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Analysis of Employee Performance at the South Langowan District Office, Minahasa Regency

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Abstract. This study aims to analyze the performance of employees in South Langowan District Office, Minahasa Regency by focusing on internal factors that affect performance, namely attitude and behavior, motivation, and work discipline. Employee performance is a crucial element in public service, and understanding the factors that influence it is very important to improve organizational effectiveness. This research uses qualitative research methods. Data sources were obtained from primary data, namely interviews and secondary data, namely supporting data in the field such as literature and documents. In conducting data analysis, researchers refer to several stages consisting of several stages, including data reduction, data presentation and conclusion drawing. The results showed that the Performance of Employees of the South Langowan District Office of Minahasa Regency in terms of Indicators of Employee Attitude and Behavior was still less open if criticized. Judging from the Motivation indicator, it still needs to be strengthened through coaching for the development of Human Resources. Judging from the indicator of work discipline, it is still necessary to get guidance because staffing rules are still violated by employees. In conclusion, Employee Performance at the South Langowan District office is not optimal. The reality is still not in line with expectations.

Keywords. Performance, Attitude and Behavior, Motivation, Work Discipline, Human Resources

A. INTRODUCTION

Along with changes in the current era of globalization and in the conditions of society, there are often several problems that cause an organization to fail, both those caused by the inability to adapt to technological advances and those caused by the poor work of existing human resources, even though human resources are the most important factor that determines the success of an organization (Dilapanga & Mantiri, 2021) [1].

Government organizations are required to be able to manage and optimize human resources properly for the continuity of the organization (Sulistiyani, 2019) [2]. This is the responsibility of the organization's leadership to manage, organize by making careful planning, developing effective strategies and being able to coordinate all components in the organization, including human resources or employees. The success of an organization in achieving goals is largely determined by the quality of human resources which can be seen from the performance of employees in the organization.

According to Edwin B. Flippo (2002) in Kulandai and Gunasundari (2016), performance is the result of work that is reflected in achievement and contribution to organizational goals. With good performance, the effectiveness of work can help achieve the goals set in the organization. The good and bad implementation of employee duties will have an impact on organizational performance. Therefore, performance is one of the most important and decisive aspects for the sustainability of an organization [3].

According to Simajuntak (2011: 1), performance is the level of achievement of results on the implementation of certain tasks [4]. Thus, one of the good performance results is if employees are able to provide good service to the community. In addition, in order to improve employee performance, the office facility factor also has an important role, because with adequate office facilities it is hoped that it can support employee work in completing their work.

To improve employee performance, an employee must also be able to operate and utilize existing facilities. According to Moenir (2015: 119) in Ardiyanti (2022), facilities are all types of equipment, work equipment and other facilities that function as the main tool or auxiliary tool in carrying out work, and also function socially in the context of the interests of people who are in contact with the work organization. In addition to office facilities in order to improve performance, it is also influenced by other factors, namely, work discipline [5].

Employee discipline is needed in every work activity so that employees work in accordance with the rules set in the relevant agencies, good work discipline is one of the important things in improving employee performance, where organizations really need disciplined employees to work so that they can achieve maximum results. According to Moenir (2015; 94) discipline is a form of obedience to rules, both written and unwritten that have been set [5].

In an effort to improve the performance of the state civil apparatus (ASN), the implementation of an effective and objective performance appraisal system is very important. One method used to measure and evaluate employee performance is the Employee Performance Target (SKP). SKP is an instrument designed to measure the achievement of employee work tasks and goals within a certain period, as well as the basis for performance appraisal and awarding or sanctioning. Although SKP has been implemented in various government agencies, there are still challenges in implementing and optimizing the SKP function to encourage employee productivity and work quality. Therefore, this study aims to evaluate the implementation of SKP and identify factors that influence its effectiveness in improving employee performance within government agencies. Employee Performance Targets (SKP) as a performance measurement tool for civil servants (PNS) are expected to increase accountability and transparency in human resource management in government agencies.

