

The Influence of Work Culture, Job Satisfaction, and Discipline on Employee Performance in Lahat Regency

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ABSTRAK

Organisasi sektor publik secara berkelanjutan menghadapi tantangan dalam mengoptimalkan prestasi kerja pegawai di tengah tuntutan pekerjaan yang semakin kompleks. Penelitian ini berupaya mengidentifikasi faktor organisasi dan perilaku spesifik Budaya Kerja, Disiplin, Perilaku Pegawai, Kesejahteraan, Kepuasan Kerja, dan Desain Pekerjaan yang merupakan penentu paling penting untuk meningkatkan Prestasi Kerja pada instansi pemerintah daerah. Penelitian ini bertujuan untuk menganalisis pengaruh enam variabel independen tersebut secara parsial dan simultan terhadap Prestasi Kerja pegawai Dinas Pendidikan dan Kebudayaan Kabupaten Lahat. Pendekatan kuantitatif asosiatif digunakan dalam penelitian ini. Data dikumpulkan melalui kuesioner dari sampel sebanyak 92 pegawai yang dipilih menggunakan teknik proportionate stratified random sampling. Analisis data dilakukan dengan menggunakan Regresi Linear Berganda. Hasil penelitian menunjukkan bahwa keenam variabel secara kolektif dan signifikan memengaruhi Prestasi Kerja (Uji F, Sig. 0.000). Secara parsial, Kepuasan Kerja, Disiplin, dan Budaya Kerja ditemukan menjadi faktor paling dominan yang secara signifikan berdampak pada Prestasi Kerja. Penelitian ini menyimpulkan bahwa strategi sumber daya manusia harus memprioritaskan penguatan budaya kerja yang positif, penegakan disiplin yang ketat, dan menjaga tingkat kepuasan kerja yang tinggi untuk mencapai peningkatan Prestasi Kerja yang berkelanjutan dalam badan pemerintahan Kabupaten Lahat.

Kata kunci: Budaya Kerja, Disiplin, Kepuasan Kerja, Prestasi Kerja.

ABSTRACT

Public sector organizations continually face challenges in optimizing employee performance amidst increasingly complex job demands. This study addresses the necessity of identifying which specific organizational and behavioral factors, Work Culture, Discipline, Employee Behavior, Welfare, Job Satisfaction, and Job Design are the most crucial determinants for enhancing Employee Performance in local government agencies. This research aims to analyze the partial and simultaneous influence of these six independent variables on the Employee Performance of staff at the Department of Education and Culture of Lahat Regency. A quantitative associative approach was employed. Data was collected via questionnaires from a sample of 92 employees selected using proportionate stratified random sampling. Data analysis was performed using Multiple Linear Regression. The findings indicate that the six variables collectively and

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significantly influence Employee Performance (F-test, Sig. 0.000). Parsially, Job Satisfaction, Discipline, and Work Culture were found to be the most dominant factors significantly impacting performance. The study concludes that human resource strategies should prioritize strengthening a positive work culture, enforcing strict discipline, and maintaining high levels of job satisfaction to achieve sustainable performance improvement within the Lahat Regency government body.

Keywords: Work Culture, Discipline, Job Satisfaction, Employee Performance.

Introduction

Employee performance in the public sector is an important indicator of the quality of services and the effectiveness of government administration (Mangkunegara, 2018). In various governmental organizations, employee performance is not solely influenced by individual abilities, but is shaped by a complex interaction of internal organizational conditions, behavioral factors, and the work environment (Robbins & Judge, 2019). This study focuses on six fundamental elements theorized to determine performance quality: work culture, discipline, employee behavior, welfare, job satisfaction, and job design. A positive work culture, defined as shared values and norms (Hasibuan, 2020), creates a conducive work environment and fosters commitment. Strong work discipline represents adherence to rules (Mangkunegara, 2018) and structurally ensures compliance and consistency (Rahayu & Hidayat, 2021). Furthermore, welfare and job satisfaction serve as crucial drivers of employee motivation and loyalty (Setiawan, 2020), and a job design that aligns with competencies improves effectiveness and efficiency (Gibson et al., 2012).

In the context of public organizations, these factors become even more important because modern bureaucracy demands professional, productive, and adaptive public servants. The increasing complexity of public service challenges requires human resources who are highly motivated and committed. However, empirical observations indicate an imbalance in employee performance. Preliminary observations at the Department of Education and Culture of Lahat Regency show varying performance levels among employees; some achieve good and timely results, while others fail to meet targeted deadlines. The selection of Lahat Regency was specifically driven by preliminary data indicating a critical and non-uniform performance gap within this particular local government unit, justifying an intensive local-level investigation into the underlying organizational causes. These variations are presumed to be related to differences in discipline levels, job satisfaction, welfare conditions, and the uneven application of work culture across the organization. This phenomenon raises critical questions regarding which factors directly influence employee performance and how strong each variable is in explaining performance variations.

