

DOI: <https://doi.org/10.38035/dijefa.v5i4>

Received: 10 August 2024, Revised: 19 August 2024, Publish: 16 September 2024

<https://creativecommons.org/licenses/by/4.0/>

The Impact of Organizational Culture and Work Discipline on Work Productivity: The Mediating Role of Work Motivation in Expeditionary Companies in Indonesia

Lukman Hakim¹, Sabil Sabil^{2*}, Amin Setio Lestingsih³, Dwiyatmoko Puji Widodo⁴, Devy Sofyanty⁵

¹Bina Sarana Informatika University, Jakarta, Indonesia, email: lukman.lmh@bsi.ac.id

²Bina Sarana Informatika University, Jakarta, Indonesia, email: sabil.sbl@bsi.ac.id

³Bina Sarana Informatika University, Jakarta, Indonesia, email: amin.asl@bsi.ac.id

⁴Bina Sarana Informatika University, Jakarta, Indonesia, email: dwiyatmoko.dpw@bsi.ac.id

⁵Bina Sarana Informatika University, Jakarta, Indonesia, email: devy.dyy@bsi.ac.id

*Corresponding Author: sabil.sbl@bsi.ac.id

Abstract: This study aims to analyze the mediating role of work motivation on the relationship between organizational culture, work discipline, and work productivity in expedition service companies in Indonesia. Data were collected from 150 respondents who were randomly selected employees of expedition companies. The research method used is quantitative with Structural Equation Modeling - Partial Least Square analysis tool. The results showed that: Organizational culture has a positive but insignificant effect on work motivation (P-Value = 0.104 > 0.05). Organizational culture has a positive but insignificant effect on work productivity (P-Value = 0.429 > 0.05). Work discipline has a negative and significant effect on work motivation (P-Value = 0.003 < 0.05). Work discipline has a positive and significant effect on work productivity (P-Value = 0.000 < 0.05). Work motivation has a positive but insignificant effect on work productivity (P-Value = 0.182 > 0.05). The mediation test results show that: Work motivation does not mediate the effect of organizational culture on work productivity (P-Value = 0.360 > 0.05). Work motivation does not mediate the effect of work discipline on work productivity (P-Value = 0.253 > 0.05).

Keywords: Work Productivity, Work Motivation, Work Culture, Work Discipline

INTRODUCTION

Increasing employee productivity is an important aspect for service-based companies, especially in the expedition industry in Indonesia. This study aims to investigate the role of work motivation as a mediating factor between organizational culture, work discipline, and work productivity in expedition service companies in Indonesia.

Organizational culture has been recognized as a significant factor in influencing employee behavior and performance (Pineda & Maderazo, 2018). Existing literature suggests that a strong organizational culture, characterized by shared values, beliefs, and behaviors

among employees, can positively impact their intrinsic motivation (Pineda & Maderazo, 2018) (Azis et al., 2019). In addition, work discipline, which includes aspects such as punctuality, adherence to company policies, and task completion (Marlapa & Mulyana, 2020), has been found to be closely related to employee productivity.

Although previous research has examined the individual relationships between organizational culture, work discipline, and work productivity (Pineda & Maderazo, 2018) (Marlapa & Mulyana, 2020), the mediating role of work motivation in these relationships remains unexplored, especially in the context of the expedition services industry in Indonesia. This study seeks to fill this gap by examining how work motivation may serve as a mechanism through which organizational culture and work discipline influence overall work productivity in expedition service companies in Indonesia.

The findings from this study are expected to provide valuable insights for expedition service companies in Indonesia, so that they can better understand the complex relationship between organizational culture, work motivation, work discipline, and work productivity. This knowledge can then be used to develop targeted strategies and interventions to improve employee performance and organizational effectiveness (Work Motivation: Theory, Practice, and Future Directions, 2023) (Fahrizal et al., 2023).

LITERATURE REVIEW

This study examines the mediating role of work motivation in the relationship between organizational culture, work discipline, and work productivity in expedition service companies in Indonesia. The aim is to analyze how work motivation serves as a connector, shaping the linkages between these core organizational factors (Fahrizal et al., 2023).