In terms of measuring employee performance, it is measured in each SKP which is made periodically every three months and final at the end of the year. Performance Assessment is measured in SKP and Work Behavior with an assessment calculation of 60% SKP - 40% Work Behavior for those who have implemented the 3600 method. Assessment of 70% SKP - 30% Work Behavior for those who have not implemented the 3600 method.

The South Langowan District Office is a government agency led by the head of the District and assisted by several sections to run the government in the District area, the South Langowan District Office as a public organization and community service where a place for the implementation of government tasks also takes place where services for Identity Cards (KTP), Family Cards and so on, in relation to providing services to the community are currently lacking, so with excellent service it is hoped that it can improve service quality and performance

which will ultimately create good governance. An organization according to its implementation needs to carry out an employee performance assessment.

The results of the assessment of the Government Agency Performance Accountability System (SAKIP) carried out by the Minahasa Regency Inspectorate provide a picture that is not optimal. One of the assessment indicators is Performance Accountability with the scope of performance quality assessment measured by performance achievement, success and failure of performance and improvement efforts that can have a major impact in adjusting strategies/policies in achieving performance. The target of the Minahasa Regency government for the implementation of SAKIP in 2024 must get a BB score (points > 70-80) with the interpretation of "Very good". However, the South Langowan District government based on the assessment results in 2023 obtained a D point of 29 with the interpretation of "very less". Year 2024 obtained a C score of 44.08 points with the interpretation of "Less". For what has been achieved, it is necessary to improve performance management which is very basic so that there can be changes.

The problem is that in the current condition, the South Langowan District Office is still seen to be lacking in the quality of services provided to the community, for example in completing the letter processing takes a long time and is not in accordance with the time previously set, as well as in terms of time discipline, many employees often come late in the morning and afternoon after the break is over, this of course greatly affects the services that will be provided to the community.

In addition, employee qualifications are not in accordance with the field of duties carried out so that officers who carry out services do not understand what will be done. The availability of facilities in carrying out work does not support the creation of good services, because only my computer is available while there is no printing equipment.

Another important thing that happens in the implementation of public services is that only a few employees master the use of technology. So that tasks that should be carried out by one of the responsible fields, because they are literate in technology, must finally wait for other employees to assist in completing these tasks.

Therefore, to improve the performance of employees of the South Langowan District Office, it is necessary to pay attention so that human resources can work efficiently so as to improve optimal performance. This study aims to analyze the performance of employees at the South Langowan District Office, Minahasa Regency by focusing on internal factors that affect performance, namely attitudes and behaviors, motivation, and work discipline.

B. METHOD

The method used in this research is qualitative research method, which emphasizes the process of searching for meaning, revealing the meaning, behind the phenomena that appear related to the analysis of the performance of employees of the South Langowan kecamatan office, Minahasa Regency. With an in-depth approach, direct observation, and researchers can identify things that employees face in carrying out their duties. This approach also provided an opportunity to explore employees' subjective experience of working conditions in the district, resulting in a more holistic and contextual understanding of employee performance and the factors that determine employee performance.

This research focuses on employee performance in South Langowan District Office of Minahasa Regency with indicators: attitude and behavior, motivation, and work discipline. The participants in this study amounted to 9 people consisting of the head of the district, section head, sub-section head, executor, and auxiliary staff. These informants were determined using

purposive sampling technique. The data collection techniques used were observation, in-depth interviews, and document studies.

The data analysis technique used in this research is the qualitative data analysis technique of the interactive model of Miles and Huberman in Mokot et al. (2023), namely data collection, data reduction, data display, and conclusion drawing/verification [6].

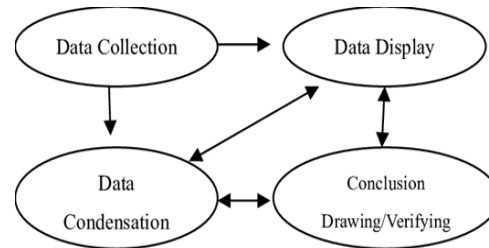


Figure 1. Miles and Huberman Interactive Model Data Analysis

C. RESULT AND DISCUSSION

Employee performance is a very important element in determining the effectiveness of public service delivery at the local government level (Kairupan et al., 2023) [7]. In the South Langowan District Office, employee performance plays a direct role in the smooth running of government administration, community services, and the implementation of local government programs. Assessment of employee performance is not only seen from the final results of work, but also from the implementation process, responsibility, work attitude, as well as individual motivation and discipline in carrying out their duties.

