

# The Influence of Reward and Organizational Culture on Employee Performance through Work Motivation on PT Pos Indonesia Surabaya Main Branch

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## ABSTRACT

In the current era of global competition, the determinant of a company's success is the quality of human resources in the company. To be able to realize the company's vision and mission, PT Pos Indonesia Surabaya Main Branch must have good and quality human resources to be able to play an active role in achieving company goals. There is a decrease in the achievement of company targets, indicating that the performance of employees at PT Pos Indonesia Surabaya Main Branch has decreased. With a decrease in employee performance, further research is needed which aims to determine the effect of Rewards and Organizational Culture on Employee Performance through Work Motivation at PT Pos Indonesia Main Branch Surabaya. This research is expected to be useful as material for performance evaluation and management considerations to improve the quality of employee performance. This study used a quantitative research method with a purposive sampling technique using the slovin formula. The population and sample in this study were 55 employees working at PT Pos Indonesia. The data in this study includes primary and secondary data. Primary data obtained from company reports, primary data from questionnaire results. This study uses the smartPLS 3.0 test tool, the results of which prove that Rewards have an effect on Employee Performance, Organizational Culture has an impact on Employee Performance, Motivation can be a mediation *Reward* on Employee Performance, and Motivation can mediate Organizational Culture on Employee Performance at PT Pos Indonesia Surabaya Main Branch.

**Keywords:** Employee Performance, Organizational Culture, Reward, Work Motivation

## INTRODUCTION

BUMN is a business entity owned by the state or the Government of the Republic of Indonesia, tasked with generating revenue for the state. In order for state revenues from SOEs to continue to increase, SOEs owned by Indonesia must make various development efforts, including improving the quality of their Human Resources. As part of the government, BUMN must also provide services to the public or the community. Especially in facing competition in the era of globalization, the service quality of government-owned enterprises will be increasingly challenged to be more optimal and able to respond to increasingly high demands from society.

Public services are the responsibility of the government and are carried out by government agencies, both at the central, regional and state-owned enterprises and regionally-owned enterprises. Public services basically involve very broad aspects of life. In the life of the state, the government has the function of providing various public services needed by the community, starting from services in the form of regulations or other services in order to meet the needs of the community in any field.

In the current era of global competition, the determining factor for the success of a company is Human Resources (HR). To be able to realize the company's vision and mission, every company must have good and quality human resources to be able to play an active role in achieving organizational goals (Dewi & Kustini, 2022). Human resources are a very valuable asset for a company, because of how sophisticated the machines in the company are, to produce a product, of course, it still requires human factors or employees to run or control it. (Prasetyo, 2022).

Performance has a very important role in realizing the vision and mission of a company. Of course, companies want employees who work to have adequate achievements and abilities. Therefore performance becomes something that can be used as evaluation material for a company. Performance Evaluation aims to improve organizational performance through improving the performance of employees in it (Widyaningrum, 2020).

One of the BUMNs which also carries out public service functions in Indonesia which are faced with the challenges of the globalization era in order to continue to compete with private competitors is PT Pos Indonesia (Persero). PT Pos Indonesia is a Business Entity engaged in the delivery of packages, letters and money. With the geographical condition of Indonesia which consists of islands separated by vast oceans, fast, accurate and reliable services are needed to meet the public's need for services such as the delivery of goods, letters and delivery to various regions in Indonesia, including remote areas.

At the Surabaya Main Branch Post Office there is a method of giving rewards to employees. When employees are able to achieve the targets set or succeed in solving certain problems, rewards will be given in the form of an increase in position level or career path. The culture within the PT Pos Indonesia Surabaya Main Branch company also follows the direction of BUMN throughout Indonesia, namely AKHLAK (Trust, Competent, Harmonious, Loyal, Adaptive, Collaborative).

The AKHLAK culture was socialized and implemented on March 25, 2021 at the AKHLAK session *Activation*. In the circular letter of the Minister of BUMN SE-7/MBU/07/2020 concerning Core Values (Core Values) of BUMN Human Resources that BUMN AKHLAK is determined as an identity and glue of work culture which is supported by continuous performance improvement.

