
The Effectiveness of Work Culture and Internal Motivation in Improving Public Services and Their Implications on Asn Performance and Aceh Selatan Health Office Performance

*Syarbaini, Mukhlis Yunus, & A Sakir

Management Department, Universitas Syiah Kuala, Indonesia

DOI - <http://doi.org/10.37502/IJSMR.2022.5407>

Abstract

This study aims to examine the effect of effectiveness of work culture and internal motivation in improving public services and its implications for the performance of civil servants (ASN) and the performance of the Aceh Selatan Health Office. The intended population was 123 people, and sample members were determined using a census technique where the entire population members were as a sample. Data were analyzed with the Structural Equation Modeling (SEM) thru AMOS software. The result proves that Work Culture affects Public Service, Internal Motivation affects Public Service, Work Culture affects ASN performance, Internal Motivation affects ASN performance, Work Culture doesn't affect Aceh Selatan Health Office Performance, Internal Motivation affects Aceh Selatan Health Office Performance, Public Service affects ASN performance, Public Service affects Aceh Selatan Health Office Performance, Public Service fully mediates the Work Culture effect on ASN performance, Public Service partially mediates the Internal Motivation effect on ASN Performance, Public Service fully mediates the Work Culture effect on Aceh Selatan Health Office Performance, and Public Service partially mediates the Internal Motivation effect on Aceh Selatan Health Office Performance. It appears that there is one relationship that does not occur, namely work culture cannot affect Aceh Selatan Health Office Performance. However, although it does not directly affect significantly, work culture can have a role on Aceh Selatan Health Office Performance through public service, thus explaining that public service in the work culture model affects Aceh Selatan Health Office Performance in this research model to function as a full mediator. In addition, public service has also been shown to function as a partial mediator in the model of internal motivation affecting Aceh Selatan Health Office Performance. So the model for improving the performance of the Aceh Selatan Health Office institution is a function of strengthening work culture, increasing internal motivation, increasing public service and also increasing ASN performance.

Keywords: Employee Performance, Public Service, Work Culture, and Internal Motivation and Organizational Performance.

1. Introduction

The Aceh Selatan Health Office, as one of the government institutions in Indonesia, is the implementing element of regional autonomy that carries out regional government affairs led by a Head responsible to the Regent. The Aceh Selatan Health Office has the task of carrying out general government and development tasks in the health sector following statutory regulations.

To carry out this task, the Health Office has the following functions: general administrative management which includes administrative work, personnel, finance, equipment, organization and administration of the Service, preparation of annual, medium, and long-term work programs, preparation of programs, and technical policies in the health sector, implementation of development and control in the health sector covers the areas of increasing health efforts, disease prevention, environmental and residential health, treatment services, health promotion, health recovery and health research and trauma counseling services, implementation of technical guidance in the field of increasing health personnel resources, registration, and accreditation of personnel. and health facilities, supervision and internal control of the implementation of health programs, implementation of operational development in the health sector following applicable regulations, implementation of monitoring, evaluation and reporting, implementation of coordination with other related agencies and or institutions in the health sector, fostering UPTD, and carrying out other official duties given by the Regent following his field of duty. The health development policy of Aceh Selatan Regency is formulated based on the vision, mission, goals, and targets as well as the strategic direction of the Aceh Selatan Health Office.

This health development policy also takes into account the commitment of the Aceh Selatan Regency government. In the context of measuring and improving performance as well as increasing Performance Accountability at the Aceh Selatan Health Office, it is necessary to establish Key Performance Indicators (IKU), because in the Annual Performance Plan these Key Performance Indicators (KPI) will be the main key in determining programs and activities to be implemented. Will be implemented. In the context of the Aceh Selatan Health Office which is the object of this research, in 2020 the achievement target for the TB Treatment Success Coverage (Success Rate) indicator is >90%, but until the end of 2020, it can only be realized by 84% with an achievement rate percentage of 93.33% with Good category. Achievements between 2017-2020 experienced a very unstable movement, wherein 2017 it was at 91% but in 2018 there was a decrease at 88%, then for 2019 it could be increased again and was at 90% and in 2020 it fell to 84%. This shows the poor performance of the Aceh Selatan Health Office. Organizational performance is a reflection of the performance of employees in the organization.

