

The Effect of Work Discipline and Organizational Culture on Employee Morale with Work Motivation as an Intervening Variable at the Public Works and Spatial Planning Office of Boven Digoel Regency.

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ABSTRACT

This study discusses the effect of work discipline and organizational culture on employee morale with work motivation as an intervening variable at the Public Works and Spatial Planning Office of Boven Digoel Regency. This research uses quantitative methods with an associative approach. The results concluded that work motivation is not able to mediate the effect of work discipline on employee morale. The effect of organizational culture on employee morale at the Public Works and Spatial Planning Office of Boven Digoel Regency will be greater if done through work motivation. The direct effect of organizational culture on morale is smaller than the indirect effect of organizational culture on morale. It can be concluded that work motivation is able to mediate the effect of organizational culture on employee morale. Recommendations, the leadership of the Public Works and Spatial Planning Office of Boven Digoel Regency should improve work discipline by providing examples and disciplinary sanctions according to violations committed by subordinates, need to improve their organizational culture by increasing awareness in carrying out their responsibilities. To increase work enthusiasm, it can be done by providing motivation to each employee in order to create the desired goals.

INTRODUCTION

Sometimes various problems will arise in an organization, therefore the organization is then required to overcome the possibility of a problem arising. Because, in fact, various problems arise due to various factors behind it if they are not resolved immediately. Organizational policy towards human resources is expected to be comprehensive for the organization and long-term, which is a sub-system within the framework of organizational management. So the development of human resources must be directed to become thinkers, determinants and implementers for the continuous running of organizational efforts effectively and efficiently, because the success and failure of the organization is determined by how to manage existing human resources.

Furthermore, borrowing the opinion of Hasibuan (2012: 189) which explains that good work discipline can give birth to awareness and the willingness of an employee to be responsible for completing each of his tasks. Therefore, leaders in an organization are expected to be able to foster high discipline to their employees, which is not only to achieve organizational goals but also to arouse the desire of disciplined employees in carrying out any given job. The reality that occurs today, the data obtained by researchers from the Public Works and Spatial Planning Office of Boven Digoel Regency regarding employee attendance, some employees are often late coming to the office and even there are still employees who are absent (absent from work) without any reason given (without information).

Departing from the data obtained by researchers regarding attendance in 2021. The average number of employees who are late for work is 61.5% of the total number of employees currently available, while the number of employees who are absent without reason when averaged is 11.5%. This revealed that the decline in employee morale was characterized by a low attitude of discipline in carrying out the duties and responsibilities that had been given to him. The attitude of work discipline is needed from every employee as a means to train the personality of the employee, so that he can always show high morale, behavior, as well as a good lifestyle. Work discipline coupled with the threat of sanctions or punishment is very important in order to provide a strong impetus, so that employees obey and obey at work without threats, sanctions or punishment, the urge to obey and obey can be weak.

Based on the results of the Laurentius Langga study (2020) which says that high work discipline will reflect the magnitude of employee responsibility for the tasks assigned to him by an organization, encourage enthusiasm for work, and achieve organizational goals, and no less important is that it can support better performance. Organizational culture plays a very important role in managing an organization, because of the common perception of the essential meaning of life together in an organization. This common perception covers all aspects of organizational life, such as; the nature of achieving goals and various goals to be achieved, the strategy to be used, the vision and mission of an organization, the norms of behavior in an organization, and the desired form of interaction between members in the organization, (Manik and Megawati, 2019).

Borrowing the opinion of Riani (2011) who said that organizational culture is also a belief and habit in the organization that interacts with its formal structure in order to create norms of behavior. The application of organizational culture in the Public Works and Spatial Planning Office of Boven Digoel Regency is not yet strong. This can be seen from the lack of togetherness in carrying out every job and the lack of trust from the leadership to employees, which is caused by the fact that there are still employees who are not serious in carrying out the tasks assigned to them. In addition, it is very possible that in the organization of the Public Works and Spatial Planning Office of Boven Digoel Regency, the organizational culture is structural in nature consisting of various levels or different jobs. These obstacles are then sometimes encountered in carrying out daily activities at the Public Works and Spatial Planning Office of Boven Digoel Regency.

Based on research conducted by Slamet Jauhari (2015), the results showed that organizational culture is a variable that affects employee morale, so things related to improving things that can improve morale such as a good work climate between leaders and subordinates or between subordinates, by means of leaders being more open to subordinates, leaders being able to suppress conflicts that occur among employees, by involving subordinates in decision making, and increasing leadership attention to the welfare of subordinates. Unmotivated employees will have a sense of lack of passion at work, so that the work done is not optimal and has an impact on productivity that is not as desired. Motivation can be defined as a process to influence or provide external encouragement to a person or group so that they have the will to complete a predetermined work.

Motivation or driving force is meant to be a form of natural drive to satisfy and sustain life. Leaders must be able to be persuasive so that employees want to work together to realize agency goals and are always eager to do every job or job description that has been set. Therefore, providing work motivation to employees is an important step to take so that it can increase morale. Every agency wants high morale from each of its employees. This is then in line with the results of the study by Tiyasiningsih et al. (2016) that considering motivation is such an important variable as an effort to increase and maintain the level of work enthusiasm by its employees, it cannot be denied that fostering motivation in an employee is one of the main tasks for a leader in the organization.

Highlighting the problem of employee morale, the researcher found the fact that some employees working at the Public Works and Spatial Planning Office of Boven Digoel Regency were less motivated. If such conditions are not anticipated and efforts are made to overcome them, then of course the goals to be achieved by the agency are difficult to realize, and agency performance will continue to decline. In order to become a superior organization in competing and developing many variables affect it, one of which is employee morale. Work enthusiasm is the nature of employees who work with the condition of their souls and feelings in an optimal state without anything in their hearts.

Work enthusiasm reflects the emotional state of employees in carrying out their work.

To carry out its duties and functions properly, it requires high employee morale. Employees must have high morale so that the implementation of tasks can be realized in a professional, modern and reliable manner. However, the reality in the field is that employee morale has decreased in carrying out work. Work enthusiasm is a trait that is needed by every employee both in organizations, companies and agencies. Because a job without being based on high morale, the work will be difficult to complete quickly and the work will also not be completed properly. In this study there is previous research which is useful for knowing how research methods and research results are carried out.

Previous research is used as a benchmark for writers to write and analyze a study. However, these studies still have weaknesses, including the absence of supporting data that can strengthen the results of temporary conjectures on the phenomena that occur. For this reason, in this study, the authors try to clearly explain the phenomena that occur based on the supporting data that the authors have presented so that this study can improve the weaknesses in previous studies. In addition, the results of previous studies that the authors have collected show differences where some are significant and some are not significant.

