

The Role of Motivation in Moderating the Influence of Organizational Culture and Work Discipline on Employee Performance at BPJS Employment in Medan Raya

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Abstract

This study aims to look at the role of motivation in moderating the influence of organizational culture and work discipline on employee performance at BPJS Employment Se- Medan Raya. This type of research uses qualitative methods, this research was conducted at the BPJS Employment Branch Office in Greater Medan, the population used was 80 employees consisting of 20 personnel from Medan City, 20 personnel from North Medan, 20 personnel from Tanjung Morawa and 20 personnel from Binjai. The sample used is all the population of 80 employees with saturated samples being the sample technique. The data source used is primary data source and data collection by distributing questionnaires. This research model uses path analysis and the measuring tool is the smart PLS version 3.3.3 application. The results of this study are as follows: Organizational culture has a positive and insignificant effect on employee performance with an original sample value of 0.042 and P values of 0.910. Organizational culture has a positive and significant effect on work motivation with an original sample value of 0.875 and p values of 0.000. Work discipline has a positive and insignificant effect on employee performance with an original sample value of 0.042 and p values of 0.851. Work discipline has a negative and significant effect on work motivation with an original sample value of -0.347 and p values of 0.000. Work motivation has a positive and significant effect on employee performance with an original sample value of 0.730 and p values of 0.000. Organizational culture has a positive and significant effect on employee performance through work motivation indirectly with original sample results of 0.634 and p values of 0.000. Work discipline has a negative and significant effect on employee performance through work motivation indirectly with an original sample value of -0.209 and p values of 0.006.

Keywords: Organizational Culture, Work Discipline, Work Motivation, Employee Performance.

INTRODUCTION

Human resources are an important factor in an organization. Every organization will always improve the quality of its resources so that its performance is satisfactory. Improving this quality is also an effort to make employees more motivated and clear about the direction of the goals they want to achieve. The problem of employee performance is a problem that needs to be considered by the organization, because employee performance will affect the quality and quantity of the organization in facing competition along with the times. Therefore, having quality human resources (employees) is very much needed so that organizational goals can be achieved and can improve employee performance in an organization. However, good performance will not be produced without an organizational culture and organizational commitment that supports the running of the organization itself. The form of commitment that emerges is expected not only to be passive loyalty, but also to involve an active relationship with the work organization that aims to provide every effort for the success of the organization. Collaboration between organizational culture and commitment is expected to be able to become a solid unity so that it can produce good

performance and in accordance with the achievement of goals. The influence of organizational culture on employee performance. (Mayowan, Y.at el, 2016), (Husada, C. at el, 2019).

Work discipline as an attitude of respect, appreciation, obedience and obedience to applicable regulations, both written and unwritten and able to carry them out and not evade the sanctions if he violates the duties and authorities given to him. According to Singodimedjo in Sutrisno (2017) Discipline is an attitude of willingness and willingness of a person to obey and comply with the norms of regulations that apply around him. Good employee discipline will accelerate the company's goals, while declining discipline will be an obstacle and slow down the achievement of company goals. Work motivation has a very fundamental role in increasing the effectiveness and efficiency of employee performance, because people who have high work motivation will try their best so that their work can be successful as well as possible. According to Simanjuntak (2018), performance is a measure of work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given. In addition, employee performance generally includes elements of quantity and quality of work results, attendance and ability to cooperate

Formulation of the problem

1. Does Organizational Culture have a positive and significant influence on Employee Performance at BPJS Ketenagakerjaan throughout Medan Raya?
2. Does work discipline have a positive and significant effect on Employee Performance at BPJS Ketenagakerjaan throughout Medan Raya?
3. What is Work Motivation?has a positive and significant impact on employee performance at BPJS Employment throughout Medan Raya.
4. Does organizational culture influence employee performance with work motivation as a moderating variable in BPJS Ketenagakerjaan throughout Medan Raya?
5. Does work discipline affect employee performance moderated by work motivation at BPJS Ketenagakerjaan throughout Medan Raya?

