

**THE EFFECT OF EXTRINSIC MOTIVATION AND ORGANISATIONAL
CULTURE ON THE PERFORMANCE OF EMPLOYEES AT THE PERUMDA AIR
MINUM (PDAM) TIRTA JATI KABUPATEN CIREBON**



Nadila Hikmatusyachdiah¹
Universitas Swadaya Gunung Jati, Cirebon, Indonesia
nadila.122020032@ugj.ac.id

Lisa Harry Sulistiyowati²
Universitas Swadaya Gunung Jati, Cirebon, Indonesia
lisaharry@ugj.ac.id

Abstract

The aim of this research is to examine how extrinsic motivation and organisational culture partially (t) or simultaneously (f) influence employee performance at Perumda Air Minum Tirta Jati in Cirebon Regency. The sample included of 75 employees, which is referred to as saturated sampling. A questionnaire was used to gather data. The results indicate that extrinsic motivation has a significant positive impact on employee performance, as seen from the t-count value that is greater than the t-table value ($3.863 > 1.993$), while organisational culture has a positive significant impact, as noted from the t-count value above the t-table value ($3.315 > 1.993$). Simultaneously, the influence of the extrinsic motivation and organisational culture variables on employee performance is shown by an F-count exceeding the F-table value, namely $46.568 > 3.12$. All results, both partially and collectively, have a significance value less than or equal to 0.05.

Keywords: Extrinsic Motivation, Organisational Culture, Employee Performance

INTRODUCTION

Human resource management plays a vital role in the performance and overall operations of a company because organisational achievement is profoundly affected by workforce quality performance according to (Marpaung & Darmawan, 2022). Human resources require psychological factors to help identify elements that influence performance, including extrinsic motivation and organisational culture. This is to differentiate humans from other factors of production, as humans have various needs that continue to evolve. Therefore, to meet these needs, humans are driven to engage in various activities, one of which is working, as cited in the journal (Rachman et al., 2025).

Employee performance is one of the most important tasks in advancing the growth of employee management in order to reflect effectiveness in operational success and responsibility towards the organisation and company (Solahudin et al., 2024). Furthermore, employee performance is not only determined by ability and professionalism, but is also influenced by external factors such as extrinsic motivation and internal factors such as organisational culture. These aspects are crucial for development work attitudes and individual productivity levels within an organisation.

In an effort to foster a strong work ethic, this is reflected in work motivation, which is a person's desire and effort to meet their needs and achieve the goals set by the company. The main task of a company leader is to motivate employees, especially through extrinsic motivation, which is one of the most important factors in influencing employee performance, because this motivation comes from external incentives related to the rewards received after completing their work.

According to (Deci & Ryan, 2000) in their article (Diny Wulansari & Mundakir Mundakir, 2025), encouragement that comes from external sources is referred to as extrinsic motivation, which is related to the consequences or rewards obtained after performing an activity. According to Herzberg in Dharmayanti (2015), motivation that originates from outside a person is known as extrinsic motivation, especially from the work environment or organisation where the individual works, as cited (Marlina & Putri, 2024). Previous research according to (Sembeng & Kurniawan, 2023) found that employee performance indicators are influenced by extrinsic motivation factors in DIY tourism offices. In addition to extrinsic motivation, organisational culture plays a very important role in influencing employee performance and behaviour. Organisational standards, values, and culture are reflected in the customs that prevail in the work environment.

Organisational culture is a set of views and values that serve as guidelines for employees. It functions as a guide for behaviour to distinguish one organisation from another (Stephen p. Robbins A. Judge, 2015). When organisational culture embodies these values and is consistently implemented, it helps achieve organisational goals by fostering a positive work environment, increasing enthusiasm, maintaining commitment, and encouraging loyalty among employees. Meanwhile, according to previous research cited (Junaedi & Digdowiseiso, 2023), organisational culture is defined as principles or values that can be applied to its members as distinguishing features between this organisation and other organisations. These four systems are an expression of a series of characteristics or fundamental principles upheld by an organisation. Previous research (Fauzan et al., 2023) indicate that organisational culture has a positive and significant influence on employee performance at the North Sumatra Provincial DPRD Office. This confirms other research

findings that performance can be improved by creating a conducive environment, motivation, commitment, and productivity of employees in various organisational contexts. Meanwhile, according to previous research by (Demanto et al., 2025), there is a research gap indicating that organisational culture has a significant negative impact on employee performance. It can therefore be concluded that not all organisational cultures have an impact on employee performance.