Existing research has highlighted the importance of work discipline as a key determinant of employee performance (Widarto et al., 2022). Work discipline, such as punctuality and compliance with company policies, has been shown to facilitate the achievement of organizational goals (Marlapa & Mulyana, 2020). Similarly, work motivation has been identified as an important driver of employee productivity (Siburian et al., 2023). When employees are motivated, they are more likely to put forth their best efforts and contribute to the overall success of the organization (Perkasa et al., 2023). However, the literature also suggests that the relationship between these variables is indirect. Organizational culture can have a major impact on employee motivation and, in turn, on their work discipline and productivity (Widarto et al., 2022) (Marlapa & Mulyana, 2020) (Perkasa et al., 2023). To better understand this dynamic relationship, this study will investigate the mediating role of work motivation. By examining how work motivation shapes the relationship between organizational culture, work discipline, and work productivity, the findings may provide valuable insights for expedition service companies seeking to improve their organizational performance. (Perkasa et al., 2023) The methodology of this study will utilize a quantitative approach, using survey data collected from employees of expedition service companies in Indonesia. Advanced statistical techniques, such as path analysis, will be used to model the complex interactions between the variables (Widarto et al., 2022). This research aims to contribute to existing knowledge by explaining the mechanism by which work motivation mediates the relationship between organizational factors in the context of the expedition services industry in Indonesia. (Sutiyono et al., 2022) The implications of these findings will be discussed in terms of their practical relevance for managers and policy makers seeking to optimize organizational performance and productivity. (Arief et al, This study aims to explain the mechanism by which work motivation mediates the relationship between organizational factors, such as organizational culture, work discipline, and work productivity, in the context of the expedition services industry in Indonesia. (Sutiyono et al., 2022) The findings will address practical implications for managers and policy makers who want to optimize

organizational performance and productivity in this industry. (Arief et al., 2020) (Marlapa & Mulyana, 2020)

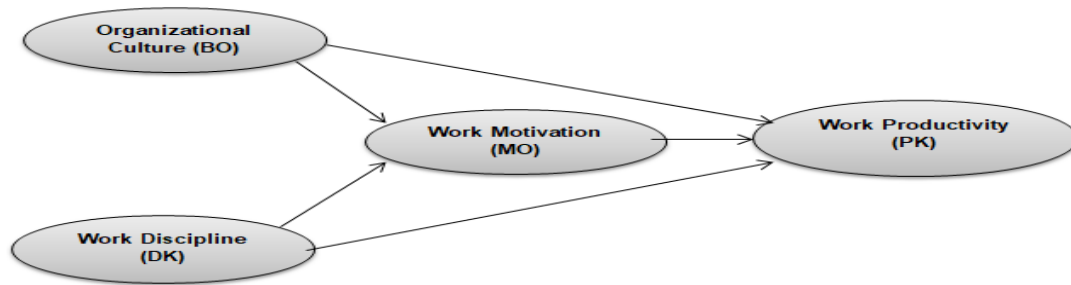


Figure 1. Conceptual Framework

Based on the research paradigm, the hypothesis proposed is as follows:

H1: Organizational culture affects work productivity

H2 : Organizational culture affects work motivation

H3: Work discipline affects work productivity

H4: Work discipline affects work motivation

H5: Work motivation affects work productivity

H6: Work motivation mediates the effect of organizational culture on work productivity

H7 : Work motivation mediates the effect of work discipline on work productivity

METHOD

This study uses an associative method with a quantitative approach, which is an approach where the researcher aims to analyze the problem of the relationship between a variable and another variable (Juliandi, et al., 2015). The dependent variables in this study are organizational culture and work discipline, the dependent variable is work productivity and the mediating variable is work motivation. The population of this study were employees of expedition companies in Indonesia. The number of samples used was 150 respondents determined based on the Slovin formula. The sampling technique used purposive sampling of employees from each section determined by random sampling method. by random sampling method. Data collection techniques through interviews and questionnaires. Meanwhile, the data analysis technique uses the Smart-PLS analysis tool to determine the measurement model (Outer model) in describing the relationship between the indicator block and the latent variable and the structural model (Inner model) or structural model to predict the causal relationship between latent variables

