

The Influence of Compensation, Work Culture, and Work Environment on Employee Performance: Evidence from the Department of Transportation of Ngawi Regency

Budiarti¹, Mintarti Indartini², Hartirini Warnaningtyas^{3*}

¹Management Study Program, Faculty of Economics, Universitas Merdeka Madiun, Indonesia

²Management Study Program, Faculty of Economics, Universitas Merdeka Madiun, Indonesia

³Management Study Program, Faculty of Economics, Universitas Merdeka Madiun, Indonesia

*Corresponding author: hartirini@unmer-madiun.ac.id
<https://orcid.org/0000-0002-7867-270X>

Abstract

This study empirically examines the partial and simultaneous effects of compensation, work culture, and work environment on employee performance within a local government institution characterized by a high-mobility, dual-workload operational setting. Employing a quantitative causal-associative design, data were collected from 109 active civil servants at the Department of Transportation of Ngawi Regency. The sample was determined using Slovin's formula and selected via proportionate stratified random sampling to ensure representative distribution across diverse operational divisions. Data were gathered using a Likert-scale questionnaire and analyzed using multiple linear regression via IBM SPSS Statistics. The findings indicate that compensation, work culture, and work environment exert a positive and statistically significant influence on employee performance, both partially and simultaneously. Furthermore, compensation emerges as the most dominant determinant of performance in this context. The results suggest that to maintain public service integrity and operational stamina, bureaucratic institutions must prioritize equitable financial and non-financial compensation schemes alongside a cohesive organizational culture and supportive physical infrastructure.



Keywords: Compensation; Work Culture; Work Environment; Employee Performance; Public Sector Human Resources.

INTRODUCTION

In the contemporary era of globalization, demands regarding the quality of human resources within the public sector and government bureaucracy have intensified significantly to realize good governance. Achieving government institutional goals fundamentally relies on managing, evaluating, and optimizing individual performance. Civil servants are required to reflect organizational targets through their daily performance achievements and professional integrity. However, prior literature still exhibits inconsistent results regarding the most dominant factor influencing performance, particularly at the regional level. Some studies emphasize financial compensation systems as the primary driver, whereas other research finds that the internal work environment climate and organizational culture exert the most significant impacts. This inconsistency in findings creates a research gap that necessitates a more specific and integrated study within the regional bureaucratic environment.

The novelty of this study lies in the selection of the research object, namely the Department of Transportation (*Dinas Perhubungan*) of Ngawi Regency, which possesses unique dual-workload characteristics. Employees in this institution face both office administrative tasks and technical operational field duties that demand high alertness in regulating transport circulation and road safety. This multidimensional complexity makes evaluating performance within this institution crucial to investigate.

Theoretically, the operational success of an organization is rooted in the dedication of its apparatus. According to Mangkunegara (2011) as cited in Sanaba (2022), performance is the qualitative and quantitative work results achieved by an employee in executing their duties in accordance with the responsibilities given. To achieve these targets, organizations are obliged to provide commensurate appreciation through compensation. According to Sanaba (2022), compensation is everything received, both physical and non-physical, meaning all rewards for services in the form of money or goods, either directly or indirectly. Providing fair and timely compensation serves as a crucial factor in maintaining employee motivation.

In addition to material rewards, organizational character is determined by the social foundations within it. According to Ndraha (2010) as cited in Chayanti (2025), work culture is a set of basic thoughts or mental programs that can be utilized to improve work efficiency and human cooperation owned by a certain group of society. The internalization of these professional values forms a collective identity that encourages employees to work more

858



synergistically. Another essential determining factor is the condition under which employees work. According to Sedarmayanti (2017) as cited in Sanaba (2022), the work environment is the totality of tools, utensils, and materials faced, the surrounding environment where a person works, their working methods, and their work arrangements, both as individuals and as a group. The availability of adequate infrastructure and harmonious social relations become absolute supporters of physical and psychological work comfort.

This matrix of variables is highly relevant to the empirical challenges faced by officers at the Department of Transportation of Ngawi Regency, who require prime physical stamina and mental focus due to high field mobility. An imbalance between the compensation scheme and field operational risks has the potential to decrease officer morale. On the other hand, compliance demands toward organizational culture standards and the fulfillment of safe work environment facilities at monitoring posts and office buildings represent real issues that must be aligned to maintain excellent public service quality. Based on this urgency, this study aims to examine **"The Influence of Compensation, Work Culture, and Work Environment on Employee Performance at the Department of Transportation of Ngawi Regency"**.