There are several phenomena that have been discovered recently, one of which is a post by Republiku.ID stating that residents of the Alana Klayan housing complex have voiced their dissatisfaction with the inadequate services provided by PDAM. This indicates the phenomenon of ‘unresolved customer dissatisfaction,’ where employees are not optimally responding to or effectively resolving issues, such as slow responses to reports of water disruptions or incorrect billing¹. In the 2024 regional performance book, PDAM Tirta Jati in Cirebon Regency has a low national ranking of 131 out of hundreds of PDAMs in Indonesia with a ‘performance score of 3.15’, indicating below-average performance. This phenomenon often recurs from year to year, indicating a lack of initiative on the part of employees to make improvements. This shows a phenomenon of stagnant and unresponsive performance.² There are also public complaints regarding billing (discrepancies between bills and water usage). Complaints on Facebook according to posts by the Cirebon community group (KOCI) indicate that the service performance of PDAM Cirebon Regency is far from optimal.³ The following is data on attendance at Perumda Air Minum Tirta Jati:

Table 1
Attendance Data PDAM Air Minum Tirta jati

No	Attendance Indicator	Number of Cases	Percentage (%)	Description of the Phenomenon
1	Late arrival at work	46 Times	18,4 %	Indicates low adherence to working hours
2	Unexcused absence (Absenteeism)	21 Days	8,4 %	Indicates poor discipline and work responsibility
3	Leave of absence	37 Days	14,8 %	May be related to psychological well-being and workplace comfort
4	Sick leave	29 Days	11,6 %	Potentially influenced by work-related stress and fatigue
5	Punctual attendance	117 Days	46,8 %	Indicates that some employees have good work discipline
Total		250 working day	100 %	

Source: Internal data of PDAM Air Minum Tirta jati, November 2025

¹ [Warga Perumahan Alana Klayan Keluhkan Layanan PDAM yang Tidak Maksimal - Republiku.id](https://republicu.id)

² [Buku Kinerja Wilayah 2 2024.pdf](#)

³ Media social facebook menurut unggahan dalam grup komunitas orang cirebon (KOCI)

Based on the employee attendance data table, the rates of tardiness, leave, and unexcused absences remain high. This condition reflects that external motivation and organisational culture greatly influence employee performance, which is not yet optimal, as well as a poor reward and punishment system and a lack of internalisation of disciplinary values in the work culture. In addition, the high frequency of leave and sick days indicates a lack of psychological comfort and support in the workplace, which affects motivation and productivity. The phenomenon has the ability to affect employee performance and therefore needs to be further investigated through research.

In relation to this phenomenon, this study aims to determine how hygiene factors (extrinsic motivation) and organisational culture can improve employee performance. The findings of this research aim to enhance management's understanding of the factors influencing employee performance and provide suggestions for creating more effective and sustainable HR policies for organisations and workplaces, with the main objective of improving performance at Perumda Air Minum Tirta Jati.

REVIEW OF LITERATURE

Extrinsic Motivation

The impact of extrinsic motivation is very important in motivating someone to take action based on factors external to the employee, such as rewards, recognition, or certain demands. In addition, this motivation also helps a person to continue completing tasks or achieving their activity targets. According to (Wilson Bangun, 2012), the theory proposed by Fredrick Herzberg explains that hygiene factors (extrinsic motivation) are factors that cause job dissatisfaction and can affect an individual's work within an organisation. This theory emphasises that the drive to work that comes from external sources is known as extrinsic motivation, which exists within the organisation or company itself. According to (Stephen P. Robbins and A. Judge, 2015) in their article (Octa Krisdiyanti et al., 2023) extrinsic motivation is defined as the readiness to exert significant effort to achieve organisational goals, depending on the ability to meet certain individual demands. They explain that this motivation arises as an external stimulus for employees, such as work equipment, incentives in the form of pay rises or promotions, as well as sanctions including disciplinary action and other forms of extrinsic motivation; this encourages employees to carry out their duties in order to achieve the desired goals. Indicators of extrinsic motivation (Wilson Bangun, 2012) are: ¹Job Status ²Interpersonal relation ³Company Policy ⁴Administration ⁵Superviso ⁶Job Security ⁷Working Condition ⁸Salary.