The results of Suhardi's study (2022) show that discipline at work and organizational culture have a positive and significant effect on morale. However, the results of research conducted by Simanjuntak and Karneli (2021) show that work motivation and work discipline have a positive and insignificant effect on morale. This then attracted the attention of researchers trying to raise this as a research topic. Employee work discipline and organizational culture applied at the agency will be examined in depth so that a research question can be drawn, does it affect motivation and morale.

THEORETICAL REVIEW

Definition of Work Discipline

Quoting Singodimedjo (2002) who provides a definition of discipline as a form of willingness and willingness for someone to comply with every norm or regulation that applies around him. With good employee discipline, it will accelerate the achievement of a goal, while decreased work discipline will be a factor that will hinder the achievement of goals. Furthermore, Soediono, (in Hursepuny et al., (2021), said that discipline is a force that will develop within employees and will have an impact on employee self-adjustment to voluntarily comply with or carry out any decisions, regulations that apply.

Meanwhile, Keith Davis (quoted by Mangkunegara, 2004) said that discipline is a management action in enforcing standards in an organization. Departing from the opinion of Keith Davis, work discipline can be defined as the implementation of management in order to enforce guidelines in an organization. Based on the opinions of these experts, it can be concluded that discipline is a means that will encourage employees to obey and comply with the norms applied in an organization, and adjust themselves voluntarily to

follow every decision with high values in carrying out work and behaving in the organization.

Hasibuan (2008) states that there are several indicators that affect employee discipline, namely: 1) Purpose and Ability, 2) Exemplary Leader, 3) Inherent Supervision, 4) Punishment Sanctions, and 5) Firmness. The indicators of work discipline according to Soedjono (in Hidayah, 2021) are: 1) Punctuality If employees come to the office on time, leave the office on time, and employees can behave in an orderly manner, it can be said that these employees have good work discipline. 2) Utilization of facilities Employees who are careful in using office equipment to avoid damage to office equipment are a reflection of employees who have good work discipline. 3) High responsibility Employees who always complete the tasks assigned to them in accordance with procedures and are responsible for the results of their work can also be said to have high work discipline, and 4) Obedience to office regulations Employees who wear uniforms according to the rules. Wearing an identity card, permission when absent from the office, is also a reflection of high discipline.

Organizational Culture

From time to time, culture in organizations tends to change following the situation, conditions as well as the size of the company. Like any culture applied in an organization, all of them contain positive and negative aspects, as stated by (Kreitner & Kinicki, 2001: 521). Organizational culture has to do with how employees perceive cultural characteristics in an organization, not about whether they feel attracted (like) the culture or not. This means that culture is a descriptive term. Organizational culture is a shared perception shared by all members in an organization (Muis et al., 2018).

Referring to Sutrisno (2010), it is said that organizational culture is a system of values, or norms (in the form of beliefs), assumptions, or norms that have long been valid, agreed upon and followed by all members in an organization which is used as a guide in behaving and solving problems in an organization.

Definition of Work Spirit

Every organization always tries to increase the work productivity of employees. Therefore, leaders need to find ways to generate employee morale. This is an important issue, because work enthusiasm reflects a deep pleasure in the work done so that work can be completed more quickly and can also achieve better results and ultimately increase the work productivity of these employees (Agustini, 2011: 58).

According to Moekijat (2012: 122) states that work enthusiasm describes feelings related to the soul, group spirit, excitement, and activity. If employees seem happy, optimistic about activities and tasks, and friendly with each other, then the employee is said to have high morale. Conversely, if employees appear dissatisfied, irritable, often sick, argumentative, restless, and pessimistic, then this reaction is said to be evidence of low morale. From the explanation above, it can be understood that work enthusiasm is an individual's attitude to do

work more actively, cooperate, be disciplined, and be responsible so that work can be carried out more quickly and well. Work spirit is the willingness of each individual or group to work together with enthusiasm, discipline, and a sense of responsibility in carrying out the goals that have been set.

The indicators of work enthusiasm according to Agustini (2011: 66) include: 1) High absentee level to see whether the increase in the absentee level is the cause of the decline in morale, it is not permissible to see the increase in the absentee level individually but must be seen on average. 2) Restlessness everywhere Restlessness in the work environment will occur when the spirit and enthusiasm for work drops, as a leader, must be able to recognize the restlessness that arises in the work environment of the agency. This anxiety can be manifested in the form of work insecurity, complaints and others. 3) Frequent demands, are actually a manifestation of dissatisfaction, which at a certain stage will give rise to the courage to make demands.

Definition of Motivation

Motivation is related to human behavior and is a very important element in management. Motivation can also be interpreted as an encouragement, support or need that can make someone more enthusiastic in completing a job. This motivation has a function as a driver or encourager for employees to have the desire to work hard in order to achieve organizational goals that have been previously set and agreed upon, for more details, the following expert opinions are presented regarding the definition of motivation.

Quoting the opinion of Hasibuan (2010: 95) who said that motivation is the provision of driving force that presents enthusiasm for someone in carrying out work, so that they have the desire to work together, work effectively, and be integrated with all their power and efforts in order to achieve satisfaction. Work motivation is a driving force that can make a member in the organization willing to work willingly to direct their abilities, expertise, energy skills and time to carry out various activities that have become their responsibility and carry out their obligations in order to achieve goals and various objectives that have been previously determined, (Siagian, in Agustini, 2011). This is then in line with the opinion of Abraham, (in Sutedjo and Mangkunegara (2013) which explains that motivation is a form of tendency to carry out activities, which starts from an internal drive and ends with self-adjustment. This self-adjustment is then said to be the satisfaction of motivation.

Motivation is a factor that encourages someone to carry out a certain activity. The indicators of work motivation according to Mangkunegara (2017: 111) include: 1) Hard work, which is doing activities with all the abilities you have. 2) Future orientation, namely interpreting what will happen in the future and plans for this. 3) High level of ideals, namely having better ambitions, 4) Task /goal orientation, which is always oriented towards quality work results, 5) Effort to progress, namely carrying out activities to obtain goals, 6) Perseverance, namely doing all work diligently and earnestly, 7) Selected colleagues, namely choosing colleagues who can work together to achieve goals, and 8) Time utilization, namely using time well in completing all work.