**Table 1.** Company Achievement Data

Year	2020	2021	2022
Percentage Achievement of Production Targets	114 %	95 %	90 %
Percentage Revenue Target Achievement	117 %	97 %	92 %

Based on the company's target achievement data, PT Pos Indonesia Surabaya Main Branch has experienced a decline in the last 3 years. PT Pos Indonesia Surabaya Main Branch began to experience a decline in 2020 where this year actually PT Pos managed to have a surplus of around 17% of the company's target that had been set, but this did not last long because in the last 2 years PT Pos Indonesia Surabaya Main Branch instead experienced a decline in the company's target achievement of around -3% to -8%. This is certainly a problem that deserves serious attention because it reflects that the performance of employees at PT Pos Indonesia Surabaya Main Branch is experiencing a decline in the quality of their performance.

## Literature Review

### *Performance*

Performance is a concept that has various dimensions and is very complex, so that the meaning and assessment of it can vary depending on the appraiser, the valuation method used, and the aspects being evaluated (Ismandra, 2022). Employee performance appraisal is important in human resource management, as stated by Iqbal in Pratama & Sukarno (2021) Performance Appraisal (PA) is a formal system that is used within a certain period of time to evaluate an employee's work performance.

*Motivation*

Motivation is the encouragement or willingness of individuals to give maximum effort in achieving company goals. This encouragement can be influenced by the ability of individuals to meet the various needs they face (Farisi et al., 2020). Meanwhile according to Rosmaini & Tanjung (2019) Work motivation is an encouragement and stimulus that causes a person to be enthusiastic at work because his needs are fulfilled. Management uses motivation as a means to encourage employees to work better by creating expectations of getting more decent rewards (Simanjuntak, 2019).

*Reward*

Reward Derived from English which means gift, reward or reward. In this context, reward has a broad meaning and is not only focused on financial aspects. Thompson (2002) in Mardiana & Saleh (2021) emphasizes that rewards do not only include quantitative elements such as salaries and wages, but also involve other intangible elements of money, such as opportunities to take greater responsibility, opportunities for careers, opportunities to learn and develop, a decent quality of life within the organization , and others.

*Organizational culture*

According to Yasril Bahrudin & Iryanti (2023) Organizational culture includes norms and all things that apply internally to the company, whether written or not. Organizational culture has a significant impact on companies, because it directly influences the behavior of the individuals who work in it. An organization can be considered to have a good organizational culture if the culture applies positive habits. Therefore, many companies are trying to build a positive organizational culture by making positive changes to improve employee performance.

**METHOD**

This study uses a quantitative research method with the Partial Least Square (PLS) test tool which includes validity testing, reliability testing, and hypothesis testing. The population in this study were all active employees at PT Pos Indonesia Surabaya Main Branch, totaling 121 people. Purposive sampling technique was used to determine the sample, and the resulting number of respondents was 55 people, which was calculated using the slovin formula. The type of data used in this research is primary and secondary data. Primary data was obtained through questionnaires distributed to respondents, while secondary data was obtained from reference literature and internal company reports.

**RESULTS AND DISCUSSION**

According to Ghozali (2018) an outlier is an observation or data point that has unique characteristics, thus distinguishing it from other observations, and tends to appear in an extreme form for either one variable or a combination of variables. Even though univariate analysis shows that there are no outliers, evaluation of outliers between variables or multivariates is still needed to ensure comprehensive data examination and analysis.