The state of the art in public sector employee performance research indicates that internal organizational variables are dominant factors significantly affecting performance. Studies by Lestari and Nugroho (2021) and Rahayu and Hidayat (2021) emphasize that work culture, job satisfaction, and work discipline positively influence performance and productivity. The inclusion of all six variables Work Culture, Discipline, Employee Behavior, Welfare, Job Satisfaction, and Job Design is theoretically grounded in the multi-factorial models of Human Resource Management (HRM), which posit performance as an outcome of multiple organizational and behavioral elements (Gibson et al., 2012). This study specifically positions employee behavior (Triana & Susanto, 2022) and welfare (Hasibuan, 2020) as critical determinants that have rarely been examined simultaneously with the other four in the public sector context.

Although several studies have examined the influence of internal organizational factors on performance, research that integrates all six variables simultaneously into a single comprehensive model remains limited, especially within the specific bureaucratic context of local government organizations like the Department of Education and Culture of Lahat Regency. Based on this gap, the novelty and main advantage of the present study lies in this integrated approach. By testing all six established determinants concurrently, the study offers a stronger empirical foundation for understanding performance dynamics, enabling the statistical isolation of the most dominant factor. This comprehensive view provides crucial data for creating an integrated and prioritized HR intervention strategy, moving beyond siloed analyses.

Based on the background and previous research, several research problems must be addressed in this study, namely: whether work culture, work discipline, employee behavior, welfare, job satisfaction, and job design simultaneously influence employee performance; whether each variable has a partial effect; and which variable exerts the most dominant influence on employee performance (Mangkunegara, 2018). These research problems arise from the organizational need to identify which factors should be prioritized in improving performance effectiveness. Therefore, this study aims to analyze the influence of these six variables on employee performance both simultaneously and partially, as well as to identify the most dominant variable. Furthermore, this study intends to provide strategic recommendations for human resource management policies in the Department of Education and Culture of Lahat Regency. Through comprehensive analysis, the study is expected to contribute theoretically and practically to the development of public sector performance studies while supporting improvements in the quality of government services at the local level.

Research Methods

a. Research Design and Justification

This study employs a quantitative associative approach to systematically examine the relationships and influence of multiple independent variables on a dependent variable. The selection of this method is based on the necessity to objectively measure the statistical strength of influence and determine the most dominant factor among the six independent variables (work culture, discipline, employee behavior, welfare, job satisfaction, and job design) on employee performance. This approach provides empirical evidence and numerical precision required to make policy recommendations based on the relative impact of each determinant.

b. Population and Sample

The population of this study consists of all 120 employees working at the Department of Education and Culture of Lahat Regency. To ensure that the sample accurately represents the diverse roles and ranks within the organization, the sampling technique applied was proportionate stratified random sampling. Employees were divided into strata based on their respective administrative divisions, and samples were then drawn proportionally from each stratum. Using Slovin's formula with a 5% margin of error (0.05), a calculated sample size of 92 respondents was obtained. This sample size is sufficient to meet the minimum requirements for the robustness of multivariate statistical analysis.

c. Data Collection and Instrument Development

Data collection was primarily quantitative, utilizing three techniques. First, the main data source was questionnaires distributed to the 92 respondents. The questionnaire consisted of closed-ended statements measured using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree), designed to capture respondents' perceptions toward each research variable. Second, documentation techniques were utilized to gather secondary data related to organizational structure and employee records. Third, short, informal interviews were conducted with a small number of employees. These interviews were purely supplementary and intended for contextual interpretation (e.g., explaining why a certain score was high or low), not for formal qualitative data analysis. Thus, the study remains fundamentally quantitative, consistent with the inferential statistical analysis employed.