METHODOLOGY

The research conducted, it is important that the method is used (Patmasari and Ilham et al., 2022; Tokang et al., 2023). This method must be relevant to the subject matter being studied (Ilham et al., 2020). Therefore, this study uses associative research methods with a quantitative approach. This study examines the relationship between the Work Discipline (X1) and Organizational Culture (X2) variables on the Work Morale (Y) variable with Work Motivation (Z) as an intervening variable. In this study, the approach used is a quantitative approach because the data used to analyze the effect between variables are expressed by numbers or numerical scales (Kuncoro cited by Wulandari, in Susmiati and Herawati, 2017).

In this study, the population used was all employees who worked at the Public Works and Spatial Planning Office of Boven Digoel Regency, totaling 167 people. The sample at the Public Works and Spatial Planning Office of Boven Digoel Regency is as follows:

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{167}{1 + 167 (0.1)^2} = 63$$

Description

- 1 = Constant
- n = Sample size
- N = Population size
- e = Percent inaccuracy due to sampling error that can still be tolerated or desired as much as 10%.

Thus the sample of this study amounted to 63 employees at the Public Works and Spatial Planning Office of Boven Digoel Regency.

Table. 1 Employee Data of the PUPR Office of Boven Digoel Regency

Unit	Number of Employees
Highways Division	23 People
Human Settlements and Spatial Planning Division	15 People
Water Resources Division	6 People
Equipment, Testing and Construction Services Division	9 people
Planning, Evaluation and Reporting Division	10 People

Source: Office of Public Works and Spatial Planning of Boven Digoel Regency (2024), (Processed, 2024).

The data collection techniques researchers use are as follows:

a. Questionnaire

According to Sugiono (2014), a questionnaire is a data collection procedure carried out by giving a set of questions or statements to respondents to answer. The questionnaire is an efficient data collection procedure if the researcher knows exactly the variables to be measured and knows what to expect from the respondent. In addition, questionnaires are suitable for use when the number of respondents is large enough and spread over a wide area. The questionnaire can be in the form of closed or open questions or statements, can be given to respondents directly or sent via the internet.

b. Interviews

According to Sugiono (2014), interviews are used as a data collection procedure, if the researcher wants to conduct a research study to find problems that must be researched, and also if the researcher wants to know things from respondents that are more in-depth and the number of respondents is small or small. Researchers conducted direct interviews with employees of the Public Works and Spatial Planning Office of Boven Digoel Regency.

c. Document Study

According to Sujarweni (2014), document analysis leads to real evidence and to analyze the content of documents that can support researchers. Researchers obtained company documents in the form of company history, organizational structure and company job descriptions.

d. Literature study

To obtain relevant data, this research also conducted literature searches or literature studies (Tebay and Ilham, 2023; Sapioper et al., 2022; Ilham and Patmasari; 2022). Literature study is a type of research whose data sources come from various literature sources, such as journals, proceedings, and other reading sources that are in accordance with the research topic (Ilham et al., 2021; Yunita, 2022; Renyaan; 2023; Ohoiwutun and Reywulan R. Kaunang, 2024).

Data Analysis Methods, Research Instrument Test The accuracy of testing a hypothesis about the relationship between research variables is highly dependent on the quality of the data used in the test. Research hypothesis testing will not hit its target if the data used is not reliable and does not accurately describe the concept being measured. Therefore, it is necessary to test the validity and reliability of the instrument. Furthermore, the Classical Assumption Test is in the form of Normality Test, Multicollinearity Test, Heteroscedasticity Test.

As for the Hypothesis Test, Partial Significance Test (t test). a) Hypothesis testing is categorized as follows: 1) If the probability of significance (Sig) > 0.05, then the independent variable is not significant to the dependent variable. 2) If the significance probability (Sig) <0.05, then the independent variable is significant to the dependent variable. b) Sobel test (criteria from mediation), calculated using the following formula:

$$S_{ab} = \sqrt{b^2 S_a^2 + a^2 S_b^2 + S_a^2 S_b^2}$$

Description: Standard error X-M, Standard error M-Y, Regression coefficient M-Y, Regression coefficient X-M

To test the significance of partial indirect effects, it can be calculated using the following formula; (Ghozali, 2018):

$$Z = \frac{ab}{S_{ab}}$$

If the z test is greater than 1.96 (standard absolute z value) then there is a mediating effect. The Sobel test requires a large sample size, if the sample is small, this Sobel test becomes less precise. Furthermore, the Research Data Analysis model; a) Path Analysis, and b) Direct effect, Indirect effect and Total effect.

RESULTS

Research Instrument Test

a. Validity Test

Based on the validity test of the research instrument carried out, it can be understood that all statement items are declared valid with the provision of a comparison of significant values smaller than 0.05. Thus, the research instrument in this study can be used as a whole in the next test.

b. Reliability Test

The reliability test results of this study can be seen in the following table:

Table. 2 Reliability Test Results

Research Variable	Conbrach's Alpha	Result
Work Discipline (X1)	0,886	Reliable
Organizational Culture (X2)	0,822	Reliable
Work Motivation (Z)	0,870	Reliable
Work Morale (Y)	0,883	Reliable

Source: Primary Data Processed, (2024)

The reliability value of the instrument above shows that the reliability level of the research instrument is adequate because it is close to 1 (>0.6). It can be concluded that the question items from each variable have explained or provided an overview of the variables studied.

Descriptive Statistical Analysis

The analysis used in this study is descriptive analysis, namely to describe the respondents' perceptions of the statement items submitted. The number of respondents' answers starts from numbers 1 to 5 in each questionnaire statement from the research variables, namely work discipline, organizational culture, work motivation and work enthusiasm which is a description of the respondents' answers, namely employees of the Public Works and Spatial Planning Office of Boven Digoel Regency. The determination of the interval

class applied to all variables of the lowest value of the scale is 1 and the highest value of the scale is 5. The class interval is $(5-1)/5 = 0.8$.

a. Results of Descriptive Statistical Analysis of Work Discipline Variables (X1)

Employees of the Boven Digoel Regency Public Works and Spatial Planning Office have high work discipline, employees of the Boven Digoel Regency Public Works and Spatial Planning Office always follow the rules set by the organization, employees of the Boven Digoel Regency Public Works and Spatial Planning Office have good work discipline, employees of the Boven Digoel Regency Public Works and Spatial Planning Office are always careful in using office equipment to avoid damage to office equipment, employees of the Boven Digoel Regency Public Works and Spatial Planning Office utilize the facilities in the office to work, Employees of the Public Works and Spatial Planning Office of Boven Digoel Regency always complete the assigned tasks in accordance with existing procedures, Employees of the Public Works and Spatial Planning Office of Boven Digoel Regency are always responsible for work results, Employees of the Public Works and Spatial Planning Office of Boven Digoel Regency always wear uniforms in accordance with predetermined rules when working, Employees of the Public Works and Spatial Planning Office of Boven Digoel Regency always wear identity cards at work, and Employees of the Public Works and Spatial Planning Office of Boven Digoel Regency always give permission to superiors if they are absent from the office.

