

Evaluation of The Quality of Work of The Ministry of Religious Affairs of Solok City Employees Influenced by Work Discipline, Employee Development, and Organizational Culture

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Abstract

An employee, or a group of employees, is required to have high productivity when carrying out their work or completing tasks. Essentially, productivity doesn't just focus on generating a large amount of work but also considers the final product's quality. This study aims to determine the effect of work discipline, employee development, and organizational culture on the quality of work of employees of the Ministry of Religion of Solok City. This study uses a quantitative approach and primary data. This study utilized a sample of 43 employees from the Ministry of Religion in Solok City. This study employed the complete sampling method. The data analysis techniques employed in this study include validity tests, reliability tests, multiple linear analyses, and coefficient of determination (R²). The study's results suggest that work discipline significantly influences the quality of work produced by employees at the Ministry of Religion in Solok City. Religion of Solok City. Organizational culture does not significantly influence the quality of work performed by employees of the Ministry of Religion in Solok City. Employee development and organizational culture have a significant effect on the quality of work of employees of the Ministry of Religion of Solok City. The R square of 22% reveals the coefficient of determination (R²), indicating a low degree of closeness between the dependent and independent variables. Other variables outside the model discussed in this study, like communication, training, coaching, and others, influence the remaining 78%.

INTRODUCTION

Human resources play a crucial role in an organization. As the key drivers of other human resources, individuals must possess high-level management skills and knowledge

to effectively carry out management tasks that can enhance work performance. Given the rapid changes in environmental conditions, human resources must receive full attention. Organizational career planning should change consistently. Placing employees in good or right positions does not always produce favorable results (Sriyanti et al., 2023).

Human resources, which are quite important to an organization, provide strength, talent, and creative ideas. Even though an organization has perfect financial and technological resources, it is difficult for it to achieve its goals without quality human resources (Yuliza et al., 2022). We expect a high level of productivity from an employee or group of employees when they perform their work or complete their tasks. Basically, the goal of productivity is not just to produce as much work as possible, but also to consider the quality of the final product (Wau, 2022).

Discipline is essential in the workplace because the quality of an employee's work will increase if they have a high level of discipline. It is essential to maintain work discipline because it will affect the quality of an employee's performance. Discipline is defined as a person's willingness and awareness to comply with all company regulations and applicable social norms. Good discipline allows employees to complete tasks according to company standards (Rukmana et al., 2023).

Work discipline is a conscious and voluntary behavioral attitude that adheres to the established rules within a company. Given this explanation, work discipline undoubtedly refers to the performance level of a worker within the organization or agency they are employed by. Particular emphasis is placed on ensuring the quality of employee work, which enables them to perform their duties effectively and enhance their skills within the company (Mursalini, 2021).

One way to update employee or staff skills is to implement employee development programs through appropriate and ongoing training. We expect the successful implementation of an online system with the right training and development programs. Additionally, overall, employee training programs benefit both employees and organizations by enhancing employees' problem-solving skills and task performance (Sriyanti et al., 2024). Development is the process of improving the capabilities of HR or human resources so that they can help achieve goals in an organization. Education and training programs can develop and improve the capabilities of an organization's human resources. The organization will provide additional training and education to employees deemed less skilled in their jobs (Pratiwi et al., 2023).

Employee performance enhances their credibility, as it necessitates a strategic process to measure their success in fulfilling their responsibilities and duties (Arli et al., 2024). The Solok Regency Office of the Ministry of Religion performs the Ministry of Religion's duties under the Minister of Religion's policy and the Laws and Regulations. Therefore, the Ministry of Religion in Solok Regency requires a significant number and quality of employees due to the challenging nature of the tasks and obligations they oversee. Employees who are highly committed to their work must be creative, innovative, and able to carry out their duties effectively. However, employees are not as perfect as expected by leaders and institutions (Anggraini et al., 2023).