RESULTS AND DISCUSSION

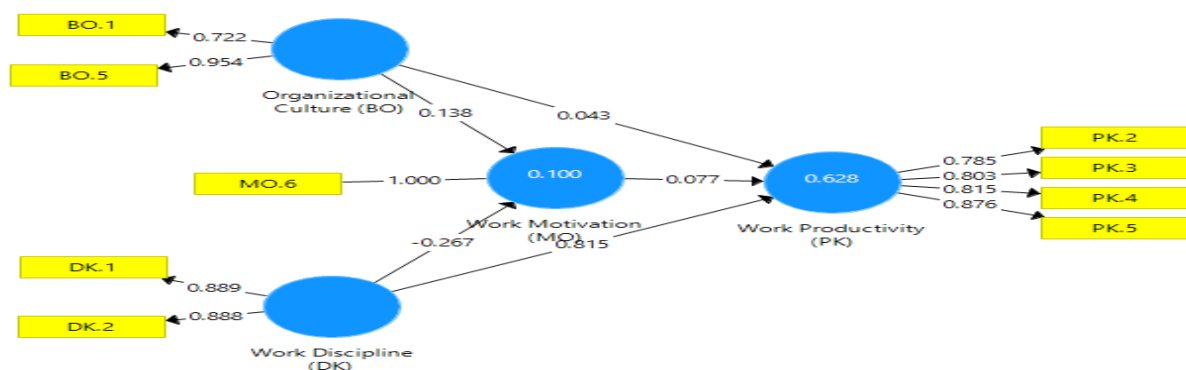


Figure 2. Outer Loding

Table 1. Average Variance Extracted (AVE)

| | Average Variance Extracted (AVE) |
|-----------------------------|---|
| Organizational Culture (BO) | 0,715 |
| Work Discipline (DK) | 0,789 |
| Work Motivation (MO) | 1,000 |
| Work Productivity (PK) | 0,673 |

Based on table 1, it can be seen that organizational culture, work discipline, work motivation, work productivity have an AVE value > 0.5. Thus it can be said that each variable has good validity.

Table 2. Composite Reliability

| | Composite Reliability |
|-----------------------------|------------------------------|
| Organizational Culture (BO) | 0,831 |
| Work Discipline (DK) | 0,882 |
| Work Motivation (MO) | 1,000 |
| Work Productivity (PK) | 0,892 |

Based on table 2, it can be seen that the composite reliability value for these variables organizational culture, work discipline, work motivation, work productivity > 0.6 so it can be concluded that all variables have high reliability.

Table 3. Discriminant Validity

| | Organizational Culture (BO) | Work Discipline (DK) | Work Motivation (MO) | Work Productivity (PK) |
|-----------------------------|------------------------------------|-----------------------------|-----------------------------|-------------------------------|
| Organizational Culture (BO) | 0,846 | | | |
| Work Discipline (DK) | -0,131 | 0,888 | | |
| Work Motivation (MO) | 0,173 | -0,285 | 1,000 | |
| Work Productivity (PK) | -0,051 | 0,787 | -0,148 | 0,820 |

Based on table 3, it can be seen that the HTMT value of each research variable, organizational culture, work discipline and work productivity < 0.90, it can be concluded that the variables have good discriminatory validity, but work motivation is 1 > 90, so the discriminatory validity is weak.

Inner Model

Table 4. R. Square

| | R Square | R Square Adjusted |
|------------------------|-----------------|--------------------------|
| Work Motivation (MO) | 0,100 | 0,088 |
| Work Productivity (PK) | 0,628 | 0,620 |

Based on table 4, the test result of the R-Square value on employee performance is the Adjusted R-Square for the path model using the intervening variable is 0.620. This means that the ability of organizational culture and work discipline variables to explain work productivity is 62%. Thus, the model is classified as strong. While the R-Square test on work motivation behavior is R-Square Adjusted with a path model using intervening variables of 0.088. This

means that organizational culture and work discipline explain work motivation by 8.8%. Thus, the model is classified as weak

Table.5. F Squarer

| | Organizational Culture (BO) | Work Discipline (DK) | Work Motivation (MO) | Work Productivity (PK) |
|-----------------------------|------------------------------------|-----------------------------|-----------------------------|-------------------------------|
| Organizational Culture (BO) | | | 0,021 | 0,005 |
| Work Discipline (DK) | | | 0,078 | 1,628 |
| Work Motivation (MO) | | | | 0,014 |
| Work Productivity (PK) | | | | |

Based on table 5, the test results of the F-Square value for the organizational culture variable on work motivation have a value of $F^2 = 0.021$. So that there is a weak influence of exogenous variables on endogenous variables. The organizational culture variable on work productivity has a value of $F^2 = 0.005$. So there is a weak influence of exogenous variables on endogenous variables. The work discipline variable on work motivation has a value of $F^2 = 0.078$. Then there is a strong influence of exogenous variables on endogenous variables. The work discipline variable on work productivity has a value of $F^2 = 1.628$. So there is a strong influence of exogenous variables on endogenous variables. While the variable work motivation behavior on employee productivity has a value of $F^2 = 0.014$. So there is a weak influence of exogenous variables on endogenous variables.