Research purposes

1. To find out and analyze the influenceOrganizational Culture on Employee Performance at BPJS Employment in Medan Raya.
2. To find out and analyze the influencework discipline towards employee performance at BPJS Employment throughout Medan Raya.
3. To find out and analyze the influenceWork Motivation on Employee Performance at BPJS Employment in Medan Raya.
4. To find out and analyze the influenceorganizational culture on employee performance with work motivation as a moderating variable in BPJS Employment throughout Medan Raya.
5. To find out and analyze the influencework discipline towards employee performance is moderated by work motivation at BPJS Ketenagakerjaan throughout Medan Raya.

LITERATURE REVIEW

Employee performance

According to Fahmi (2017) describes performance as a process that refers to and is measured over a certain period of time based on previously made agreements. According to Armstrong and Baron in Wibowo (2017) stated that performance is a work result that is closely related to the strategic goals of the organization, customer satisfaction, and economic contribution. According to Afandi (2018) Performance is a work result that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contrary to morals and ethics.

Performance Indicators

According to Afandi (2018) employee performance indicators are as follows:

1. Quantity of work results. All forms of units of measurement related to the amount of work results that can be expressed in numbers or other numerical equivalents.
2. Quality of work results. All forms of units of measurement related to the quality or quality of work results that can be expressed in numerical measurements or other numerical equivalents.
3. Efficiency in carrying out tasks. Sharing resources wisely and in a cost-effective manner.
4. Work discipline. Comply with applicable laws and regulations.
5. Initiative. The ability to decide and do the right thing without being told, able to find what should be done about something around, trying to keep moving to do some things even though the situation feels increasingly difficult.
6. Accuracy. The level of conformity of the work measurement results to whether the work has achieved its objectives or not.
7. Leadership. The process of influencing or giving examples by leaders to their followers in an effort to achieve organizational goals.
8. Honesty. One of the human traits that is quite difficult to apply.
9. Creativity The mental process that involves the emergence of ideas or that involves the emergence of ideas.

Organizational culture

According to Edison (2016). Organizational culture is a habit that has been going on for a long time and is used and applied in work activities as one of the drivers to improve the quality of work of employees and managers of the Company. According to Fahmi (2017) Organizational culture is the result of the process of merging the cultural style and behavior of each individual that was previously brought into new norms and philosophies, which have energy and group pride in facing something and certain goals.

Organizational Culture Indicators

Organizational Culture Indicators according to Edison, (2016) are as follows:

- a. Self-awareness

Members of the organization consciously work to gain satisfaction from their work, develop themselves, obey the rules, and offer quality products and high services.

b. Aggressiveness

Organization members set challenging but realistic goals. They establish work plans and strategies to achieve those goals and pursue them enthusiastically.

c. Personality.

Members are respectful, friendly, open and sensitive to group satisfaction and pay close attention to aspects of customer satisfaction, both internal and external customers (every internal part must serve, not be served).

d. Performance

Members of the organization have values of creativity, quality, standard, and efficiency.

e. Team orientation

Members of the organization cooperate well, and carry out effective communication and coordination with the active involvement of members, which in turn results in high satisfaction and shared commitment.

Work Discipline

According to Rivai (2019), work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase a person's awareness and willingness to obey all applicable regulations and social norms.

According to Hasibuan (2017), work discipline is a person's ability to work regularly, diligently, continuously and work in accordance with applicable regulations without violating the established regulations.

Work Discipline Indicators

According to Hasibuan (2017) the indicators of work discipline are as follows:

a. Presence at work

This is a fundamental indicator because it is used to measure discipline and usually employees who have low work discipline will be accustomed to being late for work.

b. Compliance with work regulations

Employees who comply with work regulations will always follow the applicable regulations and will not commit violations set by the company.

c. Adherence to work standards

Employees who can complete their work according to procedures and are responsible for the results of their work can also be said to have good work discipline.

d. High level of alertness

Employees who have a high level of alertness will always be careful in working, have high precision, and can do their work effectively and efficiently.

e. Work ethically

Working ethically is a must as an employee because rude actions towards others will be inappropriate in terms of discipline.