b. Results of Descriptive Statistical Analysis of Organizational Culture Variables (X2)

Employees of the Public Works and Spatial Planning Office of Boven Digoel Regency always use common language, terms, and rituals related to respect and how to behave, Employees of the Public Works and Spatial Planning Office of Boven Digoel Regency are always kind to superiors and other colleagues, Employees of the Public Works and Spatial Planning Office of Boven Digoel Regency always try to achieve targets, Employees of the Public Works and Spatial Planning Office of Boven Digoel Regency are able to achieve work results exceeding the results achieved from the previous time, Employees of the Public Works and Spatial Planning Office of Boven Digoel Regency always try to complete tasks on time, Boven Digoel Regency Public Works and Spatial Planning Agency employees are rarely absent from coming to the office to work, Boven Digoel Regency Public Works and Spatial Planning Agency employees prioritize public services over personal interests when working, Boven Digoel Regency Public Works and Spatial Planning Agency employees always provide the best service to customers, Boven Digoel Regency Public Works and Spatial Planning Agency employees provide services in accordance with established procedures, and Boven Digoel Regency Public Works and Spatial Planning Agency employees always solve problems at work together.

c. Results of Descriptive Statistical Analysis of Work Motivation Variables (Z)

Employees of the Public Works and Spatial Planning Office of Boven Regency always work hard to achieve agency goals, employees of the Public

Works and Spatial Planning Office of Boven Regency are motivated to work hard if they get awards at work, employees of the Public Works and Spatial Planning Office of Boven Regency get opportunities for future orientation, employees of the Public Works and Spatial Planning Office of Boven Regency get opportunities for self-improvement with their work achievements, employees of the Public Works and Spatial Planning Office of Boven Regency have aspirations to be more advanced, Boven Regency Public Works and Spatial Planning Agency employees are always oriented towards quality work results, Boven Regency Public Works and Spatial Planning Agency employees always strive to advance in achieving agency goals, Boven Regency Public Works and Spatial Planning Agency employees are always diligent in doing the work given by the agency, Boven Regency Public Works and Spatial Planning Agency leaders get quality colleagues so that they can work together with the team, so that the results of their work will be better, and Boven Regency Public Works and Spatial Planning Agency employees choose good colleagues in achieving agency goals.

d. Results of Descriptive Statistical Analysis of Work Morale Variables (Y)

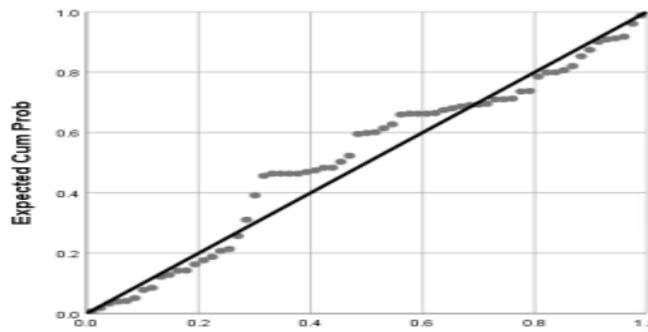
Employees of the Boven Regency Public Works and Spatial Planning Office always come to work on time, employees of the Boven Regency Public Works and Spatial Planning Office leave work on time, employees of the Boven Regency Public Works and Spatial Planning Office obey the rules set by the agency, employees of the Boven Regency Public Works and Spatial Planning Office comply with work procedures made by the agency, employees of the Boven Regency Public Works and Spatial Planning Office complete tasks at the time specified by the agency, Boven Regency Public Works and Spatial Planning Agency employees work and complete tasks thoroughly, Boven Regency Public Works and Spatial Planning Agency employees are able to create a conducive work atmosphere with superiors and coworkers, Boven Regency Public Works and Spatial Planning Agency employees are always eager to find solutions to work problems that arise while working, Boven Regency Public Works and Spatial Planning Agency leaders always uphold the good name of the person and the agency, and Boven Regency Public Works and Spatial Planning Agency employees have self-awareness (initiative) in completing work.

Classical Assumption Test

a. Classical Assumption Test of Sub Model I

1) Normality Test Results

The results of the normality test conducted are shown in the following figure:



Normal PP-Plot of Regression Standardized Residual
 Dependent Variable: Work Motivation

Figure. 1 Normality Test Results for Sub Model I

By looking at the normal plot graph display, it can be concluded that the data spreads around the diagonal line and follows the direction of the diagonal line. This shows that the residual data is normally distributed.

2) Multicollinearity Test Results

Table. 3 Multicollinearity Test Table Sub Model I Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics		
	B	Std. Error	Beta	Tolerance	VIF	
1						
	(Constant)	8.097	3.566			
	Work Discipline	.189	.101	.216	.509	1.966
	Organizational Culture	.618	.120	.595	.509	.1966

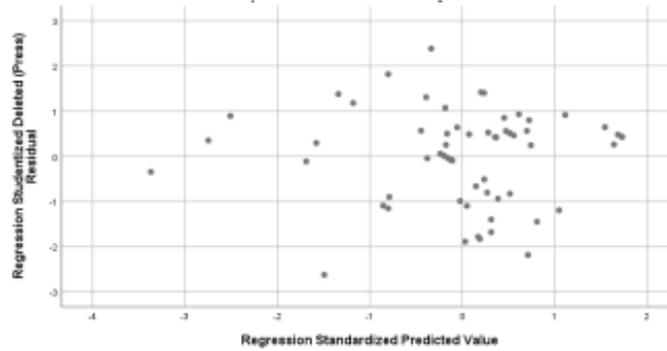
a. Dependent Variable: Work motivation

Source: Primary Data Processed, (2024)

The results of multicollinearity testing can be seen that the VIF and tolerance values are as follows: The Work Discipline variable (X1) has a VIF value of 1.966 and a tolerance of 0.509. The Organizational Culture variable (X2) has a VIF value of 1.699 and a tolerance of 0.509. From these provisions that if the VIF value < 10 and tolerance > 0.10, there are no symptoms of multicollinearity and the values obtained from the calculation are in accordance with the provisions of the VIF and tolerance values, it can be concluded that the independent variables do not occur multicollinearity so that the model has met the requirements for classical assumptions in regression analysis.