Table 6. Direct Effect

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|---|----------------------------|------------------------|-----------------------------------|---------------------------------|-----------------|
| Organizational Culture (BO) -> Work Motivation (MO) | 0,138 | 0,146 | 0,085 | 1,631 | 0,104 |
| Organizational Culture (BO) -> Work Productivity (PK) | 0,043 | 0,036 | 0,054 | 0,792 | 0,429 |
| Work Discipline (DK) -> Work Motivation (MO) | -0,267 | -0,264 | 0,070 | 3,801 | 0,000 |
| Work Discipline (DK) -> Work Productivity (PK) | 0,815 | 0,814 | 0,038 | 21,729 | 0,000 |
| Work Motivation (MO) -> Work Productivity (PK) | 0,077 | 0,080 | 0,058 | 1,337 | 0,182 |

Based on table.6, the direct effect value of the organizational culture variable on work motivation has a path coefficient of 0.138 and a P-Value of 0.104 (>0.05), meaning that it has a positive and insignificant effect. The organizational culture variable on work productivity has a path coefficient value of 0.043 and a P-Value of 0.429 (>0.05), meaning that it has a positive and insignificant effect. For work discipline to work motivation has a path coefficient value of -0.267 and a P-Value of 0.003 (<0.05), meaning it has a negative and significant effect. The work discipline variable on work productivity has a path coefficient value of 0.815 and a P-Value of 0.000 (<0.05), which means it has a positive and significant effect. influence. The variable work motivation on work productivity has a path coefficient value of 0.077 and a P-Value of 0.182 (>0.05), meaning that it has a positive and insignificant effect. influence.

Table 7. Indirect Effect

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|---|---------------------|-----------------|----------------------------|--------------------------|----------|
| Organizational Culture (BO) -> Work Motivation (MO) -> Work Productivity (PK) | 0,011 | 0,012 | 0,012 | 0,915 | 0,360 |
| Work Discipline (DK) -> Work Motivation (MO) -> Work Productivity (PK) | -0,021 | -0,021 | 0,017 | 1,189 | 0,235 |

Based on table 7, the value of the indirect effect of organizational culture variables on work productivity through work motivation is 0.360 with a P-value of $0.360 > 0.05$, so work motivation does not mediate the effect of organizational culture on work productivity. The indirect effect of work discipline on work productivity through work motivation is 0.253 with a P-Value of $0.253 > 0.05$, so work motivation does not mediate the effect of work discipline on work productivity.

Table 8. Total Effect

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|---|---------------------|-----------------|----------------------------|--------------------------|----------|
| Organizational Culture (BO) -> Work Motivation (MO) | 0,138 | 0,146 | 0,085 | 1,631 | 0,104 |
| Organizational Culture (BO) -> Work Productivity (PK) | 0,053 | 0,048 | 0,055 | 0,973 | 0,331 |
| Work Discipline (DK) -> Work Motivation (MO) | -0,267 | -0,264 | 0,070 | 3,801 | 0,000 |
| Work Discipline (DK) -> Work Productivity (PK) | 0,794 | 0,793 | 0,036 | 22,128 | 0,000 |
| Work Motivation (MO) -> Work Productivity (PK) | 0,077 | 0,080 | 0,058 | 1,337 | 0,182 |

Based on table 8, the value of the direct effect of organizational culture variables on work productivity is $0.043 + \text{Indirect Effect for organizational culture on work productivity through work motivation of } 0.011 = 0.053$. This means that the total effect of organizational culture on work productivity through work motivation is 0.053. The direct effect of work discipline variable on work productivity is $0.815 + \text{The indirect effect of work discipline variable on work productivity through work motivation is } -0.021 = 0.794$. This means that the total effect on the relationship between work discipline and performance through work motivation is 0.794.