According to the Ministry of Religious Affairs of Solok City, employees must be able to utilize the potential that exists in the workplace and within themselves. We must also take into account the potential that emerges and how it can enhance the well-being of society. This is an opportunity for service, so seize it with joy and discipline. Someone who is fully committed to their work demonstrates a strong work ethic and is willing to put in more effort. By recognizing your potential, you can enhance your task completion skills and achieve optimal results.

Employees are essential for companies in the era of globalization. Human resources play a crucial role in the effective operation of an organization. Employee performance can

determine the goals of an organization or company as a whole. In addition, organizational culture is a collection of beliefs and values adopted by a company or organization in its daily operations. Organizational culture greatly influences how employees behave and act, as well as what they should do. Organizational culture, among other factors, closely shapes employee performance. However, employee performance determines the goals of the organization or company as a whole. An organization's culture and commitment, the individual's inner bond to the organization, support its success (Marisanda et al., 2023).

To maintain optimal employee performance and achieve company or organizational goals, businesses or organizations must truly prioritize the needs of their employees. Organizations or companies can implement various processes to enhance the performance of their employees. Every organization has a culture, but not all cultures influence how the organization and its employees act. A strong culture effectively instills important values, garners acceptance from employees or staff, and exerts a greater influence on employee behavior or attitudes compared to a weak culture (Pattynama et al., 2016).

The first or basic values that form a company or organization culture are professionalism (working competently, disciplined, and on time with the best results), integrity (harmony between words, deeds, heart, and mind that are good and right), innovation (creating new things and improving existing ones), and exemplary (being something good for many people). Because employees exhibit varying behaviors based on their individual needs, implementing organizational culture can be a challenging task. We define organizational culture as the set of rules or regulations within a company or organization that align employee behavior with the company's objectives. The culture in a company or organization serves as the first or basic foundation for employees to follow these rules, which inspires them to achieve their best performance. One effort that can be made by a company organization to make its employees feel comfortable working is to build a strong work culture that always motivates them. Leaders create organizational culture by wanting employees to always perform at their best, which results in good work quality.

RESEARCH METHODS

This study is quantitative. Respondents' questionnaires provided the initial data for this study. This study involved all employees of the Ministry of Religious Affairs of Solok City, totaling 43 people. The sample was taken using a total sampling technique, which resulted in a sample of 43 people. We carried out the data analysis using instrument testing, multiple linear regression analysis, hypothesis testing, and determination coefficient tests.

Table 1. Operational Definition of Variables

No.	Research Variable and Operational Definition	Indicator
1	<p>Work Discipline (X₁) The goal of discipline, a type of employee training, is to enhance employees' attitudes, knowledge, and behavior so they will voluntarily work well in a company or organization. (Ariani et al., 2020)</p>	<p>a. Obey the rules b. Commitment and loyalty to the organization c. Punctuality d. Produce satisfactory work. e. High responsibility (Lesmana et al., 2019)</p>

No.	Research Variable and Operational Definition	Indicator
2	Employee Development (X₂) Employee development is a training process to improve employee skills and knowledge so that they can perform their jobs or tasks more efficiently and effectively. (Sudargini, 2008)	a. Goals and targets must be clear and measurable. b. Development materials adapt to abilities. c. Development participants must meet the requirements. (Jalil, 2010)
3	Organizational Culture (X₃) Organizational culture refers to the fundamental values of the organization that guide the behavior and actions of all workers. (Khosiin, 2021)	a. Innovation and courage in taking risks b. Team-oriented c. Results-oriented (Hendra, 2020)
4	Quality of Work (Y) The effectiveness and efficiency of human resources determine the work quality. (Frinaldi et al., 2022)	a. Self-potential b. Work process c. Enthusiasm d. Optimal work results (Frinaldi et al., 2022)

RESULTS AND DISCUSSION

Results

1. Research Instrument Test

a. Validity Test

This study uses a two-way test with a r_{table} value of 0.3008 and a significance level of 5%. The following table presents the results of this research instrument's validity test.