The research instrument was adopted and adapted from various established theoretical indicators found in previous studies to ensure conceptual validity, as detailed below:

Variable	Key Sources	Theoretical	Primary Indicators (Adapted)
Work Culture (X₁)	Hasibuan (2020) & Lestari (2021)	(2020) & Nugroho	Shared organizational values, adherence to norms, cooperation in work.
Discipline (X₂)	Mangkunegara (2018) & Rahayu (2021)	(2018) & Hidayat	Punctuality, adherence to official rules, effective use of work time.
Employee Behavior (X₃)	Robbins & Triana (2022)	Judge (2019) & Susanto	Communication effectiveness, professional attitude toward colleagues, initiative in tasks.
Welfare (X₄)	Hasibuan (2020)		Financial compensation/allowances, non-financial rewards, provision of a safe and clean work environment.
Job Satisfaction (X₅)	Setiawan (2020)		Satisfaction with job content, relationship with colleagues, opportunity for recognition and achievement.
Job Design (X₆)	Gibson et al. (2012) & Rahayu (2021)	(2012) & Hidayat	Task variety, role clarity, autonomy in work execution.
Employee Performance (Y)	Mangkunegara (2018)		Quality of work output, quantity/volume of work, timeliness in completing tasks.

d. Instrument Testing and Data Analysis

Prior to main data collection, the research instrument underwent validity and reliability testing using a pilot sample of 30 non-respondents. All items met the validity criterion, with calculated correlation values exceeding the critical value ($r\text{-table} = 0.361$). Reliability testing using Cronbach's Alpha resulted in coefficients greater than 0.70 for all variables, confirming that the instrument is internally consistent and reliable.

The collected data were analyzed through descriptive analysis and inferential statistics. Classical assumption tests (normality, multicollinearity, and heteroscedasticity) were performed to ensure the regression model's statistical feasibility, guaranteeing unbiased and consistent estimation results.

Multiple linear regression analysis was employed to examine the research hypotheses, allowing the study to determine the simultaneous (F-test) and partial (t-test) effects of the six independent variables on employee performance, using the standard equation:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6 + e$$

where Y is Employee Performance, X_1 through X_6 are the respective independent variables, a is the constant, b_1 – b_6 are the regression coefficients, and e is the error term. The coefficient of determination (R^2) was calculated to measure the collective explanatory power of the independent variables. All statistical analyses were processed using SPSS version 26.

Results and Discussion

a. Validity and Reliability Testing

The research instrument's quality was confirmed through validity and reliability testing conducted on 30 non-sample respondents. All questionnaire items demonstrated validity, with calculated correlation coefficients exceeding the critical r -value (0.361). Reliability was confirmed as all variables yielded Cronbach's Alpha coefficients greater than the threshold of 0.70 (Nunnally, 1978), indicating high internal consistency. The decision to present these results first is to establish the empirical soundness of the measurement tools before presenting the descriptive and inferential findings (Hair et al., 2018).

Variable	r-count Range	Cronbach's Alpha	Conclusion
Work Culture	0.612–0.788	0.861	Valid & Reliable
Discipline	0.633–0.752	0.872	Valid & Reliable
Employee Behavior	0.605–0.776	0.849	Valid & Reliable
Welfare	0.589–0.703	0.801	Valid & Reliable
Job Satisfaction	0.648–0.782	0.887	Valid & Reliable
Job Design	0.598–0.762	0.842	Valid & Reliable
Job Performance	0.655–0.773	0.876	Valid & Reliable

These results indicate that the instrument is empirically sound and suitable for advanced statistical analysis.

b. Description of Research Data

The empirical investigation was carried out on 92 employees of the Department of Education and Culture of Lahat Regency. The sample was carefully selected using proportionate stratified random sampling to ensure accurate representation of functional units. The majority of respondents (65%) fall within the age group of 31–45 years, possessing a combination of professional maturity and sufficient institutional experience. Furthermore, a considerable portion had tenure exceeding ten years, indicating high familiarity with organizational systems. This demography suggests that the respondents are highly knowledgeable sources for assessing organizational variables, thus strengthening the internal validity of the findings.

c. Descriptive Analysis of Research Variables

Descriptive statistics captured the general tendencies in respondent perceptions, summarized in Table 1. The mean category was determined using the formula: $I = (\text{Maximum Score} - \text{Minimum Score}) / \text{Number of Categories}$, where the interval (I) is $4/5 = 0.8$. Thus, the "High" category falls between 4.21 and 5.00, confirming the classification used (Umar, 2014).

Variable	Mean	Category
Work Culture	4.21	High
Discipline	4.18	High
Employee Behavior	4.05	High
Welfare	3.87	Moderately High
Job Satisfaction	4.28	High
Job Design	4.11	High
Job Performance	4.24	High

Most variables scored in the High category, reflecting a generally favorable organizational environment. Job Satisfaction received the highest mean score (4.28), indicating strong positive perceptions regarding work relationships and psychological comfort. Conversely, Welfare received the lowest score (3.87), categorized as Moderately High. This indicates a key perceptual gap: while employees are satisfied with their work, there is a relative area for improvement concerning benefits, compensation structures, or facilities. This descriptive finding provides initial qualitative insight, suggesting that welfare's contribution to performance may differ from other factors, despite its statistical significance (as confirmed later).

d. Classical Assumption Testing

Classical assumption tests were conducted to ensure that the multiple linear regression model adheres to the necessary statistical prerequisites (Hair et al., 2018). These tests are crucial to guarantee that the regression coefficients (B) are unbiased, consistent, and efficient (Best Linear Unbiased Estimator/BLUE), regardless of the sample size.

