



The Influence of Work Culture and Individual Characteristics on Employee Performance with Work Effectiveness as an Intervening Variable at the National Land Office of Cianjur Regency

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Abstract: This study aims to describe the work habits, individual characteristics, work effectiveness, and performance of employees at the National Land Office of Cianjur Regency. As well as wanting to find out the direct and indirect influence of work culture and individual characteristics on employee performance, both directly and indirectly through work effectiveness. The population in this study is employees of the Cianjur Regency Land Office which totals 53 employees. Saturated sampling was used in this study in determining the sample size, this is usually used for samples that are relatively a little less than 100. This study uses a quantitative approach with a survey method and uses Partial Least Square (PLS) data analysis. The results of the study show that work culture and individual characteristics directly and indirectly through work effectiveness have a positive and significant effect on employee performance, as well as work effectiveness directly has a positive and significant effect on performance performance. This explains that if employees have a good work culture, and are supported by good individual characteristics, it will be able to increase the effectiveness of employee work that supports the achievement of optimal employee performance. In other words, work effectiveness is an important factor that mediates the relationship between work culture and individual characteristics and employee performance.

Keyword: Work culture, Individual Characteristics, Work Effectiveness, and Performance.

INTRODUCTION

Human Resource Management (HRDM) is one of the key elements in supporting the success of an organization. Human resources are key to improving the efficiency and effectiveness of an organization by ensuring the right people are placed in the right jobs (Armstrong, 2020). In addition, MSDM also has an important role in shaping and maintaining a positive and productive work culture within the organization (Robbins & Judge, 2015).

Furthermore, Robbins & Judge (2015) stated that in the context of HRM, building an effective work culture is one of the priorities because a strong culture can help direct all HR to

achieve organizational goals consistently. The importance of HR in an organization cannot be separated from its role in shaping a work culture that supports work effectiveness (Schein, 2017), and performance (Davis & Newstrom, 2000; and Timpe, 2013).

Work culture plays a crucial role in improving proactive work behavior in an organization. A healthy work culture can increase employee motivation, experience, productivity, and loyalty (Rahmah, 2016). A positive work culture will be able to promote proactive behavior through the development of a results-oriented culture, because results-oriented leaders will be able to ensure that employees have clear goals and can achieve the desired results (Lubis, 2018).

In addition to work culture, there are other factors that are very related to individual performance, namely the characteristics of the individual themselves in carrying out work. As expressed by Mahmudi in Siagian (2009), one of the factors that affect organizational performance is individual factors. This is also stated by Hajati et al (2018) who revealed that the improvement of employee performance can be influenced by several factors, one of which is the individual characteristics of employees, where individual characteristics have a very important role in improving employee performance.

Individual characteristics are special characteristics, psychological traits, morals or ethics that a person has that distinguish him from others (Rivai, 2018). Individual Characteristics are people who view things differently will behave differently, people who have different attitudes will respond differently to commands, people with different personalities interact in different ways with superiors, colleagues and subordinates (Ivancevich, 2016). Every individual has characteristics and traits or characteristics that are inherited (heredity) and characteristics obtained from environmental influences. Innate characteristics are hereditary characteristics that are inherited from birth, both regarding biological factors and socio-psychological factors.

According to Mathis & Jackson (2019) individual characteristics such as attitudes, values, and skills play a key role in determining how a person will work and the extent to which they will excel. In other words, individual characteristics that support work performance not only affect employee productivity, but also affect employee work effectiveness (Robbins & Judge, 2015).

Work effectiveness is a measure of the achievement of a task or goal. Work effectiveness is one of the goals of every work implementation. Work effectiveness will be achieved if the implementation of the work is in accordance with the conditions required by the work. These requirements are related to the ability possessed by employees with the right division of labor. This is because the proper division of labor according to the abilities possessed by employees will create work effectiveness (Schermerhorn, 2015).

Work effectiveness reflects the extent to which employees are able to achieve the expected results by using available resources optimally. Effective employees are those who are not only able to complete tasks according to the set standards, but also do so in an efficient and timely manner.