Table 2. Results of the Validity Test of Research Instruments

Variable	Item	r_{count}	r_{table}	Information
Work Discipline (X ₁)	X _{1.1}	0,801	0,3008	Valid
	X _{1.2}	0,761	0,3008	Valid
	X _{1.3}	0,716	0,3008	Valid
	X _{1.4}	0,550	0,3008	Valid
Employee Development (X ₂)	X _{2.1}	0,805	0,3008	Valid
	X _{2.2}	0,772	0,3008	Valid
	X _{2.3}	0,751	0,3008	Valid
	X _{2.4}	0,794	0,3008	Valid
	X _{2.5}	0,804	0,3008	Valid
Organizational Culture (X ₃)	X _{3.1}	0,911	0,3008	Valid
	X _{3.2}	0,913	0,3008	Valid
Employee Work Quality (Y)	Y.1	0,663	0,3008	Valid
	Y.2	0,731	0,3008	Valid
	Y.3	0,803	0,3008	Valid
	Y.4	0,731	0,3008	Valid
	Y.5	0,672	0,3008	Valid

The table above shows the results of the instrument validity test: work discipline (X₁), employee development (X₂), organizational culture (X₃), and employee work quality (Y). The results of the instrument validity test indicate that the research is valid overall because the calculated r value is the same as the table value. Furthermore, we can process the research data for additional testing.

b. Reliability Test

The following table shows the results of reliability testing for each variable using Cronbach's alpha measurement:

Table 3. Reliability Test Results

Variable	Cronbach Alfa	N of Item	Conclusion
Work Discipline (X ₁)	0.662	4	Reliable
Employee Development (X ₂)	0.843	5	Reliable
Organizational Culture (X ₃)	0.798	2	Reliable
Employee Work Quality (Y)	0,768	5	Reliable

The variables used in this study, Work Discipline (X₁), Employee Development (X₂), Organizational Culture (X₃), and Employee Work Quality (Y), produced a Cronbach Alpha value of more than 0.60, as shown in the table above. Therefore, we can conclude that the research data successfully passed the reliability test, indicating its readiness for further processing.

2. Multiple Linear Regression Analysis

The following table shows the results of multiple linear regression analysis for free variables:

Table 4. Results of Multiple Linear Regression Analysis Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.582	4.717		2.031	.049
Work Discipline	.396	.193	.301	2.048	.047
Employee Development	.313	.114	.386	2.735	.009
Organizational Culture	-.134	.294	-.067	-.456	.651

a. Dependent Variable: Employee Work Quality

Based on the regression coefficient results from the previous table, we can create a multiple linear regression equation.

$$Y = 9,582 + 0,396X_1 + 0,313X_2 + (-0,134X_3) + e$$

From the equation above, it can be explained that:

- a. In this regression model, there is a constant value of 9.582, which shows that if the independent variables (work discipline, employee development, and

organizational culture) are assumed to remain the same or equal to zero, then the quality of employee work will increase by 9.582.

- b. In this study, the Work Discipline variable (X1) has a reliability coefficient of 0.396 and is positive. With the assumption that the employee development variable (X2) and the organizational culture variable (X3) do not change or are equal to zero, then the quality of employee work (Y) will also increase by 0.396 units.
- c. The regression coefficient of the employee development variable (X2) is 0.313 and has a positive value. With the assumption that the work discipline variable (X1) and the organizational culture variable (X3) have a value of zero or remain the same, this study concludes that an increase of one unit in the employee development variable (X2) will result in a 0.313 unit increase in the quality of employee work (Y).
- d. In this study, the organizational culture variable (X3) has a regression coefficient of 0.134, indicating a negative value. With the assumption that the Work Discipline variable (X1) and the Employee Development variable (X2) do not change or are equal to zero, then the Quality of Employee Work (Y) will decrease by 0.134 units.

