

THE INFLUENCE OF EMPLOYEE PERFORMANCE AS A SUPPORTING SYSTEM IN THE SURAKARTA DPRD OFFICE

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ABSTRACT

The Influence of Leadership, Work Culture, Compensation, and Spirituality on the Performance of DPRD Secretariat Employees as a Supporting System for the Surakarta DPRD. This study aims to determine and explain the influence of leadership, work culture, compensation, and spirituality on the performance of DPRD Secretariat employees as a supporting system for the Surakarta DPRD. The population of this study consisted of 51 DPRD Secretariat employees in Surakarta with a saturated sample. Data was collected using a questionnaire. Data analysis techniques used the Multiple Linear Regression method. The research results indicate that the results of the study indicate that leadership and compensation influence the performance of employees at the Surakarta DPRD Secretariat. Meanwhile, work culture and spirituality do not influence the performance of employees at the DPRD Secretariat.

Keywords: *Leadership, Work Culture, Compensation, Spirituality and Performance*

INTRODUCTION

A government organization or bureaucracy is required to streamline its organization and its resources to improve productivity, quality, and service. Organizational goals can be achieved if its human resources perform well and optimally. To improve the performance of the State Civil Apparatus, Law Number 5 of 2014 has regulated the principles of personnel, including regional personnel, as regulated in Chapter V of Law Number 32 of 2004.

Improved employee performance will advance government agencies, ensuring they can maintain their existence in a competitive and volatile government environment. Therefore, various efforts to improve employee performance represent a challenge for management that cannot be underestimated, as the success in achieving goals and the survival of a government institution depend on the quality of the performance of its human resources. The increasingly clear role of workforce performance in an organization necessitates the need for organizations to consider appropriate approaches to improving employee performance (Akhmad, Hidayat & Fatmasari, 2022).

Leadership and employee performance are closely related. A leader's ability to inspire team members to achieve the best results will result in higher employee performance. When leaders and employees have a solid working relationship, organizational performance will

also improve. To achieve organizational goals, a leader must engage socially with subordinates to gain their full support and participation (Suprayitno, 2024). A leader is someone who possesses leadership skills and the ability to influence the opinions of an individual or group of people without asking for reasons (Jaya, 2024).

Organizational success is measured by its success in achieving its goals. Every organization has a work culture that serves to establish rules or guidelines for thinking and acting in achieving its stated goals. This means that a well-developed and maintained work culture will be able to spur the organization towards better development. Furthermore, the main emphasis in changing and developing work culture is trying to change the values, attitudes, and behavior of the organization's members as a whole (Putra & Pradana, 2022). Work culture has several characteristics, namely, rules of conduct that must be adhered to, norms, dominant values, philosophy, rules, and organizational climate that are closely related to employee performance (Sarah, Jusdijachlan & Febrian, 2024).

There are many ways to motivate employees to improve their performance, one of which is compensation. Employees working in an organization are guaranteed compensation based on their work or achievements (Hartawan & Sary, 2021). Compensation is a fundamental aspect for an employee, as it serves as a source of income for them and their families. Compensation reflects an employee's social status, as income levels significantly influence their standard of living. Regarding employee advancement, compensation is a crucial factor in staffing because it is linked to policies governing employee compensation. The level of employee compensation is closely related to their education level, position, and length of service. Therefore, an assessment is necessary when providing compensation. Compensation is expected to improve employee performance (Mahmuda, Hidayat & Fatmasari, 2022).

One factor that empirically influences employee performance is workplace spirituality. Companies develop strategies for managing their human resources, including implementing reward policies for each employee's performance and implementing workplace spirituality to foster a more positive perception of the company (Hadi et al., 2024). Organizations that implement workplace spirituality will increase employee organizational commitment, and employees with high levels of organizational commitment will demonstrate high performance (Nurgazali, Ahmad & Salam, 2023).

The Regional People's Representative Council (DPRD), both at the provincial and district/city levels, is a regional people's representative body that serves as an element of regional government administration. As an implementing element, the DPRD is part of the regional government, so the DPRD and the Regional Head both hold the same position as regional government administrators, not as stand-alone institutions like the DPR and the President, which are commonly referred to as the *trias politica*, or legislative and executive powers.