DISCUSSION

Organizational culture affects work productivity

In this study, the direct effect of organizational culture variables on work productivity in expedition service companies in Indonesia showed positive but insignificant results. The results of statistical analysis show that the path coefficient of the direct effect of organizational culture on work productivity is 0.043 with a P-value of 0.429. The P-value greater than 0.05 indicates that statistically, the effect of organizational culture on work productivity is not significant. This means that, although organizational culture contributes positively to increased work productivity, its impact is not strong enough to be considered significant in the context of this

study. This result suggests that other factors may have a more dominant role in influencing work productivity in expedition service companies in Indonesia.

Organizational culture affects work motivation

The direct effect of organizational culture variables on work motivation in expedition service companies in Indonesia shows positive but insignificant results. Based on the results of the analysis, the path coefficient of the direct effect of organizational culture on work motivation is 0.138 with a P-value of 0.104. Since the P-value is greater than 0.05, it can be concluded that the effect of organizational culture on work motivation is not statistically significant. This means that although organizational culture has a tendency to increase employee work motivation, its impact is not strong or consistent enough to be considered significant in this study. (Lathiifa & Chaerudin, 2022) This result suggests that other factors may have a greater role in influencing employee work motivation in expedition service companies in Indonesia.

Work discipline affects work productivity

In this study, the direct effect of work discipline variables on work productivity in expedition service companies in Indonesia shows positive and significant results. Based on data analysis, the path coefficient of work discipline on work productivity is 0.815, with a P-value of 0.000. The P-value which is much smaller than 0.05 indicates that the effect of work discipline on work productivity is highly statistically significant. The path coefficient of 0.815 indicates that work discipline has a strong influence on work productivity. This figure shows that the higher the work discipline possessed by employees, the more their work productivity tends to increase significantly. Good work discipline includes adherence to rules, punctuality, responsibility for tasks, and commitment to work, all of which contribute directly to increased productivity. (Asgaruddin, 2023)

Work discipline affects work motivation

In this study, the direct effect of work discipline variables on work motivation in expedition service companies in Indonesia shows negative but significant results. Based on the analysis results, the path coefficient of work discipline on work motivation is -0.267, with a P-value of 0.003. Because the P-value is smaller than 0.05, it can be concluded that the effect of work discipline on work motivation is statistically significant. The path coefficient of -0.267 indicates that work discipline has a negative influence on work motivation. This means that when work discipline increases, work motivation tends to decrease, and vice versa. This negative influence may occur because the discipline applied is too strict or rigid, which may cause employees to feel less flexible, pressured, or uncomfortable in carrying out their tasks. In the context of expedition service companies in Indonesia, these results indicate that while work discipline is necessary to maintain efficiency and productivity, the application of discipline that is excessive or pays little attention to the needs and welfare of employees may adversely affect their motivation to work. (Ardiansa et al., 2022) Effective work discipline should be balanced with support and appreciation for employees, so that they still feel motivated to work well and productively.

Work motivation affects work productivity

Based on the results of the analysis that has been carried out, the Work Motivation variable on Work Productivity shows a path coefficient of 0.077 with a P-Value of 0.182. Interpretation of this result, Positive Influence: The path coefficient of 0.077 indicates that there is a positive influence between Work Motivation on Work Productivity. This means that, in general, an increase in work motivation tends to be followed by an increase in work

productivity. However, this influence is very weak as the coefficient is very small. Insignificant Effect: The P-Value of 0.182, which is greater than the general significance level of 0.05, indicates that this positive effect is not statistically significant. This means that there is a high probability that the relationship between Work Motivation and Work Productivity found in this analysis is due to chance and not a real cause-and-effect relationship. Implications for Expedition Service Companies in Indonesia: In the context of expedition service companies in Indonesia, these results suggest that increasing work motivation does not significantly impact on increasing work productivity. (Sutiyono et al., 2022) This could mean that other factors may have more influence on employee productivity, such as working conditions, management, or even external factors not included in this analysis.

Work motivation mediates the effect of organizational culture on work productivity

Based on the results of the analysis, the indirect effect of organizational culture on work productivity through work motivation in expedition service companies in Indonesia has a value of 0.360 with a P-Value of 0.360 (> 0.05). Insignificant Effect: A P-Value greater than 0.05 indicates that this indirect effect is not statistically significant. This means that there is no strong evidence that organizational culture affects work productivity through work motivation. No mediation: Since the effect is not significant, this indicates that work motivation does not mediate the effect of organizational culture on work productivity. In other words, changes in organizational culture will not significantly improve work productivity through increased work motivation. Implications for Expedition Service Companies: In the context of expedition service companies in Indonesia, these results suggest that efforts to improve or enhance organizational culture will not have a significant impact on work productivity if focused on increasing work motivation as an intermediary. (Delano et al., 2020) Therefore, companies may need to consider other more effective approaches to influence work productivity directly or explore other factors that may play a more significant role.