**Table 2.** Residual Statistics

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4,049	56,193	28,000	14,4228	55

Std. Predicted Value	-1,661	1,955	,000	1,000	55
Standard Error of Predicted Value	2,755	7,424	5,301	1,196	55
Adjusted Predicted Value	2,007	61,333	27,977	15,2819	55
Residual	-17,5363	15,0802	,0000	6,9748	55
Std. Residual	-1,995	1,716	,000	,793	55
Stud. Residual	-2,664	2,315	,001	1,037	55
Deleted Residual	-31,2681	27,4514	,0233	12,1858	55
Stud. Deleted Residual	-2,950	2,485	-,004	1,078	55
Mahal. Distance	4,324	<b>37,539</b>	19,636	8,209	55
Cook's Distance	,000	,342	,040	,068	55
Centered Leverage Value	,080	,695	,364	,152	55

a. Dependent Variable: Responden

From the second outlier test table, the Expensive value is obtained. The maximum distance of the respondent's data is 37.539, which is smaller than the specified Mahal Distance Maximum outlier of 45.314, which means that the data has been **there are no outliers**, thus it can be said that the data has good quality and can be continued for further processing with a total of 55 cases of respondents.

### Outer Loading

The measurement model in this study uses variables with reflective indicators, namely reward (X1), organizational culture (X2), work motivation (Z1), and employee performance (Y1). To measure the validity of one of the indicators based on the output of the outer loading table, that is by looking at the magnitude of the factor loading value, because in this modeling all indicators are reflective, the table used is the output outer loading.

**Table 3.** Outer Loading

	Factor Loading (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
<b>X1.1 &lt;- Reward (X1)</b>	0,736	0,740	0,056	13,125	<b>0,000</b>
<b>X1.2 &lt;- Reward (X1)</b>	0,807	0,808	0,048	16,723	<b>0,000</b>
<b>X1.3 &lt;- Reward (X1)</b>	0,891	0,889	0,026	33,706	<b>0,000</b>
<b>X1.4 &lt;- Reward (X1)</b>	0,663	0,660	0,076	8,676	<b>0,000</b>
<b>X1.5 &lt;- Reward (X1)</b>	0,713	0,705	0,093	7,671	<b>0,000</b>
<b>X2.1 &lt;- Organizational Culture (X2)</b>	0,804	0,806	0,044	18,325	<b>0,000</b>
<b>X2.2 &lt;- Organizational Culture (X2)</b>	0,862	0,860	0,030	28,811	<b>0,000</b>
<b>X2.3 &lt;- Organizational Culture (X2)</b>	0,864	0,863	0,027	31,836	<b>0,000</b>
<b>X2.4 &lt;- Organizational Culture (X2)</b>	0,695	0,685	0,097	7,179	<b>0,000</b>

<b>X2.5 &lt;- Organizational Culture (X2)</b>	0,639	0,635	0,103	6,223	<b>0,000</b>
<b>Y1.1 &lt;- Employee Performance (Y1)</b>	0,762	0,764	0,043	17,801	<b>0,000</b>
<b>Y1.2 &lt;- Employee Performance (Y1)</b>	0,867	0,866	0,028	30,512	<b>0,000</b>
<b>Y1.3 &lt;- Employee Performance (Y1)</b>	0,878	0,878	0,047	18,879	<b>0,000</b>
<b>Y1.4 &lt;- Employee Performance (Y1)</b>	0,893	0,893	0,026	33,937	<b>0,000</b>
<b>Y1.5 &lt;- Employee Performance (Y1)</b>	0,813	0,811	0,046	17,794	<b>0,000</b>
<b>Z1.1 &lt;- Work Motivation (Z1)</b>	0,763	0,762	0,056	13,563	<b>0,000</b>
<b>Z1.2 &lt;- Work Motivation (Z1)</b>	0,824	0,823	0,051	16,229	<b>0,000</b>
<b>Z1.3 &lt;- Work Motivation (Z1)</b>	0,821	0,821	0,044	18,624	<b>0,000</b>
<b>Z1.4 &lt;- Work Motivation (Z1)</b>	0,865	0,866	0,035	24,979	<b>0,000</b>
<b>Z1.5 &lt;- Work Motivation (Z1)</b>	0,816	0,818	0,035	23,213	<b>0,000</b>

From the table above, the validity of the indicators is measured by looking at the value *Factor Loading* from the variable to the indicator, it is said that the validity is sufficient if greater than 0.5 and or the T-Statistic value greater than 1.96 (Z value at  $\alpha = 0.05$ ). *Factor Loading* is the correlation between the indicator and the variable, if it is greater than 0.5 it is considered that the validity is fulfilled as well as if the T-Statistic value is greater than 1.96 then the significance is fulfilled.