THEORETICAL REVIEW

Merton's Conceptually, compensation serves as a strategic cornerstone in Human Resource Management, functioning as a vital link between the realization of organizational objectives and the enhancement of individual well-being. Rather than being categorized as a baseline operational expense, an equitable and structured reward system operates as a strategic investment to preserve workforce stability and long-term productivity. In this domain, Mundakir (2018, as cited in Salsabila, 2024) expands the definition of compensation beyond regular salaries to include non-financial recognitions that directly determine employee job satisfaction. Correspondingly, Sastrohadiwiryono (2019, as cited in Mulyono, 2025) emphasizes a reciprocal framework where compensation acts as a fair institutional counter-performance for the physical and intellectual capital contributed by employees. Furthermore, Sanaba (2022) characterizes compensation as a holistic reward ecosystem encompassing direct financial components and indirect physical or non-physical provisions such as insurance coverage, ergonomic work facilities, and social security. Empirically, the architecture of this compensation system is governed by the value of employee performance contributions and the cognitive or physical intensity of their workload. Structurally, it is divided into direct compensation (e.g., base salaries and cash incentives) and indirect

compensation (e.g., health guarantees, professional development investments, and long-term workplace amenities).

To empirically quantify the efficacy of a reward system within organizational operations, this study adopts four core indicators adapted from the theoretical framework of Sinambela (2024, as cited in Amirullah, 2025). The first indicator is base salary or wages, which constitute the core periodic financial obligation that is evaluated based on payment punctuality and its alignment with the institutional hierarchy. The second indicator is incentives, which are variable financial stimuli designed to trigger proactive performance, enhance task efficiency, and foster healthy internal competition. The third indicator involves benefits and allowances, encompassing structural supplements such as meal and transportation allowances or family health insurance, which function as institutional support systems to alleviate basic financial stressors and safeguard employees' cognitive focus. The fourth indicator refers to facilities, which evaluate the comprehensive operational infrastructure including digital devices, operational vehicles, and optimized work environments provided by the institution to minimize technical bottlenecks and foster collective professional pride.

Work culture represents the fundamental core identity and psychological atmosphere that unifies all organizational members. Robbins (2015, as cited in Utomo, 2021) describes organizational culture as an distinctive system of shared meaning that acts as an institutional DNA, differentiating one entity from another. This conceptualization aligns with Ndraha (2010, as cited in Chayanti, 2025), who defines work culture as a collective mental programming that automatically governs how individuals manage operational pressures, formulate crucial decisions, and mitigate internal conflicts. Moreover, Widayati (2022, as cited in Amirullah, 2025) posits that culture crystallizes through the daily reinforcement of standard norms, core values, and repetitive employee routines, which collectively drive institutional performance. The evolution and sustainability of this organizational culture are systematically influenced by the prevailing leadership style, employee motivation systems, and the transparency of cross-functional communication channels.

According to Wirawan (as cited in Amirullah, 2025), the structural dimensions of organizational culture can be evaluated through three major domains: the enforcement of formal or informal social norms, the internalizations of ethical and quality-driven core values, and the cultivation of interpersonal trust as a social glue. To measure these dimensions empirically, this study operationalizes four key indicators proposed by Manggopa (2025). The first indicator is the alignment of work values, which evaluates the convergence between individual career aspirations and macro-organizational goals to

minimize operational friction. The second indicator is employee communication, assessing the presence of assertive, collaborative, and mutually respectful horizontal or diagonal information flows. The third indicator involves employee loyalty, which gauges organizational commitment and the willingness of personnel to voluntarily dedicate extra effort beyond their formal job descriptions. The final indicator is leadership by example, which scrutinizes the behavioral consistency of management in practicing the exact ethical standards, discipline, and corporate values expected from their subordinates.

The work environment serves as a fundamental variable in Human Resource Management, encompassing the totality of physical and non-physical conditions within which individuals perform their duties. Conceptually, it is viewed as an ecosystem that directly interacts with employees' psychological states and daily operational effectiveness. A conducive environment serves as the bedrock for operational continuity, as it acts as a primary trigger for mental stability and cognitive focus. According to Sunyoto (2012, in Utomo, 2021), the work environment is defined as everything surrounding employees that influences them while performing their assigned tasks. This aligns with Nitisemito (2018, in Utomo, 2021), who emphasizes that the surrounding conditions profoundly shape an individual's attitudes and behaviors. Furthermore, Sedarmayanti (2017, in Sanaba, 2022) provides a more technical perspective, describing the work environment as the integration of tools, materials, surrounding conditions, working methods, and organizational arrangements, both at the individual and group levels. The quality of this environment is significantly determined by factors such as lighting intensity which is crucial for accuracy and fatigue prevention, temperature stability which maintains physical metabolism, and noise control which is essential for cognitive concentration (Sapriyanto, 2023, in Fitria, 2025).