Work motivation mediates the effect of work discipline on work productivity

The indirect effect of work discipline on work productivity through work motivation in expedition service companies in Indonesia has a value of 0.253 with a P-Value of 0.253 (> 0.05). The effect is not significant: A P-Value greater than 0.05 indicates that this indirect effect is not statistically significant. This means that there is no strong evidence that work discipline affects work productivity through work motivation. No mediation: Since the effect is not significant, this indicates that work motivation does not act as a mediator in the relationship between work discipline and work productivity. In other words, increasing work discipline will not significantly increase work productivity through increasing work motivation. Implications for Expedition Service Companies: In the context of expedition service companies in Indonesia, these results suggest that efforts to improve work discipline will not effectively improve work productivity through work motivation. Companies may need to consider other factors that are more significant in influencing work productivity or find other ways to increase motivation that are more directly related to productivity.

CONCLUSIONS

1. The effect of organizational culture on work productivity is not significant. This means that, while there may be a relationship between organizational culture and work productivity, the relationship is not strong enough to be considered significant in the context of this analysis. In expedition service companies in Indonesia, there is insufficient evidence to suggest that changes in organizational culture directly affect the level of employee work productivity. Practically, this suggests that efforts to improve organizational culture may not directly impact work productivity through work motivation. Therefore, companies need to consider

- other factors or additional approaches in their efforts to improve work productivity, as organizational culture may not be an effective mediator in this relationship.
2. The effect of organizational culture on work motivation is not significant. This means that in the analysis conducted, there is not strong enough evidence to show that organizational culture significantly affects employee work motivation. This result indicates that changes or improvements in organizational culture do not significantly affect work motivation. This suggests that other factors may be more instrumental in influencing employee work motivation than the aspects of organizational culture examined in this analysis.
 3. The P-Value which is much smaller than 0.05 indicates that the effect of work discipline on work productivity is statistically significant. which means there is strong evidence that there is a significant influence between the independent variable (work discipline) and the dependent variable (work productivity). In other words, the smaller the P-Value, the higher our confidence level that the observed relationship between work discipline and work productivity is real.
 4. Since the P-value is smaller than 0.05, it can be concluded that the effect of work discipline on work motivation is statistically significant. This means that the data obtained shows that there is a strong and reliable relationship between work discipline and work motivation. In other words, an increase in work discipline tends to be accompanied by an increase in employee work motivation, and this relationship is not the result of chance, but based on statistically strong evidence.
 5. The P-Value of 0.182, which is greater than the common significance level of 0.05, indicates that this positive effect is not statistically significant. This means that although there is an indication of a positive effect, the evidence obtained is not strong enough to ensure that the effect is real and not the result of random variability in the data. In other words, there is not enough evidence to conclude that the tested variable has a significant impact.
 6. A P-value greater than 0.05 indicates that this indirect effect is not statistically significant. That is, there is no strong evidence that organizational culture affects work productivity through work motivation. In other words, work motivation does not act as a significant mediator in the relationship between organizational culture and work productivity. Since the effect is not significant, it can be concluded that organizational culture does not effectively influence work productivity through the path of work motivation.
 7. A P-value greater than 0.05 indicates that this indirect effect is not statistically significant. This means that there is no strong evidence that work discipline affects work productivity through work motivation. In other words, work motivation does not act as a significant mediator in the relationship between work discipline and work productivity. Since the effect is not significant, it can be concluded that work motivation does not mediate the relationship between work discipline and work productivity.

REFERENCES

- Ardiansa, A., Prasetyo, E., & Sumardin, S. (2022). DETERMINANT OF WORK DISCIPLINE, WORK EMPOWERMENT AND WORK MOTIVATION FOR EMPLOYEE PERFORMANCE AT THE BATAM OFFICE AND SPECIAL PORT AUTHORITY. , 6(2), 717-717. <https://doi.org/10.29040/ijebar.v6i2.4930>
- Asgaruddin, A. (2023). Work Professionalism Through Work Discipline on Employee Performance (a Literature Study Human Resource Management)., 4(6), 1104-1114. <https://doi.org/10.31933/dijms.v4i6.1943>
- Azis, E., Prasetyo, A P., Gustyana, T T., Putril, S F., & Rakhmawati, D. (2019, December 1). THE MEDIATION OF INTRINSIC MOTIVATION AND AFFECTIVE COMMITMENT IN THE RELATIONSHIP OF TRANSFORMATIONAL

