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The Effect of Organizational Culture and Rewards on Employee Performance at The Cirebon Regency Health Department

Firlyana Frischa Nabilla[1], Dharliana Hardjowikarto[2], Juwita[3]
[1]Swadaya Gunung Jati University, Indonesia
[2]Swadaya Gunung Jati University, Indonesia
[3]Swadaya Gunung Jati University, Indonesia
E-mail: firlyana.122020495@ugj.ac.id[1] , dharliana.ayu@ugj.ac.id[2] , juwita@ugj.ac.id[3]

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Abstract: *This research was conducted to investigate the influence of organizational culture and reward systems on employee performance at the Cirebon Regency Health Office, both individually and collectively. The study was driven by the need to enhance the quality of public services through the development of a supportive organizational culture and the implementation of an equitable reward system. A quantitative approach with an associative research design was adopted. The study involved 117 employees selected as respondents from the Cirebon Regency Health Office. Primary data were obtained through questionnaires and analyzed using Multiple Linear Regression with SPSS version 26.0. The analysis demonstrated that organizational culture positively and significantly influenced employee performance. Likewise, the reward system showed a positive and significant effect on employee performance. The simultaneous testing further confirmed that organizational culture and reward systems jointly had a significant impact on employee performance. These findings indicate that strengthening organizational values while implementing an effective and fair reward system can improve employee performance and contribute to higher-quality public services.*

INTRODUCTION

Employee performance is widely recognized as a critical factor in determining the effectiveness of public sector organizations in achieving their institutional goals. As a government agency responsible for delivering healthcare services, the Cirebon Regency Health Office is expected to maintain high standards of service quality through the performance of its employees. Improving employee performance is therefore essential to ensure that public services are delivered efficiently and meet community expectations. Among the organizational factors that contribute to employee performance, organizational culture and reward systems have received considerable attention in human resource management studies.

Organizational culture represents the shared values, beliefs, and behavioral norms that

shape how employees perform their duties and interact within an organization (Pham et al., 2024). Handy (1993) explained that public organizations generally emphasize a *Role Culture*, in which clearly defined responsibilities, formal procedures, and organizational structure guide employees' behavior. Likewise, Robbins (2006) argued that organizational culture can be reflected through result orientation, attention to detail, people orientation, teamwork, and organizational stability. A supportive organizational culture is therefore expected to encourage greater employee commitment and improved work performance.

Another important determinant of employee performance is the reward system. Rewards include both financial and non-financial forms of recognition provided by an organization to acknowledge employees' contributions and achievements. According to Siegrist's (1996) *Effort–Reward Imbalance Theory*, employees are more likely to demonstrate higher motivation and better performance when the rewards they receive are perceived as fair and proportional to their efforts.

Previous empirical studies have reported consistent findings regarding these relationships. (Ismandra, 2022) concluded that organizational culture and reward systems jointly have a significant positive effect on employee performance. Similar evidence was presented by (Rahmadanti Tiara & Widaningsih Rr. Ayu, 2024) and (Mutiara Meisyah et al., 2025) , who emphasized that a strong organizational culture enhances discipline, collaboration, and overall employee performance. In addition, studies by (Susiyami Susiyami, 2025), (Kadek et al., 2022a), and (Khoirul Wafa et al., 2025) found that well-designed reward systems significantly contribute to improving employee performance.

Despite these findings, limited research has investigated the combined effects of organizational culture and reward systems within local government healthcare institutions, particularly at the Cirebon Regency Health Office. Most previous studies have examined these variables separately or focused on different organizational contexts. This gap provides a rationale for conducting further research.

Accordingly, this study investigates the influence of organizational culture and reward systems on employee performance at the Cirebon Regency Health Office, both individually and simultaneously. The findings are expected to enrich the literature on human resource management in the public sector while offering practical insights for strengthening organizational culture and developing effective reward policies to enhance employee performance.