Conceptually, work effectiveness is the key to achieving superior performance because effective employees are able to complete work with a better standard and in a shorter time. This emphasizes the importance of work effectiveness as the main element in improving employee performance (Simamora, 2014). Furthermore, Handoko (2016) also stated that the effectiveness of work is not only related to the final result, but also the way or process in achieving these results. Employees who work effectively not only improve their own performance, but also affect the overall performance of the organization. This shows that work effectiveness affects both individual and team aspects, thus contributing to the overall success of the organization.

This study aims to find out and describe the work culture, individual characteristics, and work effectiveness, as well as the performance of employees at the Cianjur Regency Land Office. As well as wanting to know and analyze the influence of work culture and individual

characteristics on employee performance both directly and indirectly through the effectiveness of employee work.

METHOD

The object of this research is the Cianjur Regency Land Office. This research is more directed at the process of analyzing the influence between work culture and individual characteristics on the effectiveness of work and employee performance at the Cianjur Regency Land Office. In this study, the independent variables are work culture (X1) and individual characteristics (X2), while the intervening variables are work effectiveness (Y) and the bound variable is employee performance (Z) at the Cianjur Regency Land Office.

The research method used is a quantitative method with a survey to make a questionnaire to respondents (employees) who will answer statements related to research variables, namely, work culture, individual characteristics, work effectiveness, and employee performance, with a level of explanation.

In this study, the author uses SEM-PLS as a data analysis method, based on the characteristics of the research object, the assumptions underlying the model, and based on its virtues. The reason for using the SEM-PLS approach is because: 1. SEM-PLS in the last decade has become an important concern among academics and researchers; 2. SEM-PLS can explain the variants of the main target constructs, for example the strategic success of the company; 3. Although the sample size of SEM-PLS is relatively small, it will still achieve good statistical strength; and finally, 4. SEM-PLS is capable of handling complex models with many model relationships and a large number of indicators (Hair et al., 2017).

RESULTS AND DISCUSSION

Respondent Characteristics

The following will describe the characteristics of respondents based on Gender, Age, Education Level and Working Period, which have been distributed to 53 people, namely employees at the Cianjur Regency Land Office. who are used as respondents.

Table 1. Responden Profile

No	Respondent Characteristics	Frequency	Percentage (%)
Gender			
1	Male	32	60,4
2	Women	21	39,6
Total		53	100
Age Group			
1	Under 25	4	7,5
2	25 – 35 years	27	50,9
3	36 – 45 years	16	30,2
4	46 – 55 years	4	7,5
5	> 55 years	2	3,8
Total		53	100
Education			
1	Equivalent to upper secondary school	5	9,4
2	Diploma	7	13,2
3	Bachelor’s Degree	39	73,6
4	Strata Two	2	3,8
Total		53	100
Length of Service Group			
1	< 5 years	9	17
2	5 – 10 years	26	49,1
3	11 – 15 years	12	22,6
4	> 15 years	6	11,3

No	Respondent Characteristics	Frequency	Percentage (%)
	Total	53	100

Source: Data Processed For Research Purposes (2026)

Description of Research Variables

Before answering the hypothesis proposed, the author will first describe the variables observed in this study. In this study, a descriptive analysis was carried out to describe the observed variable conditions, namely work culture, individual characteristics, work effectiveness and employee performance at the Cianjur Regency Land Office using the Likert scale. This scale is designed to see the extent to which the subject agrees or disagrees with the statement submitted. The following will be described one by one the description of the research variables based on the respondents' perception of responses to the statements that have been submitted.

Table 2. Description of Research Variables

No	Variable	∑ Item	Score	Range	Description
1	X1_Work Culture	10	2.003	1.802 – 2.225,9	Good
2	X2_Individual Characteristics	13	2.579	2.342,6 – 2.893,7	Good
3	Y_Work Effectiveness	9	1.785	1.621,8 – 2.003,5	High
4	Z_Performance	14	2,793	2.522,8 – 3.116,3	High

Source: Data Processed for Research Purposes (2026)

Evaluation of Measurement Models (Outer Model)

Convergent validity is tested with the criterion that the item used to measure the latent variable is considered valid if the loading factor value reaches ≥ 0.50 . On the other hand, items that have a loading factor value below 0.50 are considered invalid and must be removed from the model. To obtain the optimal Average Variance Extracted (AVE) value, the loading factor value should be at least ≥ 0.70 . The results of this convergent validity test can be seen in Figure 1 below.