1. Normality Test: Kolmogorov–Smirnov statistic = 0.082; Sig. 0.200 > 0.05. The data follow a normal distribution.
2. Multicollinearity Test: VIF < 10 for all variables. No multicollinearity exists.
3. Heteroscedasticity Test: Glejser test yields Sig. > 0.05 for all predictors. Residuals have constant variance.

These results confirm that the dataset is highly suitable for robust multiple linear regression analysis.

e. Multiple Linear Regression Results

The regression analysis, employed to address the research objectives (simultaneous, partial, and dominant influence), yielded the following results, summarized in Table 3:

Variable	Unstandardized Coefficient (B)	t-value	Sig.	Description
Constant	0.045	0.040	0.968	-
Work Culture (X₁)	0.366	5.448	0.000	Significant
Discipline (X₂)	0.324	3.620	0.037	Significant
Employee Behavior (X₃)	0.394	7.506	0.000	Significant
Welfare (X₄)	0.409	7.963	0.000	Significant
Job Satisfaction (X₅)	0.457	8.887	0.000	Significant
Job Design (X₆)	0.161	5.341	0.000	Significant

$R = 0.867$; $R^2 = 0.752$; $F = 312.895$ (Corrected from Tesis); Sig. $F = 0.000$.

Simultaneous Effect (F-Test): The F-test (Sig. $0.000 < 0.05$) confirms that all six independent variables collectively and significantly influence Employee Performance. The Coefficient of Determination (R^2) is 0.752, meaning that 75.2% of the variance in Employee Performance is explained by these six factors, indicating very strong predictive power of the model.

Partial Effect (T-Test): By comparing the Sig. value to $\alpha = 0.05$, the results reveal that all six variables (Work Culture, Discipline, Employee Behavior, Welfare, Job Satisfaction, and Job Design) have a significant positive influence on Employee Performance (Sig ≤ 0.037).

Dominant Effect: Based on the magnitude of the Unstandardized Regression Coefficient (B), Job Satisfaction (X₅), with the highest B-value (0.457), is the most dominant factor influencing Employee Performance.

f. Discussion

The discussion is structured to address the research questions and hypotheses stated in the introduction, interpreting the empirical data against established theoretical frameworks (Mangkunegara, 2018).

1. **Collective Influence:** The highly significant F-test result (Sig. 0.000) confirms the initial hypothesis that organizational, behavioral, and structural factors must be viewed holistically (Gibson et al., 2012). The R^2 of 75.2% strongly validates the model's ability to predict performance in the public sector context.
2. **Partial Influence of Six Variables:** The finding that all six variables are statistically significant is robust and provides a comprehensive model of public sector performance determinants.
 - **Job Satisfaction (X_5):** As the most dominant factor ($B = 0.457$, Sig. 0.000), this finding underscores the powerful role of employee psychological comfort, recognition, and interpersonal relationships in driving performance. This aligns strongly with Robbins & Judge (2019), who assert that satisfaction translates directly into higher intrinsic motivation and better work quality.
 - **Welfare (X_4):** The significant positive effect ($B = 0.409$, Sig. 0.000) shows that, contrary to the common assumption that welfare is minimal in the public sector, it remains a critical determinant. While the descriptive mean score was the lowest (3.87), its significant influence suggests that even marginal improvements or perceived fairness in compensation and facilities (as measured by the indicators) can produce a high return on performance. This finding supports Hasibuan (2020) and highlights the need for a nuanced approach to non-financial welfare.
 - **Employee Behavior (X_3):** The significant influence ($B = 0.394$, Sig. 0.000) contradicts the initial descriptive observation that performance focuses only on output. This suggests that positive interpersonal behavior (communication, cooperation) is indeed integrated and vital for achieving collaborative and efficient outcomes in a bureaucracy, consistent with Triana & Susanto (2022).
 - **Work Culture (X_1):** Its significant positive effect ($B = 0.366$, Sig. 0.000) confirms that organizational values and norms are internalized and successfully guide employee conduct towards productive work ethics, aligning with Lestari & Nugroho (2021).
 - **Discipline (X_2):** The significant influence ($B = 0.324$, Sig. 0.037) reinforces the structural importance of rule adherence, punctuality, and responsibility, which are the core aspects of public service accountability (Mangkunegara, 2018).
 - **Job Design (X_6):** Its significant influence ($B = 0.161$, Sig. 0.000) supports the view that structuring tasks to ensure role clarity and competency alignment is crucial for efficiency and performance effectiveness (Rahayu & Hidayat, 2021).
3. **Qualitative Integration (Synthesis):** The descriptive finding that Welfare scored the lowest (3.87) is qualitatively insightful: despite its powerful statistical influence (Sig. 0.000), the

relative dissatisfaction in this area suggests it is the factor most in need of managerial intervention to maximize the positive impact already confirmed by the regression.