### Cross Loading

Measurement of indicator validity can also be seen from the Cross Loading table, if the factor loading value for each indicator on each variable is greater than the factor loading for each indicator on the other variables, then the factor loading is said to be valid, but if the loading factor value is smaller than the indicator of other variables, it is said to be invalid.

**Table 4.** Cross Loading

<b>Indicator</b>	<b>Organizational Culture (X2)</b>	<b>Employee Performance (Y1)</b>	<b>Work Motivation (Z1)</b>	<b>Reward (X1)</b>
<b>X1.1</b>	0,227	0,444	0,563	0,736
<b>X1.2</b>	0,466	0,627	0,478	0,807
<b>X1.3</b>	0,428	0,620	0,534	0,891
<b>X1.4</b>	0,355	0,433	0,486	0,663
<b>X1.5</b>	0,222	0,346	0,398	0,713
<b>X2.1</b>	0,804	0,401	0,394	0,296
<b>X2.2</b>	0,862	0,437	0,473	0,343

<b>X2.3</b>	0,864	0,484	0,481	0,354
<b>X2.4</b>	0,695	0,524	0,331	0,494
<b>X2.5</b>	0,639	0,434	0,263	0,267
<b>Y1.1</b>	0,520	0,762	0,722	0,601
<b>Y1.2</b>	0,462	0,867	0,623	0,511
<b>Y1.3</b>	0,485	0,878	0,567	0,566
<b>Y1.4</b>	0,547	0,893	0,601	0,538
<b>Y1.5</b>	0,440	0,813	0,598	0,542
<b>Z1.1</b>	0,351	0,576	0,763	0,491
<b>Z1.2</b>	0,410	0,624	0,824	0,545
<b>Z1.3</b>	0,374	0,565	0,821	0,518
<b>Z1.4</b>	0,434	0,644	0,865	0,547
<b>Z1.5</b>	0,491	0,744	0,816	0,537

From the results of cross loading data processing, all loading factor values are obtained for each indicator (shaded) both in the Reward variable (X1), Organizational Culture (X2), Work Motivation (Z1), and Employee Performance (Y1)., shows a greater factor loading value compared to the indicator factor loading of other variables, so that it can be said that all indicators in this study have fulfilled their validity or have good validity

**Table 5.** Average Variance Extracted

	<b>AVE</b>
<b>Organizational Culture (X2)</b>	0,606
<b>Employee Performance (Y1)</b>	0,713
<b>Work Motivation (Z1)</b>	0,670
<b>Reward (X1)</b>	0,587

The results of the AVE test for the Reward variable (X1) are 0,587, Organizational Culture (X2) of 0.606, Work Motivation (Z1) of 0.670, and Employee Performance (Y1) of 0,713, the four variables show a value of more than 0.5, So overall the variables in this study can be said to have good validity.

**Table 6.** Composite Reliability

	<b>Composite Reliability</b>
<b>Organizational Culture (X2)</b>	0,883
<b>Employee Performance (Y1)</b>	0,925
<b>Work Motivation (Z1)</b>	0,910
<b>Reward (X1)</b>	0,876

Construct reliability as measured by value composite reliability, reliable construct if value composite reliability above 0.70, the indicator is called consistent in measuring the latent variable.

Test result Composite Reliability shows that the reward variable (X1) is equal to 0,876, Organizational Culture (X2) of 0.883, Work Motivation (Z1) of 0.910, and Employee Performance (Y1) of 0.925, the four

variables show value Composite Reliability above 0.70 so that it can be said that all variables in this study are reliable.