Manggopa (2025) comprehensively maps the work environment into two integrated dimensions: physical and social. The physical dimension encompasses tangible infrastructure, such as operational facilities, room hygiene, and spatial ergonomics, which act as the primary operational container. Conversely, the social dimension pertains to interpersonal relationships and the psychological climate, such as the hierarchical interaction between superiors and subordinates. Empirically, the effectiveness of these dimensions can be observed through indicators proposed by Fachrezi (2020, in Sanaba, 2022). These include facilities, which refer to the adequacy of support tools to minimize technical bottlenecks; air circulation, which concerns respiratory comfort and long-term health to maintain optimal brain oxygenation; and work relationships, which represent the degree of harmony and cooperative communication within the organizational structure.

Employee performance serves as a manifestation of effective human resource management and a reflection of an organization's vision achievement. In this context, performance is viewed as the totality of results achieved through the utilization of resources to meet established standards. According to Mangkunegara (2011, in Sanaba, 2022) and Pramudya (2022), performance is the qualitative and quantitative result achieved by an employee in executing their duties in accordance with their responsibilities. This definition is supported by Ningrum (2024), who emphasizes the alignment between an individual's dedication and their specific capabilities. Furthermore, Tandiyono (2023) highlights performance as the willingness to perform and perfect activities to meet organizational expectations, while Prawirosentono (2009, in Sari, 2025) and Risnawati (2023) define it as the total contribution made toward an organization's growth within legal and ethical corridors. This performance is primarily driven by the interaction of three factors: compensation, which provides extrinsic stability; motivation, which serves as the internal engine for goal attainment; and the work environment, which minimizes psychological and physical stressors (Sanaba, 2022).

Regarding the dimensions of performance, Rivai (2009, as cited in Sanaba, 2022) posits that performance is primarily observable through actual behavioral patterns displayed by employees, encompassing adherence to professional ethics and established organizational interaction protocols. To rigorously evaluate these operational success levels, this study utilizes the six comprehensive indicators established by Robbins (2006, as cited in Sanaba, 2022). These indicators begin with performance quality, which evaluates the precision and accuracy of outputs against established standards, and quantity of work, which quantifies the total volume of tasks completed within specific timeframes. Furthermore, timeliness is assessed to measure the ability to adhere to deadlines, which serves as a critical metric for maintaining operational efficiency, while effectiveness of resource utilization evaluates the judicious and efficient management of organizational facilities and tools. Finally, independence represents the capability to execute complex tasks with minimal supervision, reflecting professional maturity, whereas commitment reflects the employee's internal pledge of loyalty and dedication, transcending mere compliance with formal working hours to embody a profound sense of organizational ownership.

METHOD

Research Design

The methodological architecture of this research utilizes a quantitative causal-associative design, which is fundamentally grounded in positivist philosophy. This design is specifically selected to establish, measure, and empirically validate the directional pathways

862

and magnitude of cause-and-effect relationships between the independent constructs and the dependent variable. The structural model maps three distinct independent variables compensation, work culture, and work environment and evaluates their individual (partial) and collective (simultaneous) predictive power on the dependent variable, which is defined as employee performance.

Setting and Study Population

The empirical setting for this investigation is contextualized at the Department of Transportation (*Dinas Perhubungan*) of Ngawi Regency, Indonesia. This site is uniquely distinguished by its dual-workload operational dynamics, bridging conventional office administration with high-risk field logistics. The target population encompasses all active civil servants registered within the institution's human resource database. Structurally, the total population consists of 149 personnel distributed across six primary functional divisions: the Secretariat (20 employees), the Traffic Division (46 employees), the Technical Facilities and Infrastructure Division (25 employees), the Transportation Division (20 employees), the Safety Division (12 employees), and the Terminal Technical Implementation Unit/UPTD (26 employees).

