

The Influence of Organizational Culture and Work Engagement on Civil Servants' Motivation at the Ministry of Religious Affairs Office, Pontianak City

Litia^{1*}, Eru Ahmadia²

Faculty of Economics and Business, Universitas Muhammadiyah Pontianak,
Pontianak, Indonesia

Corresponding Author: Litia litiaindriany@gmail.com

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ABSTRACT

This study aims to analyze the influence of Organizational Culture and Work Engagement on the Motivation of Civil Servants at the Ministry of Religious Affairs Office, Pontianak City. The study uses an associative method with a quantitative approach involving 86 respondents through a saturated sampling technique. Data analysis was conducted using multiple linear regression with the assistance of SPSS. The results indicate that Organizational Culture and Work Engagement simultaneously have a significant effect on Motivation with an F value of 12.727 and significance of $0.000 < 0.05$. Partially, Organizational Culture has a positive and significant effect on Motivation with a t value of 4.689 and significance of $0.000 < 0.05$, while Work Engagement has a positive and significant effect on Motivation with a t value of 2.149 and significance of $0.035 < 0.05$. The correlation coefficient (R) value of 0.484 shows a moderate relationship, while the coefficient of determination (R^2) of 0.235 indicates that Organizational Culture and Work Engagement are able to explain Motivation by 23.5%, while 76.5% is influenced by other factors outside the study.

INTRODUCTION

Human resource management is related to managing relationships and the role of the workforce to support the effectiveness and efficiency in achieving organizational goals (Hasibuan, 2023). In the context of organizations, organizational culture is understood as a system of shared values and meanings that distinguishes one organization from another (Fiernaningsih et al., 2024). In addition, work engagement describes an individual's active and full involvement in work to support organizational interests (Safariningsih et al., 2024). Work motivation is also related to an individual's psychological condition influenced by internal and external factors in driving work behavior (Fiernaningsih et al., 2024).

The Ministry of Religious Affairs Office in Pontianak City is a government agency that carries out public service functions in the fields of religion, religious education, and the development of community religious life in Pontianak City. This agency has 98 employees spread across various work units, with the largest number of employees in the Subdivision of Administration totaling 36 employees or 36.73% of the total employees (Ministry of Religious Affairs Office, Pontianak City, 2026). In carrying out organizational activities, the agency implements various forms of employee motivation development through disciplinary activities, awarding, religious activities, and socialization of a work culture based on Core Values BerAKHLAK (Ministry of Religious Affairs Office, Pontianak City, 2026).

Employee attendance data show changes in employee absenteeism levels during the 2023–2025 period. Employee absenteeism was recorded at 0.28% in 2023, then decreased to 0.20% in 2024, and further decreased to 0.19% in 2025 (Ministry of Religious Affairs Office, Pontianak City, 2026). In addition, employee lateness data show the number of late cases amounted to 338 in 2023, decreased to 136 in 2024, and increased again to 149 in 2025 (Ministry of Religious Affairs Office, Pontianak City, 2026). These phenomena occurred despite the agency implementing a fingerprint attendance system and work hour arrangements based on internal organizational regulations. According to Llanos (2015), organizational culture and job satisfaction are related to employee absenteeism, while Rongen et al. (2014) state that low work engagement is associated with increased long-term absenteeism.

The phenomena of absenteeism and employee lateness are related to the implementation of work culture and employee engagement in the organization. Based on the Regulation of the Minister of PANRB Number 20 of 2021, the work culture of the Ministry of Religious Affairs consists of integrity, professionalism, innovation, responsibility, and exemplary behavior. In its implementation, arriving late for less than 30 minutes can result in a 0.5% reduction in performance allowance per day according to the Regulation of the Minister of Religious Affairs Number 11 of 2019 Article 8 Paragraph 1. On the other hand, employee performance data show that most employees received good performance ratings, which amounted to 74.70% in 2023, increased to 80.43% in 2024, and reached 81.61% in 2025 (Ministry of Religious Affairs Office, Pontianak

City, 2026). These findings indicate the dynamics between organizational culture, work engagement, and work motivation in carrying out employees' tasks.