LITERATURE REVIEW

Organizational Culture

Organizational culture refers to a set of shared values, beliefs, and behavioral norms that guide employees in performing their duties and interacting within an organization. These shared values influence employees' attitudes and work behavior, thereby contributing to the achievement of organizational goals (Pham et al., 2024). The concept of organizational culture in this study is based on the theories proposed by Handy (1993) and Robbins (2006). Handy explained that public sector organizations generally adopt a Role Culture, which emphasizes clearly defined responsibilities, formal organizational structures, and compliance with rules and standard operating procedures. Meanwhile, Robbins identified several dimensions of organizational culture, including innovation, attention to detail, outcome orientation, people orientation, teamwork, aggressiveness, and organizational stability. A well-established organizational culture is expected to encourage professionalism, discipline, collaboration, and accountability, ultimately

leading to higher employee performance.

Previous empirical studies have consistently demonstrated the importance of organizational culture in improving employee performance. According to Ismandra (2022) organizational culture and reward systems simultaneously have a significant positive effect on employee performance in government institutions. Similarly, Rahmadanti Tiara and Widaningsih (2024) also stated that employees who internalize organizational values tend to demonstrate stronger discipline and better work performance. Mutiara Meisyah et al. (2025) further emphasized that a strong organizational culture promotes innovation and teamwork, while (Maduningtias et al., 2022) concluded that organizational culture contributes more substantially to work effectiveness than leadership style alone. In addition, (Rivai, 2020) confirmed that organizational culture significantly influences employee performance both individually and simultaneously with other organizational factors. A study conducted by (Swati et al., 2025) also revealed that collaborative organizational cultures in healthcare institutions improve workforce performance while reducing employee burnout.

Reward System

A reward system can be defined as an integrated organizational mechanism designed to recognize employees' contributions and achievements through both financial and non-financial incentives. Financial rewards include salaries, bonuses, incentives, and performance allowances, whereas non-financial rewards involve recognition, promotion opportunities, and career development. From a strategic perspective, reward systems are intended to strengthen employee motivation, organizational commitment, and overall performance (Adams, 2025) . This study adopts Siegrist's (1996) Effort–Reward Imbalance (ERI) Theory, which proposes that employees are more motivated and productive when the rewards they receive are proportional to the effort they invest. Conversely, an imbalance between effort and rewards may lead to job dissatisfaction, work-related stress, and lower performance.

Numerous studies have confirmed the positive relationship between reward systems and employee performance. (Das Phukan et al., 2025) found that comprehensive reward systems enhance employee engagement and that non-financial rewards, such as career advancement opportunities, often have a stronger long-term influence on performance than monetary incentives alone. Likewise, (Susiyami Susiyami, 2025) reported that reward systems significantly improve employee performance, while (Khoirul Wafa et al., 2025) concluded that fair and transparent rewards positively affect employee performance in public institutions and may even exert a stronger influence than certain psychological factors. Similarly, (Kadek et al., 2022) demonstrated that rewards function as positive reinforcement capable of increasing employee productivity. Furthermore, (Alkandi et al., 2023) highlighted that transparent reward systems are positively associated with employee performance across various organizational settings.

Employee Performance

Employee performance refers to the level of achievement attained by employees in completing their responsibilities in accordance with organizational standards and objectives. According to Bernardin and Russell, employee performance is commonly evaluated through indicators such as quality, quantity, timeliness, effectiveness, and responsibility. Performance is influenced by several organizational and individual factors, including competence, motivation, opportunity, organizational culture, and reward systems. Empirical evidence also indicates that organizational culture and reward practices play an important role in improving employee

performance (Kartini et al., 2024).

Several previous studies support this perspective. (Andriyani et al., 2021) concluded that employee performance is significantly influenced by competence, motivation, and work discipline. (Deta et al., 2023) emphasized that organizational support, particularly through a supportive work culture, contributes substantially to employee performance. Likewise, (Laily Nur & Anah Lik, 2021) reported that organizational culture positively affects workforce performance, particularly in public sector organizations. These theoretical foundations and empirical findings indicate that organizational culture and reward systems are essential determinants of employee performance and provide a relevant framework for examining their influence within the Cirebon Regency Health Office.

METHOD

This study employed a quantitative approach with an associative research design to examine the influence of organizational culture (X_1) and reward systems (X_2) on employee performance (Y) at the Cirebon Regency Health Office. The research design was based on Sugiyono (2019), which focuses on analyzing causal relationships between independent and dependent variables.

The study population consisted of all employees of the Cirebon Regency Health Office. The sample size was determined using Slovin's formula with a 5% margin of error, resulting in 117 respondents. Primary data were collected through a structured questionnaire using a five-point Likert scale, while secondary data were obtained from organizational documents, previous studies, books, journals, and other relevant publications.