Sampling Technique Procedure

To derive a statistically viable sample from the institutional population, Slovin's mathematical formula is applied with a strict significance alpha level of 0.05. The computation yields a minimum requirement of 108.56, which is rounded upward to establish a definitive sample size of 109 active respondents. Addressing the structural heterogeneity and varied risk exposures across the department's subdivisions, the study implements a probability sampling framework through a *proportionate stratified random sampling* procedure. The allocation is mathematically distributed across the strata to preserve exact institutional proportions, resulting in a representative sample configuration of 15 respondents from the Secretariat, 34 from Traffic, 18 from Facilities, 15 from Transportation, 9 from Safety, and 19 from the Terminal UPTD.

Instruments

The primary measurement artifact utilized in this study is a structured, closed-ended questionnaire designed to transform abstract conceptual constructs into quantifiable empirical data. To ensure structural alignment with established organizational behavior literature, the instrument operationalizes each variable through specific, validated sub-metrics. The independence path for Compensation (X_1) is broken down into base salary

863

distribution, productivity incentives, structured allowances, and operational infrastructure support, adapting the core metrics from Sinambela (2024). Work Culture (X_2) is measured by assessing employee value alignment, cross-functional communication, organizational loyalty, and leadership role-modeling based on Manggopa's (2025) framework. For the Work Environment (X_3), the scale captures the quality of ergonomic physical infrastructure, ventilation systems, and interpersonal workspace relationships, drawing from Fachrezi (2020). Lastly, Employee Performance (Y) is operationalized using the six performance dimensions established by Robbins (2006): output quality, task quantity, structural timeliness, asset efficiency, professional autonomy, and corporate commitment. Every descriptive statement within the survey instrument is evaluated using a uniform five-point Likert scale matrix. This psychometric scale values individual responses from a baseline score of 1, indicating a state of "Strongly Disagree" (*Sangat Tidak Setuju*), up to a maximum score of 5, which reflects "Strongly Agree" (*Sangat Setuju*). This configuration yields an interval-level dataset suitable for parametric estimation models.

Data Collection

The empirical data pipeline for this investigation was executed through a systematic, multi-tiered collection process bridging primary survey dissemination with secondary documentation. The primary gathering phase relied heavily on digital administration via an online closed-ended questionnaire platform (*Google Form*). This secure electronic channel was deployed to maximize response velocity and offer physical flexibility to the civil servants at the Department of Transportation of Ngawi Regency, effectively ensuring that survey completion did not disrupt the daily continuity of public services. To control for social desirability bias and external pressure, respondents were instructed to complete the digital forms independently and anonymously.

To strengthen the analytical framework, this primary data acquisition was cross-referenced with institutional secondary data. The secondary gathering procedure involved evaluating internal administrative registers from the department including the official agency profile, structural hierarchies, divisional job descriptions, and personnel deployment records which provided the statistical basis for the stratified sampling configuration. Additionally, academic desk research was conducted through literature mapping of peer-reviewed journals and relevant text repositories to validate the theoretical foundations of the research variables. Prior to definitive statistical analysis, the raw dataset underwent comprehensive data cleaning and screening procedures to guarantee completeness and structural integrity.

Data Analysis

864

IBM SPSS version 27 was used to analyze data collected. Both descriptive and inferential statistics were collected. The hypothesis was tested using multiple linear regression analysis and accepted at $p < 0.05$ and $p < 0.01$ levels of significance. Before performing the inferential structural pathways, a comprehensive demographic screening was executed to map the institutional profile of the participants. To provide a concise reporting format, the respondents' profiles based on employment status, operational divisions, and age categories are summarized into a single integrated matrix in Table 1.

RESULTS

Table 1: Demographic Characteristics of Respondents (N = 109)

Classification Metric	Profile Sub-Categories	Frequency (n)	Percentage (%)
Employment Status	Civil Servant (PNS)	83	76.15%
	Candidate Civil Servant (CPNS)	3	2.75%
	Government Employees with Work Agreements (PPPK)	5	4.59%
	Part-Time Contract Employees (PPPK Paruh Waktu)	18	16.51%
Operational Division	Secretariat	15	13.76%
	Traffic Division (<i>Bidang Lalu Lintas</i>)	34	31.19%
	Technical Facilities & Infrastructure Division	18	16.51%
	Transportation Division (<i>Bidang Angkutan</i>)	15	13.76%
	Safety Division (<i>Bidang Keselamatan</i>)	9	8.26%