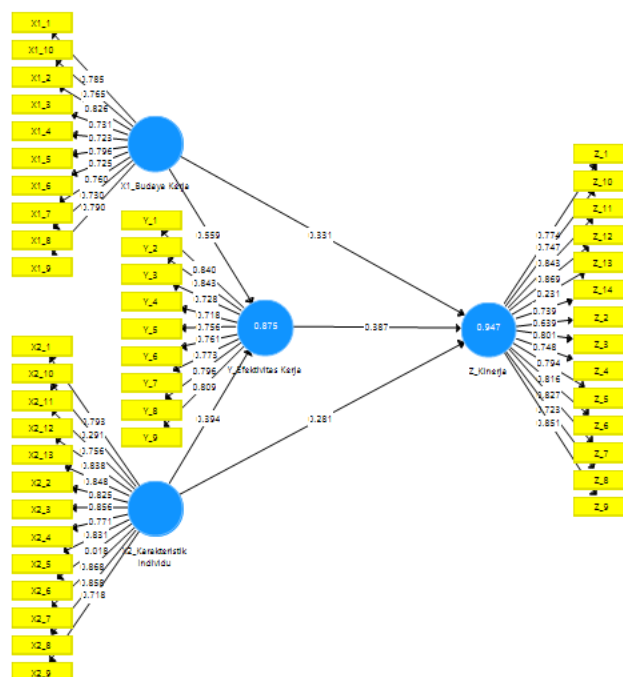


Figure 1. Full Outer Model

From Figure 1 above, it can be seen that there are several indicators with an outer loading value below 0.7, which indicates low validity. These indicators are X2_6 with a value of 0.018, X2_10 with a value of 0.291, Z_2 with a value of 0.639, and Z_13 with a value of 0.213. Because the four indicators have an outer loading value below the specified measurement limit of 0.7, the three indicators must be eliminated and re-estimated until all indicators are declared valid.

The results of the convergent validity test after the re-estimation are shown in the following figure and table

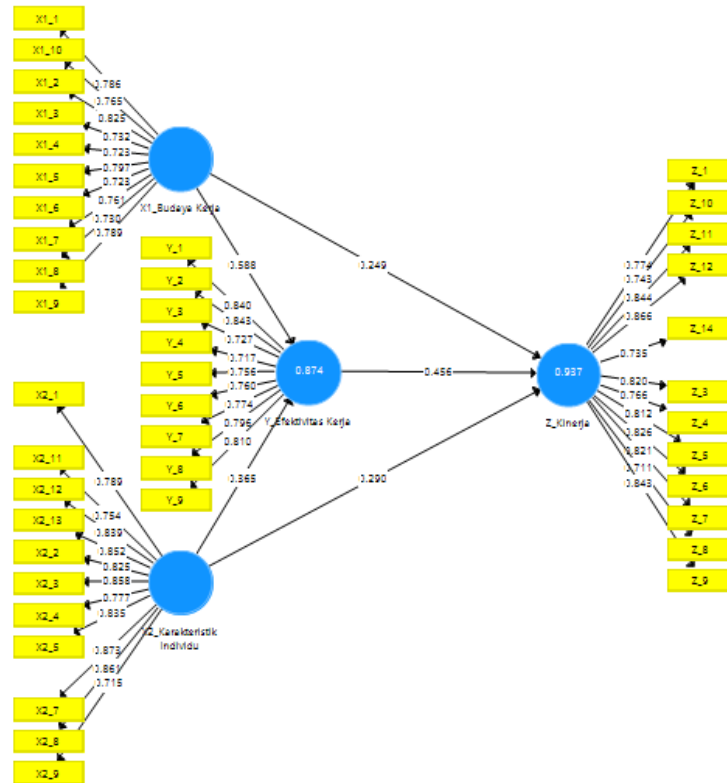


Figure 2. Outer Research Model after re-estimation

After reestimating by eliminating several indicators whose values are below standard, the results obtained are shown in Figure 4.2 above. Based on these results, all indicators were seen to have met the criteria for the rule of thumb, with each indicator having a value above the set standard (0.70).