The collected data were analyzed using IBM SPSS Statistics version 26.0. The analytical procedures included validity and reliability tests to ensure the quality of the research instrument, followed by classical assumption tests consisting of normality, multicollinearity, and heteroscedasticity tests. Multiple Linear Regression analysis was then employed to examine the influence of organizational culture and reward systems on employee performance. Furthermore, hypothesis testing was conducted using the t-test to assess the partial effect of each independent variable, the F-test to examine their simultaneous effect, and the coefficient of determination (R^2) to measure the explanatory power of the proposed research model.

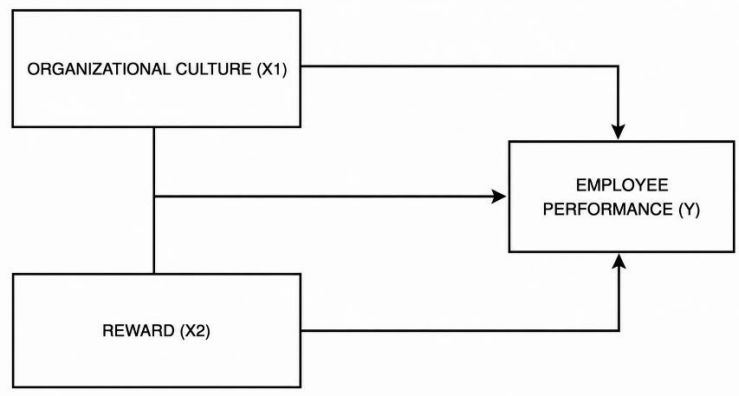


Figure 1. Research Framework

RESULT AND DISCUSSION

The Cirebon Regency Health Office is a regional government agency responsible for managing and implementing public health programs throughout Cirebon Regency, West Java, Indonesia. Its primary responsibilities include formulating health policies, coordinating healthcare services, monitoring program implementation, and evaluating health outcomes to support regional health development. Through these functions, the institution seeks to improve the accessibility, quality, and sustainability of healthcare services while contributing to the overall well-being of the community.

In carrying out its responsibilities, the Cirebon Regency Health Office supervises a network of community health centers (*Puskesmas*) and other healthcare service units operating across the regency. The institution also works closely with hospitals, local government agencies, and community organizations to strengthen the delivery of healthcare services and ensure the effective implementation of public health programs. Since the quality of public services is closely related to employee performance, the organization places considerable emphasis on developing a positive organizational culture and establishing a fair reward system. These human resource management practices are expected to encourage employee motivation, improve work performance, and support the achievement of organizational objectives while enhancing the quality of healthcare services provided to the public.

1. VALIDITY TEST

Table 1. Results of the Organizational Culture Validity Test (X1)

Item	R count	R table	Description
X1.1	0,641	0,181	Valid
X1.2	0,530	0,181	Valid
X1.3	0,616	0,181	Valid
X1.4	0,595	0,181	Valid
X1.5	0,633	0,181	Valid
X1.6	0,538	0,181	Valid
X1.7	0,578	0,181	Valid
X1.8	0,391	0,181	Valid
X1.9	0,464	0,181	Valid
X1.10	0,573	0,181	Valid
X1.11	0,486	0,181	Valid
X1.12	0,627	0,181	Valid

Source: SPSS 26.0 Output Results

Table 2. Results of the Reward Validity Test (X2)

Item	R count	R table	Description
X2.1	0,641	0,181	Valid
X2.2	0,621	0,181	Valid
X2.3	0,503	0,181	Valid
X2.4	0,568	0,181	Valid
X2.5	0,765	0,181	Valid
X2.6	0,438	0,181	Valid
X2.7	0,711	0,181	Valid

X2.8	0,664	0,181	Valid

Source: SPSS 26.0 Output Results

Table 3. Results of the Employee Performance Validity Test (Y)

Item	R count	R table	Description
Y.1	0,694	0,181	Valid
Y.2	0,608	0,181	Valid
Y.3	0,603	0,181	Valid
Y.4	0,618	0,181	Valid
Y.5	0,707	0,181	Valid
Y.6	0,715	0,181	Valid
Y.7	0,799	0,181	Valid
Y.8	0,734	0,181	Valid
Y.9	0,798	0,181	Valid

Source: SPSS 26.0 Output Results

The validity test demonstrated that every questionnaire item measuring the Organizational Culture (X1), Reward (X2), and Employee Performance (Y) variables achieved a calculated *r* value higher than the corresponding critical *r* table value. This indicates that all measurement items fulfilled the established validity criteria and were considered valid. Accordingly, the research instruments developed for all three variables were deemed reliable for measuring their respective constructs and were therefore appropriate for use in the subsequent stages of data analysis.