**Table 7.** Latent Variable Correlation

	<b>Organizational Culture (X2)</b>	<b>Employee Performance (Y1)</b>	<b>Work Motivation (Z1)</b>	<b>Reward (X1)</b>
<b>Organizational Culture (X2)</b>	1,000	0,587	0,508	0,455
<b>Employee Performance (Y1)</b>	0,587	1,000	0,776	0,660
<b>Work Motivation (Z1)</b>	0,508	0,776	1,000	0,645
<b>Reward (X1)</b>	0,455	0,660	0,645	1,000

From the table latent variable correlations above, the average correlation value between one variable and another shows an average moderate correlation value. The highest correlation value is found between the variable Work Motivation (Z1) and Employee Performance (Y1).0.776, this can be stated that among the existing variables inside research model, the relationship between variables Work Motivation (Z1) with Employee Performance (Y1) shows a stronger relationship than the relationship between other variables.

## PLS Model Analysis

### Inner Model (Structural Model Analysis)

Testing of the structural model is carried out by looking at the R-Square value which is a test *goodness-fit model*. Testing the inner model can be seen from the R-square value on the equations between latent variables. Nilai R<sup>2</sup> explains how much the exogenous (independent/independent) variables in the model are able to explain the endogenous (dependent/dependent) variables.

**Table 8.** R-Square

	<b>R Square</b>
<b>Employee Performance (Y1)</b>	0,681
<b>Work Motivation (Z1)</b>	0,474

Nilai R<sup>2</sup> Work Motivation (Z1) =0,474, this is able to explain the phenomenon of Work Motivation (Z1) which is influenced by Reward and Organizational Culture variables with a variance of 47.4%, while the remaining 52.6% is explained by other variables.

Then the R value<sup>2</sup> Employee Performance (Y1) =0,68, this is able to explain the phenomenon of Employee Performance (Y1) which is influenced by the independent variables Reward (X1), Organizational Culture (X2) and Work Motivation (Z1) with a variance of 68.1% while the remaining 31.9% is explained by other variables outside this research.

## Hypothesis test

Table 9. Path Coefficient

	Path Coefficients (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Reward (X1) -> Employee Performance (Y1)	0,225	0,227	0,090	2,506	0,012
Organizational Culture (X2) -> Employee Performance (Y1)	0,222	0,229	0,104	2,134	0,033

From the table above it can be concluded that the hypothesis stated :

- H1. Reward has a positive effect on Employee Performance **acceptable**, with *path coefficients* of 0.225, and value *T-statistic* of 2.506 > 1.96 (from the  $Z\alpha$  table value = 0.05) or *P-values* of 0.012 (smaller than 0.05), then the result **Significant (positive)**.
- H2. Organizational Culture has a positive effect on Employee Performance **acceptable**, with *path coefficients* of 0.222, and value *T-statistic* of 2.134 > 1.96 (from the value table  $Z\alpha = 0.05$ ) or *P-values* of 0.033 (smaller than 0.05), then the result **Significant (positive)**.

As for the hypothesis about the role of mediation (intervening) can be seen in the Table of Specific Indirect Effects below:

Table 10. Specific Indirect Effect

	Path Coefficients (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Reward (X1) -> Work Motivation (Z1) -> Employee Performance (Y1)	0,271	0,273	0,076	3,563	0,000
Organizational Culture (X2) -> Work Motivation (Z1) -> Employee Performance (Y1)	0,140	0,142	0,058	2,406	0,016

From the table above it can be concluded that the hypothesis is:

- H3. Reward has a positive effect on Employee Performance through Work Motivation on Employee Performance **acceptable**, with *path coefficients* as big 0,271, and value *T-statistic* of 3.563 > 1.96 (from  $Z\alpha$  table value = 0.05) or *P-values* of 0.000 (smaller than 0.05), it can be said **Significant (positive)**.

It can be interpreted that Work Motivation is proven to mediate between Reward and Employee Performance.

- H4. Organizational Culture has a positive effect on Employee Performance through Work Motivation **acceptable**, with *path coefficients* as big 0,140, and value *T-statistic* of 2.406 > 1.96 (from  $Z\alpha$  table value = 0.05) or *P-values* of 0.016 (smaller than 0.05), it can be said **Significant (positive)**.