The government as the provider of public services, based on Law no. 5 (2014) called the State Civil Apparatus (ASN), is a public servant / civil servant who has responsibility for public services in the context of realizing community welfare through the management of the State Civil Apparatus (ASN) which ideally refers to the comparison between the competencies and qualifications required in line with good governance (Law No. 5, 2014). To realize the performing ASN as part of the goals of bureaucratic reform, it is necessary to define ASN as a profession that must manage and develop itself and is obliged to account for

its performance and apply the principle of merit in the implementation of ASN management (Law No. 5, 2014).

The performance of ASN at the Aceh Selatan Health Office is considered not too good. Based on the survey results, it is found that the performance of the ASN is perceived by respondents as still relatively low because the average value is 3.34 where the average value is in the poor category (range 1-5 on the Likert scale unit), which indicates that the performance applied to the ASN at Aceh Selatan Health Office has not been maximized as expected. Based on the results of initial observations, some employees believe that they have tried their best to provide public services based on their main duties and functions so that it will reflect the work culture of the organization. This can be seen from the quality of the results of community satisfaction, the number of jobs that must be completed to the timeliness of their work. However, the opinions of these respondents do not reflect the organizational performance culture that has been maximized. In the General Section of the Health Service, it turns out that the work culture is still not optimal, this can be seen in the following phenomena: phenomena related to work culture:

1. In carrying out the work of employees, they still need supervision from their direct superiors. For example, employees are less responsible for the tasks they carry out, so there is still a need for supervision from the leadership;
2. Employees in carrying out their duties are less likely to find solutions to problems quickly and accurately to overcome problems encountered related to the implementation of work. For example, employees in carrying out their duties are always dependent on their co-workers;
3. There are still employees who are less able to adapt to changes in the organizational environment. For example, employees in carrying out work are not appropriate and follow the new rules that have been set by the organization;
4. Employees still do not uphold professionalism to realize the vision and mission of the organization. For example, work creativity, enthusiasm, motivation, and enthusiasm for employee work have not seen an increase.

Culture provides an identity for the organization's employees and evokes commitment to beliefs and values greater than oneself. Although these ideas have become part of the culture itself, they can come wherever the organization is. Organizational culture serves to connect its members, so they know how to interact with each other. The organizational culture is then embedded in the daily life of the employees which is implemented in work culture. Work culture is also closely related to empowerment Public service involves a very broad aspect of life. In the life of the state, the government has the function of providing various public services needed by the community.

The purpose of public services, in general, is how to prepare these public services that are desired or needed by the public. Organizational performance includes the quality and quantity of work achieved by the organization in carrying out the organization's vision and mission. Every organization always expects its employees to have job satisfaction because with job satisfaction employees will make an optimal contribution to the organization related to organizational performance. In addition, (Putri & Latrini, 2013) mention: "with employee

job satisfaction, it will be able to improve organizational performance. If individuals in the organization, namely human resources, run optimally, the organization will also continue to run optimally. Performance has an important meaning for employees, the existence of a performance appraisal means that employees get attention from superiors. In addition, it will increase the enthusiasm of employees because with this performance appraisal it is possible for employees who excel to be promoted, developed, and rewarded for the achievements they have achieved. Achieving effective employee performance is a business, an activity in the context of carrying out productive work activities and completing work on time. The duties and functions of employees are to carry out work according to their functions. Efforts to improve and improve the work performance of employees are of course not only determined by increasing work performance but are also influenced by other factors such as work structures, work guidelines and procedures, work facilities, implementation instructions and technical instructions, and others. In this study, the authors limit the effectiveness of work culture and internal motivation on ASN performance.