Structural Model Test Results (Inner Model)

The purpose of structural model analysis is to assess whether the research model that has been developed meets the good test criteria after all existing assumptions are met. Structural model testing was carried out using R-Square, f-Square, Good of Fit Index, and Path Coefficient. The structural model test is the most important test, because the purpose is to answer the research questions as well as test the hypotheses proposed in the model that has been created.

R-Square Test Analysis Results

In Table 3, the results of the R-Square test analysis will be informed. Where this analysis itself aims to assess the extent of the effectiveness of the developed research model. This test has the criterion that each exogenous variable must be able to provide an explanation or be adequate in predicting endogenous variables. Based on existing criteria, if the R-Square value

reaches 0.75, the relationship is considered strong, 0.50 is considered moderate, and 0.25 indicates a weak relationship.

Table 3. R-Square Test Result

Variable	R Square	R Square Adjusted
Y_Work Effectiveness	0,874	0,869
Z_Performance	0,937	0,933

Source: SmartPLS Output 3 (2026)

The results of the R-Square test as stated in Table 3 above, inform that the observed variable, namely for work effectiveness, shows an R-Square value of 0.874, which explains that the work effectiveness can be influenced by the observed variables (work culture and individual characteristics) by 87.4%. Furthermore, the performance variable has an R-Square value of 0.937, which explains that performance can be influenced by the observed variables (work culture, individual characteristics, and work effectiveness of 93.7%).

According to the theory described earlier, the R-Square values for the work effectiveness and performance variables of 0.874 and 0.937, respectively, indicate a strong relationship. This shows that exogenous variables (work culture and individual characteristics) have a significant influence on predicting or explaining endogenous variables (work effectiveness and performance).

F-Square Analysis Results (f2 Effect Size)

F-square is basically used to assess how much of a change in the value of R-square occurs when a construct is removed from the model, with the aim of finding out whether the deletion of the construct has a significant effect on the endogenous construct. The general guidelines for assessing f-square values are 0.02, 0.15, and 0.35, which indicate small, medium, and large effects, respectively. Whereas if the value of f-square is less than 0.02, it indicates that the variable does not exert a significant influence (Hair et al., 2017). The results of the F-square value test can be found in the following table.

Table 4. F-Square Test Result

Variable	Y_Work Effectiveness	Z_Performance
X1_Work Culture	0,413	0,104
X2_Individual Characteristics	0,159	0,171
Y_Work Effectiveness		0,411

Source: Output SmartPLS 3 (2026).

The analysis of the data presented in the table above shows that the two exogenous variables in this study contribute significantly to the R-square value in the tested model. The f-square value for the variable of work on work effectiveness was recorded at 0.413 or 41.3% (large category). Meanwhile, the f-square value for the work culture variable on performance is 0.104 or 10.4% (small category). For the individual characteristics variable on work effectiveness, the f-square value was recorded at 0.159 or 15.9% (medium category), while the f-square value for individual characteristics on performance reached 0.171 or 17.1% (medium category). Finally, the f-square value for the relationship between work effectiveness and performance is 0.411 or 41.1% (large category).

Good of Fit Index (GoF) Test Results

GoF testing aims to validate the integration performance between the measurement model (outer model) and the structural model (inner model), which is calculated by manual means as described below.

$$AVE = (0,583 + 0,668 + 0,611 + 0,637) / 4 = 0,625$$

$$R^2 = 0,937$$

$$GoF = \sqrt{(AVE \times R^2)}$$

$$GoF = \sqrt{(0,625 \times 0,937)}$$

$$GoF = \sqrt{0,585625}$$

$$GoF = 0,765$$

The calculation of GoF yields a value of 0.765. According to the GoF criteria, the small value is determined as 0.1; a moderate value as 0.25; and large values as 0.36. Thus, it can be concluded that the integration between the measurement model (outer model) and the structural model (inner model) as a whole is included in the good category, because the GoF value obtained exceeds 0.36 (the large category of GoF).

Hypothesis Testing Analysis Results

The analysis of structural model testing (hypothesis) aims to determine the relationship between constructs. The condition is that if the value of the positive path coefficient and the p-value < 0.05 at the level of error 5%, it can be stated that there is a positive and significant influence between latent variables, meaning that the hypothesis of the research model built can be accepted (proven) and vice versa, the model or influence between latent variables can be declared unaccepted (the hypothesis is not rejected). The results of the hypothesis testing are explained in the discussion in Figure 3 and Table 5 as follows.