To obtain a comprehensive picture of employee performance, this study uses several main indicators, namely: work attitudes and employee behavior, work motivation, and work discipline. Each indicator is analyzed based on data from interviews with several informants who have different positions and work experience in the district office.

Table 1. Number of Employees by Class

No.	Position	Goals				Total
		IV	III	II	I	
1	Head of District	1	-	-	-	1
2	District Secretary	1	-	-	-	1
3	Head of Section	-	5	-	-	5
4	Head of Subdivision	-	2	-	-	2
5	Executive	-	4	2	-	6
6	Freelance Workers	-	-	-	-	1
7	Volunteer	-	-	-	-	6
Total						22

Source: Data processed by researchers, 2025

Table 2. Number of Employees Based on Education Level

No.	Education Level	Total
1	Doctorate	-
2	Master	3

3	Bachelor	17
4	Senior High School	2
5	Junior High School	-

Source: Data processed by researchers, 2025

Through a qualitative approach, researchers explore the perceptions and direct experiences of informants to find out the strengths and weaknesses of the performance of the district apparatus in carrying out public service tasks. The following explanation will describe the interview results systematically based on each indicator. The following is a description of the research results and discussion.

Work Attitude and Employee Behavior

One important aspect in assessing employee performance is the work attitude and behavior shown in carrying out daily tasks. This indicator reflects how employees behave towards work, coworkers, superiors, and the public as service recipients. Good work attitudes, such as responsibility, cooperation, courtesy, and openness to criticism, greatly affect the work atmosphere and the quality of public services. Conversely, a less professional attitude, such as passivity, irritability, or indiscipline, can be an obstacle in achieving organizational goals. Therefore, observation and assessment of employee attitudes and behavior are crucial in improving the performance of the apparatus in the South Langowan District Office.

Based on observations and interviews conducted by researchers in the field, several findings were obtained related to indicators of work attitudes and employee behavior described in the following table:

Table 3. Research Findings on Work Attitude and Employee Behavior Indicators

Focus	Indicator	Findings
Employee Performance	Work Attitude and Employee Behavior	Some employees are less communicative, lack initiative, and are less friendly in providing services, hindering the smooth running of the team.
		There are still employees who lack discipline, such as often arriving late or not actively participating in office activities. This has an impact on the lateness of task completion and a decrease in work efficiency.
		Some employees tend to take offense easily when receiving input or complaints from the public, which has the potential to reduce morale and create tension within the team. This lack of openness to criticism is an obstacle in the process of coaching and improving work quality.
		Attention to the cleanliness and tidiness of the work environment is still uneven among employees. The indifferent attitude towards these matters shows the need to increase awareness that

protecting the environment is also part of work ethics and professionalism.

Communication between employees is sometimes less effective, leading to misunderstandings and obstacles in work coordination. Improving communication and cooperation skills is key so that tasks can be completed more efficiently and without conflict.

Source: Primary data processed by researchers, 2025

Work attitude and employee behavior are important elements that affect individual performance and organization. Based on the results of research at the South Langowan District Office, in general, employees show a good attitude in carrying out their daily duties. Employees try to maintain good communication with coworkers and the community and show friendly and polite service ethics. However, there are still some employees who need to increase awareness of the importance of professional attitudes and behaviors that support a conducive work atmosphere.

According to Robbins and Judge (2017) in Hardiyansyah et al. (2018), work attitudes include cognitive, affective, and conative components that reflect how employees think, feel, and act towards their work. A positive attitude will encourage behavior that supports productivity and service quality [8]. In the context of this research, employees who show an open and responsive attitude to feedback tend to have better performance than employees who are easily offended or passive.