2. Literature

Organizational Performance

In this study, organizational performance is referred to as Aceh Selatan Health Office Performance. Based on (Mahmudi, 2015), the factors that affect Organizational Performance can also be viewed from organizational commitment, which can be measured from the team factor with the support and enthusiasm given by teammates, trust in fellow team members, equality and cohesiveness of team members. Another factor is job satisfaction, which can be measured from organizational system factors by looking at the work system, work facilities, or infrastructure provided by the organization, organizational processes, and work culture within the organization. Another factor that affects organizational performance is employee performance, which can be measured from individual employee factors by looking at the knowledge, abilities, and self-confidence possessed by each individual.

Another factor that affects Organizational Performance according to (Fachreza, Musnadi, & Shabri, 2018) is employee performance. Furthermore, according to Kawah (2017), the factors that influence public organizational performance are public services. According to (Uno, 2016), one of the factors that influence Organizational Performance is internal motivation. Meanwhile, according to (Moeljono, 2003), work culture is one of the factors that influence Organizational Performance.

According to (Thoyibatun, 2012), Organizational Performance indicators are :

1. Input indicators, namely everything needed so that the organization can produce its products, either goods or services, which includes human resources, policy information and so on.
2. Output indicators, namely something that is expected to be directly achieved from an activity in the form of physical or non-physical.
3. Outcome indicators, namely everything that reflects the functioning of activity outputs in the medium term.

4. Benefit indicator, which is something related to the ultimate goal of implementing the activity.
5. Indicators of impact, namely the effects, both positive and negative, at each level of indicators based on predetermined assumptions.

Employee (ASN) Performance

In this study, employee performance is referred to as ASN Performance. The definition of an ASN has stated in the Government Basic Employment Law. ASN are located as elements of the state apparatus whose duty is to provide services to the community in a professional, honest, fair, and equitable manner in carrying out state, government, and development tasks. As it is known that civil servants are implementing supporting elements in assisting the government in the wheels of national development which can be measured by their performance.

According to (A. P. Sari & Ardana, 2016) in their research, job satisfaction is a very important factor to improve worker performance. To improve the performance of workers, the management must pay more attention to the salary and wage system for workers, one way is to pay attention to the level of compensation. In addition, the perception of prestige also affects Employee Performance organization affects Employee Performance and can be proven empirically.

Another factor that affects Employee Performance according to (Ruslihardy, 2020) is motivation and service. Furthermore, according to (A. E. Sari & Anitra, 2020), one of the factors that influence Employee Performance is work culture. Specifically for the ASN, the measurement of Employee Performance refers to the Indonesian Government Regulation Number 46 of 2011 concerning the Assessment of ASN Work Performance which is divided into 2 (two) elements, namely: 1. ASN Work Target (SKP): a. Quantity, b. Quality, c. Time, d. Cost, and; 2. Work Behavior: a. Service orientation b. Integrity; c. Commitment; d. Discipline; e. Cooperation; and f. Leadership.

Public Service

(Mulyadi, Gedeona, & Afandi, 2016) state that "Public Service can be interpreted as providing services (serving) the needs of people or communities who have an interest in the organization following the basic rules and established procedures". Meanwhile, according to (Sujardi, 2009), another definition of Public Service is "Public Service is a state service to fulfill the basic needs and civil rights of every citizen for goods, services and administrative services provided by Public Service providers".

According to the Decree of the Indonesia Minister of State Apparatus Empowerment, Public Service is all implementation activities carried out by Public Service providers as an effort to fulfill service needs and in the context of implementing legislation". (Tjiptono, 2017) states that good service quality can be created when paying attention to the following factors; Good service quality can be created when paying attention to availability, responsiveness, convenience, and timeliness. Existence in service is indicated by the extent to which employees are ready to serve customers, responsiveness is shown by the extent to which

employees understand customer needs, pleasant service is shown by the extent to which employees complete their work (in providing services) quickly.