3. Hypothesis Test

a. Partial Regression Coefficient Test (t-Test)

The results of the partial test, also known as the t-test, are shown in the following table:

**Table 5. Results of Partial Regression Coefficient Test (t-Test)
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.582	4.717		2.031	.049
Work Discipline	.396	.193	.301	2.048	.047
Employee Development	.313	.114	.386	2.735	.009
Organizational Culture	-.134	.294	-.067	-.456	.651

a. Dependent Variable: Employee Work Quality

The table above yields the following results:

- 1) The work discipline variable (X1) has a tcount of 2.048, a significance of 0.047, and a ttable of 2.02269. Because tcount > ttable, which is 2.048 < 2.02269, or the sig t value (0.047) is smaller than α (0.05), then H1 is accepted. This shows that work discipline (X1) affects the quality of employee work (Y) at the Ministry of Religion in Solok City.
- 2) The employee development variable (X2) has a t-value of 2.735, a significance of 0.009, and a t-value of 2.02269. Because t-value is greater than t-value, which is 2.735 > 2.02269, or the sig t value (0.009) is smaller than α (0.05), then H2 is accepted. This indicates that employee development (X2) partially

influences the work quality (Y) of employees at the Ministry of Religious Affairs of Solok City.

- 3) The Organizational Culture Variable (X3) exhibits a t-value of 0.456, a significance of 0.651, and a t-value of 2.02269. Because th is smaller than ttabel, which is $0.456 < 2.02269$, or the sig t value (0.651) is greater than α (0.05), then H3 is rejected. This indicates that organizational culture (X3) does not significantly influence the Quality of Employee Work (Y) at the Ministry of Religion of Solok City.

b. Simultaneous Regression Coefficient Test (F Test)

We carry out the F test simultaneously to determine whether all independent variables affect the dependent variable simultaneously or not. The following table displays the results:

Table 6. Results of Simultaneous Regression Coefficient Test (F Test)

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	31.372	3	10.457	3.872	.016 ^b
Residual	105.326	39	2.701		
Total	136.698	42			

a. Dependent Variable: Employee Work Quality

b. Predictors: (Constant), Work Discipline, Emplyoee Development, Organizational Culture

Based on the table above, Fcalculation is 3.872, and Ftable is 2.85. Therefore, H4 is accepted because Fcalculation is greater than Ftable, which is $3.872 > 2.85$, or the sig value of F (0.016) is greater than α (0.05). This shows that work discipline (X1), employee development (X2), and organizational culture (X3) simultaneously affect employee work quality (Y) at the Ministry of Religious Affairs of Solok City.

4. Test of Determiation Coefficient (R2)

A test of determiation coefficient (R2) is required to determine the degree of influence the independent variable has on the dependent variable. The following table displays the results of this test:

Table 7. Results of the Determiation Coefficient Test (R2)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.479 ^a	.229	.170	1.643

a. Predictors: (Constant), Work Discipline, Emplyoee Development, Organizational Culture

b. Dependent Variable: Employee Work Quality

Based on the table above, the determiation coefficient (R2) reaches 0.170, or 17%, which shows that the work discipline variable (X1), the employee development

variable (X2), and the organizational culture variable (X3) affect the quality of employee work (Y) at the Ministry of Religious Affairs Office in Solok City. Other variables not included in this study impact the remaining 83%.

Discussion

1. The Influence of Work Discipline on Employee Work Quality

Based on the results of the partial test (t-test), work discipline has a partial effect on the quality of employee work at the Solok City Ministry of Religion office. The multiple linear regression analysis of the work discipline variable reveals a positive value, indicating a positive correlation between work discipline and work quality at the Solok City Ministry of Religion Office. The information above explains that an increase in work discipline among the employees at the Solok City Ministry of Religion office will also enhance the quality of their work. Maryam et al.'s (2020) research aligns with this, indicating that work discipline impacts the performance of employees at the Banjar City Ministry of Religion Office.