Max Weber's opinion in Masengi et al. (2023) on bureaucracy emphasizes the importance of discipline and courtesy as part of employee behavior in public bureaucracy. Weber considers that bureaucratic employees must carry out their duties responsibly, impartially, and uphold the rules [9]. The research findings show that most employees in this District office have tried to fulfill these principles, although there are some instances of less friendly service and a less caring attitude towards the work environment.

Poor work attitudes, such as passivity and reluctance to take initiative, become obstacles in improving work effectiveness. According to Herzberg's two-factor motivation theory in Pardede (2020), motivational factors such as rewards and recognition play a role in shaping positive work attitudes [10]. In this study, some employees seemed less motivated, so that passivity emerged and hindered the smooth implementation of tasks.

Good work ethics are also closely related to employee behavior in interacting with the community. Shafritz, Russell, and Borick (2016) assert that public employees must uphold the values of transparency, honesty, and excellent service [11]. The study revealed that although most employees have shown a friendly and professional attitude, there are still cases of unsatisfactory service due to impatience and unresponsive behavior to public complaints.

Work discipline inherent in employee attitudes determines the consistency of behavior at work. Fayol in Sembodo (2020) asserts that discipline is the foundation for creating order and compliance with organizational rules [12]. In the results of this study, employees who have high discipline tend to show better work attitudes and can work together in teams, while employees who lack discipline often cause conflict and reduce the spirit of collective work.

Positive work behavior also reflects employees' ability to work together and maintain interpersonal relationships. According to Mintzberg (1979) in Rustendi and Lisara (2024), coordination between individuals in the organization is the key to successful task

implementation. This research shows that most employees are able to communicate and coordinate well, but there are some who still need to improve their interpersonal skills so that the work atmosphere is more harmonious [13].

An organizational culture that supports positive work attitudes is very important in shaping employee behavior. Edgar Schein (2010) explains that a strong organizational culture can instill ethical values and professionalism in the work environment [14]. The findings in South Langowan District Office show that the work culture has started to form well but still needs strengthening so that negative behavior can be minimized.

In addition, supervision and guidance from leaders also play a role in shaping a professional work attitude. Robbins and Coulter (2016) in Mokot (2020) state that effective leadership can increase employee motivation and discipline [15]. In this study, employees who get regular guidance from superiors tend to have better work attitudes and behavior than those who rarely get supervision.

Overall, the work attitude and behavior of employees at the South Langowan District Office are adequate and contribute positively to organizational performance. However, there is still room for improvement, especially in terms of proactivity, motivation, and work discipline so that public services become more optimal. The opinion of public administration experts underlines that positive work attitudes and professional behavior are the main foundations in improving the performance of bureaucratic apparatus in a sustainable manner.

Motivation

Employee motivation is one of the key factors that influence performance and productivity in an organization. Motivation is not only related to the drive from within the individual to complete tasks, but is also influenced by the work environment, rewards, and support received. A high level of motivation will encourage employees to work harder, be more creative and committed in carrying out their responsibilities. Therefore, understanding the extent of employee motivation in the South Langowan District Office is very important to identify factors that can increase work enthusiasm and create a positive and productive work atmosphere. The following presents the results of interviews that describe the condition of employee motivation in carrying out daily tasks. In addition to external factors, motivation is also influenced by internal factors such as a sense of responsibility, the desire to provide the best service to the community, and personal satisfaction with the work performed.

Based on observations and interviews conducted by researchers in the field, several findings were obtained related to the motivation indicators described in the following table:

Table 4. Research Findings on Motivation Indicators

Focus	Indicator	Findings
Employee Performance	Motivation	<p>Employees' motivation comes from the desire to provide the best service to the community and a sense of responsibility for their duties. This shows that internal motivation is still the main driving factor in carrying out work.</p> <p>There are still employees who lack discipline, such as often arriving late or not actively participating in office activities. This has had an</p>

impact on the delay in completing tasks and a decrease in work efficiency.

Although some employees work well, they feel that they do not receive appreciation or rewards from their superiors. This lack of appreciation leads to a decline in morale and makes employees work only out of obligation, not out of enthusiasm.