Work motivation

According to Rivai (2015), motivation is a series of attitudes and values that influence individuals to achieve specific things according to individual goals.

According to Hidayat et al. (2023), motivation is defined as factors that direct and encourage a person's behavior or desire to carry out an activity expressed in the form of hard or weak effort. These factors are often referred to as motivation, as the desired goal that drives people to behave in a certain way.

Work Motivation Indicators

According to Hidayat et al. (2023), work motivation indicators are as follows:

a. Promotion

Promotion is the advancement of an employee to a better job, whether in terms of greater responsibility, higher dignity or status, better skills and especially additional payment of wages and salary.

b. Performance

Work performance is the starting point for a person's career development. It is his work performance in carrying out the tasks entrusted to him now.

c. Award

Providing motivation through the need for appreciation such as appreciation for achievements, recognition of expertise and so on.

d. Confession

Recognition, ability and expertise for employees in a job is an obligation of the company.

Conceptual Framework

The conceptual framework in this study is as follows:

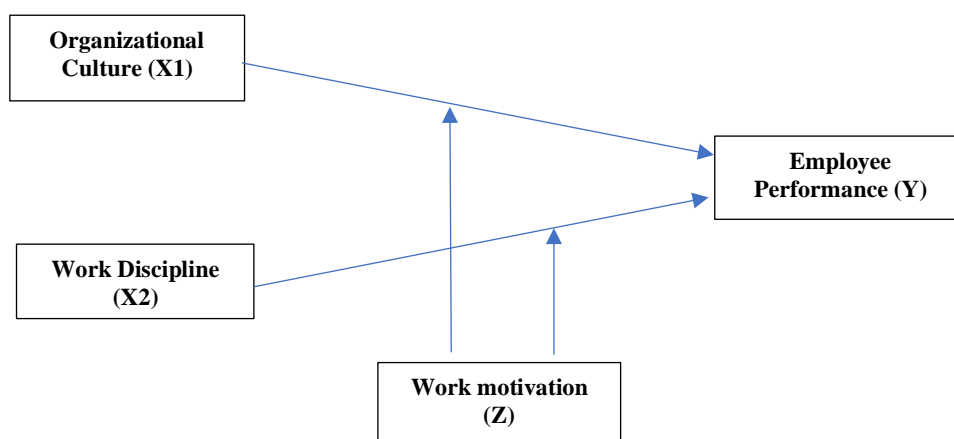


Figure 1. Conceptual Framework

Research Hypothesis:

The hypothesis in this study is as follows:

- H1: Organizational culture has a positive and significant influence on employee performance at BPJS Ketenagakerjaan throughout Medan Raya.
- H2: Work discipline has a positive and significant effect on employee performance at BPJS Ketenagakerjaan throughout Medan Raya.
- H3: Work Motivation has a positive and significant impact on employee performance at BPJS Employment throughout Medan Raya.
- H4: Organizational culture has a positive and significant effect on employee performance moderated by work motivation at BPJS Ketenagakerjaan throughout Medan Raya.
- H5: Work discipline has a positive and significant effect on employee performance moderated by work motivation at BPJS Ketenagakerjaan throughout Medan Raya.

METHOD

Types of research

According to Sugiyono (2017), quantitative research can be interpreted as a method based on the philosophy of positivism, used to research a particular population or sample, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of testing the established hypothesis.

Research Location and Research Time

The research location was conducted at BPJS Employment Medan Raya Branch the details are as follows:

Table 1. Research Locations

No.	Branch Name	Branch Address	Amount
1	BPJS Medan city	Jl. Kapten Patimura No.334, Darat, Medan Baru District, Medan City, North Sumatra 20153	20
2	BPJS North Medan	Jl. Marelan Raya No.108, Tanah Enam Ratus, Medan Marelan District, Medan City, North Sumatra 20245	20
3	BPJS Tj. Morawa	Jl. Raya Medan Tanjung Morawa KM 14.5 Bangun Sari Baru Village, Bangun Sari Baru, Tj. Morawa District, Deli Serdang Regency, North Sumatra 20362	20
4	BPJS Binjai	Jl. Soekarno- Hatta No. 262, Km No. 19.5, Tunggurono, Binjai Timur District, Binjai City, North Sumatra 20351	20
	Amount		80

Population and Sample

According to Sugiyono (2017) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population and sample in this study were all permanent employees at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya totaling 80 employees (saturated sample).

