slightly below 0.5, this result did not affect the validity of the other variables because it had a value above 0.6. It can be concluded that all variables and items used in this study meet the validity and reliability in measuring variables.

Table 4. Square Table R

	R square	R Square Customized
Employee performance	0.850	0.830

Data sources 2024

This study has an R-Square value in the discipline (Z) and Performance variables of 0.778 (77.8%) and 0.762 (76.2%), respectively. The figure shows that the quality of human resources and organizational variables have a contribution in explaining the discipline variable by 77.8% while the other 22.2% is explained by other variables outside of other indicators and other variables.

Hypothesis Test Results

Based on the results of the research in Figure 1 above, the following is an explanation of the results of the research and discussion related to the influence of human resource quality and organizational culture on improving employee performance with work discipline as a moderation variable:

Research results:

1. **The Influence of HR Quality on Employee Performance:** The quality of human resources has been proven to have a positive effect on employee performance. This means that the higher the quality of human resources in an organization, the better the performance of the employees produced.
2. **The Influence of Organizational Culture on Employee Performance:** Organizational culture also has a positive influence on employee performance. A strong and supportive culture can encourage employees to work more effectively and efficiently.

3. **The Effect of Organizational Culture Moderation on Employee Performance:** The organizational culture in this study is not able to moderate the relationship between the quality of human resources and employee performance or the relationship between organizational culture and employee performance.
4. **The Effect of Work Discipline as a Moderating Variable:** Work discipline in this study is not able to moderate the relationship between human resource quality and employee performance or the relationship between organizational culture and employee performance. This shows that work discipline does not strengthen or weaken the influence of HR quality and organizational culture on employee performance.

Table 5. Hypothesis Testing

Variable	Standard deviation	T Statistics	P value	Information
HR Quality -> Employee Performance	0.116	3.274	0.002	Influential
Organizational Culture -> Employee Performance	0.198	5.193	0.000	Influential
HR Quality* Work Discipline -> Employee Performance	0.083	0.005	0.996	Not Influential
Organizational Culture *Work Discipline -> Employee Performance	0.073	0.367	0.716	Not Influential
Work Discipline -> Employee Performance	0.204	2.272	0.028	Influential

Source: Data Processed, 2024

Based on table 5 above, the results show that the variables of human resource quality and organizational culture have a p-value of 0.002 less than the significance level of 0.05 so that the quality of human resources has a significant influence on improving employee performance. Organizational culture has a p value of 0.000 less than a significance level of 0.05 so that the quality of human resources has a significant influence on improving employee performance. However, the results of the study showed that the work discipline variable as a moderation variable between HR quality and employee performance improvement had a p value of 0.996 greater than the significance level of 0.05 so that work discipline was not able to moderate the relationship between HR quality and employee performance improvement. The results of the study showed that the work discipline variable as a moderation variable between organizational culture and employee performance improvement had a p value of 0.716 greater than the significance level of 0.05 so that work discipline was unable to moderate the relationship between organizational culture and employee performance improvement.

Discussion

The Effect of Human Resource Quality on Employee Performance Improvement

The results of the study show that the quality of human resources has a positive effect on improving employee performance. This is in line with recent research that emphasizes the importance of developing the quality of human resources through continuous training and education to improve employee performance. Human resources who have adequate competence, skills, and knowledge are able to contribute significantly to achieving organizational goals. A study by (Nursyifa et al., 2023) shows that investment in human resource development has a direct impact on employee productivity, thereby improving overall organizational performance.

The Influence of Organizational Culture on Employee Performance Improvement

A strong and supportive organizational culture has also been shown to have a positive effect on employee performance. Recent research by (Jufrizen & Rahmadhani, 2020) confirms that an organizational culture based on the values of togetherness, innovation, and openness can create a conducive work environment for employees to work more efficiently. A positive culture encourages employees to be more engaged and contribute optimally to their tasks, ultimately improving overall performance.

Work Discipline Moderates HR Quality Relations and Employee Performance Improvement

The results of the study show that work discipline is able to moderate the relationship between the quality of human resources and employee performance. This finding is in accordance with research conducted by (Sari & Asmike, 2022), where high work discipline is able to strengthen the positive influence of human resource quality on performance. Employees with good work discipline tend to be more organized, punctual, and comply with existing rules, so that the high quality of human resources can be optimized to achieve better work results.

Work Discipline Moderates Organizational Culture Relations and Employee Performance Improvement

The study also found that work discipline moderates the relationship between organizational culture and employee performance. These results are in line with research by (Wijonarko, 2021), which found that a positive organizational culture will be more effective in improving employee performance when employees also have high work discipline. Work discipline helps to ensure that the values of the organization's culture are applied consistently in daily activities, which ultimately strengthens the relationship between the organization's culture and performance.

Conclusion

Overall, this study confirms that the quality of human resources and organizational culture have an influence and significance in improving employee performance, and work discipline functions as a moderation variable that has not been able to strengthen the influence of these two variables. These findings have important implications for organizational management to not only focus on improving the quality of human resources and developing organizational culture, but also ensure that employee work discipline is well maintained to achieve optimal performance.

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