



Implementation of Work Culture in Improving Organizational Performance in the Serang Sub-district of Serang City Banten

Implementasi Budaya Kerja dalam Meningkatkan Kinerja Organisasi di Kecamatan Serang Kota Serang Banten

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Abstract

This study aims to explore the implementation of work culture as a managerial instrument to improve organizational performance in Serang District, Serang City, Banten. The research employs a literature review methodology with descriptive-qualitative analysis. Data were obtained from relevant academic literature, government reports, and official documents to provide comprehensive insights into current work culture practices within local government institutions. The findings reveal that work culture encompassing professionalism, discipline, and collaboration plays a crucial role in supporting the effectiveness and efficiency of public service delivery. These core values serve as the foundation for creating a productive work environment that directly impacts service quality. Effective communication between leaders and employees, coupled with well-structured bureaucratic systems supported by standard operating procedures, emerges as key to successful work culture implementation. This organizational framework ensures consistency, accountability, and transparency in administrative processes. However, significant challenges including limited staff capacity and inadequate facilities hinder optimal organizational performance. These constraints affect government institutions' ability to respond effectively to public needs and demands. Therefore, strengthening human resource capacity through continuous training programs and developing robust information technology infrastructure is essential for enhancing public services and building public trust in local government. The study concludes that sustainable organizational performance improvement requires a holistic approach combining cultural transformation, structural reinforcement, and technological advancement. Strategic interventions focusing on employee development, infrastructure modernization, and policy implementation are necessary to overcome existing barriers and establish a more efficient, responsive, and citizen-oriented public service delivery system.

Keywords: Work Culture, Performance, Public Service, Human Resource Management.

Abstrak

Penelitian ini bertujuan untuk mengeksplorasi implementasi budaya kerja sebagai instrumen manajerial untuk meningkatkan kinerja organisasi di Kecamatan Serang, Kota Serang, Banten. Penelitian

menggunakan metodologi studi pustaka dengan analisis deskriptif-kualitatif. Data diperoleh dari literatur akademis relevan, laporan pemerintah, dan dokumen resmi untuk memberikan wawasan komprehensif tentang praktik budaya kerja saat ini dalam institusi pemerintah daerah. Temuan penelitian menunjukkan bahwa budaya kerja yang mencakup profesionalisme, disiplin, dan kolaborasi memainkan peran krusial dalam mendukung efektivitas dan efisiensi pelayanan publik. Nilai-nilai inti ini menjadi fondasi untuk menciptakan lingkungan kerja produktif yang berdampak langsung pada kualitas layanan. Komunikasi efektif antara pimpinan dan pegawai, ditambah dengan sistem birokrasi terstruktur yang didukung prosedur operasional standar, muncul sebagai kunci keberhasilan implementasi budaya kerja. Kerangka organisasi ini memastikan konsistensi, akuntabilitas, dan transparansi dalam proses administratif. Namun, tantangan signifikan termasuk kapasitas staf terbatas dan fasilitas tidak memadai menghambat kinerja organisasi optimal. Kendala ini memengaruhi kemampuan institusi pemerintah untuk merespons kebutuhan dan tuntutan publik secara efektif. Oleh karena itu, penguatan kapasitas sumber daya manusia melalui program pelatihan berkelanjutan dan pengembangan infrastruktur teknologi informasi yang kuat sangat penting untuk meningkatkan pelayanan publik dan membangun kepercayaan masyarakat terhadap pemerintah daerah. Studi ini menyimpulkan bahwa peningkatan kinerja organisasi berkelanjutan memerlukan pendekatan holistik yang menggabungkan transformasi budaya, penguatan struktural, dan kemajuan teknologi. Intervensi strategis yang berfokus pada pengembangan pegawai, modernisasi infrastruktur, dan implementasi kebijakan diperlukan untuk mengatasi hambatan yang ada dan membangun sistem pelayanan publik yang lebih efisien, responsif, dan berorientasi pada warga.

Kata Kunci: Budaya Kerja, Kinerja, Pelayanan Publik, Manajemen Sumber Daya Manusia.