Previous studies have shown empirical results related to organizational culture, work engagement, and work motivation. Llanos (2015) found that organizational culture affects employee absenteeism levels. Rongen et al. (2014) stated that low work engagement is associated with increased long-term absenteeism. Naqvi and Khan (2015) showed that motivation has a negative relationship with employee absenteeism. In addition, Muis and Fahmi (2018) found that organizational culture positively and significantly affects employee performance, while Manalu et al. (2021) showed that work engagement positively and significantly affects employee performance. Ekhsan (2019) also showed that motivation positively affects employee performance. However, these studies mostly place organizational culture, work engagement, and motivation in the context of performance and absenteeism, while research on the influence of organizational culture and work engagement on employee motivation in local government agencies is still limited.

This study focuses on Civil Servants at the Ministry of Religious Affairs Office, Pontianak City with variables of organizational culture, work engagement, and work motivation. The organizational culture variable is limited to dimensions of innovation and risk-taking, attention to detail, result orientation, people orientation, team orientation, aggressiveness, and stability. The work engagement variable is limited to vigor, dedication, and absorption, while the work motivation variable is limited to needs for achievement, needs for power, and needs for affiliation (Ministry of Religious Affairs Office, Pontianak City, 2026). This focus places the study in the public sector organizational context with the object being Civil Servants within the Ministry of Religious Affairs Office, Pontianak City.

Based on empirical phenomena, organizational data, and previous research findings, this study aims to analyze the influence of organizational culture and work engagement on the motivation of Civil Servants at the Ministry of Religious Affairs Office, Pontianak City.

LITERATURE REVIEW

Organizational Culture

Organizational culture is a system of shared meanings adopted by members of an organization and serves as a differentiator between one organization and another (Robbins, 2008 in Adamy, 2016). Romy and Ardansyah (2022) define organizational culture as a set of values, norms, and beliefs that are used as guidelines in thinking and acting within the organization. The dimensions of organizational culture in this study refer to Robbins and Judge (2013) in Adamy (2016), consisting of innovation and risk-taking, attention to detail, result orientation, people orientation, team orientation, aggressiveness, and stability. These dimensions describe the characteristics of organizational culture related to the behavior and work patterns of organization members. Previous studies have shown a relationship between organizational culture and employee work motivation. Ihsan et al. (2024) found that organizational culture has a significant

effect on employee work motivation at the Disdagkoperin of Cimahi City. Sutoro (2020) also shows that organizational culture significantly affects employee work motivation at BPSDM of Jambi Province. In addition, Darma and Purwana (2025) found that organizational culture significantly affects the work motivation of employees at Disporapar of Pontianak City.

H1: Organizational Culture has a significant effect on the Motivation of Civil Servants at the Ministry of Religious Affairs Office, Pontianak City.

Work Engagement

Work engagement is defined as a phenomenon of an individual's active and full involvement in work to achieve the interests of the organization where the individual works (Safariningsih et al., 2024). Bakker and Leiter (2010) in Rezeki (2023) define work engagement as a positive, fulfilling, and affective motivational state related to work well-being and is regarded as the opposite of work fatigue. The dimensions of work engagement in this study refer to Taylor et al. (2019) in Rezeki (2023), which consist of vigor, dedication, and absorption. Vigor is related to the level of energy and mental resilience in working, dedication is related to involvement and enthusiasm toward work, while absorption is related to full concentration in work. Previous studies show a relationship between work engagement and work motivation. Sari et al. (2024) found that work engagement positively affects the work motivation of teaching staff. In addition, Putri et al. (2024) found that employee engagement positively affects employee motivation at Hermina Hospital, Karawang Regency.

H2: Work Engagement has a significant effect on the Motivation of Civil Servants at the Ministry of Religious Affairs Office, Pontianak City.