	Terminal Technical Implementation Unit (UPTD)	18	16.51%
Age Group	20 – 30 Years Old	25	22.94%
	31 – 40 Years Old	35	32.11%
	41 – 50 Years Old	30	27.52%
	> 50 Years Old	19	17.43%
Total Baseline	Active Responding Sample	109	100.00%

Source: Primary Data Processed (2026)

The empirical breakdown in Table 1 demonstrates that the workforce architecture at the Department of Transportation of Ngawi Regency is heavily dominated by permanent Civil Servants (PNS) at 76.15%, reflecting a stable and experienced bureaucratic foundation, supplemented by operational personnel in the Traffic Division which constitutes the largest functional group at 31.19%. Furthermore, the age distribution reveals a highly productive organizational maturity, where the majority of employees fall within the active working range of 31 to 40 years old (32.11%) and 41 to 50 years old (27.52%). This combination of permanent structural status, substantial allocation of personnel in core field operations like traffic management, and a mature, physically capable age range provides the essential human resource capacity required to handle the demanding dual-workload stress of administrative compliance and high-mobility field logistics safely.

Testing the hypothesis

Compensation, work culture, and work environment will significantly predict employee performance among civil servants at the Department of Transportation of Ngawi Regency. The hypotheses were tested using multiple linear regression and the results are presented in Tables 2a-c.

Table 2a: Model Summary of Predictors on Employee Performance

Model	R	R Square	Adjusted R ²	Std. Error of the Estimate
1	.789a	.623	.624	7.086

Table 2b: ANOVA of Predictors on Employee Performance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	60.504	3	20.168	4.781	.004b
Residual	442.924	105	4.218		
Total	503.428	108			

Table 2c: Coefficients Predicting Employee Performance

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	57.157	8.856		6.454	.001
Compensation	.212	.175	.138	4.208	.001
Work Culture	.088	.233	.040	2.377	.037
Work Environment	.268	.215	.136	3.247	.001

Tables 2a-c show the results of the multiple regression analysis carried out to determine if compensation, work culture, and work environment predict employee performance. The result revealed that the three independent variables simultaneously and significantly predicted employee performance among the study participants, R Square = .624, $F(3,105) = 4.781$, $p < .01$. The standardized beta coefficients indicate that compensation (Beta = .138, $p = .001$), work environment (Beta = .136, $p = .001$), and work culture (Beta = .040, $p = .037$) all have positive and statistically significant predictive relationships with performance. Furthermore, the model explains that these combined factors accounted for 62.4% of the variance in employee performance, a proportion considered robust and meaningful in organizational research. Notably, with the highest beta coefficient and t-value, compensation emerged as the most dominant predictor. Consequently, all proposed hypotheses are fully supported.

DISCUSSION

The empirical evidence underscores that an equitable compensation system is the most dominant catalyst for elevating employee performance in high-mobility operational settings. Adequate financial remuneration and supportive operational facilities effectively eliminate economic anxieties, allowing civil servants to dedicate their full cognitive focus to their demanding field responsibilities. This substantial impact aligns directly with the findings of Sari (2025) and Sinaga (2025), which assert that well-managed financial and non-financial compensation structures significantly boost task accuracy and workforce productivity. Concurrently, a supportive physical and social work environment characterized by ergonomic infrastructure, proper air circulation, and harmonious peer relations acts as a vital buffer against operational fatigue and psychological stress. This confirms previous studies by Mulyono and Widodo (2025), demonstrating that optimizing the workspace environment is mandatory for sustaining physical stamina and minimizing technical errors among government apparatus.

Furthermore, work culture serves as the indispensable social foundation that aligns personal employee ambitions with macro-institutional values. A strong organizational culture, driven by transparent communication and leadership by example, effectively minimizes internal friction and fosters high corporate loyalty. This finding corroborates Mutmainah et al. (2026) and Amirullah (2025), validating that positive cultural norms translate directly into higher service integrity. Ultimately, the synergistic effect of these three variables proves that public sector performance cannot be optimized through a fragmented managerial approach. As highlighted by Utomo and Santoso (2021) and Manggopa (2025), building a resilient bureaucratic ecosystem requires the simultaneous integration of fair compensation, an ethical work culture, and a secure working environment to continuously achieve excellent public service delivery.