Measurement of service quality can be focused on customer perceptions and attitudes towards the services that have been provided. The next factor that affects Public Service according to (Robertson, 2002) is internal motivation where affective motivation causes individuals to work in the public sector when they are emotionally convinced of the importance of Public Service. Furthermore, according to (Soetrisno, 2016), one of the factors that influence Public Service is work culture. According to (Torang, 2013) indicators of the Public Service are as follows.

1. Service physical facilities
2. Accuracy as promised
3. Responsible for service
4. Service skills and knowledge
5. Friendly and honest attitude/behavior.

Work Culture

(Ndraha, 2018) states that "Work Culture is a group of basic thoughts or mental programs that can be used to improve work efficiency and human cooperation to increase work effectiveness and human cooperation possessed by a group of people". (Supriyadi & Guno, 2006) define "Work Culture is a philosophy based on a view of life as values that become traits, habits and driving forces, entrenched in the life of a community group or organization, then reflected from attitudes into behaviors, beliefs, ideals. - Ideals, opinions, and actions that manifest as "work" or "work".

Denison (Tika, 2008:136) argues that: "There are four integrative principles regarding the reciprocal relationship between Work Culture and the effectiveness of Organizational Performance. These four principles are named the four main cultural traits which include: "1. Involvement, 2. Consistency, 3. Adaptability, 4. Mission". Work Culture according to Schein (Mangkunegara, 2013) is: "A set of assumptions or belief systems, values, and norms developed in an organization that is used as a behavioral guide for its members to overcome problems of external adaptation and internal integration". According to (Uha, 2013), the indicators of Work Culture are as follows: 1. Discipline 2. Openness 3. Respect each other 4. Cooperation 5. Independence.

Internal Motivation

According to (Uno, 2016), is "Motivation can be interpreted as an internal and external impulse within a person who is indicated by: mild; drives and needs: hopes and aspirations; appreciation and respect" employees whose interests have been fulfilled will be more motivated and excited in doing motivational work. There is an internal motivation due to the needs and wants that exist within the employees. While external motivation explains the existence of an influence controlled by the manager or work environment. The motivation of each employee at work also varies. Ada karyawan termotivasi bekerja karena want to have uang banyak, ada yang termotivasi karena wants to be able to live, and it can not be karyawan

yang termotivasi bekerja for high school. Many factors cause employees to have high or low work motivation, but in general, motivation can come from internal factors and external factors depending on where activity is started. The emergence of Internal Motivation is caused by the needs and desires that exist within a person. This power will influence his mind, which in turn will direct the behavior of the person. For example, an employee who wants to get a satisfactory score in a performance appraisal will determine the employee's behavior in meeting the assessment requirements. After thinking deeply, his behavior might be an employee who is diligent at work, does not come late, is never absent, and obeys the rules, but in reality not all employees have a strong desire to achieve satisfactory grades. According to (Torang, 2013) indicators of Internal Motivation are as follows. 1. Achievements 2. Confession 3. Work 4. Growth 5. Progress.

Research Paradigm and Hypothesis

For all facts and theories, authors determine the research paradigm and its hypotheses are as follows.