Motivation

Motivation is an individual's psychological condition influenced by the interaction between personal needs and external factors that affect the individual's behavior and effort (Fiernaningsih et al., 2024). Hasibuan (2023) defines motivation as the provision of driving forces that create work enthusiasm so that individuals work effectively and are integrated in achieving job satisfaction. The dimensions of motivation in this study refer to McClelland (1961) in Hasibuan (2023), consisting of needs for achievement, needs for power, and needs for affiliation. Needs for achievement are related to an individual's need to achieve accomplishments, needs for power are related to the need to influence others, while needs for affiliation are related to the need to build social relationships and cooperation. The position of motivation as the dependent variable refers to empirical relationships shown in previous studies regarding the influence of organizational culture and employee engagement on employee work motivation (Sutoro, 2020; Sari et al., 2024; Putri et al., 2024).

H3: Organizational Culture and Work Engagement simultaneously have a significant effect on the Motivation of Civil Servants at the Ministry of Religious Affairs Office, Pontianak City.

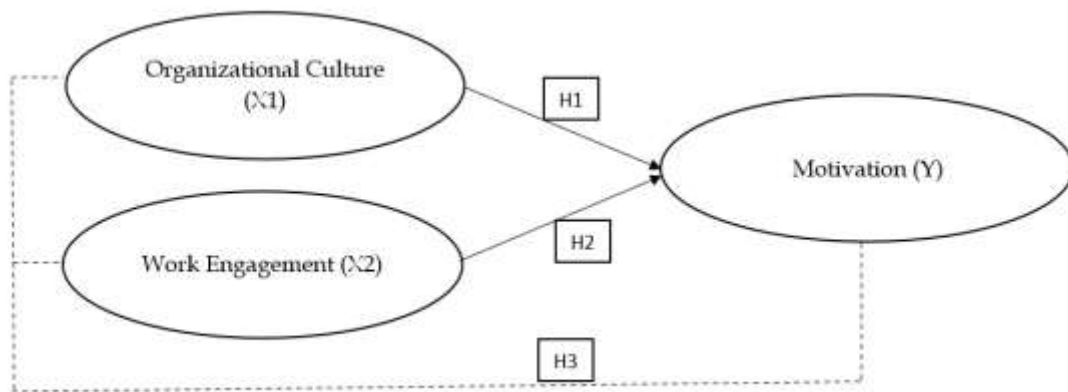


Figure 1. Conceptual Framework

METHODOLOGY

This study uses an associative method with a quantitative approach (Siregar, 2019) to analyze the influence of Organizational Culture and Work Engagement on the Motivation of Civil Servants at the Ministry of Religious Affairs Office, Pontianak City. The research data consist of primary and secondary data (Sugiyono, 2013). Primary data were obtained through interviews and questionnaires distributed to respondents, while secondary data were obtained from agency documents, including the number of employees, working hours, attendance, lateness, and employee performance. Interviews were conducted with the Head of the Subdivision of Administration to obtain information related to the research phenomena.

The population in this study consisted of all Civil Servants at the Ministry of Religious Affairs Office, Pontianak City in 2026, totaling 86 employees. The Head of Office was excluded because this position served as the highest structural leader and was not included as a respondent. This study used a saturated sampling technique because the entire population was used as the sample. Thus, the total sample in this study was 86 Civil Servants. The independent variables were Organizational Culture (X1) and Work Engagement (X2), while Motivation was the dependent variable (Y). Data were measured using a five-point Likert scale, ranging from strongly disagree to strongly agree (Sugiyono, 2013).

The data analysis techniques include instrument tests, classical assumption tests, multiple linear regression analysis, correlation coefficients, determination coefficients, simultaneous tests, and partial tests. The validity test is conducted using the Product Moment correlation, while reliability is tested using Cronbach's Alpha with a reliability threshold above 0.60 (Siregar, 2019). The classical assumption tests consist of the Kolmogorov-Smirnov normality test, linearity test using the Test for Linearity, and multicollinearity test using tolerance values and Variance Inflation Factor (VIF) (Purnomo, 2016; Ghozali in Purnomo, 2016). Multiple linear regression analysis is used to measure the influence of Organizational Culture and Work Engagement on Motivation with the equation $Y = a + b_1X_1 + b_2X_2$, while hypothesis testing is carried out using the F test and t test at a significance level of 0.05 using SPSS (Siregar, 2019).