Organisational Culture

According to (Robbins & Judge, 2013), organisational culture refers to a shared system of meanings that distinguishes one organisation from another. Organisational culture here describes a set of key characteristics that are upheld by an organisation. According to Fery & Denison (1990), one of the methods frequently used to measure corporate culture is organisational culture, as it is empirical and practical. Furthermore, this theory also represents a set of values, beliefs, and principles that form the foundation of an organisation's management system. Moreover, this perspective emphasises the importance of organisational culture as a focal point for the fundamental principles, assumptions, and values that exist and evolve within an organisation. Consequently, corporate culture serves as a useful conceptual framework and guide, influencing behaviour, decision-making, and the overall strategic

direction of the organisation (Liak, 2021). Organisational culture indicators are divided into seven categories according to (Robbins & Judge, 2013): ¹Innovation and risktaking ²Attention to detail ³Results orientation ⁴Individual orientation ⁵Team orientation ⁶Aggressiveness ⁷Stability.

Employee Performance

According to (Bintoro, 2017) According to the book 'Performance Appraisal Management', the key element in achieving company goals is employee performance. Therefore, to improve employee performance, companies need to carry out various activities. The quantity and quality of work performed by workers in carrying out their duties is referred to as employee performance. According to Mangkunegara (2013) as cited in (Rima et al., 2023), employee performance refers to the outcomes of an employee's work in terms of both quality and quantity in carrying out tasks in accordance with the responsibilities assigned to them by the organisation. This definition indicates that performance is not only measured by the volume of work completed, but also by the quality of the results of that work. Indicators according to (Bintoro, 2017) ¹Quality ²Initiative ³Timeliness ⁴Ability ⁵Communication.

RESEARCH METHOD

Given the causal connection among variables, methodology uses a quantitative and descriptive associative approach. Primary data was gained directly through the distribution of questionnaires to employees. Secondary data was obtained through documents and literature such as official publications, books, company reports, and previous journals related to research variables and other relevant sources. The population is a category for generalisation including of individuals or items with certain characteristics selected by the researcher for analysis, from which conclusions are then drawn (Sugiyono, 2018). In addition, the population was calculated using a saturated sample rather than the Slovin formula because the population was still quite small but analysed as a whole. According to (Sugiyono, 2018), the sample for this study consisted of 75 respondents. Therefore, the Slovin formula was not used for measurement and calculation; instead, saturated sampling techniques were used in this study. This study used a one to five Likert scale to measure each questionnaire item. Data analysis techniques included validity and reliability tests, classical assumption tests covering normality, multicollinearity, and heteroscedasticity, multiple linear regression tests, coefficient of determination tests, and hypothesis testing using t-tests and f-tests with the help of SPSS version 26.

Research Hypothesis

The aim is to investigate the impact of extrinsic motivation also organisational culture on employee performance in a drinking water agency. Following a review of the literature and previous investigations, the hypotheses offered are as shown:

- H1: It is suspected that extrinsic motivation has a positive and significant effect on employee performance at Perumda Air Minum Tirta Jati in Cirebon Regency.
- H2: It is suspected that organisational culture has a positive and significant effect on employee performance at Perumda Air Minum Tirta Jati in Cirebon Regency.
- H3: It is suspected that extrinsic motivation and organisational culture simultaneously have a positive and significant effect on employee performance at Perumda Air Minum Tirta Jati in Cirebon Regency.