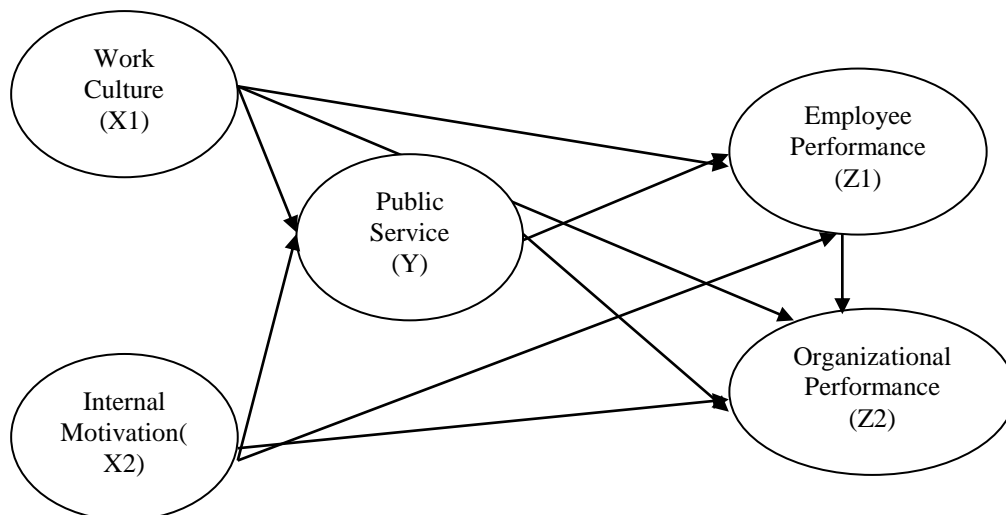


Figure 1. Research Paradigm

H1: Work Culture affects Public Service.

H2: Internal Motivation affects Public Service.

H3: Work Culture affects ASN performance.

H4: Internal Motivation affects ASN performance.

H5: Work Culture affects Aceh Selatan Health Office Performance.

H6: Internal Motivation affects Aceh Selatan Health Office Performance.

H7: Public Service affects ASN performance.

H8: Public Service affects Aceh Selatan Health Office Performance.

H9: Public Service mediates the Work Culture effect on ASN performance.

H10: Public Service mediates the Internal Motivation effect on ASN Performance.

H11: Public Service mediates the Work Culture effect on Aceh Selatan Health Office Performance.

H12: Public Service mediates the Internal Motivation effect on Aceh Selatan Health Office Performance

3. Method

The population in this study was all ASN and Honorary Employees at the Health Service, totaling 123 people. The sample was taken by the census technique. This means that all population members were used as a research sample. The data required/collected for analysis included primary data and secondary data. Primary data was collected directly through a questionnaire consisting of question items distributed to respondents, and Secondary data was obtained from the documentation.

Data analyzed in this study using The Structural Equation Modeling (SEM) processed by the AMOS software (Hair, Hult, Ringle, & Sarstedt, 2016). This method verifies whether the theory used is still valid, whether the theory that applies to one organization also applies to other organizations, and whether the stated theory applies in a certain country and at a certain time applies to other countries and at other certain times. For this reason, the researcher proposes a hypothesis to be tested later by using the right analytical tools. Confirmatory factor analysis (CFA) was also used before the structural model test.

4. Result

Based on the results of the tests carried out, a description of the results is attached as follows.

Table 1. Standardized Regression Weight

			Estimate	S.E.	C.R.	P
Public Service	<---	Work Culture	0,244	0,099	2,473	0,013
Public Service	<---	Internal Motivation	0,595	0,108	3,838	0,000
ASN performance	<---	Work Culture	0,191	0,107	1,393	0,164
ASN performance	<---	Internal Motivation	0,308	0,103	2,011	0,044
ASN performance	<---	Public Service	0,298	0,094	3,170	0,002
Org_Performance	<---	Work Culture	-0,038	0,056	-0,683	0,495
Org_Performance	<---	Internal Motivation	0,294	0,100	2,288	0,022
Org_Performance	<---	Public Service	0,346	0,108	5,817	0,000
Org_Performance	<---	ASN performance	0,865	0,063	5,260	0,000

Sumber: Data Primer Diolah, (2022)

Work Culture Effect on Public Service

The Work Culture effect on Public Service obtained a P 0.013. Thus it reveals that Work Culture affects increasing Public Service. The coefficient of Work Culture effect on Public Service is 0.244 or 24.04%. This indicates that strengthening the work culture will have a positive role in the improvement of Public Service.

Internal Motivation Effect on Public Service

The Internal Motivation effect on Public Service obtained a P 0.000. Thus, it explains that Internal Motivation affects increasing Public Service. The coefficient of Internal Motivation effect on Public Service is 0.595 or 59.5%. This indicates that the higher the level

of improving the Internal Motivation will have a role in increasing the quality of Public Service.