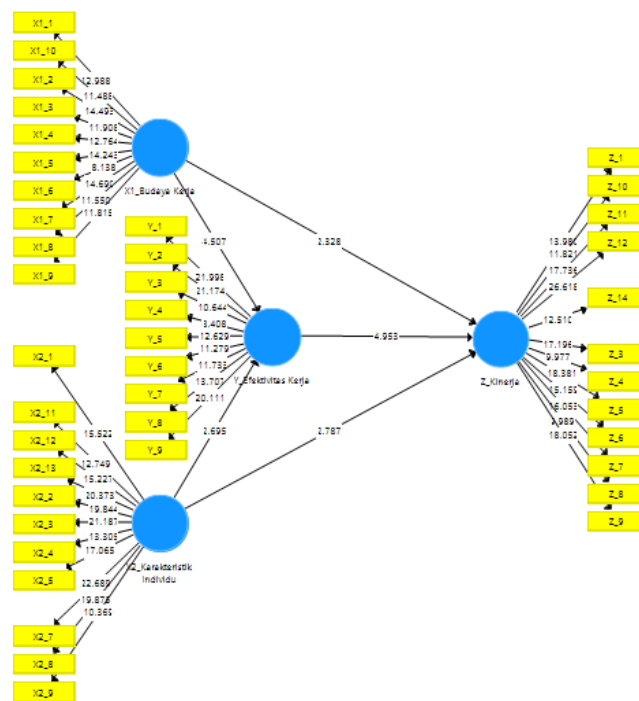


Figure 3. Research Construct Relationship Model Using Bootstrapping Method

Table 5. Complete Botstrapping Results

Hypothesis	T-Statistics	P Value	Notes
X1_Work Culture -> Y_Work Effectiveness	4,507	0,000	Accepted
X2_Individual Characteristics -> Y_Work Effectiveness	2,695	0,007	Accepted
X1_Work Culture -> Z_Performance	2,328	0,020	Accepted
X2_Individual Characteristics -> Z_Performance	2,787	0,006	Accepted
Y_Work Effectiveness -> Z_Performance	4,953	0,000	Accepted

Source: Output SmartPLS 3 (2026).

Discussion

The results of the hypothesis test prove that work culture has a positive and significant influence on the effectiveness of employee work at the Cianjur Regency Land Office. These results also explain that work culture has an important role in increasing the effectiveness of employee work in various organizations. Work culture that is reflected through values, norms, and behaviors that are applied and lived by all members of the organization. When a positive work culture is formed, this will have a direct impact on the effectiveness of employees in completing tasks.

The results of this study are in line with the results of a study conducted by Kurniasari et al (2022) which positively and significantly states that work culture can affect the effectiveness of employee work in an organization. The same results were also stated by Ulumudin (2017), Al Qodar (2021), and Andriani et al (2019) in their research which revealed that work culture has a considerable role in influencing employee work effectiveness.

The results of the subsequent hypothesis testing also prove that individual characteristics have a positive and significant influence on the effectiveness of employee work at the Cianjur Regency Land Office. These results also explain that individual characteristics are an important factor that affects the effectiveness of employee work in an organization. This is because employees with positive characteristics, such as a proactive attitude, a high sense of responsibility, and adaptability, tend to be more effective in completing tasks and facing challenges in the workplace (Robbins & Judge, 2015).

In addition, employees who have the ability to meet the demands of the job will be more efficient in carrying out their duties. Schermerhorn (2015) states that individual abilities that are in line with the role they carry out contribute significantly to increasing employee productivity and work effectiveness. In other words, employees who have good technical, interpersonal, and conceptual skills are better able to carry out their work optimally.

The results of this study are in line with the results of a study conducted by Sari & Arini (2021) which stated that there is a significant influence between individual characteristics on the effectiveness of employee work. Individual characteristics have a positive influence on work effectiveness, which means that the better the individual characteristics possessed by employees, the higher their work effectiveness.

The same results were also put forward by Endra et al (2019) in their research which revealed that individual characteristics have a significant influence on the work effectiveness of employees. In addition, another study that also supports these findings was put forward by Saragih et al (2021) published in the *Journal of Colleague Business* that individual characteristics play a role in increasing the work effectiveness of employees at the Regional Disaster Management Agency of North Sumatra Province.