Research Model

This research model describes the relationship between variables (extrinsic motivation, organisational culture) and variables (employee performance). This model is explained as follows:

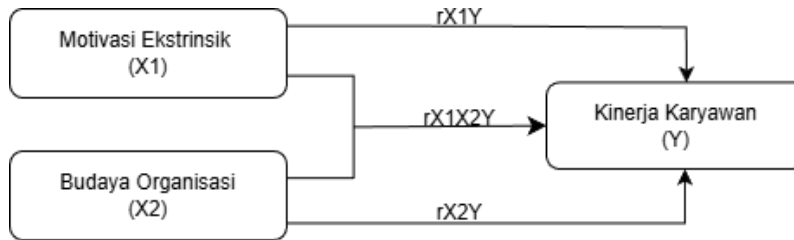


Figure 1
Conceptual Framework

RESULTS AND DISCUSSION

Respondent Characteristics

Table 2.
Respondent Characteristics

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	57	75.96%
	Female	18	24.04%
Status	married	52	69.35%
	Not married yet	23	30.65%
Education	SMK/SMA	25	33.33%
	S1	49	65.30%
	S2	1	1.36%
Working for long time	< 1 years	5	6.69%
	1-5 years	33	43.99%
	6-10 years	23	30.61%
	> 10 years	14	18.71%
Total Respondents		75	100%

Source: Results of questionnaire data management, 2025

Instrument Testing

Validity Test

Validity analysis is a method for measuring or determining the validity of a questionnaire. The results of questionnaire validity testing must be developed to determine what should be evaluated when used to collect research data. The validity of statements in a questionnaire is determined by its ability to identify the variables intended to be evaluated by the questionnaire. When reviewing the validity of a measurement instrument, it is advisable to compare the r count and r table values at a 5% significance level from the n sample.

Table 3
Validity Test Results

Variable	Indicator	r count	r table
Extrinsic Motivation	X1.1	0.638	0,227
	X1.2	0.495	
	X1.3	0.669	
	X1.4	0.772	
	X1.5	0.594	
	X1.6	0.326	
	X1.7	0.761	
	X1.8	0.650	
Organizational Culture	X2.1	0.568	0,227
	X2.2	0.624	
	X2.3	0.327	
	X2.4	0.657	
	X2.5	0.678	
	X2.6	0.588	
	X2.7	0.644	
Employee Performance	Y1.1	0.700	0,227
	Y1.2	0.799	
	Y1.3	0.847	
	Y1.4	0.838	
	Y1.5	0.815	

Source: SPSS 26 analysis results, 2025

Based on the above-mentioned validity test findings, all variable indicators are certified VALID because their computed r count is greater than the r table which is 0.227.

Reliability Test

Reliability testing assesses the consistency of measuring instrument. When a measuring instrument is used, it must consistently produce the same data and be considered reliable when used again at different times

Table 4
Reliability Test

Variable	Cronbach's Alpha	Keterangan
Extrinsic Motivation	0.847	Reliable
Organizational Culture	0.819	
Employee Performance	0.858	

Source: SPSS 26 analysis results, 2025

Based on Table 4, the research data is considered reliable and can be used as a research tool in this study because the Cronbach's Alpha score is above 0.70.

Classical Assumption Test

a. Normality Test

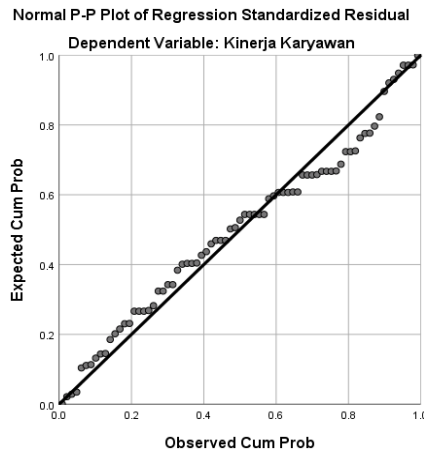


Table 5

Normality Test

Source: SPSS 26 analysis results, 2025

The graph above shows that the diagonal line is followed by the distribution of the dots, which are dispersed around it consequently the distribution is normal.

b. Multicollinearity Test

Table 6
Multicollinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Motivasi Ekstrinsik	.477	2.096
	Budaya Organisasi	.477	2.096

a. Dependent Variable: Kinerja Karyawan

Source: SPSS 26 analysis results, 2025

Because the Tolerance value is > 0.100 and the VIF value is < 10.000, it can be decided that there is no indication of multicollinearity.

c. Heteroscedasticity Test

Table 7
Heteroscedasticity Test

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	4.729	.885		3.942	.000
	Extrinsic Motivation	-.089	.045	-.312	-	.055
	Organizational Culture	-.016	.054	-.047	-.292	.771

a. Dependent Variable: ABS_RES

Source: SPSS 26 analysis results, 2025

Since the sig value is greater than 0.05, it can be concluded that heteroscedasticity does not occur.