3) Heteroscedasticity Test Results

With SPSS processing, the following results were obtained:



Scatterplots
 Dependent Variable: Work motivation

Figure. 2 Heteroscedasticity Test Results Sub Model I

The scatterplots graph in the figure above shows that the points spread randomly and are spread both above and below the number 0 on the Y axis and do not form a certain regular pattern, it can be concluded that there is no heteroscedasticity in the regression model. So, it can be concluded overall that the regression model meets the requirements of the classical assumption test.

b. Hypothesis Test of Sub Model I

The hypothesis states that Work Motivation (X1), Work Discipline (X2), has a positive and significant effect on Job Satisfaction (Z). The following Table 4 shows the results of the t-test calculation for each variable:

Table. 4 Sub Model I t Test Results

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	8.097	3.566		2.271	0.27
	Work Discipline	.189	.101	.216	1.873	.006
	Organizational Culture	.618	.120	.595	5.155	.000

a. Dependent variable: Work motivation

Data Source: Processed, 2024

In the table above, the results of the t statistical test can be obtained, as follows:

- 1) Work Discipline Variable (X1), the probability level is 0.006.
 It can be concluded that if $P = 0.006 < \alpha = 0.05$, the hypothesis is accepted that Work Discipline has a significant influence on Work Motivation variables.
- 2) Organizational Culture variable (X2), probability of 0.000.
 It can be concluded that if $P = 0.000 < \alpha = 0.05$, so it is said that the hypothesis is accepted where the Organizational Culture variable has a significant influence on the Work Motivation variable. So, the path analysis equation can then be arranged, as follows:
 $Z = 0.216 X1 + 0.595 X2$

Analysis equation model:

- 1) Work Discipline Variable (X1) = 0.216.
The Work Discipline variable has a positive value which means it has a unidirectional influence, where each addition or increase in the value of one unit score of the Work Discipline variable can provide an increase in the value of the Motivation variable, namely 0.216 per one unit score.
- 2) Organizational Culture Variable (X2) = 0.595.
The Organizational Culture variable has a positive value which means that it has a unidirectional effect, where each addition or increase in the value of one unit score of the Organizational Culture variable can provide an increase in the value of the Motivation variable, which is 0.595 per one unit score.

c. *Path Analysis Sub Model I*

Based on the regression output of Sub Model I, it can be seen that the significance value of the two variables, namely Work Discipline (X1) = 0.006 and Organizational Culture (X2) = 0.000. Based on these results, it can be concluded that the Sub Model I regression, namely the Work Discipline variable (X1) has a significant effect on Work Motivation (Z), and the Organizational Culture variable (X2) has a significant effect on Work Motivation (Z). The amount of R² or R Square value contained in the Model Summary table is 0.580. This reveals that the contribution or contribution of the influence of the Work Discipline (X1) and Organizational Culture (X2) variables to the Work Motivation (Z) variable is 58%, while the remaining 42% is the contribution of other variables not included in the study conducted. Meanwhile, the value of ϵ_1 can be found by the formula $\epsilon_1 = \sqrt{1-0.580} = 0.648$. So that the structure model I path diagram can be obtained, as follows:

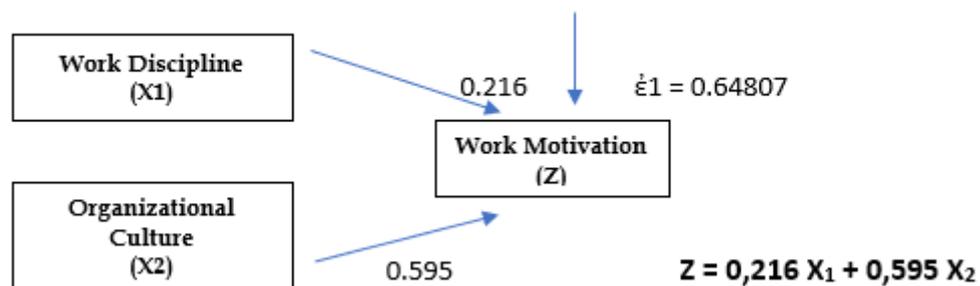


Figure 3. Path Diagram of Sub Model I

d. *Classical Assumption Testing of Sub Model II*

1) Hasil Uji Normalitas

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Work motivation

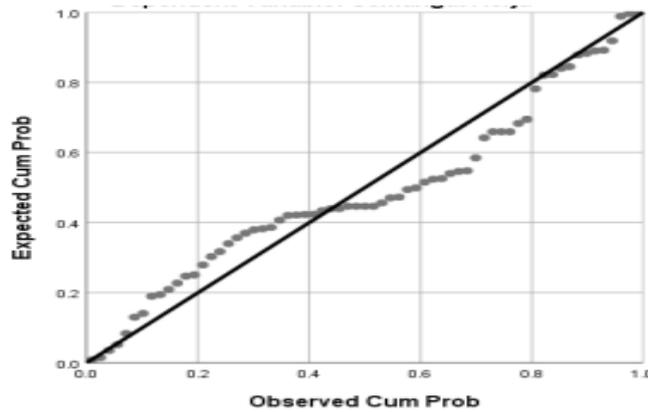


Figure 4. Sub Model II Normality Test Results

By looking at the normal plot graph above, it can be concluded that the data spreads around the diagonal line and follows the direction of the diagonal line. This shows that the residual data is normally distributed.

2) Multicollinearity Test Results

Table 5. Multicollinearity Test Table Sub Model II
 Coefficients_a

Model	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
	B	Std. Error	Beta	Tolerance	VIF
1					
(Constant)	8.539	3.612			
Work Discipline	.244	.101	.287	.481	2.077
Organizational Culture	.121	.139	.120	.356	2.808
Work Motivation	.434	1.24	.446	.420	2.383

a. Dependent Variable: Work Motivation

Source: Primary Data Processed, 2024

The results of multicollinearity testing can be seen that the VIF and tolerance values are as follows: The Work Discipline variable has a VIF value of 2.007 and a tolerance of 0.481. The Organizational Culture variable has a VIF value of 2.808 and a tolerance of 0.356. The Work Motivation variable has a VIF value of 2.383 and a tolerance of 0.420. From these provisions that if the VIF value < 10 and tolerance > 0.10, there are no symptoms of multicollinearity and the values obtained from the calculation are in accordance with the provisions of the VIF and tolerance values, it can be concluded that the independent variables do not occur multicollinearity so that the model has met the requirements for classical assumptions in regression analysis.