2. RELIABILITY TEST

Table 4. Results of the Reliability Test

Variables	Cronbach's Alpha	Description
Organizational Culture (X1)	0,797	Reliable
Reward (X2)	0,755	Reliable
Employee Performance (Y)	0,866	Reliable

Source: SPSS 26.0 Output Results

The reliability assessment revealed that the Organizational Culture (X1), Reward (X2), and Employee Performance (Y) scales obtained Cronbach's Alpha values of 0.797, 0.756, and 0.866, respectively. Since all coefficients were above the minimum acceptable threshold of 0.70, each construct demonstrated satisfactory internal consistency. These findings indicate that the questionnaire items consistently measured their intended variables, confirming that the research instrument was sufficiently reliable for data collection and subsequent statistical analysis.

3. CLASSICAL ASSUMPTION TESTS

a. Normality Test

Table 5. Results of the Normality Test

Variables	Value
N	117
Test Statistic	0,075
Asymp. Sig. (2-tailed)	0,099

Source: SPSS 26.0 Output Results

The normality of the regression residuals was assessed through the Normal P–P Plot and the One-Sample Kolmogorov–Smirnov Test. The obtained Asymp. Sig. (2-tailed) value of 0.099 was higher than the predetermined significance level of 0.05, indicating that the residuals were normally distributed. This finding was further supported by the Normal P–P Plot, in which the residual points closely followed the diagonal line. Therefore, the normality assumption required for multiple linear regression was fulfilled, allowing the data to be analyzed using parametric statistical techniques.

b. Multicollinearity Test

Table 6. Results of the Multicollinearity Test

Variables	Tolerance	VIF	Description
Organizational Culture (X1)	0,770	1,298	no multicollinearity
Reward (X2)	0,770	1,298	no multicollinearity

Source: SPSS 26.0 Output Results

Based on the results of the multicollinearity test, it was found that the Organizational Culture and Reward variables had a Tolerance value of 0.770 > 0.10 and a VIF value of 1.298 < 10. This indicates that there is no multicollinearity among the independent variables in the regression model. Therefore, the model can be used for further regression analysis.

c. Heteroscedasticity Test

Table 7. Results of the Heteroscedasticity Test

Variables	Sig.	Description
Organizational Culture (X1)	0,319	no heteroscedasticity was detected
Reward (X2)	0,337	no heteroscedasticity was detected

Source: SPSS 26.0 Output Results

Based on the results of the heteroscedasticity test, it can be concluded that there is no heteroscedasticity in the regression model. Since the significance values for the Organizational Culture (X1) variable are 0.319 > 0.05 and for Reward (X2) are 0.337 > 0.05, the assumption of no heteroscedasticity was detected, and the regression model is suitable for further regression analysis.

4. MULTIPLE LINEAR REGRESSION ANALYSIS

Table 8. Results of the Multiple Linear Regression Analysis

Variables	Unstandardized Coefficients (B)	Direction of influence	Description
Organizational Culture (X1)	10,677	-	-
Reward (X2)	0,534	Positive	Significant
Employee Performance (Y)	0,043	Positive	Significant

Source: SPSS 26.0 Output Results

Based on the multiple linear regression analysis, the regression model can be expressed as follows:

$$Y = 10.677 + 0.534X_1 + 0.043X_2$$

The regression analysis produced a constant value of 10.677, indicating the estimated level of Employee Performance when both Organizational Culture and Reward are held constant. The Organizational Culture variable yielded a regression coefficient of 0.534, implying that stronger organizational culture is associated with higher employee performance. Likewise, the Reward variable recorded a positive coefficient of 0.043, suggesting that improvements in the reward system are also followed by an increase in employee performance. Overall, the positive coefficients obtained for both independent variables indicate that enhancing organizational culture together with an effective reward system is likely to contribute to better employee performance at the Cirebon Regency Health Office.