In order to support the smooth implementation of the duties and authorities of the Regency/City DPRD, based on Law No. 23 of 2014 Article 204, a Regency/City DPRD secretariat was established. The next article stipulates that the organizational structure and work procedures of the Regency/City DPRD secretariat are determined by Regency/City Regulation in accordance with the provisions of laws and regulations. The Secretariat of

the Surakarta City Regional People's Representative Council is located at Jalan Adisucipto No. 143 A Surakarta. The DPRD Secretariat is an element of administrative services and provides support for the duties and functions of the DPRD led by the DPRD Secretary. Based on the Regulation of the Mayor of Surakarta Number 14 of 2023, the DPRD Secretariat is technically operationally positioned under and responsible to the leadership of the DPRD while administratively positioned under and responsible to the Mayor through the Regional Secretary.

Based on previous field observations, it shows phenomena related to performance, leadership, work culture, compensation received and spirituality in the workplace of employees of the Surakarta City DPRD secretariat. Many factors influence employee performance. This study re-examines the influence of leadership, work culture, compensation and spirituality on performance carried out at the Surakarta DPRD Secretariat.

LITERATURE STUDY

1. The influence of leadership on the performance of employees of the Surakarta City DPRD secretariat

Research by Suprayitno (2024) found that leadership had no effect on employee performance, while the work environment and motivation had a positive and significant effect. Research by Jaya (2024) found that career development and leadership had a positive and significant effect, both partially and simultaneously, on performance at the Kerinci Regency DPRD secretariat.

2. The influence of work culture on the performance of employees of the Surakarta City DPRD secretariat

Research by Putra & Pradana (2022) found that Work Culture and Work Environment influence Employee Performance at the Way Kanan Regency DPRD Secretariat Office. Research by Sarah & Jusdijachlan, & Febrian (2024) found that Work Culture and Work Environment influence Employee Performance (Study at the Bandung City DPRD Secretariat).

3. The influence of compensation on the performance of employees of the Surakarta City DPRD secretariat

Hartawan & Sary's (2021) research found that compensation had a positive and significant effect on employee performance at the Cimahi City DPRD secretariat office. Mahmuda, Hidayat & Fatmasari's (2022) research found that work motivation, competence, and compensation had a partial and simultaneous effect on employee performance at the Majene Regency Regional People's Representative Council Secretariat Office.

4. The influence of spirituality on the performance of employees of the Surakarta City DPRD secretariat

Research by Hadi et al. (2024) found that appreciation and work spirituality have a positive and significant effect on employee performance. Research by Nurgazali, Ahmad, & Salam (2023) found that workplace spirituality has a positive effect on employee performance at PT. Makassar Tene.

METHOD

This method is sufficient information for readers to follow the research flow well so that readers who will review or develop similar research This research was conducted at the Secretariat of the Surakarta City DPRD. The research time was carried out for one month, namely in December 2024 - February 2025. The population used in this study were 50 employees at the Surakarta DPRD Secretariat. The researcher selected the sample using a saturated sampling technique because the population was relatively small, so the sample used in this study was 50 people. The questionnaire data that had been filled out by the sampler was then processed using multiple linear regression with the help of SPSS software. The form of multiple linear regression obtained is as follows

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$$

Information :

- Y = Employee Performance
- α = constant
- $\beta_1, \beta_2, \beta_3$ = coefficient of magnitude of regression/influence
- X1, = Training
- X2, = Information Technology
- X3 = Independence
- X4 = Objectivity
- e = error

RESULTS

Multiple Linear Regression Test

Table 1. Summary of Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,292	2,511		2,108	,041
Leadership	-,125	,167	-,105	-,749	,458
Work Culture	,472	,190	,462	2,485	,017
Compensation	,402	,153	,437	2,617	,012
Spirituality	-,017	,157	-,017	-,108	,914

Source: data processing

The multiple linear regression equation is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

Where :

- Y : Performance of Employees of the Surakarta DPRD Secretariat Office
- a : Constant
- b1, b2, b3, b4 : Regression Coefficient
- X1 : Leadership
- X2 : Work Culture
- X3 : Compensation
- X4 : Spirituality
- e : Standard error

From these results, the regression equation can be obtained:

$$Y = 5.292 - 0.125X1 + 0.472X2 + 0.402X3 - 0.017X4.$$

The equation can be explained as follows:

- 1). a = 5.292, this means, if the leadership factor(X1), Work Culture (X2), Compensation (X3) and Spirituality (X4) is considered constant, it will result in the performance of the Surakarta DPRD Secretariat Office Employees (Y) increasing by.
- 2) b1 = -0.125, this means that if the Leadership factor (X1) increases and the Work Culture (X2), Compensation (X3), and Spirituality (X4) variables are considered constant, then the Performance of Employees at the Surakarta DPRD Secretariat Office (Y) will decrease.
- 3) b2 = 0.472, this means that if the Work Culture factor (X2) increases, and the leadership variables (X1), Compensation (X3) and Spirituality (X4) are constant, then the Performance of Employees at the Surakarta DPRD Secretariat Office (Y) will increase.
- 4) b3 = 0.402, this means that if the Compensation factor (X3) increases, and the Leadership (X1), Work Culture (X2), and Spirituality (X4) variables are constant, then the Performance of Employees at the Surakarta DPRD Secretariat Office (Y) will increase.
- 5) B4 = -0.017, this means that if the Spirituality factor (X4) increases, and the Leadership (X1), Work Culture (X2), and Compensation (X3) variables are constant, then the Performance of Employees at the Surakarta DPRD Secretariat Office (Y) will decrease.

Hypothesis Testing

a. t-test

Table 2 t-Test Results

Hypothesis	t-count	t-table	Sig	Standard	Information
H1	2,495	>2,021	0.017	0.05	H0 Rejected
H2	-0.749	< - 2,021	0.458	0.05	H0 Accepted
H3	2,495	>2,021	0.017	0.05	H0 Rejected
H4	-0.108	< - 2,021	0.914	0.05	H0 Accepted

Source: data processing

The results of this analysis are as follows:

- 1) T-test related to leadership (X1) on the performance of employees at the Surakarta DPRD Secretariat Office (Y)
 From the calculation results, the calculated t result is $-0.749 < t_{table} = 2.012$ and the significance level is $0.458 > 0.05$, so H_0 is accepted, meaning that leadership has no effect on the performance of employees at the Surakarta DPRD Secretariat Office (Y).
- 2) T-test related to Work Culture (X2) on the Performance of Employees at the Surakarta DPRD Secretariat Office (Y)
 From the calculation results, the calculated t result = $-2.485 > t_{table} = 2.012$ and the significance level is $0.017 < 0.05$, H_0 is rejected, meaning that Work Culture (X2) has an effect on the Performance of Employees at the Surakarta DPRD Secretariat Office (Y)
- 3) T-test relating to Compensation (X3) on the Performance of Employees at the Surakarta DPRD Secretariat Office (Y)
 From the calculation results, the calculated t result = $2.617 > t_{table} 2.012$ with a significance level of $0.012 < 0.05$, so H_0 is rejected, and it can be concluded that Compensation (X3) has an effect on the Performance of Employees at the Surakarta DPRD Secretariat Office (Y)
- 4) T-test relating to Spirituality (X4) on the Performance of Employees at the Surakarta DPRD Secretariat Office (Y)
 From the calculation results, the calculated t result = $-0.108 < t_{table} 2.012$ with a significance level of $0.914 > 0.05$, so H_0 is accepted, and it can be concluded that Spirituality (X4) does not influence the Performance of Employees at the Surakarta DPRD Secretariat Office (Y)

F Test (Model Feasibility)

Table 3. Model Feasibility Test ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	124.599	4	31.150	19.804	.000 ^b
	Residual	70.781	45	1.573		
	Total	195.380	49			

a. Dependent Variable: KINERJA

b. Predictors: (Constant), SPIRITUALITAS, KOMPENSASI, KEPEMIMPINAN, BUDAYA KERJA

Source: data processing

From the results of SPSS data processing, the F-count value was obtained at 14,000 > F-table 2.60 with a significance level of $0.000 < 0.05$. Because the F-count value of 14,000 is greater than the F table 2.60 and the significance level is $0.000 < 0.05$, then together the independent variables namely Leadership (X1), Work Culture (X2), Compensation (X3) and Spirituality (X4) have an effect on the Performance of Employees of the Surakarta DPRD Secretariat Office (Y).