3) Heteroscedasticity Test Results

With SPSS processing, obtained the following results:

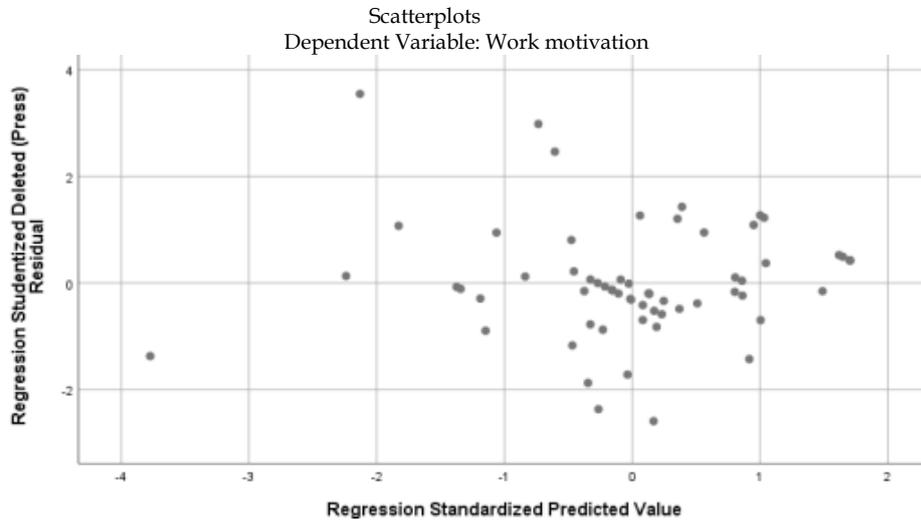


Figure 5. Heteroscedasticity Test Results Sub Model II

The scatterplots graph in the figure above shows that the points spread randomly and are spread both above and below the number 0 on the Y axis and do not form a certain regular pattern, it can be concluded that there is no heteroscedasticity in the regression model. So, it can be concluded overall that the regression model meets the requirements of the classical assumption test.

e. Hypothesis Test of Sub Model II

The hypothesis reveals that Work Discipline (X1) and Work Motivation (Z) can have a positive effect and are declared significant, but Organizational Culture (X2) has a positive influence and is not declared significant on Morale (Y). Below is Table 6. Which is the result of the t-test calculation on each variable:

Table 6. Sub Model II t Test Results

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.
1	(Constant)	8.539	3.612		2.364	.021
	Work Discipline	.244	.101	.287	2.419	.019
	Organizational Culture	.121	.139	.120	.871	.387
	Work Motivation	.434	.124	.446	3.509	.001

a. Dependent Variable: Work motivation

Source: Primary Data Processed, 2024

In the table above, the results of the t statistical test can be obtained as follows: 1) Work Motivation Variable (Z), with a probability level of 0.001. So, it can be concluded that if $P = 0.001 < \alpha = 0.05$, then the hypothesis can be accepted that the Work Motivation variable has a significant effect on Morale. 2) Work Discipline Variable (X1), with a probability level of 0.019. So, it can be concluded that if $P = 0.019 < \alpha = 0.05$, then the hypothesis is accepted that the Work Discipline variable has a significant effect on Work Morale. 3) Organizational Culture variable (X2), with a probability level of 0.387. Thus, it can be concluded that $P = 0.387 > \alpha = 0.05$, so the hypothesis is rejected which says that the Organizational Culture variable has an insignificant effect on Morale. Thus, the path analysis equation can then be arranged, as follows:

$$Y = 0.287X1 + 0.120X2 + 0.446Z$$

Analysis equation model:

- 1) Work Discipline Variable (X1) = 0.287.
 The Work Discipline variable has a positive sign, which means it has a unidirectional influence, where each addition or increase in the value of one unit score of the Work Discipline variable can provide an increase in the value of the Work enthusiasm variable by 0.287 per one unit score.
- 2) Organizational Culture Variable (X2) = 0.120.
 The Organizational Culture variable has a positive sign, which means it has a unidirectional influence, where each addition or increase in the value of one unit score of the Organizational Culture variable can provide an increase in the value of the Work Spirit variable, which is 0.120 per one unit score.
- 3) Work Motivation Variable (Z) = 0.446.
 The Work Motivation variable has a positive sign, which means that it has a unidirectional influence, where each addition or increase in the value of one unit score of the work motivation variable can provide an increase in the value of the work enthusiasm variable, namely 0.446 per one unit score.

f. Sobel Test

Mediation hypothesis testing can also be done with a procedure developed by Sobel and known as the Sobel test. The Sobel test is conducted by testing the strength of the indirect effect of X to Y through Z, as follows:

$$Z = \frac{ab}{\sqrt{(b^2SE_a^2 + a^2SE_b^2)}}$$

Where:

- a = regression coefficient of the independent variable on the mediating variable
- b = regression coefficient of the mediating variable on the dependent variable
- SEa = standard error of estimation of the effect of the independent variable on the mediating variable

SEb = standard error of estimation of the effect of the mediating variable on the dependent variable

The following are the results of the sobel test with work discipline variables on work enthusiasm through work motivation.

$$t = \frac{0.189 \times 0.244}{\sqrt{(0.244^2 \times 0.101^2) + (0.189^2 \times 0.124^2)}}$$

$$t = \frac{0.189 \times 0.244}{\sqrt{0.00060732674 + 0.0005492461}}$$

$$t = \frac{0.046116}{0.00115657284}$$

$$t = 39.872$$

From the results of the calculation of the sobel test above, the t value is 39.872, so that the calculated t value is $39.872 > t$ table 2.419, it can be concluded that the work motivation variable is able to mediate the relationship between the effect of work discipline on morale.