INTRODUCTION

In the era of globalization full of challenges and increasingly fierce competition, organizations are required to continuously adapt and improve their performance to remain relevant, efficient, and competitive in an ever-evolving market. An organization is defined as a structured pattern of relationships where people work together under leadership guidance to achieve common goals, with activities coordinated through effective formal and informal communication (Rusmiarti, 2015). Therefore, organizational success in facing globalization challenges depends not only on business strategies and technology, but also on strengthening internal factors, such as work culture, which plays an important role in supporting adaptation and improving organizational performance.

Work culture represents the principles and ethos that guide the operation of an organization and the arrangement of people within it, often expressed formally through organizational rules and regulations, thus becoming a unifying requirement that brings employees together and influences their behavior (Kaesang et al., 2021). In the context of government organizations, work culture not only regulates how employees work individually, but also how they work in teams and interact with the community. A strong and positive work culture can serve as a foundation for creating efficient and effective organizations that can provide the best services to the community. In this regard, work culture functions as a very important managerial instrument in achieving organizational goals.

At the government level, especially at the sub-district level, the implementation of work culture becomes extremely important. Since sub-districts serve as direct public service units to the community, they have a tremendous impact on the quality of life of the people. Therefore, the work culture applied in sub-districts must reflect values that can strengthen organizational performance and improve public services. Organizational performance in this context is not only measured by administrative output, but also by how well the sub-district can meet the needs and expectations of the community. If the work culture in the sub-district is ineffective, it will have an impact on the public services provided to the community.

To support the implementation of effective work culture in Serang Sub-district, competent and adequate human resources are needed, both in terms of quantity and competence. The number of available employees in the sub-district becomes one of the important indicators to ensure that all government functions and public services can run optimally. As a sub-district with a considerably large



population, the effectiveness and efficiency of the managerial system becomes a key factor in supporting operational smoothness and responsibility towards community needs. Serang Sub-district, which is one of the sub-districts in Serang City, Banten, faces major challenges in improving organizational performance, especially in providing quality public services.

Government organizational performance, including at the sub-district level such as Serang Sub-district, is greatly influenced by how each element within the organization carries out its duties and responsibilities. With an organizational structure consisting of various positions, from the sub-district head to operational staff, coordination and synergy between sections can be key elements in ensuring smooth task implementation. The distribution of tasks has been designed in such a way as to support the sustainability of public services, with the staff playing a crucial role as the spearhead in direct interaction with the community. This shows that their performance greatly determines the quality of service received by the community.

Good work culture can become an inseparable factor in supporting such performance. With work values that reflect professionalism, accountability, and good service, every employee, whether in strategic or operational positions, can contribute maximally according to their responsibilities. When these work culture values can be implemented in every work process, a conducive work environment will be created that not only motivates employees, but can also increase public trust in sub-district services.

As explained earlier, the implementation of effective work culture is extremely important, especially for those in leadership positions within a government organization (Alkarhami, 2007). In this case, the researcher chose Serang Sub-district, Serang City, Banten, as the research focus to explore how work culture can be strategically applied to improve organizational performance. For work culture to have a positive impact on the organization, the sub-district head as the main leader and person responsible for the sub-district is expected to be able to practice work culture that supports collaboration, discipline, and efficiency in the work environment (Pramudya et al., 2023). In this regard, organizational performance plays a very important role as a benchmark for the successful implementation of work culture in the sub-district. The researcher will review theories and approaches related to work culture and how its application can become an effective managerial instrument to improve organizational performance in Serang Sub-district, Serang City, Banten (Sihombing & Ikhwan, 2023).

METHODS

According to Zed (2008), literature study is a data collection method that involves a series of activities such as reading, noting, and analyzing research materials sourced from literature. In this approach, researchers work directly with texts or data that are already available, without going directly to the field. The data used are ready-made and generally constitute secondary sources, so researchers access information from existing documents, both printed and electronic, without space and time limitations (Supriyadi, 2017).

The scope of this research is focused on the analysis of work culture in Serang Sub-district, Serang City, Banten as the object of study. The operational definition of variables includes work culture, which is defined as values, norms, and behavioral patterns applied in the work environment, as well as organizational performance, which refers to the effectiveness, efficiency, and productivity of public services at the sub-district level. The research location is limited to Serang Sub-district, while the research population encompasses literature, reports, journals, and official documents related to work culture and performance management in the public sector.