Analysis of the Coefficient of Determination (R²)

Table 4 Results of the Determination Coefficient Test (R Square)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.799 ^a	.638	.606	1.254

a. Predictors: (Constant), SPIRITUALITAS, KOMPENSASI, KEPEMIMPINAN, BUDAYA KERJA

b. Dependent Variable: KINERJA

Source: data processing

By using the SPSS program, it can be obtained for R² of 0.606 or 60%, meaning that together there is an influence between the independent variables, namely Leadership (X1), Work Culture (X2), Compensation (X3) and Spirituality (X4) on the Performance of Employees at the Surakarta DPRD Secretariat Office (Y) of 53.8%, while the remaining 46.2% is influenced by other factors, which were not studied, such as Leadership style, rewards, incentives, awards and others.

DISCUSSION

1. The Influence of Leadership on the Performance of Employees at the Surakarta DPRD Secretariat Office

The test results presented in Table 3 show that leadership has no effect on employee performance. Thus, the hypothesis stating that there is an influence of leadership (X1) on the performance of employees at the Surakarta DPRD Secretariat Office (Y) is proven true. This is in accordance with and reinforced by research by Muhammad and Yopi (2022) which states that leadership influences employee performance. However, this contradicts research by Wahyuni, S. & Pratama, A. (2020), which found that leadership does not influence employee performance.

From these results, it can be explained that Leadership is the Main Driver in the Work Environment of the Surakarta DPRD Secretariat Office. Surakarta is an institution oriented towards providing services to people's representatives, developing employee potential holistically, and achieving academic and spiritual achievements. In such an environment, employee leadership is not only material, but also ideological and spiritual. Employees who have strong leadership will demonstrate high dedication in teaching, guiding, and providing examples to employees.

2. The Influence of Work Culture on the Performance of Employees at the Surakarta DPRD Secretariat Office

The test results presented in Table 3 indicate that work culture has no effect on employee performance. Therefore, the hypothesis stating that there is an influence of work culture (X2) on employee performance at the Surakarta DPRD Secretariat Office (Y) is proven true. This is in accordance with and reinforced by research by Muhammad and Yopi (2022) which states that work culture influences employee performance.

However, this contradicts research by Wahyuni, S. & Pratama, A. (2020), which states that work culture does not influence employee performance.

The Surakarta Regional People's Representative Council (DPRD) Secretariat Office is an institution focused on Islamic character building, holistic employee development, and academic and spiritual achievement. In this environment, employee work culture is not only material but also ideological and spiritual. Employees with a strong work culture, especially intrinsic work culture such as a sense of worship and a desire for moral responsibility, will demonstrate high dedication in teaching, mentoring, and serving as role models for their employees.

3. The Influence of Compensation on the Performance of Employees at the Surakarta DPRD Secretariat Office

The test results presented in table 3 show that the t-test related to Organizational Culture (X3) on the Performance of Employees at the Surakarta DPRD Secretariat Office (Y) obtained a calculated t result = 2.617 with a significance level of 0.012. Because the significance value is $0.012 < 0.05$, it can be concluded that Compensation (X3) has an effect on the Performance of Employees at the Surakarta DPRD Secretariat Office (Y). So the hypothesis that says there is an effect of Compensation on the Performance of Employees at the Surakarta DPRD Secretariat Office is proven true. Compensation has no effect on employee performance. So the hypothesis that says Compensation (X3) on the Performance of Employees at the Surakarta DPRD Secretariat Office (Y) is proven true. This is reinforced by research by Antika (2020) and Puspitasari (2024) who stated in their research that Compensation has an effect on employee performance. These results contradict research by Wulandari, P. & Sutrisno, E. (2020), that compensation has no effect on employee performance.

It can be explained that compensation influences the performance of employees at the Surakarta DPRD Secretariat Office due to several factors, namely:

a. Compensation Creates a Positive Work Atmosphere

The Surakarta Regional People's Representative Council (DPRD) Secretariat Office is an institution that prioritizes Islamic values in all aspects of its work. Compensation at this office instills the values of sincerity in work and professionalism.

b. Compensation Grows Loyalty and Commitment

When compensation is internalized and consistently implemented by all elements of the institution (leadership, employees, and staff), a strong sense of belonging will be fostered. Employees will be more committed to maintaining the institution's reputation, improving the quality of teaching, and actively contributing to its programs.

c. Compensation Becomes a Guide to Attitude and Behavior

Strong compensation serves as a guideline for work ethics and behavior. For example, employees are accustomed to being disciplined in terms of time and responsibility, being friendly to both coworkers and management, maintaining good communication with coworkers, and being solution-oriented when dealing with problems.

d. Compensation Encourages Collaboration and Synergy

At the Surakarta DPRD Secretariat Office, there is a culture of cooperation between employees through regular deliberations, collaboration in joint work programs in one field or between fields, development of intersection programs to strengthen each other.

e. Compensation Shapes Visionary and Fostering Leadership

Leadership emphasizes role modelling, character development, and service. Leaders not only organize but also inspire.