The following are the results of the sobel test with organizational culture variables on work enthusiasm through work motivation.

$$t = \frac{0.618 \times 0.244}{\sqrt{(0.244^2 \times 0.120^2) + (0.618^2 \times 0.124^2)}}$$

$$t = \frac{0.618 \times 0.244}{\sqrt{0.00085732 + 0.00587246}}$$

$$t = \frac{0.150792}{0.00672978}$$

$$t = 22.406$$

From the results of the sobel test calculation above, the t value is 22.460, so that the calculated t value is $22.406 > t$ table 0.871, it can be concluded that the work motivation variable is able to mediate the relationship between the influence of organizational culture on morale.

g. *Path Analysis of Sub Model II*

Referring to the Model II regression output in the table section, it can be seen that the significance value of the three variables, namely: Work Discipline (X1) = 0.019, Organizational Culture (X2) = 0.038, Work Motivation (Z) = 0.001. These results provide the conclusion that the regression of Sub Model II, namely the variables of Work Discipline (X1), Organizational Culture (X2) and Work Motivation (Z) have a significant effect on Work Morale (Y). The value of R2 or R Square contained in the Model Summary table is 0.586, this shows that the contribution or contribution of the influence of Work Discipline (X1), Organizational Culture (X2) and Work Motivation (Z) on Work Morale (Y) is 58.6%, while the remaining 41.4% is the contribution of other variables not included in the study. Meanwhile, the value of e2 can be found using the

formula $e2 = \sqrt{1 - 0.586} = 0.643$. Thus, the path diagram of structure model II is obtained as follows:

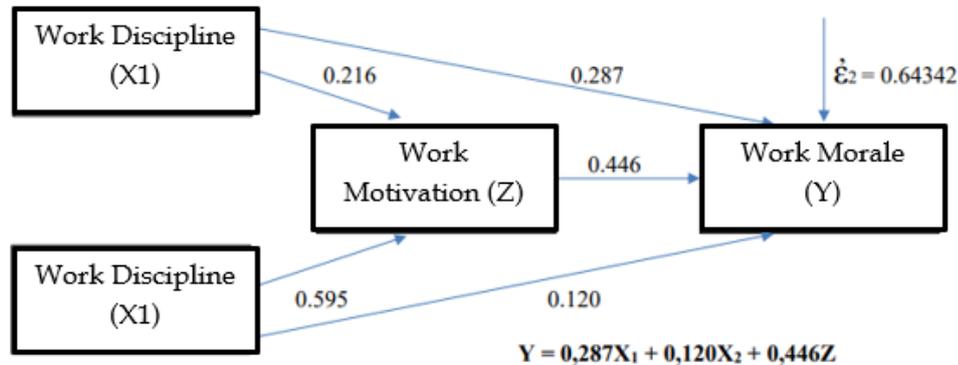


Figure 6. Path Diagram of Sub Model II

The analysis results show that the direct effect given by Work Discipline (X1) on Work Morale (Y) is 0.287. While the indirect effect of Work Discipline (X1) on Work Morale (Y) through Work Motivation (Z), namely $0.216 \times 0.446 = 0.096$. Then the total effect given by the Work Discipline variable (X1) on Work Morale (Y) is the direct effect plus the indirect effect, namely $0.287 + 0.096 = 0.383$. Based on the results of the above calculations, it can be seen that the direct effect value is 0.287 and the indirect effect is 0.096, which means that the direct effect value is greater than the indirect effect value. This result shows that indirectly the Work Discipline variable (X1) through Work Motivation (Z) has no significant effect on Work Morale (Y).

The results of the analysis show that the direct effect given by Organizational Culture (X2) on Work Morale (Y) is 0.120. While the indirect effect of Organizational Culture (X2) on Work Morale (Y) through Work Motivation (Z), namely $0.595 \times 0.446 = 0.265$. Then the total effect given by the Organizational Culture variable (X2) on Work Morale (Y) is the direct effect plus the indirect effect, namely $0.120 + 0.265 = 0.385$. Based on the results of the above calculations, it can be seen that the direct effect value is 0.120 and the indirect effect is 0.265, which means that the indirect effect value is greater than the direct effect value. These results indicate that indirectly the Organizational Culture variable (X2) through Work Motivation (Z) has a significant effect on Work Morale (Y).

Table 7. Total Effect Value

No.	Influence	Direct Influence	Indirect Influence	Total Effect
1	X1 → Y	0.287	$0.216 \times 0.446 = 0.096$	0.383
2	X2 → Y	0.120	$0.595 \times 0.446 = 0.265$	0.385

DISCUSSION

Effect of Work Discipline on Work Motivation

The work discipline variable has a positive and significant effect on work motivation at the Public Works and Spatial Planning Office of Boven Digoel Regency. The work discipline variable has a regression coefficient value of 0.216

which has a unidirectional effect, meaning that every addition or increase in the value of one unit score of the work discipline variable will increase the value of employee work motivation at the Public Works and Spatial Planning Office of Boven Digoel Regency by 0.216 per one unit score.

Based on the results of testing the first hypothesis, it is known that work discipline has a significant influence on the work motivation of the Public Works and Spatial Planning Office of Boven Digoel Regency. This is supported by research conducted by (Mufarrohah and Sumartik, 2022), that realized discipline has a big influence on employee motivation at work. With a high level of discipline and the sanctions and promotions that accompany this discipline, it encourages employees not to get sanctions or expect promotions in their work. And shown by the increasing employee discipline, employees are more enthusiastic about working and coming on time.

Effect of Organizational Culture on Work Motivation

The organizational culture variable has a positive and significant effect on work motivation at the Public Works and Spatial Planning Office of Boven Digoel Regency. The organizational culture variable has a regression coefficient value of 0.595, which has a unidirectional effect, which means that every addition or increase in the value of one unit score of the organizational culture variable will increase the value of employee work motivation at the Public Works and Spatial Planning Office of Boven Digoel Regency by 0.595 per one unit score.

Based on the results of testing the second hypothesis, it is known that organizational culture has a significant influence on the work motivation of employees of the Public Works and Spatial Planning Office of Boven Digoel Regency. This is supported by research conducted by Rosa Anggraini W.R, M. Eddy Rosidi and Nuning Nurna Dewi (2019), revealing that organizational culture is a norm, assumptions, values, philosophy, beliefs, organizational habits, and so on (the content of organizational culture) developed over a long time by founders, leaders, and members of the organization which are introduced and instilled in each new member and implemented in daily activities by the organization so as to influence the mindset, attitudes, and behavior of organizational members in work activities, and achieve organizational goals. Therefore, a good organizational culture also has an impact on the level of work motivation felt by employees.

Effect of Work Discipline on Work Morale

The work discipline variable has a positive and significant effect on morale at the Public Works and Spatial Planning Office of Boven Digoel Regency. The work discipline variable has a regression coefficient value of 0.287, which has a unidirectional effect, which means that every addition or increase in the value of one unit score of the work discipline variable will increase the value of employee morale at the Public Works and Spatial Planning Office of Boven Digoel Regency by 0.287 per one unit score. Based on the results of testing the third hypothesis, it is known that work discipline has a significant influence on the morale of employees of the Public Works and Spatial Planning Office of Boven Digoel Regency. The findings of this study are supported by research

conducted by Elsi Susanti, Erpidawati and Edi Haskar (2018), stating that work enthusiasm is the desire and seriousness of a person to do his job well and discipline to achieve good work performance.