RESEARCH RESULT***Test Research Instruments******a. Validity Test***

The validity test is conducted to ensure that each question in the questionnaire is able to measure the variable being studied. The test is carried out by comparing the r-count and r-table values through the correlation between each question score and the total score. With a sample size of 86 respondents, $df = 84$ and the r-table value is 0.212 at a significance level of 0.05. The results of the validity test for all statements are presented in Table 1.

Table 1. Validity Test Results

Variable	Indicator	r-count	r table	Description
Organizational Culture (X1)	X1.1	0.568	0.212	Valid
	X1.2	0.553		
	X1.3	0.617		
	X1.4	0.658		
	X1.5	0.632		
	X1.6	0.669		
	X1.7	0.585		
	X1.8	0.487		
	X1.9	0.289		
	X1.10	0.370		
	X1.11	0.568		
	X1.12	0.553		
	X1.13	0.617		
	X1.14	0.658		
Work Engagement (X2)	X2.1	0.631	0.212	Valid
	X2.2	0.640		
	X2.3	0.724		
	X2.4	0.641		
	X2.5	0.570		
	X2.6	0.752		
Motivation (Y)	Y.1	0.448	0.212	Valid
	Y.2	0.347		
	Y.3	0.613		
	Y.4	0.765		
	Y.5	0.771		
	Y.6	0.478		
	Y.7	0.642		
	Y.8	0.546		
	Y.9	0.478		

Source: Processed Data, 2026

Based on the validity test in Table 1, all questions are declared valid and feasible to be used as data collection tools.

b. Reliability Test

The reliability test is conducted to determine the consistency and reliability of the questionnaire as a research measurement tool. The test uses the Cronbach's Alpha method with a reliability threshold ≥ 0.60 . The results of the reliability test for all variables are presented in Table 2.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Minimum Reliabilities	Description
Organizational Culture (X1)	0.830	14	0.60	Reliable
Work Engagement (X2)	0.739	6		
Motivation (Y)	0.736	9		

Source: Processed Data, 2026

Based on the reliability test results in Table 2, all research variables have a Cronbach's Alpha value above 0.60. Thus, all research instruments are declared reliable and feasible to use.

Classical Assumption Test

a. Normality Test

The normality test is conducted to determine whether the research data are normally distributed. The test uses the Kolmogorov-Smirnov method with the criteria that data are declared normal if the significance value ≥ 0.05 . The results of the normality test based on SPSS analysis are presented in Table 3.

Table 3. Normality Test Results

Test	Value
N (Sample)	86
Test Statistic	.065
Asymp.Sig.(2-tailed)	.200c

Source: Processed Data, 2026

Based on the results of the normality test in Table 3, the Asymp. Sig. (2-tailed) value is 0.200, which is greater than 0.05. Therefore, the research data are normally distributed.

b. Linearity Test

The linearity test is conducted to determine whether the relationship between the independent and dependent variables is linear. The test uses the Test for Linearity method with the criteria that the significance value of Linearity < 0.05 and Deviation from Linearity > 0.05 . The SPSS analysis results are presented in Table 4.

Table 4. Linearity Test Results

Variable	Linearity	Deviation from Linearity	Description
Motivation * Organizational Culture	.000	.491	Linear
Motivation * Work Engagement	.000	.198	

Source: Processed Data, 2026

Based on the linearity test results in Table 4, the variables of Organizational Culture (X1) and Work Engagement (X2) on Motivation (Y) each have a Linearity Sig. value of 0.000 (< 0.05) and Deviation from Linearity Sig. values of 0.491 and 0.198 (> 0.05). These results indicate that the relationships between variables are linear.

c. Multicollinearity Test

Multiple linear regression analysis is used to measure the influence of independent variables on the dependent variable, both simultaneously and partially, and to form a predictive model of the relationship among research variables. The regression coefficients based on SPSS analysis are presented in Table 5.