Multiple Regression Test

Table 8
Multiple Regression Test

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1	(Constant)	4.176	1.864		2.241	.028
	Extrinsic Motivation	.273	.071	.435	3.863	.000
	Organizational Culture	.278	.084	.373	3.315	.001

a. Dependent Variable: Kinerja Karyawan

Source: SPSS 26 analysis results, 2025

According to the results in the table above, included below is the equation used:

$$Y = 4,176 + 0,273 X_1 + 0,278 X_2$$

Explanation:

Y : Employee Performance

X1 : Extrinsic Motivation

X2 : Organisational Culture

Coefficient of Determination (R-Square)

Table 9: Coefficient of Determination (R-Square)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751 ^a	.564	.552	1.692

a. Predictors: (Constant), Organizational Culture, Extrinsic Motivation

Source: SPSS 26 analysis results, 2025

According to the table above, the Adjusted R Square value is 0.552, which means that the percentage of the influence of extrinsic motivation and organisational culture together on employee performance is 55.2%. Meanwhile, the remaining 44.8% is explained by other factors outside the model that were left untested..

**Hypothesis Test
T Test (Partial)**

**Table 10
T Test (Partial) Result**

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	4.176	1.864		2.241	.028
Extrinsic Motivation	.273	.071	.435	3.863	.000
Organizational Culture	.278	.084	.373	3.315	.001

a. Dependent Variable: Employee performance

Source: SPSS 26 analysis results, 2025

Table 9 shows that the calculation result is $3.863 > 1.993$. Therefore, H_0 is rejected and H_1 is accepted, meaning that the t-count and t-table results are both positive. Additionally, this data is considered significant with a p-value (sig.t) of $0.000 > 0.05$. This suggests that extrinsic motivation has a positive and significant impact on employee performance.

The results show that t-calculated $>$ t-table, or $3.315 > 1.993$. Consequently, H_1 is accepted and H_0 is rejected with a p-value (sig.t) of $0.000 < 0.05$, indicating substantial significance. As a result, organisational culture has a positive and significant effect on employee performance.

F Test (Simultaneous)

**Table 11
F Test Simultaneous Test Results**

Model	ANOVA ^a				
	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	266.763	2	133.381	46.568	.000 ^b
Residual	206.224	72	2.864		
Total	472.987	74			

a. Dependent Variable: Kinerja Karyawan
b. Predictors: (Constant), Budaya Organisasi, Motivasi Ekstrinsik

Source: SPSS 26 analysis results, 2025

As shown in the table above, the F-calculated value of 46.568 is greater than the F-table value of 3.12. As a result, H_0 is rejected while H_a is accepted, indicating that extrinsic motivation and organisational culture factors together have a positive and significant impact on employee performance.

The Impact of Extrinsic Motivation (X1) on Employee Performance (Y)

The researchers entered the data into statistical calculation software to obtain a calculated t-value of 3.863 and a t-table value with a $(df) = 75 - 2 = 73$, all at a significance level of 0.05 (two-tailed test) of 1.993. The results showed that employees of Perumda Air Minum Tirta Jati in Cirebon Regency benefited significantly from extrinsic motivation, as the calculated t-value is greater than the t-table value ($3.863 > 1.993$). This means that

extrinsic motivation in organisations has an effect on improving employee performance, and conversely, if extrinsic motivation in organisations is not applied, there will be a decline in performance. These results are consistent with previous research conducted by (Sembeng & Kurniawan, 2023). The analysis in the journal states that the effect of extrinsic motivation on employee performance can be concluded from the fact that the independent variable significantly affects the dependent variable in the DIY Tourism Office. When extrinsic motivation increases, employee performance also increases. This finding is due to external support that encourages high performance to achieve results that meet company standards.