This study employs a descriptive-qualitative analysis approach to examine the implementation of work culture as a managerial instrument in improving organizational performance. The research method utilizes a comprehensive literature review that systematically analyzes relevant academic sources, government reports, and official documentation. Data collection was conducted through extensive review of secondary sources including scholarly articles, official government documents, statistical reports, and policy papers related to work culture implementation and organizational performance in public sector organizations, particularly at the sub-district level.



The analytical framework applied in this study is based on George C. Edward III's Policy Implementation Model, which identifies four key factors that influence the effectiveness of policy implementation: communication, resources, disposition, and bureaucratic structure. These four dimensions serve as the theoretical foundation for analyzing how work culture implementation can be optimized to enhance organizational performance in Serang Sub-district.

The data analysis process involved systematic categorization and thematic analysis of the collected literature, focusing on identifying patterns, challenges, and success factors in work culture implementation within government organizations. The findings from various sources were synthesized to provide comprehensive insights into the relationship between work culture and organizational performance, with particular attention to the contextual factors specific to Serang Sub-district's operational environment.

RESULTS AND DISCUSSION

Results

This literature review examines the implementation of work culture in Serang Sub-district through analysis of organizational structure, human resource capacity, and demographic challenges affecting service delivery. The findings are presented in two main sections: first, the distribution of employees across various positions and their respective duties within the organizational hierarchy; and second, population growth trends in Serang Sub-district from 2020 to 2022 and their implications for public service demands. These results provide empirical evidence of the resource constraints and operational challenges faced by the sub-district in implementing effective work culture to enhance organizational performance.

Employee Numbers and Their Duties

Serang Sub-district has 29 employees distributed across several strategic positions, including the Sub-district Head, Sub-district Secretary, Sub-section Heads, Section Heads, Treasurer, and operational staff. Of this total, operational staff dominate with 20 people, reflecting the importance of their role in supporting public services. These staff members are responsible for handling daily administration, serving public applications, and maintaining the efficiency of the bureaucratic system. However, the limited number of staff compared to the workload can become a major challenge that needs to be addressed.

Table 1. Number of Employees in Serang Sub-district, Serang City, Banten

Position	Number
Sub-district Head	1
Sub-district Secretary	1
Sub-section Head	2
Section Head	4
Treasurer	1
Staff	20
Total	29

Source: Secondary Data, 2024.

The Sub-district Head, as the organizational leader, is responsible for ensuring coordination between sections runs smoothly. Additionally, their duties include motivating employees to implement productive work culture. However, observations show that not all operational staff have received adequate training, resulting in service quality that is not always consistent. Some staff still rely on conventional methods, while community needs are becoming increasingly complex, demanding innovation in task implementation.

Meanwhile, Sub-section Heads and Section Heads have more specific responsibilities, such as work program management and supervision of staff under them. However, their success depends heavily on the effectiveness of inter-sectional communication. Another challenge is the lack of work support



facilities, such as limited office space and technology that has not been fully implemented, which affects productivity. To overcome these constraints, implementing technology-based work culture and human resource development through continuous training become strategic steps that can be applied. Additionally, increasing the number of employees in certain strategic positions needs to be considered to ensure that public services can run optimally and meet standards.

Population Growth

The population in Serang Sub-district reached 230,901 people in 2022, showing significant growth in recent years. This growth has a direct impact on the need for faster, more accurate, and efficient public services. However, with a limited number of employees, the services provided often cannot keep pace with the surge in community needs. This creates a gap between community expectations and organizational capacity to provide services.

Table 2. Population by Sub-district in Serang City 2020-2022

Sub-district	2020	2021	2022
Curug	57,346	58,431	59,783
Walantaka	102,543	105,617	109,232
Cipocok Jaya	98,907	100,859	103,274
Serang	226,196	228,067	230,901
Taktakan	100,296	102,756	105,711
Kasemen	106,813	108,888	111,461

Source: Central Statistics Agency (BPS) Serang City, 2023.

The population surge not only affects service capacity but also creates pressure on public service infrastructure, such as service offices and archive rooms. The current sub-district office often faces long queues and limitations in adequate workspace. Moreover, with the increasing population, the need for better and integrated data management becomes increasingly urgent, but has not been fully accommodated.