Effect of Organizational Culture on Work Morale

The organizational culture variable has a positive and significant effect on morale at the Public Works and Spatial Planning Office of Boven Digoel Regency. The organizational culture variable has a regression coefficient value of 0.120 which has a unidirectional effect, meaning that every addition (increase) in the value of one unit score of the organizational culture variable can increase the value of enthusiasm in working for employees at the Public Works and Spatial Planning Office of Boven Digoel Regency by 0.120 per one unit score. The results of testing the fourth hypothesis revealed that organizational culture has a significant influence on the morale of employees of the Public Works and Spatial Planning Office of Boven Digoel Regency. The results of this study then match the results of Sudarmin Manik and Megawati's research (2019), where it was found that organizational culture has a positive and significant effect on morale.

Effect of Work Motivation on Work Morale

Work motivation variable has a positive and significant influence on employee morale at the Public Works and Spatial Planning Office of Boven Digoel Regency. The work motivation variable has a regression coefficient value of 0.446 which is stated to have a unidirectional effect, meaning that every addition or increase in the value of one unit score of the work motivation variable can increase the value of employee morale at the Public Works and Spatial Planning Office of Boven Digoel Regency by 0.446 per one unit score. The results of testing the 5th (fifth) hypothesis that has been carried out, it can be seen that work motivation has a significant effect on morale at the Public Works and Spatial Planning Office of Boven Digoel Regency. This is then in line with the results of the Manihuruk and Tirtayasa study (2020) that work motivation can provide an increase in morale for employees.

Effect of Work Discipline on Work Morale through Work Motivation

The results of the calculation of the sobel test that has been carried out can be seen that the t value is 39.872, so the t value is $39.872 > t_{table} 2.419$, so it can be concluded that the work motivation variable can mediate the relationship between the effect of work discipline on morale. Furthermore, the results of the path analysis show that the effect of work discipline (X1) on morale (Y) of employees of the Public Works and Spatial Planning Office of Boven Digoel Regency is 38.3%, in the form of a direct effect of 28.7% and an indirect effect of work discipline (X1) on morale (Y) through work motivation (Z) of 9.6%.

The results of this calculation show that the direct effect of work discipline (X1) on morale (Y) is greater than the indirect effect. Thus, it can be said that work discipline is effective in increasing morale, in other words, it can be emphasized that work discipline (X1) has an influence if there is an increase in employee morale in carrying out their duties.

Based on the results of testing the sixth hypothesis, it is known that work discipline through work motivation has an influence on the morale of employees of the Public Works and Spatial Planning Office of Boven Digoel Regency. The results show that work motivation has a role in mediating the effect of work discipline on work enthusiasm.

The Effect of Work Discipline on Performance through Job Satisfaction

The results of the sobel test calculations that have been carried out, it can be seen that the t value is 22.460, so the t value is $22.406 > t_{table} 0.871$, so it can be concluded that the work motivation variable can mediate the relationship between the influence of organizational culture on morale. Based on the path analysis, it can be seen that the effect of organizational culture (X2) on morale (Y) of employees of the Public Works and Spatial Planning Office of Boven Digoel Regency is 38.5%, including; from the direct effect of 12% and the indirect effect of organizational culture (X2) on morale (Y) through work motivation (Z) which is 26.5%. So, the calculation results then show that the direct effect of organizational culture (X2) on morale (Y) is smaller when compared to the indirect effect. Therefore, it can be said that the effect of organizational culture (X2) will be greater in order to increase morale (Y) if applied through work motivation (Z). For the results of testing hypothesis 7 (seven), it was revealed that organizational culture through work motivation can affect employee morale at the Office of Public Works and Spatial Planning of Boven Digoel Regency. The results of the study then show that work motivation has a role in mediating the effect of organizational culture on enthusiasm at work.

CONCLUSIONS AND RECOMMENDATIONS

Work discipline has a positive and significant effect on work motivation at the Public Works and Spatial Planning Office of Boven Digoel Regency. This condition has proven that the level of discipline in work can increase the work motivation of employees. Organizational culture has a positive and significant influence on work motivation at the Public Works and Spatial Planning Office of Boven Digoel Regency. This condition has proven that the better the organizational culture can provide an increase in work motivation. Work discipline has a positive and significant effect on employee morale at the Public Works and Spatial Planning Office of Boven Digoel Regency. This condition proves that the level of work discipline will increase the enthusiasm at work for employees. Organizational culture has a positive and significant influence on employee morale at the Public Works and Spatial Planning Office of Boven Digoel Regency. This condition has proven that the better the culture in an organization, the more it can increase the enthusiasm at work for employees, Work motivation has a positive influence and is stated to be significant to the enthusiasm at work at the Public Works and Spatial Planning Office of Boven Digoel Regency. This condition has provided evidence that the higher the work motivation will provide an increase in enthusiasm at work for employees.

If work motivation is applied, the effect of work discipline on employee morale at the Public Works and Spatial Planning Office of Boven Digoel Regency will be smaller. Work discipline has a greater direct effect on employee morale

when compared to the indirect effect of work discipline on morale. So, it can be concluded that work motivation is not able to mediate the effect of work discipline on employee morale. The effect of organizational culture on employee morale at the Public Works and Spatial Planning Office of Boven Digoel Regency will be greater if done through work motivation. The direct effect of organizational culture on morale is smaller than the indirect effect of organizational culture on morale. It can be concluded that work motivation is able to mediate the effect of organizational culture on employee morale.

As recommendations for the leadership or personnel management of the Public Works and Spatial Planning Office of Boven Digoel Regency, among others: The leadership of the Public Works and Spatial Planning Office of Boven Digoel Regency should improve work discipline by setting an example and imposing disciplinary sanctions according to violations committed by subordinates. Employees of the Public Works and Spatial Planning Office of Boven Digoel Regency need to improve their organizational culture by increasing their awareness in carrying out the tasks they are responsible for and need to take the initiative to solve problems in completing their work. To increase employee morale, it can be improved by providing more motivation to each employee in carrying out work in order to create the desired goals in the agency, and for further researchers, so that this research is developed more broadly to get stronger empirical results, namely by adding other variables that affect employee morale.

FURTHER STUDY

For further researchers, this research should be developed more broadly to obtain stronger empirical results, namely by adding other variables that affect employee morale.

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