Research Data Sources

The data sources used in this research are primary data.

Operational Definition of Research Variables

Table 2. Operational Definition of Variables

Variable Types	Definition	Indicator
Employee Performance (Y)	According to Afandi (2018), performance is the work results that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, without violating the law and without conflicting with morals and ethics.	According to Afandi (2018) <ul style="list-style-type: none"> • Quantity of work results • Quality of work results • Efficiency in carrying out tasks. • Work Discipline • Initiative • Accuracy • Leadership • Honesty
Organizational culture (X1)	According to Edison (2016), organizational culture is a habit that has been going on for a long time and is used and applied in work activities as a driving force to improve the quality of work of employees and company managers.	According to Edison, (2016): <ul style="list-style-type: none"> ▪ Self-awareness ▪ Aggressiveness ▪ Personality. ▪ Performance • Team orientation
Work Discipline (X2)	According to Hasibuan (2017), work discipline is a person's ability to work regularly, diligently, continuously and work in accordance with applicable regulations without violating the established regulations.	According to Hasibuan (2017) <ul style="list-style-type: none"> ▪ Presence at work ▪ Compliance with work regulations ▪ Adherence to work standards

		<ul style="list-style-type: none"> ▪ High level of alertness • Work ethically
Motivation (Z)	According to Hidayat et al. (2023), motivation is defined as factors that direct and encourage a person's behavior or desire to carry out an activity expressed in the form of hard or weak effort.	<p>According to Hidayat et al. (2023), work motivation indicators include:</p> <ul style="list-style-type: none"> • Promotion • Performance • Award • Confession

Data Analysis Techniques

Data analysis in this study uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. According to (Gozali, 2014) Partial Least Square (PLS) is a fairly strong analysis method because it is not based on many assumptions.

Measurement Model (Outer Model)

The procedure in testing the measurement model consists of validity testing and reliability testing.

1. Validity Test

a. Convergent Validity

b. Discriminant Validity

2. Reliability Test. Cronbach's alpha value is recommended to be greater than 0.7 and composite reliability is also recommended to be greater than 0.7 (Sekaran, 2014).

Structural Model (Inner Model)

This test is conducted to determine the relationship between exogenous and endogenous constructs that have become hypotheses in this study (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using R-square for the dependent variable, the Stone-Geisser Q-square test for predictive elevation and the t-test and significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R²)

In assessing the model with PLS, it begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether it has a substantive influence (Ghozali, 2014). The R² value is generally between 0 and 1.

2. Predictive Relevance (Q2)

This test is used to measure how well the observation value is generated by the model and also its parameter estimates. If the Q2 value is greater than 0, it indicates that the model has predictive relevance, which means it has good observation value, while if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistic

At this stage, it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the study using the bootstrapping method. In the full model Structural Equation Modeling, in addition to confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2014). The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Latan and Ghozali, 2014) the criteria for the t table value with a value of 1.96 with a significance level of 5%.

4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is stated as positive. While if the value is 0 to -1, then the direction of the relationship between variables is stated as negative.

RESULTS AND DISCUSSION

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and their manifest variables, this testing includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

This test is seen from the loading factor, the value limit is 0.7, and the Average Variance Extracted (AVE) value limit is 0.5, if it is above that value it is said to be valid. This means that the value for the indicator is said to be valid if the indicator explains the construct variable with a value > 0.7 . The structural model in this study is shown in the following figure:

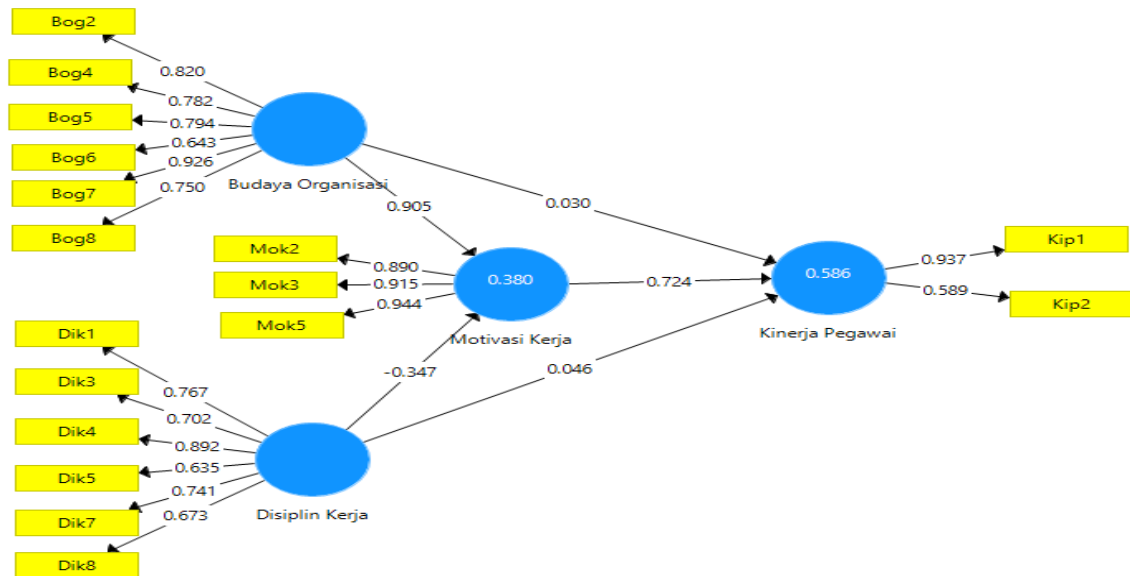


Figure 2. Outer Model
 Source: Smart PLS 3.3.3

Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1

$$Z = b1X1 + b2X2 + e1$$

$$Z = 0.905X1 + 0.347X2 + e1$$

For substructure 2

$$Y = b3X1 + b4X2 + b5Z + e2$$

$$Y = 0.030X1 + 0.446 X2+ 0.724Z + e2$$

Table 3. Outer Loadings

	Organizational culture	Work Discipline	Employee Performance	Work motivation
Bog2	0.820			
Bog4	0.782			
Bog5	0.794			
Bog6	0.643			
Bog7	0.926			
Bog8	0.750			
Dik1		0.767		
Dik3		0.702		
Dik4		0.892		
Dik5		0.635		

Dik7		0.741		
Dik8		0.673		
Kip1			0.937	
Kip2			0.889	
Mok2				0.890
Mok3				0.915
Mok5				0.944

Source: Smart PLS 3.3.3

In table 3 above, the value of each variable is stated that the indicator in each variable is higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue to further research.

2. Discriminant Validity

Further research to find out valid data in terms of Discriminate Validity, aims to find out whether the cross loading value is greater than other latent variables so as to determine the results of indicators that are highly correlated with their constructs. The following table shows the cross loading results from the validity test as follows:

Table 4. Discriminant Validity

	Organizational culture	Work Discipline	Employee Performance	Work motivation
Organizational culture	0.790			
Work Discipline	0.890	0.740		
Employee Performance	0.502	0.404	0.783	
Work motivation	0.596	0.458	0.763	0.917

Source: Smart PLS 3.3.3

The results of table 4 above show a value that is greater than the other variables in each indicator and variable, so it can be concluded that the results of the discriminant validity study are validly distributed.

3. Composite reliability

In composite reliability research to see each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if it is below 0.60 and 0.7 then it is not reliable there are several blocks to determine whether the research is reliable or not and valid or not including the Coranbach alpha value, composite reliability and AVE value can be seen in the table below

Table 5. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational culture	0.877	0.928	0.908	0.625
Work Discipline	0.836	0.858	0.877	0.747
Employee Performance	0.825	0.819	0.750	0.613
Work motivation	0.905	0.907	0.940	0.840

In table 5 above, it can be seen in the cronbach alpha column that each variable has a value greater than 0.7, which means that the reliability data for each variable. The composite reliability column has a value greater than 0.6, so it can be explained that each variable is considered reliable because the data is greater than 0.6. It can be seen from the AVE column that each variable gets a value greater than 0.7, which means that the data is valid according to AVE. All variables from the cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6, so they are considered reliable and valid.