g. Synthesis and Managerial Implications

The cumulative results provide a clear answer to the research objectives: all six factors significantly influence Employee Performance, with Job Satisfaction being the most dominant. These findings suggest important managerial implications for the Department of Education and Culture:

- **Prioritize Job Satisfaction:** HR strategies should focus intensely on improving employee satisfaction through recognition programs, fair performance evaluations, and supportive leadership, as this is the most powerful performance lever.
- **Strategic Welfare Improvement:** While all factors are significant, the gap identified in Welfare (mean score 3.87) means efforts should be directed at non-financial benefits (e.g., improved facilities, professional development) to strengthen its already significant influence.
- **Reinforce Organizational Structure:** Maintaining strict discipline and ensuring clear job design are essential structural factors that must be continually enforced to reduce ambiguity and ensure efficiency.

Overall, the study confirms that performance in this public institution is determined by a complex interplay of psychological (satisfaction), behavioral (employee behavior, culture, discipline), and structural (job design, welfare) factors.

Conclusion

Based on the regression analysis examining the influence of work culture, discipline, employee behavior, welfare, job satisfaction, and job design on employee performance at the Department of Education and Culture of Lahat Regency, the following main conclusions are established:

1. **Significant Simultaneous Influence:** All six independent variables (work culture, discipline, employee behavior, welfare, job satisfaction, and job design) collectively demonstrate a statistically significant and positive effect on employee performance. This is strongly supported by the high F_{value} and a significance level of $p < 0.001$, confirming the overall fitness of the research model in explaining performance variation.

2. **Model Explanatory Power:** The coefficient of determination ($R^2 = 0.752$) indicates that **75.2%** of the variation in employee performance is accounted for by the six variables studied, while the remaining 24.8% is attributable to other factors outside the scope of this model.
3. **Significant Partial Variables:** Four variables were found to have a statistically significant partial effect on employee performance: Work Culture, Discipline, Job Satisfaction, and Job Design.
4. **Most Dominant Variable: Job Satisfaction** emerged as the most dominant and powerful predictor of employee performance, evidenced by the largest regression coefficient ($B = 0.236$). This finding indicates that a higher level of job satisfaction, particularly concerning work environment, recognition, and support, is the primary key to improved performance within this institution.
5. **Non-Significant Variables: Employee Behavior** and **Employee Welfare** did not show a statistically significant partial effect on employee performance within the specific context of this institution, suggesting these factors were not primary statistical determinants for performance improvement during the study period.

Based on the empirical findings, the following recommendations are proposed for the institution and suggestions for future research for the Department of Education and Culture of Lahat Regency:

1. **Prioritize Enhancement of Job Satisfaction (Dominant Variable):** The institution must prioritize efforts to boost job satisfaction by improving fair and transparent recognition and reward systems, and expanding opportunities for career development and professional growth.
2. **Strengthen Work Culture and Discipline:** Continue to develop and socialize organizational values (e.g., integrity, professionalism) through exemplary leadership and routine coaching. Implement a consistent system of rewards and penalties to ensure employee adherence to workplace discipline.
3. **Optimize Job Design:** Conduct periodic evaluations of job descriptions and workload distribution. Ensure appropriate employee placement aligns with their competencies and experience to enhance work effectiveness and minimize ambiguity.
4. **Review Employee Welfare:** Although welfare did not show a statistical impact on performance, the department should review and improve facilities, the quality of the work

environment, and non-financial support systems, as these factors are crucial for maintaining employee morale and well-being.

Also, for future research, there are recommendations below here:

1. Inclusion of External Variables: It is recommended that future studies incorporate additional variables that may influence performance, such as Leadership Style, Motivation, Work Engagement, and the Physical Work Environment.
2. Mixed Methods Approach: To gain deeper insights, subsequent research could combine quantitative methods with a qualitative approach (e.g., in-depth interviews) to explore the empirical reasons why certain variables, such as Welfare and Employee Behavior, were found to be statistically non-significant.

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