Employees feel motivated when the work environment is comfortable and relationships between employees are harmonious. However, the appearance of minor conflicts or indifference from coworkers can create tension and negatively affect motivation.

Employees feel that moral support from superiors, such as praise or thanks, as well as open communication, is very influential in maintaining work motivation. This confirms the important role of leadership in building employee morale.

Source: Primary data processed by researchers, 2025

Motivation is one of the main factors that influence employee performance in public organizations. Based on the results of research at the South Langowan District Office, employee motivation is generally quite good, with employees showing a desire to carry out their duties earnestly. However, there are variations in the level of motivation among employees, where some employees feel that they do not receive adequate rewards or incentives, which has an impact on their morale.

According to Herzberg's motivation theory, known as the two-factor theory, work motivation is influenced by motivator factors (intrinsic) and hygiene factors (extrinsic). Motivator factors such as recognition, responsibility and development opportunities can increase job satisfaction and morale. In this study, employees who perceived recognition and development opportunities tended to be more motivated and productive than those who did not.

Maslow's opinion in Gunawan (2017) about the hierarchy of needs is also relevant in the context of employee motivation. Employees whose basic needs are met, such as job security and a living wage, will focus more on higher needs such as appreciation and self-actualization [16]. The interview results show that employees feel their basic needs are met, but there is still hope for increased appreciation and recognition from leaders that can spur higher motivation.

Intrinsic motivation is also influenced by organizational culture and work environment. Edgar Schein (2010) explains that a culture that supports openness and individual development can increase employee motivation. The research in this District office indicates that a conducive work environment can maintain employee motivation, but there is still room to improve communication and provide feedback more systematically.

In addition, Robbins and Judge (2017) in Hardiyansyah et al. (2018) emphasized the importance of leadership in motivating employees. A participative and supportive leadership style can increase employee engagement and encourage them to give their best performance.

From the research results, employees who feel supported and appreciated by their superiors tend to have higher work motivation than those who feel less cared for.

Motivation is also closely related to career development opportunities and training. Human resource development theory underlines that employees who receive adequate training will feel more confident and motivated at work. In this study, employees expressed a desire for more frequent and relevant training to improve their competence and motivation.

Adams' (1963) equity theory in Mawardi and Mukrodi (2025) explains that a sense of fairness in treatment and reward greatly affects employee motivation. If employees feel that they are treated unfairly or unbalanced with their contributions, their motivation may decrease [17]. The results of the interviews revealed that some employees felt inequality in the provision of rewards, which was a challenge for management in maintaining motivation evenly.

This research also highlights the importance of social motivation, namely the need to be recognized and accepted in the work environment. Robbins and Coulter (2016) mentioned that positive interpersonal relationships can strengthen employee motivation. Employees who feel valued by coworkers and superiors tend to be more loyal and enthusiastic in carrying out their duties.

Low motivation often leads to passivity and lack of initiative at work, which negatively impacts overall performance. Conversely, highly motivated employees will be more productive and committed, so that public services can run well. This is reinforced by the opinion of Luthans (2011) in Fatah (2019) which states that motivation is the main key in achieving organizational goals [18].

Overall, the results showed that employee motivation at the South Langowan District Office is already at a fairly good level, but needs to be improved through various efforts, such as providing fair rewards, competency development, and more supportive leadership. Public administration experts emphasize that increasing motivation is an important investment in improving the quality of performance of bureaucratic apparatus in a sustainable manner.

Work Discipline

Work discipline is one of the main indicators in assessing the quality of employee performance, especially in a government environment such as a District office. Discipline reflects employee compliance with rules, regulations, and awareness in carrying out responsibilities according to the time and conditions that apply. Employees who have high discipline usually show a strong commitment to duty, attend on time, and complete work properly according to procedures.

In the District Office, the level of work discipline has a direct impact on the smooth running of public services. Absenteeism, tardiness or negligence in carrying out tasks not only affect individual productivity but can also reduce the image of the institution in the eyes of the community. Therefore, it is important to examine how work discipline is implemented in the district office environment, what are the obstacles faced, and the extent of employee commitment in maintaining discipline as part of professional performance.