Work Culture Effect on ASN performance

The Work Culture effect on ASN performance obtained a P 0.164. Thus, it indicates that Work Culture doesn't affect ASN performance. So this means that strengthening the work culture does not have a role in increasing ASN Performance.

Internal Motivation Effect on ASN performance

The Internal Motivation effect on ASN performance obtained a significance value of 0.044. Thus, it explains that Internal Motivation affects increasing ASN performance. The coefficient of Internal Motivation effect on ASN performance is 0.295 or 29.5%. This indicates that the higher the level of Internal Motivation, the higher the ASN performance.

Work Culture Effect on Aceh Selatan Health Office Performance

The Work Culture effect on Aceh Selatan Health Office Performance obtained a P 0.495. Thus it figures that Work Culture doesn't affect Aceh Selatan Health Office Performance. This means that strengthening the work culture does not have a role in increasing Aceh Selatan Health Office Performance.

Internal Motivation Effect on Aceh Selatan Health Office Performance

The Internal Motivation effect on Aceh Selatan Health Office Performance obtained a P 0.022. Thus, it figures that Internal Motivation affects increasing Aceh Selatan Health Office Performance. The coefficient of Internal Motivation effect on Aceh Selatan Health Office Performance is 0.290 or 29.0%. This indicates that the higher the level of Internal Motivation will have a role in increasing Aceh Selatan Health Office Performance.

Public Service Effect on ASN performance

The Public Service effect on ASN performance obtained a P 0.002. Thus it concludes that Public Service affects ASN performance. The coefficient of Public Service effect on ASN performance is 0.298 or 33.3%. This indicates that the higher quality of Public Service will have a role in increasing ASN performance.

Public Service Effect on Aceh Selatan Health Office Performance

The Public Service effect on Aceh Selatan Health Office Performance obtained a P 0.000. Thus it reveals that Public Service affects Aceh Selatan Health Office Performance. The coefficient of Public Service on Aceh Selatan Health Office Performance is 0.346 or 34.6%. This indicates that the higher quality of Public Service will have a role in increasing Aceh Selatan Health Office Performance.

ASN performance Effect on Aceh Selatan Health Office Performance

The ASN performance effect on Aceh Selatan Health Office Performance obtained a P 0.000. Thus, it concludes that ASN performance affects Aceh Selatan Health Office Performance. The coefficient of ASN performance to Aceh Selatan Health Office

Performance is 0.865 or 86.4%. This means that the higher the ASN performance will have a role on Aceh Selatan Health Office Performance.

Work Culture Effect on ASN performance through Public Service

From the results of the Sobel test calculation, the result is 2.096 and is significant at = 0.036. Thus, Public Service acts as a mediator between Work Culture and ASN performance. Thus, because Public Service affects and acts as a mediator, Work Culture does not affect ASN performance, then the role of Public Service between Work Culture and ASN performance is as a full mediator.

Table 2. Sobel Test of Hypothesis 9

Input:		Test statistic:	Std. Error:	p-value:
a	0.330	Sobel test: 2.09624663	0.05242227	0.03606032
b	0.333	Aroian test: 2.04045866	0.05385554	0.04130466
s _a	0.102	Goodman test: 2.15687584	0.05094869	0.03101534
s _b	0.121	<input type="button" value="Reset all"/>	<input type="button" value="Calculate"/>	

Internal Motivation Effect on ASN performance through Public Services

From the results of the Sobel test calculation, the result is 2.422 and is significant at = 0.015. Thus, Public Service acts as a mediator between Internal Motivation and ASN performance. Thus, because Public Service affects and acts as a mediator, Internal Motivation affects ASN performance, then the role of Public Service in mediating the relationship between Internal Motivation and ASN performance is a partial mediator.