Besides infrastructure aspects, population growth also demands a more adaptive approach in technology-based services. Digital systems that allow the community to access services online can be a solution, but implementation still faces constraints in the form of lack of technological understanding among employees. Technical training to improve employee competence becomes an unavoidable necessity so that organizations can adapt to the dynamics of modern society. With continuous population growth, management based on innovative and technology-based work culture can help improve the effectiveness of public services. Adequate budget support, work system updates, and strengthening coordination between sections become keys to addressing these challenges. These strategic steps not only improve organizational performance but also strengthen public trust in local government.

Discussion

In the increasingly developing era of globalization, government organizations are required to be more efficient, responsive, and capable of providing quality public services. One important factor that can influence the quality of organizational performance at the government level is work culture. Good work culture can support optimal achievement for organizations or institutions (Nurhidayah & Indayani, 2020). Good work culture not only regulates how employees interact and work with each other, but also how these values are internalized and applied in every operational activity of the organization (Aldama & Frinaldi, 2022).

At the sub-district level, which is a direct service unit to the community, effective work culture can become an important foundation in improving the quality of public services and organizational efficiency. Serang Sub-district, as one of the sub-districts in Serang City, Banten, has a very important role in providing quality public services to the community. However, in its implementation, many challenges are faced, such as limited number of employees and high service needs along with population growth. Therefore, appropriate work culture implementation is very necessary to improve organizational performance and service quality to the community.



This study examines how work culture implementation in Serang Sub-district can be conducted by considering factors that influence the success of policy implementation. One theory that can be used to analyze this is the Policy Implementation Model according to George C. Edward III. This theory identifies four main factors that influence policy implementation effectiveness: communication, resources, disposition, and bureaucratic structure (Mahmud et al., 2025). By applying this theory, solutions are expected to be found to improve work culture implementation in Serang Sub-district, which will ultimately have a positive impact on government organizational performance.

Communication

Communication serves as a policy tool that can convey commands and directions from policy makers to those given responsibility to implement the policy. Effective communication is the key to clear policy and work culture delivery (Rany et al., 2024). In this regard, the Sub-district Head as the leader in Serang Sub-district must be able to communicate work culture values to all employees, both at strategic and operational levels. This involves conveying clear vision, mission, and objectives related to the work culture to be implemented, such as discipline, professionalism, and collaboration among employees (Kim, 2025). Additionally, it is important for the Sub-district Head to provide regular guidance on work culture implementation so that all employees understand their roles and responsibilities.

Two-way communication is also important, where employees can provide feedback regarding obstacles or challenges they face in implementing the work culture. Thus, leaders can make adjustments to the approach used and create a more conducive environment for implementing the desired work culture.

Resources

The resource factor indeed plays an important role in ensuring effective work culture implementation. In Serang Sub-district, although the existing number of employees covers various strategic positions such as Sub-district Head, Sub-district Secretary, Sub-section Heads, Section Heads, Treasurer, and staff, the quality of human resources (HR) remains a key factor determining the success of work culture implementation. Effective HR management, including placing employees in positions that match their abilities and competencies, is very necessary to support creating a productive and high-performing work environment. Additionally, individual competence also plays an important role in improving work culture effectiveness (Pramudya et al., 2023).

Therefore, training and employee competence development become essential. Training not only improves technical skills but also strengthens professionalism attitudes, collaboration, and understanding of work culture values applied. For example, training on friendly and efficient public services will greatly influence the quality of employee interaction with the community (Pudjono et al., 2025).

Physical resources also influence the success of work culture implementation. Adequate work facilities, such as comfortable office spaces, modern equipment, and supporting technology systems, will facilitate employees in carrying out their tasks more efficiently. These facility limitations can become obstacles that slow down work processes and reduce employee productivity. Additionally, the need for appropriate information technology is also very important in supporting smooth communication and data management at the sub-district level.

Disposition

Disposition or attitude is defined as the willingness or intention of implementers to carry out a program and also as one of the psychological motivations in carrying out activities. There are elements in this motivation, namely the presence of understanding and knowledge, response from implementers to policy implementation, and intensity of respondents. In a government organization, including at the sub-district level, employee attitudes and motivation in carrying out tasks and implementing work culture established by leaders greatly determine policy success (Tadesse Bogale & Debela, 2024).

The work culture that the Sub-district Head wants to implement must be well understood by all employees, from leadership level to operational staff, to create harmony in carrying out tasks and



improving organizational performance. Employee attitudes that are proactive, disciplined, and highly motivated to serve the community well will strengthen the implementation of the desired work culture. Deep understanding of work culture values, such as excellent service, responsibility, and cooperation, will become the foundation for employees to carry out tasks with full dedication and efficiency.