CONCLUSION

Based on the empirical findings, this study concludes that compensation, work culture, and work environment exert a positive and statistically significant influence on employee performance at the Department of Transportation of Ngawi Regency, both partially and simultaneously. Furthermore, compensation emerged as the most dominant predictor of performance, indicating that equitable financial and non-financial reward systems are the primary catalysts for optimizing the workforce's operational output and public service delivery.

Recommendations

868

The study put forth the following recommendations:

Given that compensation acts as the most dominant performance determinant, the institution is strongly advised to maintain and periodically evaluate its incentive frameworks and operational facility allocations. Strategic improvements in these reward systems are crucial to sustaining the motivation of field officers who regularly face high mobility and physical risks. Concurrently, management must prioritize the continuous maintenance of physical infrastructure, including optimal air circulation, adequate lighting, and proper operational tools. Securing a physically comfortable and socially conflict-free workspace is vital for preserving employees' physical stamina and cognitive focus in fulfilling institutional targets.

Furthermore, the institution should continuously cultivate a highly disciplined work culture reinforced by consistent, exemplary leadership from superiors. Fostering transparent communication and a strong sense of kinship among peers will significantly deepen employees' organizational commitment and ownership. By actively nurturing these ethical norms, the department can ensure that every civil servant maintains a high standard of integrity and dedication to public service excellence.

Limitations and suggestions for further study

This research acknowledges its limitation of examining only three independent variables within a single regional government agency. Future researchers are highly encouraged to expand this scope by incorporating additional theoretical constructs relevant to human resources, such as leadership style, work discipline, or job satisfaction. Moreover, broadening the study population across multiple institutions and employing advanced analytical techniques, such as Structural Equation Modeling, would yield a more comprehensive understanding of organizational dynamics in the public sector bureaucracy.

REFERENCES

- Amelia, H., Hidayat, W., & Yuliani, W. (2025). Uji Validitas dan Uji Reabilitas Kuisi Resiliensi Akademik. *FOKUS : Open Journal System*.
<https://doi.org/10.22460/fokus.v8i3.28816>.
- Amirullah, I., Tumini, & Junaidi. (2025). Pengaruh Budaya Organisasi, Kompensasi, Dan Lingkungan Kerja Terhadap KeLingkungan Kerjaan Pegawai Pada Kantor Perum Perhutani KPH Probolinggo. *Ebizer: Jurnal Ekonomi, Manajemen, Akuntansi, Dan Bisnis*, 1(2), 114-126.
<https://journal.cm nusantara.com/index.php/ebizer/article/view/9>.

- Chayanti, K. W. D., & Susila, G. P. A. J. (2025). Pengaruh Budaya Kerja Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Pada Arta Sedana Singaraja. *Bisma: Jurnal Manajemen*, 11(1), 129-137. <https://ejournal.undiksha.ac.id/index.php/BISMA-IM/article/view/94260>.
- Fitria, R., & Yuliana, L. (2025). Analisis Lingkungan Kerja Terhadap Turnover Intentions pada Karyawan PT Spesial Gold. *MASMAN: Master Manajemen*, 3(2), 1-10. <https://ejournal-nipamof.id/index.php/MASMAN/article/download/808/908>.
- Khoiroh, Ummatul. (2026). Analisis Teknik Sampling Dalam Penelitian Kuantitatif dan Pengaruhnya Terhadap Kualitas Data. *Pediaqu: Jurnal Pendidikan Sosial dan Humaniora*. <https://publisherqu.com/index.php/pediaqu/article/download/3914/3408/>.
- Manggopa, S., Paputungan, A., Mongilong, R., & Dwiningwarni, S. S. (2025). Pengaruh Tunjangan Kinerja, Budaya Organisasi, Dan Lingkungan Kerja Terhadap Kepuasan Kerja Melalui Evaluasi Di Sekretariat DPRD Kotamobagu. *Syntax Idea*, 7(7), 955-964. <https://jurnal.syntax-idea.co.id/index.php/syntax-idea/article/download/13367/2679>.
- Mardhiyah. (2025). Populasi dan Sampel dalam Penelitian Pendidikan: Memahami Perbedaan, Implikasi dan Strategi Pemilihan yang Tepat. *Katalis Pendidikan: Jurnal Ilmu Pendidikan dan Matematika*. <https://journal.lpkd.or.id/index.php/Katalis/article/download/1670/2131>.
- Mulyono, A. H., & Widodo, U. (2025). Analisis Pengaruh Budaya Organisasi, Lingkungan Kerja, Dan Kompensasi Terhadap Kinerja Karyawan (Studi Kasus Pada Alfamart Wilayah Kota Semarang). *Jurnal Ilmiah Fokus Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 4(1), 86-95. <https://www.ejournal.stiepena.ac.id/index.php/fokusemba/article/download/1291/645>.
- Nurulita, Fifi. (2023). Analisis Determinan Tingkat Kemiskinan di Kabupaten Sumbawa. *Jurnal Ekonomi & Bisnis*. <http://e-journalppmunsa.ac.id/index.php/jeb/article/download/1314/1267>.
- Praganingrum, T. I. (2025). Analisis faktor dominan dalam pelaksanaan sistem manajemen keselamatan kesehatan kerja (SMK3) terhadap tingkat kecelakaan kerja pada proyek konstruksi. *Jurnal Ilmiah Kurva Teknik*, 14(1), 23-30. <https://e-journal.unmas.ac.id/index.php/jikt/>.
- Rizqi, M., Heryanti, A. D., Said, Y., Hidayatun, N., & Wijaya, M. A. (2025). Tinjauan kuantitatif tentang faktor-faktor kepemimpinan yang mempengaruhi kinerja organisasi. *Jurnal Ilmiah Wahana Pendidikan*, 11(2.D), 182-190.