4. The Influence of Spirituality on the Performance of Employees at the Surakarta DPRD Secretariat Office

In this study, the t-test related to Spirituality (X4) on the Performance of Employees at the Surakarta DPRD Secretariat Office (Y) obtained a calculated t-value of -0.108 with a significance level of 0.914. Because the significance value is $0.914 > 0.05$, it can be concluded that Spirituality (X4) does not affect the Performance of Employees at the Surakarta DPRD Secretariat Office (Y). So the hypothesis that states that Spirituality affects the Performance of Employees at the Surakarta DPRD Secretariat Office is not proven true. This is reinforced by the research of Andriani, M. & Subudi, M. (2019) which states that Spirituality does not affect employee performance. This is contrary to the research of Husnalia (2022) and Rahmawati (2024) who stated in their research that Spirituality affects employee performance.

The spirituality factor does not influence the performance of employees of the Surakarta DPRD Secretariat Office, Surakarta, due to, among other reasons:

a. Work Culture and Spiritual Values Are More Dominant

Employees at institutions like the Surakarta Regional People's Representative Council (DPRD) Secretariat have an intrinsic work culture and strong spiritual values, such as sincerity in teaching, a strong desire to worship, and a passion for preaching. They work based on Islamic faith and mission. The quality of their spirituality (facilities, staff quarters, and physical comfort) does not significantly impact their performance. What drives performance is their personal intention and commitment.

b. Spirituality is considered standard or not a complaint

Spirituality at the Surakarta DPRD Secretariat Office is generally quite good, so it is not a differentiating variable in driving variations in employee performance.

c. Other Factors Are More Dominant in Influencing Performance

The results of the analysis can show that factors such as Work Culture, Leadership of the Head of the Agency, Compensation, or employee competence have a more significant influence on performance than Leadership and Spirituality.

d. Performance Driven by Moral and Social Responsibility

Employees in agencies such as the Surakarta DPRD Secretariat Office often feel they have a moral responsibility towards council members and the community.

e. Spirituality is not interpreted subjectively

Employee perceptions of "spirituality" vary. Some employees assess solely on physical aspects (room, ventilation, facilities), while performance is more

influenced by non-physical aspects such as support from superiors, coworkers, or a spiritual atmosphere—not all of which are technically categorized as spirituality in research.

5. The Influence of Leadership, Work Culture, Compensation and Spirituality on the Performance of Employees at the Surakarta DPRD Secretariat Office

From the results of SPSS data processing, the F-count value was obtained at 14,000 with a significance level of 0.000. Because the significance value is $0.000 < 0.05$, then together the independent variables namely Leadership (X1), Work Culture (X2), Compensation (X3) and Spirituality (X4) have an effect on the Performance of Employees at the Surakarta DPRD Secretariat Office (Y). Of the four variables, Work Culture and Compensation are the factors that have the most influence on employee performance at the Surakarta DPRD Secretariat Office. Meanwhile, Leadership and Spirituality do not show a significant influence, because employees in this environment tend to be more influenced by internal values and a spirit of service than external or material aspects.

CONCLUSION

Based on the results of research that has been conducted regarding the influence of Leadership, Work Culture, Compensation, and Spirituality on employee performance at the Surakarta DPRD Secretariat Office, it can be concluded that Leadership has a significant effect on employee performance. Work Culture does not have a significant effect on employee performance. Compensation has a significant effect on employee performance. Spirituality does not have a significant effect on employee performance. The results of the test obtained an adjusted R square value of 0.606 or 60%, meaning that together there is an influence between the independent variables, namely Leadership (X1), Work Culture (X2), Compensation (X3) and Spirituality (X4) on Employee Performance at the Surakarta DPRD Secretariat Office (Y) of 60%, while the remaining 40% is influenced by other factors, which were not studied such as Leadership style, rewards, incentives, awards and others.

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