Table 5. Research Findings on Work Discipline Indicators

Focus	Indicator	Findings
Employee Performance	Work Discipline	Some employees still show undisciplined behavior such as coming to work late, especially after holidays, or leaving the office during working hours without clear reasons. This

indicates weaknesses in supervision and the application of sanctions.

Some employees seem to relax their discipline when the leader is not in the office. This shows that the discipline of some employees still depends on direct supervision, not on personal awareness or professionalism.

Verbal reprimands from superiors have been given to employees who lack discipline. However, this step is considered insufficient to provide a deterrent effect if it is not followed by more stringent follow-up actions or a consistent sanction system.

Lack of discipline from some employees has a negative impact on other employees who have worked hard and can reduce the quality of service to the community. This shows that individual discipline greatly affects the work atmosphere and overall performance of the organization.

Source: Primary data processed by researchers, 2025

Work discipline is a fundamental aspect in supporting the effectiveness and efficiency of employee performance in a bureaucratic environment. Based on the results of research at the South Langowan District Office, employee discipline is generally classified as good, especially in terms of time discipline and task execution. However, there are some employees who still lack discipline, such as often arriving late for work or being less active in participating in office activities, which can affect productivity and the work atmosphere.

According to Henri Fayol, discipline is one of the main principles in management that must be enforced so that the organization can run in an orderly manner and achieve its goals. Fayol emphasized the importance of compliance with rules and regulations as the basis for employee discipline. In the context of this research, good work discipline helps maintain the orderly execution of tasks at the South Langowan District Office.

Max Weber's opinion on bureaucracy also emphasizes the role of discipline in maintaining operational stability and consistency. Weber states that bureaucratic employees must comply with formal rules and procedures that have been established to ensure professional and accountable services. The research findings show that most employees have implemented this principle, although there are still some who are not consistent.

Work discipline is not only related to punctuality, but also to seriousness in carrying out tasks. According to Robbins and Coulter (2016), discipline is a factor that supports adherence to work rules and standards. In this study, disciplined employees tend to show high commitment and are able to complete tasks according to the set targets.

The role of leaders in enforcing discipline is vital. Transformational leadership theory underlines that leaders must set an example in discipline and be able to motivate employees to follow the rules. The interview results revealed that employees who often receive reprimands and directions from superiors are more disciplined than those who are less supervised.

In addition, consistent supervision and a clear sanction system are supporting factors for improving discipline. According to Greenberg (2011), the existence of a fair reward and punishment system will affect employee behavior in complying with the rules [19]. In this study, the application of verbal warnings to employees who lack discipline has had a positive effect, although stricter enforcement is still needed.

Work discipline also affects organizational culture. Edgar Schein (2010) explains that a strong work culture can instill a high value of discipline. The research shows that the South Langowan District Office has started to build a culture of discipline through training and socialization of work rules, but strengthening this culture needs to be done continuously so that discipline becomes a collective habit.

A lack of discipline on the part of some employees can cause disruptions in the public service process and reduce the image of the office. According to Mintzberg (1979), coordination and order in the bureaucracy must be supported by consistent discipline so that services run smoothly [20]. Findings in the field indicate the need to improve the supervision system and discipline development.

In the modern era, work discipline is also related to the application of information technology to monitor attendance and task execution. Robbins and Judge (2017) mentioned that technology can assist management in monitoring discipline effectively. The South Langowan District Office can utilize this technology to improve employee discipline more systematically.

Overall, employee discipline at the South Langowan District Office has shown quite good results and is one of the determining factors for successful task implementation. However, there is still room for improvement, especially in terms of consistency of discipline and strengthening the culture of discipline so that organizational performance is more optimal and public services become more professional.

D. CONCLUSION

Based on the results of the research and discussion described above, it can be concluded that the performance of employees at the South Langowan District Office is generally not optimal because:

- 1) The attitude of employee behavior is still not open to criticism and sometimes not friendly in serving the community.
- 2) Employee motivation needs to be strengthened through rewards, self-development opportunities, and a clear career system.
- 3) Employee work discipline is less consistent in carrying out their work

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