- LEADERSHIP AND EMPLOYEE ENGAGEMENT IN TECHNOLOGY-BASED COMPANIES. , 20(1), 54-63. <https://doi.org/10.17512/pjms.2019.20.1.05>
- Delano, A., Sari, E., & Mukhtar, M. (2020). Increased Productivity of Educators at the Marine Operations Education Command. <https://doi.org/10.2991/assehr.k.200130.217>
- Groff, G K. (2023). Worker productivity: An integrated view : Three influential variables. <https://www.sciencedirect.com/science/article/pii/S0007681371900127>
- Lathiifa, S., & Chaerudin, C. (2022). The Influence of Organizational Culture, Work Environment on Employee Performance with Work Motivation as an Intervening Variable (Case Study: Online Retail XYZ Jakarta)., 1(2), 68-85. <https://doi.org/10.54099/ijmba.v1i2.266>
- Perkasa, D H., Saepudin, C., Susiang, M I N., Parashakti, R D., Purwanto, S., & Rostina, C N. (2023, July 18). Has the Employee's Performance Changed Post-pandemic (Covid-19)? A Proposed Study in Government Civil Apparatus. Knowledge E. <https://doi.org/10.18502/kss.v8i12.13679>
- Siburian, D H., Natalia, J., Sipayung, S., & Anam, Y Y. (2023, May 12). THE EFFECT OF WORK DISCIPLINE, WORK MOTIVATION, AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE AT PT ABC., 3(1), 37-37. <https://doi.org/10.19166/ff.v3i1.6779>
- Sutiyono, S., Srikaningsih, A., Susanto, A., & GS, A D. (2022, September 29). THE EFFECT ANALYSIS OF WORK EXPERIENCE AND WORK MOTIVATION ON WORK MOTIVATION AT PT. PELABUHAN INDONESIA IV (PERSERO) TARAKAN BRANCH, NORTH KALIMANTAN., 9(02), 125-136. <https://doi.org/10.30996/jmm17.v9i02.7043>
- Zakaria, N H., Alias, M., & Rani, N. (2020). EMPLOYEE'S PRODUCTIVITY: THE MOST DOMINANT FACTORS. , 3(9), 01-13. <https://doi.org/10.35631/ijemp.39001>
- Pineda, A P M., & Maderazo, M A. (2018, January 1). Assessment of Organizational Culture in the Selected Travel Agencies in the Sultanate of Oman. , 8(6), 306-313. <https://doi.org/10.18488/journal.1.2018.86.306.313>
- Arief, Ernie, Cahyandito, M, & Nidar, S R. (2020, February 1). The Effect of Organizational Culture and Company Asset on the Competitive Strategy of the Diving Industry in Indonesia. University of Piraeus, XXIII (Issue 1), 587-600. <https://doi.org/10.35808/ersj/1573>
- Marlapa, E., & Mulyana, B. (2020, May 15). THE EFFECT OF WORK DISCIPLINE AND WORK MOTIVATION ON EMPLOYEE PRODUCTIVITY WITH COMPETENCE AS INTERVENING VARIABLES. EconJournals, 10(3), 54-63. <https://doi.org/10.32479/irmm.9922>
- Widarto, Irawanto, I., Saputra, R W., & Hayaty, R. (2022, July 27). The Effect of Discipline and Workload on Employee Performance with Motivation Mediation on Administrative Bureau Employees Leading of the Regional Secretariat of South Kalimantan Province. , 1(6), 1077-1100. <https://doi.org/10.55927/eajmr.v1i6.732>
- Fahrizal, I., Santoso, B., & Budiono, A. (2023, May 27). Unlocking Work Engagement: How Leadership and Total Rewards Impact Employee Work Engagement Through the Mediating Role of Service Climate in Supply Chain and Logistic Company in Indonesia. University of Trunojoyo Madura, 16(2), 328-349. <https://doi.org/10.21107/pamator.v16i2.19791>
- Kanfer, R. (2023, November 10). Work Motivation: Theory, Practice, and Future Directions. <https://academic.oup.com/edited-volume/36330/chapter/318711148>