The Impact of Organisational Culture (X2) on Employee Performance (Y)

The results of the study using IBM SPSS version 26 for Windows produced a t-value of 3.315. However, $3.315 > 1.993$ according to the t-table with a degree of freedom (df) = $75 - 2 = 73$ at a significance level of 0.05 (two-tailed test). Thus, $t_{count} > t_{table}$ indicates that organisational culture significantly and positively influences the performance of employees at Perumda Air Minum Tirta Jati in Cirebon Regency. This shows that organisational culture has an impact on improving employee performance; on the other hand, poor organisational culture will result in a decline in performance. These results are consistent with previous studies conducted by (Tarwijo, 2020) that employee performance at PT. Langgeng Kencana in Jakarta is influenced by organisational culture, where a positive culture motivates staff to work more responsibly, be more disciplined, and focus on achieving company goals. The improvement in organisational culture is indicated by the research regression coefficient value of 0.729 at a significance level of 0.000 (< 0.05), which will significantly follow an increase in employee performance.

The Impact of Extrinsic Motivation (X1) and Organisational Culture (X2) on Employee Performance (Y)

The F test, also known as the ANOVA (simultaneous) test, was used to determine how all independent factors collectively influence the dependent variable in relation to the findings of this study. Through the degrees of freedom (dkk1) numerator = number of variables - 1 or 3-1 and the denominator degrees of freedom (df2) = number of cases - number of variables = $75 - 3 = 72$, the IBM SPSS Windows Version 26 programme was used to calculate the F-calculated value, which resulted in 46.568 at a significance level of 0.05. The Ftable value of 3.12 was displayed in the test results and was in accordance with the regulations. Because $46.568 > 3.12$, it can be concluded that $F_{count} > F_{table}$, which indicates that extrinsic motivation and organisational culture have a significant impact on the performance of employees at Perumda Air Minum Tirta Jati Kab. Cirebon. These results are consistent with previous studies conducted by (Latif et al., 2021) regarding the combined influence on employee performance. The research findings show that extrinsic motivation and organisational culture both significantly affect the dependent variable of employee performance. This is because the significance threshold is less than 0.05 or 0.000.

CONCLUSION

Based on data analysis and findings from studies on how extrinsic motivation and organisational culture affect employee performance at the Tirta Jati Regional Water Company in Cirebon Regency, the researchers concluded the following:

Extrinsic motivation has a positive and significant impact on employee performance. It demonstrates a good working relationship, whereby employees obtain external factors that support their performance and are able to improve their performance.

Organisational culture has a positive and significant impact on employee performance. It demonstrates which states that the higher the level of organisational culture within a company for its employees, the higher the level of performance achieved.

Extrinsic motivation and organisational culture simultaneously or jointly affect employee performance. Thus, the implementation of these two variables together improves employee performance.

REFERENCES

- Bintoro. (2017). *Manajemen Penilaian Kinerja Karyawan*. GAVA MEDIA.
- Demanto, A., Fanggidae, R. E., & Maak, C. S. (2025). PENGARUH BUDAYA ORGANISASI TERHADAP KABUPATEN KUPANG The Influence of Organizational Culture on Employee Performance at. *Jurnal Ekonomi & Ilmu Sosial, Hasibuan*, 1–11.
- Diny Wulansari, & Mundakir Mundakir. (2025). The Influence of Intrinsic and Extrinsic Motivation on Employee Performance. *International Journal of Health and Social Behavior*, 2(3 SE-Articles), 7–11. <https://international.arikesi.or.id/index.php/IJHSB/article/view/487>
- Fauzan, A., Tupti, Z., Pasaribu, F., & Tanjung, H. (2023). Pengaruh Kepemimpinan Transformasional dan Budaya Organisasi Terhadap Kinerja Pegawai dimediasi oleh Komitmen Organisasi. *Jesya*, 6(1), 517–534. <https://doi.org/10.36778/jesya.v6i1.978>
- Isbahi, M. B., Zuana, M. M. M., & Toha, M. (2024). The Multi-Social Relation of the Cattle Industry in the Plaosan Subdistrict Animal Market of Magetan Regency. *Malacca: Journal of Management and Business Development*, 1(1), 31–46. <https://doi.org/10.69965/malacca.v1i1.51>
- Junaedi, M. A., & Digidowiseiso, K. (2023). The Influence of Work Motivation, Organizational Culture and Work Discipline on Employee Performance Through Job Satisfaction as Intervening Variables at BPJS Ketenagakerjaan throughout DKI Jakarta Region. *JMKSP (Jurnal Manajemen, Kepemimpinan, Dan Supervisi Pendidikan)*, 8(2), 496–515. <https://doi.org/10.31851/jmksp.v8i2.11233>
- Latif, I. A., Abubakar, H., & Said, M. (2021). Pengaruh Motivasi Instrinsik, Motivasi Ekstrinsik Dan Budaya Organisasi Terhadap Kinerja Karyawan Pada Hotel Ayana Komodo Resort, Waecicu Beach Labuan Bajo Nusa Tenggara Timur. *Indonesian Journal of Business and Management*, 3(2), 134–138. <https://doi.org/10.35965/jbm.v3i2.594>
- Liak, A. (2021). Organizational Culture And Organizational Commitment Production Section At PT. Semarang Garment. *Jurnal Ilmiah Bimbingan Konseling Undiksha*, 12(2), 266–275. <https://doi.org/10.23887/jibk.v12i2.38815>
- Marlina, M., & Putri, E. R. (2024). The Effect of Work Culture, Extrinsic Motivation on Employee Performance with Job Satisfaction as Intervening at the Payakumbuh City Transportation Office. *Jurnal Manajemen Strategik Dan Simulasi Bisnis*, 5(1), 14–32. <https://doi.org/10.25077/mssb.5.1.14-32.2024>
- Marpaung, A. P., & Darmawan, A. (2022). PENGARUH BUDAYA ORGANISASI,