- <https://www.jurnal.peneliti.net/index.php/JIWP/article/download/11621/8010>.
Salsabila, A. T., Habibi, M., Shiddiqi, M. H. A., Iqbal, M., Oktavia, R., Fania, S. A., & Syamsir. (2024). Pengaruh Reformasi Penggajian Terhadap Motivasi Dan Kinerja Karyawan. *Sosial Simbiosis: Jurnal Integrasi Ilmu Sosial Dan Politik*, 1(4), 122-132. <https://journal.lpkd.or.id/index.php/Sosial/article/download/879/1442>.
- Sanaba, H. F., Andriyan, Y., & Munzir. (2022). Analisis Faktor-Faktor Yang Mempengaruhi Kinerja Karyawan: Kompensasi, Motivasi Kerja, Lingkungan Kerja. *FAIR: Financial & Accounting Indonesian Research*, 2(2), 83-96. <https://e-journal.unimudasorong.ac.id/index.php/FAIR/article/download/1328/584>.
- Sari, D. N., Hendratmoko, S., & Kurniawati, E. (2025). Pengaruh Budaya Organisasi, Lingkungan Kerja Fisik dan Kompensasi Finansial Terhadap Kinerja Karyawan (Studi Kasus Pada Karyawan Ud. Dua Bidadari Kab. Kediri). *Trending: Jurnal Ekonomi, Akuntansi Dan Manajemen*, 3(2), 166-182. <https://jurnaluniv45sby.ac.id/index.php/Trending/article/download/4027/3496>
- Sembiring, R., & Sofiyan. (2021). Faktor-Faktor Yang Mempengaruhi Budaya Kerja Organisasi Di Perusahaan. *Maker: Jurnal Manajemen*, 7(2), 208-213. <http://repository.stiesultanagung.ac.id/id/eprint/72/1/396-1105-1-PB.pdf>.
- Sinaga, G., Sembiring, R., & Napitupulu, J. (2025). Pengaruh Lingkungan Kerja Kerja, Lingkungan Kerja Dan Kompensasi Karyawan Terhadap Kinerja Karyawan Ptpn Iv Regional 1 Kebun Labuhan Haji Aek Kanopan. *Journal Of Artificial Intelligence And Digital Business (RIGGS)*, 4(2), 2419-2427. <https://journal.ilmudata.co.id/index.php/RIGGS/article/download/849/514>.
- Sulistiyono, Hendrik. Dwi., Mutmainah, & Indartini, Mintarti. (2026). Pengaruh Jenjang Pendidikan Motivasi Karyawan dan Budaya Organisasi Terhadap Kinerja Karyawan pada Dinas Perumahan Rakyat dan Kawasan Permukiman Kota Madiun. *Geoekonomi*, 17(1), 64-77. <https://doi.org/10.36277/geoekonomi.v17i1.710>.
- Utomo, W. A., & Santoso, B. (2021). Pengaruh Kompensasi, Budaya Organisasi, dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan di PT Swabina Gatra Kantor Perwakilan Tuban. *Jurnal E-Bis (Ekonomi-Bisnis)*, 5(2), 449-461. <https://repository.upnjatim.ac.id/3482/2/1.pdf>.