2. The Influence of Employee Development on Employee Work Quality

The partial test results (t-test) indicate that employee development partially influences the quality of work at the Ministry of Religion in Solok City. The results of the multiple linear regression analysis of the motivation variable are positive, indicating a positive correlation between employee development and work quality at the Ministry of Religion of Solok City. The information above explains that an increase in employee development at the Ministry of Religion of Solok City will also enhance the quality of employee work. Research by Jatmika & Andarwati (2017) indicates that career development positively and significantly impacts employee performance at the Office of the Ministry of Religion of Mamasa Regency.

3. The Influence of Organizational Culture on Employee Work Quality

The partial test results (t-test) indicate that organizational culture has no significant impact on the quality of employee work at the Ministry of Religion in Solok City. The results of the multiple linear regression analysis of the organizational culture variable show a negative value, indicating that a higher organizational culture at the Ministry of Religion Office of Solok City results in lower work quality. The information above explains that an increase in organizational culture among the employees at the Ministry of Religion Office of Solok City will result in a decrease in their work quality. Research by Maabuat (2016) indicates that organizational culture negatively impacts employee performance at the North Sulawesi Dispenda UPTD Tondano.

4. The Influence of Work Discipline, Employee Development and Organizational Culture on Employee Work Quality

The results of the simultaneous tests (F test) indicate that work discipline (X1), employee development (X2), and organizational culture (X3) collectively influence the quality of work (Y) of employees at the Ministry of Religion in Solok City. We can observe that the Ministry of Religion of Solok City's work quality increases as work discipline, employee development, and organizational culture increase. Additionally, the R square value of 0.229, or 22.9%, indicates the results of the determination coefficient test (R²). We can interpret this as indicating that the variables of Work discipline (X1), employee development, and organizational culture (X3) influence the quality of work (Y) by 22.9%, while other variables such as communication, training, coaching, and others influence the remaining 77.1%. Communication plays a significant role in influencing the quality of an employee's work, as it facilitates the transfer of information and understanding between

individuals. Training and coaching also impact the quality of an employee's work; they facilitate two-way communication between leaders and employees, enabling them to pinpoint areas for improvement and devise strategies to enhance the quality of work. Through coaching and training, leaders can assess an employee's confidence in their work and identify behaviors that hinder performance, enabling them to provide solutions. Many factors, including environmental and social ones, influence variables outside this study and impact the study's results. Research by Izawa et. al. (2024), Putri et. al. (2024), and Jatmika & Andarwati (2017) indicates that work discipline, employee development, and organizational culture impact the quality of work performed by Ministry of Religion employees.

CONCLUSION AND SUGGESTIONS

Conclusion

The study's findings on the impact of work discipline, employee development, and organizational culture on the quality of employee work at the Office of the Ministry of Religion in Solok City lead to the following conclusions:

1. Work discipline (X1) has a partial effect on the quality of work (Y) at the Office of the Ministry of Religion of Solok City.
2. Employee development (X2) has a partial effect on the quality of work (Y) of employees at the Ministry of Religion of Solok City.
3. Organizational culture (X3) does not have a partial effect on the quality of work (Y) at the Ministry of Religion of Solok City.
4. Work discipline (X1), employee development (X2), and organizational culture (X3) have a simultaneous (together) effect on the quality of work (Y) of employees at the Ministry of Religion of Solok City.

Suggestion

We will submit the following suggestions based on the research results and conclusions:

1. Employees of the Solok City Ministry of Religion office must adhere to the work discipline rules that are in effect there.
2. This study's results indicate that employee development significantly influences employee quality, highlighting the critical role it plays in enhancing the quality of work at the Solok City Ministry of Religion office.
3. To produce broader and deeper findings on improving work quality, future researchers should develop a more complex research model that incorporates other variables and uses a variety of test methods.

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