- KEPEMIMPINAN, LINGKUNGAN KERJA DAN DISIPLIN KERJA TERHADAP KINERJA KARYAWAN. *Journal of Applied Managerial Accounting*, 6(1), 21–32.
- Octa Krisdiyanti, Debby Santyo Rusandy, & Iing Sri Hardiningrum. (2023). Pengaruh Disiplin Kerja Motivasi Ekstrinsik Dan Kompensasi Terhadap Kinerja Karyawan Pada Brilliant English Course Pare. *Manajemen Kreatif Jurnal*, 1(4), 15–33. <https://doi.org/10.55606/makreju.v1i4.2137>
- Rachman, F., Ali, H., & Sampel, P. (2025). *Pengaruh Motivasi Intrinsik dan Ekstrinsik terhadap Kinerja Karyawan: Peran Mediasi Komitmen Misi di BPJS Ketenagakerjaan*. 6(6), 4157–4166.
- Rima, Brahma Wahyu Kurniawan, & Aprilia Dian Evasari. (2023). Pengaruh Motivasi Ekstrinsik, Disiplin Kerja, dan Pengembangan Karir Terhadap Kinerja Karyawan PT. Raga Gunawan Mandiri. *Sammajiva: Jurnal Penelitian Bisnis Dan Manajemen*, 1(3), 01–15. <https://doi.org/10.47861/sammajiva.v1i3.317>
- Robbins & Judge. (2013). *Organizational Behavior*.
- Sembeng, A. E., & Kurniawan, I. S. (2023). Pengaruh Budaya Organisasi, Motivasi Intrinsik, Motivasi Ekstrinsik dan Pos Terhadap Kinerja Pegawai. *Jurnal Administrasi, Manajemen Dan Ilmu Sosial (JAEIS)*, 2(November), 128–140.
- Solahudin, A., Fatimah, S. E., & Sulistiowati, L. H. (2024). Factors affecting affective commitment. *Edelweiss Applied Science and Technology*, 8(6), 3475–3483. <https://doi.org/10.55214/25768484.v8i6.2738>
- Stephen p. Robbins A. Judge. (2015). *Perilaku Organisasi* (16th ed.). Salemba Empat.
- Sugiyono. (2018). *Metode penelitian kuantitatif, kualitatif dan R&D* (p. 130). Alfabeta.
- Tarwijo, T. (2020). Pengaruh Budaya Organisasi Terhadap Kinerja Karyawan Pada Pt. Langgeng Kencana Di Jakarta. *Jurnal Ekonomi Efektif*, 2(4), 578. <https://doi.org/10.32493/jee.v2i4.10689>
- Wilson Bangun. (2012). *Manajemen Sumber Daya Manusia*. Erlangga.