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF
Organizational Culture	.996	1.004
Work Engagement	.996	1.004

Dependent Variable: Motivation

Source: Processed Data, 2026

Based on the results in Table 5, there is no indication of multicollinearity among the independent variables in this study.

Hypothesis Test

a. Multiple Linear Regression Analysis

Multiple linear regression analysis is used to measure the influence of independent variables on the dependent variable, both simultaneously and partially, and to form a predictive model of the relationship among research variables. The regression coefficients based on SPSS analysis are presented in Table 6.

Table 6. Multiple Linear Regression Analysis Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	2.103	.277		7.583

Organizational Culture	.271	.058	.451	4.689	.000
Work Engagement	.102	.048	.207	2.149	.035
a. Dependent Variable: Motivation					

Source: Processed Data, 2026

Based on the multiple linear regression analysis in Table 6, the regression equation is as follows:

$$Y = 2.103 + 0.271 X1 + 0.102 X2$$

- 1) The constant value of 2.103 indicates that Motivation (Y) remains 2.103 when Organizational Culture (X1) and Work Engagement (X2) are zero.
- 2) The regression coefficient (b1) for Organizational Culture of 0.271 indicates a positive effect, meaning that every one-unit increase in Organizational Culture increases Motivation by 0.271 units.
- 3) The regression coefficient (b2) for Work Engagement of 0.102 indicates a positive effect, meaning that every one-unit increase in Work Engagement increases Motivation by 0.102 units.

b. Correlation Coefficient Analysis (R)

The correlation coefficient measures the strength and direction of the relationship between research variables. In this study, the correlation analysis uses the Product Moment method. The results are presented in Table 7.

Table 7. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.484 ^a	.235	.216	.24084
Predictors: (Constant), Work Engagement, Organizational Culture.				

Source: Processed Data, 2026

The correlation coefficient (R) of 0.484 indicates that Organizational Culture and Work Engagement have a moderate relationship with Motivation, as it falls within the range of 0.40–0.599.

c. Determination Coefficient (R²)

Based on the R² test results in Table 7, the R-Square value is 0.235. This finding indicates that Organizational Culture and Work Engagement explain 23.5% of the variance in Motivation, while the remaining 76.5% is influenced by other variables outside the scope of this study.

d. Simultaneous Test (F Test)

The simultaneous test (F test) is conducted to determine the collective influence of the independent variables on the dependent variable. Based on SPSS analysis, the F test results are presented in Table 8.

Table 8. Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	1.477	.738	12.727	.000 ^b
Residual	4.814	.058		

Dependent Variable: Motivation

Predictors: (Constant), Work Engagement, Organizational Culture.

Source: Processed Data, 2026

The F test results in Table 8 show an F-count of 12.727, which is greater than the F-table value of 3.11, with a significance of $0.000 < 0.05$. This indicates that Organizational Culture and Work Engagement simultaneously have a significant effect on Motivation.

e. Partial Test (t Test)

The partial test (t test) is conducted to determine the effect of each independent variable on the dependent variable individually, based on the research hypotheses. The SPSS analysis results are presented in Table 9.

Table 9. Partial Test Results (t Test)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	2.103	.277		7.583 .000
	Organizational Culture	.271	.058	.451	4.689 .000
	Work Engagement	.102	.048	.207	2.149 .035

a. Dependent Variable: Motivation

Source: Processed Data, 2026

Based on the results of the partial test (t-test) in Table 9, the t-count values are compared with the t-table value of 1.663. The results of the t-test (partial) are explained as follows:

- 1) The Organizational Culture variable (X1) obtained a t-count of $4.689 > t\text{-table } 1.663$, with a significance value of $0.000 < 0.05$. This indicates that Organizational Culture has a positive and significant effect on Motivation.
- 2) The Work Engagement variable (X2) obtained a t-count of $2.149 > t\text{-table } 1.663$, with a significance value of $0.035 < 0.05$. This indicates that Work Engagement has a positive and significant effect on Motivation.