5. HYPOTHESIS TESTING

a. Partial Test (t-test)

Table 9. Results of the Partial Test (t-Test) of Organizational Culture (X1) and Reward (X2) on Employee Performance (Y)

Variables	t	Sig.	Description	Decision
Organizational Culture (X1)	7,742	0,000	has a positive and significant effect	H1 rejected
Reward (X2)	3,457	0,001	has a positive and significant effect	H2 rejected

Source: SPSS 26.0 Output Results

The results of the t-test indicate that both Organizational Culture and Reward have a positive and statistically significant influence on Employee Performance. Organizational Culture produced a *t*-value of 7.742, which exceeded the critical *t*-value of 1.9746, with a significance level of 0.000 (< 0.05). Similarly, the Reward variable recorded a *t*-value of 3.457, which was also higher than the critical *t*-value of 1.9746, accompanied by a significance level of 0.001 (< 0.05). These findings led to the rejection of the null hypothesis (H_0) and the acceptance of the alternative hypotheses, confirming that improvements in both Organizational Culture and Reward significantly contribute to enhancing Employee Performance.

b. Simultaneous Test (F-test)

Table 10. Results of the Simultaneous Test (F-test)

F	Sig.	Description
29,823	0,000	significant model

Source: SPSS 26.0 Output Results

The F-test results demonstrate that Organizational Culture and Reward jointly have a significant effect on Employee Performance. This is evidenced by the calculated F-value of 29.823, which is substantially higher than the critical F-value of 3.08, together with a significance value of 0.000, which is below the 0.05 threshold. These findings indicate that the null hypothesis (H_0) is rejected, confirming that Organizational Culture and Reward simultaneously exert a positive and statistically significant influence on Employee Performance.

c. Coefficient of Determination (R^2)

Table 11. Results of the Coefficient of Determination Test (R^2)

R	R Square	Adjusted R Square
0,586	0,343	0,332

Source: SPSS 26.0 Output Results

Based on the coefficient of determination (R^2) results, the Adjusted R Square value is 0.332, indicating that 33.2% of the variation in Employee Performance can be explained by the Organizational Culture and Reward variables. The remaining 66.8% is influenced by other factors outside the scope of this study. In addition, the R value of 0.586 suggests a moderate relationship between the independent variables and Employee Performance.

HYPOTHESIS TEST RESULTS

Table 12. Hypothesis Test Results

Hypothesis	Description	Statistical Results	Decision
H1	Organizational Culture has a positive and significant effect on Employee Performance.	t = 7.742; Sig. = 0.000	H1 Accepted
H2	Reward has a positive and significant effect on Employee Performance.	t = 3.457; Sig. = 0.001	H2 Accepted
H3	Organizational Culture and Reward simultaneously have a positive and significant effect on Employee Performance.	F = 29.823; Sig. = 0.000	H3 Accepted

Source: SPSS 26.0 Output Results

The hypothesis testing results indicate that all proposed hypotheses are supported by the empirical data. The first hypothesis confirms that Organizational Culture has a positive and statistically significant influence on Employee Performance, as evidenced by a t-value of 7.742 and a significance level of 0.000. Likewise, the second hypothesis demonstrates that the Reward variable positively and significantly affects Employee Performance, with a t-value of 3.457 and a significance value of 0.001. Furthermore, the simultaneous analysis reveals that Organizational Culture and Reward collectively exert a significant effect on Employee Performance, as reflected by an F-value of 29.823 and a significance level of 0.000. Overall, these findings suggest that strengthening organizational culture while implementing an effective reward system can substantially improve employee performance at the Cirebon Regency Health Office.

1. The Effect of Organizational Culture on Employee Performance

The results of the first hypothesis (H1) indicate that organizational culture has a positive and statistically significant influence on employee performance at the Cirebon Regency Health Office. This finding is supported by a *t*-value of 7.742, which exceeds the critical *t*-value of 1.9746, along with a significance level of 0.000, which is below the accepted threshold of 0.05. Furthermore, the positive regression coefficient (0.558) suggests that stronger organizational culture practices, including innovation, attention to detail, and result orientation, contribute to higher levels of employee performance.