Table 3. Sobel Test of Hypothesis 10

Input:		Test statistic:	Std. Error:	p-value:
a	0.751	Sobel test: 2.42288691	0.10321695	0.01539772
b	0.333	Aroian test: 2.38769336	0.10473832	0.01695448
s _a	0.147	Goodman test: 2.45968399	0.10167282	0.01390594
s _b	0.121	<input type="button" value="Reset all"/>	<input type="button" value="Calculate"/>	

Work Culture Effect on Aceh Selatan Health Office Performance through Public Service

From the results of the Sobel test calculation, the result is 2.775 and is significant at = 0.005. Thus, Public Service acts as a mediator between Work Culture and Aceh Selatan Health Office Performance. So, because Public Service affects and acts as a mediator, Work Culture does not affect Aceh Selatan Health Office Performance, then the role of Public Service between Work Culture and Aceh Selatan Health Office Performance is as a full mediator.

Table 4. Sobel Test of Hypothesis 11

Input:		Test statistic:		Std. Error:	p-value:
a	0.330	Sobel test:	2.77572894	0.08286472	0.00550781
b	0.697	Aroian test:	2.74138357	0.08390289	0.0061181
s _a	0.102	Goodman test:	2.81139841	0.08181338	0.00493267
s _b	0.129	<input type="button" value="Reset all"/>	<input type="button" value="Calculate"/>		

Internal Motivation Effect on Aceh Selatan Health Office Performance through Public Service

From the results of the Sobel test calculation, the result is 3.712 and is significant at = 0.000. Thus, Public Service acts as a mediator between Internal Motivation and Aceh Selatan Health Office Performance. Thus, because Public Service affects and acts as a mediator, Internal Motivation affects Aceh Selatan Health Office Performance, then the role of Public Service between Internal Motivation and Aceh Selatan Health Office Performance is as a partial mediator.

Table 5. Sobel Test of Hypothesis 12

Input:		Test statistic:		Std. Error:	p-value:
a	0.751	Sobel test:	3.7121672	0.14100847	0.00020549
b	0.697	Aroian test:	3.67904808	0.14227784	0.00023411
s _a	0.147	Goodman test:	3.74619715	0.13972756	0.00017954
s _b	0.129	<input type="button" value="Reset all"/>	<input type="button" value="Calculate"/>		

5. Conclusions

Based on the discussion of the research results that have been described in the previous section, the following conclusions can be drawn:

1. Work Culture affects Public Service.
2. Internal Motivation affects Public Service.
3. Work Culture affects ASN performance.
4. Internal Motivation affects ASN performance.
5. Work Culture doesn't affect Aceh Selatan Health Office Performance.
6. Internal Motivation affects Aceh Selatan Health Office Performance.
7. Public Service affects ASN performance.
8. Public Service affects Aceh Selatan Health Office Performance.
9. Public Service fully mediates the Work Culture effect on ASN performance.
10. Public Service partially mediates the Internal Motivation effect on ASN Performance.
11. Public Service fully mediates the Work Culture effect on Aceh Selatan Health Office Performance.
12. Public Service partially mediates the Internal Motivation effect on Aceh Selatan Health Office Performance.

From these results, it appears that there is one relationship that does not occur, namely work culture cannot affect Aceh Selatan Health Office Performance. However, although it does not directly affect significantly, work culture can have a role on Aceh Selatan Health Office Performance through public service, thus explaining that public service in the work culture

model affects Aceh Selatan Health Office Performance in this research model to function as a full mediator. In addition, public service has also been shown to function as a partial mediator in the model of internal motivation affecting Aceh Selatan Health Office Performance. So the model for improving the performance of the Aceh Selatan Health Office institution is a function of strengthening work culture, increasing internal motivation, increasing public service and also increasing ASN performance. This can be an academic reference for future researchers and can be used as a basis for developing further research models.