The results of the next hypothesis test prove that work culture has a positive and significant influence on the performance of employees at the Cianjur Regency Land Office. This result also explains that work culture has an important role in improving employee performance because it can create a conducive work environment, increase motivation, and strengthen commitment to the organization (Denison, 1990). Employee performance itself refers to the results of work achieved by individuals in carrying out their duties in accordance with the standards set by the organization (Mangkunegara, 2019). Therefore, the implementation of a positive work culture can be one of the key factors in supporting the achievement of optimal employee performance.

Conceptually, Davis & Newstrom (2000) and Timpe (2013) state that work culture is a factor that influences performance. Meanwhile, empirically, Firjatullah et al (2024), Yudistira & Susanti, (2019), Adha et al (2019), and Zahari et al (2025) in their study found that work culture has a positive and significant effect on employee performance.

The results of the subsequent hypothesis testing also proved that individual characteristics have a positive and significant influence on the performance of employees at the Cianjur

Regency Land Office. These results also explain that individual characteristics have an important role in influencing employee performance in an organization. Individual characteristics include various aspects, such as the abilities, personalities, perceptions and attitudes possessed by each employee (Ivancevich et al., 2016).

Conceptually, individual characteristics play a key role in determining how a person will work and the extent to which they will excel. In other words, individual characteristics that support work performance not only affect employee productivity, but also affect their work effectiveness and efficiency (Mathis & Jackson, 2019).

In addition, Robbins & Judge (2015) show that personality, emotional intelligence, and motivation level are individual characteristic factors that directly affect employee performance. It emphasizes that in order to maximize employee performance, it is important for organizations to put individuals in positions that match their personal characteristics and abilities.

Meanwhile, empirically, the importance of matching individual characteristics with the tasks carried out by employees in improving their performance was also stated by Ratnasari et al (2020), Arifudin & Rusmana (2020), and Nasrul et al (2021) in their study which stated that individual characteristics that are in accordance with job demands tend to have better performance.

The results of the next hypothesis test, namely the effectiveness of work on the performance of employees at the Cianjur Regency Land Office, also proved to have a positive and significant influence. These results also explain and emphasize the importance of work effectiveness as the main element in improving employee performance (Simamora, 2014).

Furthermore, Handoko (2016) also stated that the effectiveness of work is not only related to the final result, but also the way or process in achieving these results. Employees who work effectively not only improve their own performance, but also affect the overall performance of the organization. This shows that work effectiveness affects both individual and team aspects, thus contributing to the overall success of the organization.

Empirically, work effectiveness plays an important role in improving employee performance. This was stated by Purnasiwi & Alam (2022), Lubis et al (2019), and Syam (2020) in their study which stated that work effectiveness positively and significantly affects employee performance. This means that effective employees who are able to work carefully and efficiently, will be able to provide optimal work results.

Meanwhile, conceptually, work effectiveness is the key to achieving superior performance because effective employees are able to complete work with better standards and in a shorter time (Simamora, 2014). This is because work effectiveness reflects the extent to which employees are able to achieve the expected results by using available resources optimally. Effective employees are those who are not only able to complete tasks according to the set standards, but also do so in an efficient and timely manner.

CONCLUSION

Based on the results of the data analysis that has been discussed earlier, several conclusions can be drawn as follows: 1. Based on the survey conducted on the observed variables, namely work culture, individual characteristics, work effectiveness and employee performance at the Cianjur Regency Land Office, it is perceived to be good and high. 2. Work culture has a positive and significant influence on the work effectiveness of employees at the Cianjur Regency Land Office.

3. Individual characteristics have a positive and significant influence on the effectiveness of employee work at the Cianjur Regency Land Office. 4. Work culture has a positive and significant influence on employee performance at the Cianjur Regency Land Office. 5. Individual characteristics have a positive and significant influence on the performance of employees at the Cianjur Regency Land Office. 6. Work effectiveness has a positive and significant influence on the performance of employees at the Cianjur Regency Land Office. 7.

Work culture through work effectiveness has a positive and significant influence on the performance of employees at the Cianjur Regency Land Office. 8. Individual characteristics through work effectiveness have a positive and significant influence on the performance of employees at the Cianjur Regency Land Office.

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