Inner Model Analysis

Structural model evaluation (inner model) is conducted to ensure that the basic model created is strong and accurate. The stages of examination conducted in the primary model assessment are seen from several markers, namely:

1. Coefficient of Determination (R²)

In the next stage, namely the evaluation of the measurement model or inner model by looking at the R-Square value criteria. The R-Square results from the smartPLS 3.0 software output are as follows:

Table 6. R Square Results

	R Square	R Square Adjusted
Employee Performance	0.786	0.764
Work motivation	0.780	0.758

There is an R square value of work motivation variable with an R square value of 0.758 and if it is expressed as a percentage of 75.8%, it means that the influence of organizational culture, work discipline and employee performance variables on work motivation is 75.8% and the remaining 24.2% is on other variables. The R square value of the employee performance variable is 0.764 and if expressed as a percentage of 76.4%, it

means that the influence of the Organizational Culture, work discipline and work motivation variables on employee performance is 76.4% and the remaining 23.6% is on other variables.

3. Hypothesis Testing

After assessing the inner model, the next thing is to assess the connection between idle builds as suspected in this review. Speculation testing in this review is done by looking at T-Statistics and P-Values. Speculation is announced to acknowledge whether the T-Insights value is > 1.96 and P-Values < 0.05 . The following are the consequences of the direct impact Path Coefficient:

Table 7. Path Coefficients (Direct Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture -> Employee Performance	0.030	0.042	0.262	0.113	0.910
Work Discipline -> Employee Performance	0.046	0.042	0.246	0.188	0.851

The results of the research directly above are as follows:

1. Organizational culture has a positive and insignificant effect on employee performance with an original sample value of 0.042 and P values of 0.910. This means that the existence of organizational culture has a positive effect on the Company but organizational culture decreases performance.
2. Work discipline has a positive and insignificant effect on employee performance with an original sample value of 0.042 and p values of 0.851. This means that if work discipline increases, employee performance will increase, if work discipline decreases, employee performance will also decrease.

Table 8. Path Coefficients (Indirect Effects)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture -> Work Motivation -> Employee Performance	0.655	0.634	0.149	4.386	0.000

Work Discipline -> Work Motivation -> Employee Performance	-0.251	-0.209	0.137	1,839	0.006
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The results of the indirect influence are as follows:

1. Organizational Culture has a positive and significant effect on employee performance through work motivation indirectly with the original sample results of 0.634 and p values of 0.000. This means that work motivation is an intervening variable because it can influence organizational culture on employee performance indirectly.
2. Work discipline has a negative and significant effect on employee performance through work motivation indirectly with an original sample value of -0.209 and p values of 0.006. This means that work motivation is not an intervening variable because it is unable to influence work discipline on employee performance indirectly.

CLOSING

Conclusion

1. Organizational Culture has a positive and insignificant influence on employee performance at BPJS Employment Branch Offices throughout Medan Raya
2. Work discipline has a positive and insignificant effect on employee performance at BPJS Ketenagakerjaan throughout Medan Raya.
3. Organizational culture has a positive and significant influence on employee performance moderated by work motivation at BPJS Ketenagakerjaan throughout Medan Raya.
4. Work discipline has a negative and significant effect on employee performance moderated by work motivation at BPJS Ketenagakerjaan throughout Medan Raya.

Suggestion

1. Companies must improve the organizational culture of their employees every month so that the organizational culture is embedded in the souls of employees to the maximum and in accordance with company regulations.
2. Companies must make employees have a disciplined nature in working. With work discipline, the company's performance will increase.
3. Companies must motivate employees to work, with increased work motivation will provide added value to the company.
4. Companies must strive to improve employee performance so that employees can be optimally responsible for their duties in the Company.

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