References

- 1) Fachreza, Musnadi, S., & Shabri, M. (2018). Pengaruh Motivasi Kerja, Lingkungan Kerja, dan Budaya Organisasi Terhadap Kinerja Karyawan dan Dampaknya Pada Kinerja Bank Aceh Syariah Di Kota Banda Aceh. *Jurnal Magister Manajemen*, 2(1), 115–122.
- 2) Hair, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2016). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (2nd ed.). Thousand Oaks: Sage Publications, Inc.
- 3) Mahmudi. (2015). *Manajemen kinerja sektor publik* (2nd ed.). Yogyakarta: Unit penerbit dan percetakan sekolah tinggi ilmu manajemen YKPN.
- 4) Mangkunegara, A. P. (2013). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Remaja Rosdakarya.
- 5) Moeljono, D. (2003). *Budaya korporat dan keunggulan korporasi*. Elex Media Komputindo.
- 6) Mulyadi, D., Gedeona, H. T., & Afandi, M. N. (2016). *Administrasi Publik Untuk Pelayanan Publik: Konsep Dan Praktik Administrasi Dalam Penyusunan SOP, Standar Pelayanan, Etika Pelayanan, Inovasi Untuk Kinerja Organisasi*. Bandung: Alfabeta.
- 7) Ndraha, T. (2018). *Pengantar Teori Pengembangan Sumber Daya Manusia*. Jakarta: Rineka Cipta.
- 8) Putri, P. Y. A., & Latrini, M. Y. (2013). Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan Sektor Publik, Dengan In-Role Performance Dan Innovative Performance Sebagai Variabel Mediasi. *E-Jurnal Akuntansi*, 5(3), 627–638.
- 9) Robertson, G. (2002). "Review Kinerja". *Lokakarya Review Kinerja*. BPKP dan Executive Education.
- 10) Ruslihardy. (2020). Pengaruh Motivasi Pelayanan Publik terhadap Kinerja Pegawai pada Dinas Tenaga Kerja Kabupaten Pelalawan. *Jurnal Niara*, 15(1), 155–166. <https://doi.org/https://doi.org/10.31849/niara.v13i1.3994>
- 11) Sari, A. E., & Anitra, V. (2020). Pengaruh Budaya Kerja Terhadap Kinerja Karyawan: Studi Pada Tenaga Kependidikan Universitas Muhammadiyah Kalimantan Timur. *Borneo Student Research*, 2(1), 552–559.
- 12) Sari, A. P., & Ardana, K. (2016). Peran Mediasi Kepuasan Kerja Pada Pengaruh Kompensasi Terhadap Kinerja Pekerja Kontrak. *E-Jurnal Manajemen*, 5(1), 470–499.
- 13) Soetrisno, E. (2016). *Manajemen Sumber Daya Manusia* (Cetakan Ke). Jakarta: Prenada Media Gorup.

- 14) Sujardi. (2009). *Pengembangan Kinerja Pelayanan Publik*. Bandung: Refika Aditama.
- 15) Supriyadi, G., & Guno, T. (2006). *Budaya Kerja Organisasi Pemerintah*. Jakarta: Lembaga Administrasi Negara Republik Indonesia.
- 16) Thoyibatun, S. (2012). Faktor-Faktor Yang Berpengaruh Terhadap Perilaku Tidak Etis Dan Kecenderungan Kecurangan Akuntansi Serta Akibatnya Terhadap Kinerja Organisasi. *EKUITAS (Jurnal Ekonomi Dan Keuangan)*, 16(2), 245–260.
- 17) Tjiptono, F. (2017). *Strategi pemasaran* (4th ed.). Jakarta: Andi.
- 18) Torang, S. (2013). *Organisasi dan Manajemen: Perilaku, Struktur, Budaya & Perubahan Organisasi*. Bandung: Alfabeta.
- 19) Uha, I. N. (2013). *Budaya Organisasi Kepemimpinan & Kinerja*. Sumatera Utara: Kencana.
- 20) Uno, H. B. (2016). *Teori motivasi dan pengukurannya: Analisis di bidang pendidikan* (1st Cet 4). Jakarta: Bumi Aksara.