DISCUSSION

Effect of Organizational Culture (X1) on Motivation (Y)

Based on the results of the partial t-test, the Organizational Culture variable obtained a t-count of 4.689 with a significance value of $0.000 < 0.05$. This indicates that Organizational Culture has a positive and significant effect on Motivation. It suggests that the better the organizational culture implemented within an

institution, the higher the employees' work motivation. A strong organizational culture fosters a conducive work environment, enhances collaboration, and builds a sense of responsibility among employees. These findings are consistent with Susanto, Kusumawati, and Saputra (2025), who found that organizational culture significantly affects employee motivation at the Regional Research and Development Agency of East Kalimantan Province. Similarly, Baribin and Saputri (2020) reported that organizational culture significantly influences employee motivation at PT Posmi Steel Indonesia.

Effect of Work Engagement (X2) on Motivation (Y)

The partial t-test results indicate that Work Engagement has a t-count of 2.149 with a significance value of $0.035 < 0.05$, showing a positive and significant effect on Motivation. This implies that higher employee engagement in their work correlates with increased work motivation. Employees who are highly engaged tend to be more enthusiastic, dedicated, and committed to completing their tasks. This finding aligns with Sari et al. (2024), who reported that work engagement positively influences motivation among educators and is the variable with the greatest impact on work motivation.

Effect of Organizational Culture (X1) and Work Engagement (X2) on Motivation (Y)

The simultaneous F-test yielded an F-count of 12.727 with a significance value of $0.000 < 0.05$, indicating that Organizational Culture and Work Engagement jointly have a significant effect on Motivation. This suggests that employee motivation can improve when the institution cultivates a strong organizational culture while enhancing employee engagement. Both variables work synergistically to foster higher motivation among employees. These findings are supported by Ihsan, Nadeak, and Utiahman (2024), who found a significant relationship between organizational culture and civil servants' work motivation. Additionally, Sari et al. (2024) and Lestari and Yucha (2025) confirmed that work engagement positively influences motivation, enhancing employees' enthusiasm and dedication.

CONCLUSIONS AND RECOMMENDATIONS

This study concludes that Organizational Culture and Work Engagement, both simultaneously and partially, have positive and significant effects on the Motivation of Civil Servants at the Ministry of Religious Affairs Office, Pontianak City. Organizational Culture has a stronger influence on Motivation ($\beta = 0.451$; $p < 0.001$) than Work Engagement ($\beta = 0.207$; $p = 0.035$). Simultaneously, both variables significantly affect Motivation ($F = 12.727$; $p < 0.001$) and explain 23.5% of its variance ($R^2 = 0.235$). These findings demonstrate that a supportive organizational culture and employees' active engagement in their work are important factors in strengthening the motivation of civil servants.

Based on these findings, the Ministry of Religious Affairs Office, Pontianak City is advised to prioritize the consistent implementation of organizational values in daily work practices. This can be accomplished by strengthening

exemplary leadership, ensuring the fair and consistent enforcement of work rules, recognizing employee achievements, encouraging teamwork, and providing employees with opportunities to contribute ideas and innovations. The values of integrity, professionalism, innovation, responsibility, and exemplary behavior should be translated into measurable conduct and reinforced through regular evaluation, feedback, and recognition.

The institution should also strengthen Work Engagement by involving employees in decisions related to their duties, providing clear and constructive feedback, offering opportunities for competency development, and assigning work that is meaningful and appropriate to employees' capabilities. Attention should also be given to workload distribution, communication between supervisors and employees, and appreciation for employees' contributions. These measures are expected to enhance vigor, dedication, and absorption, thereby increasing employee Motivation and supporting more effective public service delivery.

ADVANCED RESEARCH

Future research is recommended to develop the research model by including additional variables that may influence employee Motivation, given that a large portion of motivational variation is affected by factors beyond this study. Potential variables include leadership, work environment, compensation, job satisfaction, and religiosity. Furthermore, subsequent studies should consider expanding the research scope, increasing the sample size, and employing more diverse approaches and analytical methods to achieve more generalizable and comprehensive results, thereby providing broader academic and practical contributions.

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