### **Influence Reward on Employee Performance**

Based on the results of hypothesis testing that has been done to reward significant positive effect on employee performance at PT Pos Indonesia Main Branch Surabaya. This shows that giving *rewards* appropriately, then the resulting employee performance will increase.

Based on the results of this study, the indicators from the results of the descriptive analysis of variables *reward* the most influential indicator is the employee getting a promotion when achieving the company's target. So that with the reward given by PT Pos Indonesia Surabaya Main Branch, employee performance has increased along with high morale.

The results obtained are in accordance with the research conducted by previous researchers, namely by (Amadi et al., 2022) that *Reward* positive and significant effect on employee performance.

### **The Influence of Organizational Culture on Employee Performance**

Based on the results of hypothesis testing that has been done, Organizational Culture has a significant positive effect on Employee Performance at PT Pos Indonesia Main Branch Surabaya. This shows that the better the organizational culture in a company will create good employee performance as well.

Based on the results of this study, the indicators from the results of the descriptive analysis on the Organizational Culture variable that have the most influence are the indicators that employees are responsible for each job assigned and followed by indicators that employees are required to take risks in every job. This shows that the Organizational Culture at PT Pos Surabaya Main Branch is able to create a standard of behavior in a company so that employee performance can increase.

The results obtained from this study are in accordance with research that has been conducted by (Audio & Silvianita, 2022) that Organizational Culture has a positive and significant effect on Employee Performance.

### **Influence Reward on Employee Performance through Work Motivation**

Based on the results of hypothesis testing that has been done, *Reward* has a significant positive effect on employee performance through work motivation at PT Pos Indonesia Surabaya Main Branch. It means *reward*. The right approach from the company is able to generate encouragement (motivation) for employees so that their performance increases.

Based on the results of this study, indicators from descriptive analysis on variables *reward* the most influential indicator is the employee getting a promotion when achieving the company's target. This is in line with the analysis of the most influential variable of work motivation, namely the indicator of employees being enthusiastic at work because all supports are guaranteed by the company. This shows that employees are motivated because the rewards given by PT Pos Indonesia Surabaya Main Branch are right so that the quality of their performance increases.

The results of this study are in accordance with research conducted by (Armantari et al., 2021) Where *Reward* positive and significant effect on Employee Performance through Work Motivation.

### **The Influence of Organizational Culture on Employee Performance through Work Motivation**

Based on the results of hypothesis testing that has been done, Organizational Culture has a significant positive effect on Employee Performance through Work Motivation at PT Pos Indonesia Main Branch Surabaya. This means that the better and more appropriate the culture is applied and disseminated, the employees feel motivated so that employee performance will increase.

Based on the results of this study, the indicators from the descriptive analysis on the Organizational Culture variable that have the most influence are the indicators that employees are responsible for each job assigned and followed by indicators that employees are required to take risks in every job. In accordance with the most influential indicator on the Work Motivation variable, namely the company provides a platform for self-development to improve the quality of employee performance. This proves that with a well-implemented Organizational Culture, employees will be motivated to improve the quality of their performance. Because when an employee's performance is bad or declining, the decline will automatically be obvious because it is not in accordance with the culture that has been implemented together at PT Pos Indonesia, Surabaya Main Branch.

The results of this study support Lasarudin et al., (2021) which states that Organizational Culture has a positive and significant effect on Employee Performance through Work Motivation.

## **CONCLUSION**

Reward and Organizational Culture influences Employee Performance through Work Motivation at PT Pos Indonesia Surabaya Main Branch. Based on the results obtained, the conclusion that can be developed is that with appropriate and fair rewards, employees feel motivated to work harder because they see opportunities to get further rewards. This causes the quality of their performance to be better. In addition, a good organizational culture also plays a role in creating work quality standards, so that employees feel compelled to improve their performance on an ongoing basis.

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