These findings are consistent with the Organizational Culture Theory proposed by Robbins and Judge (2017), which argues that organizational culture functions as a guiding framework that shapes employees' attitudes, behaviors, and decision-making processes. Within the Cirebon Regency Health Office, adherence to organizational values, standard operating procedures (SOPs), and service quality standards appears to encourage employees to perform their duties more responsibly and professionally.

The present findings are also supported by previous studies conducted by (Rivai, 2020b) and (Maduningtias et al., 2022) , both of which concluded that a strong organizational culture plays an essential role in improving employee productivity and organizational effectiveness. This suggests that the organizational values implemented within the Cirebon Regency Health Office have been effectively internalized, leading to improved employee performance.

2. The Effect of Reward Systems on Employee Performance

The second hypothesis (H2) demonstrates that the reward system exerts a positive and significant effect on employee performance. The statistical analysis produced a *t*-value of 3.457, which is greater than the critical value of 1.9746, while the significance level of 0.001 remained below 0.05. These results indicate that both financial rewards, such as performance allowances and incentives, and non-financial rewards, including recognition and career development opportunities, positively influence employees' work performance.

This outcome is consistent with Siegrist's (1996) Effort–Reward Imbalance (ERI) Theory, which suggests that employees are more likely to demonstrate higher motivation and stronger performance when the rewards they receive are proportional to the effort they contribute. At the Cirebon Regency Health Office, employees who perceive that their contributions are fairly recognized tend to show greater commitment and dedication in delivering quality public health services.

The findings are in line with previous research conducted by (Khoirul Wafa et al., 2025) and (Susiyami Susiyami, 2025) which reported that transparent and equitable reward systems significantly improve employee performance in public organizations. These studies emphasize that appropriate recognition serves not only as compensation but also as an important source of motivation for employees working in demanding public service environments.

3. The Simultaneous Effect of Organizational Culture and Reward Systems on Employee Performance

The third hypothesis (H3) was examined using the F-test, which produced an F-value of 29.823, substantially higher than the critical F-value of 3.08, with a significance level of 0.000. These findings confirm that organizational culture and reward systems jointly have a significant influence on employee performance at the Cirebon Regency Health Office.

The results imply that achieving optimal employee performance requires the integration of multiple organizational factors rather than relying on a single determinant. Organizational culture establishes shared values, behavioral standards, and a supportive work environment, whereas reward systems provide incentives that enhance employee motivation and reinforce positive work behavior. The combination of these two factors creates conditions that encourage employees to perform more effectively and contribute to organizational success.

This finding is consistent with the study conducted (Ismandra, 2022) which concluded that the integration of a strong organizational culture with an effective reward system significantly improves employee performance within government institutions. Therefore, the Cirebon Regency Health Office should continue strengthening its organizational culture while

maintaining a fair and well-structured reward system to sustain employee performance and improve the quality of public healthcare services.

CONCLUSION

The findings of this study demonstrate that both organizational culture and reward systems play a significant role in improving employee performance at the Cirebon Regency Health Office. Organizational culture was found to have a positive and statistically significant effect on employee performance, indicating that the implementation of shared organizational values, innovation, discipline, and a strong results-oriented work environment contributes to higher levels of employee effectiveness. Similarly, the reward system also showed a significant positive influence, suggesting that employees tend to perform better when they receive appropriate financial and non-financial recognition for their contributions.

In addition, the simultaneous analysis confirmed that organizational culture and reward systems collectively have a significant impact on employee performance. These findings reinforce the theoretical perspective that employee performance is shaped by both organizational and motivational factors. A supportive organizational culture provides clear behavioral standards and work values, while an equitable reward system encourages employees to maintain high levels of commitment and productivity. The integration of these two elements creates a work environment that supports sustainable organizational performance.

Based on the results of this study, the Cirebon Regency Health Office is encouraged to continuously strengthen its organizational culture by fostering collaboration, professionalism, and adherence to organizational values while maintaining a transparent and performance-based reward system. Future studies are recommended to investigate additional factors that may influence employee performance, such as leadership style, job satisfaction, organizational commitment, or work motivation. Expanding the research to different public sector organizations or using broader samples may also provide more comprehensive evidence regarding the determinants of employee performance.

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