As the main leader in Serang Sub-district, the Sub-district Head has a strategic role in shaping employee disposition. The Sub-district Head is not only responsible for providing guidance related to policies and work culture but also in motivating employees to carry out their tasks with enthusiasm and professionalism. One effective way is to give recognition to employees who show good performance, discipline, and strong orientation toward public service. This recognition can be in the form of formal appreciation or even providing opportunities to participate in training and career development.

Bureaucratic Structure

Bureaucratic structure is the institutional structure in program implementation. There are two elements in this regard: standard operating procedures and response intensity. Bureaucratic structure plays a crucial role in implementing effective work culture in the government environment, including in Serang Sub-district. As an administrative unit that directly interacts with the community, Serang Sub-district requires a clear and well-organized bureaucratic structure to ensure the smooth running of government tasks and public services. This bureaucratic structure includes detailed task division and the existence of clear standard operating procedures (SOP), which serve as guidelines in implementing every activity in the sub-district (Haning, 2018).

In Serang Sub-district, implementing clear SOPs is very important to ensure that every employee has the same guidelines in carrying out their tasks, from the Sub-district Head, Sub-district Secretary, to operational staff. These procedures cover various aspects of public services, such as administrative registration, document applications, to community complaint services. With SOPs, employees will more easily understand the workflow they must follow, thus minimizing confusion in carrying out tasks.

Additionally, a clear bureaucratic structure also ensures good coordination between sections. For example, employees in the public service section must coordinate with the administrative section to ensure that all community applications are handled quickly and according to procedures. Thus, good coordination will speed up workflows and improve service efficiency. However, equally important is communication in government bureaucracy. In this regard, sub-district leaders, namely the Sub-district Head and Sub-district Secretary, have key roles in facilitating communication between every organizational element. Open and transparent communication will ensure that every employee understands the goals and work culture values implemented.

The application of effective work culture in bureaucratic structure also depends on the intensity and response of employees to implemented policies. If employees understand and support the SOPs and work culture that have been established, they will be more inclined to carry out their tasks with full responsibility and professionalism. Positive responses to this work culture will be reflected in the quality of services provided to the community, ultimately improving the sub-district's image in the public eye. Overall, a clear bureaucratic structure, supported by effective communication, detailed SOPs, and well-coordinated task division, is very important in ensuring that work culture in Serang Sub-district can be implemented successfully.

CONCLUSION

Conclusion

Based on the research findings, the implementation of work culture as a managerial instrument in Serang Sub-district, Serang City, Banten, has proven to have a significant influence on improving organizational performance. Work culture that encompasses the values of professionalism, discipline, and collaboration has provided a strong foundation for carrying out organizational tasks. The findings show that effective communication between leaders and employees plays a key role in conveying the organization's vision and mission. Additionally, the existence of a well-organized bureaucratic structure through standard operating procedures (SOPs) has helped ensure that tasks are carried out efficiently and in accordance with community expectations. Employees with positive work attitudes, supported by



continuous training, have shown increased productivity, particularly in addressing the surge in service needs due to significant population growth.

However, several challenges still need to be addressed to ensure the success of work culture implementation. The limited number of employees, especially at the operational level, becomes one of the constraints that affect public service capacity. Furthermore, inadequate work facilities, such as office space and supporting technology, hinder the optimization of organizational performance. Therefore, strategic steps are needed such as providing better facilities, strengthening employee competence through technical training, and implementing information technology to support digital-based services. With these efforts, the implemented work culture is not only capable of improving organizational performance but also strengthening public trust in the public services provided by Serang Sub-district.

Overall, these results underscore that work culture designed well and supported by adequate resources is the key to creating government organizations that are responsive, efficient, and oriented toward community service. The successful implementation of work culture in Serang Sub-district demonstrates the importance of integrating managerial approaches with adequate human resource capacity and technological infrastructure to achieve optimal organizational performance in the public sector.

Recommendation

Improving the quality of internal communication should be the top priority. The Sub-district Head and other leaders need to adopt an open two-way communication approach, so that every employee, both at strategic and operational levels, can understand the vision, mission, and work culture values implemented. Additionally, this communication is also important for receiving feedback from employees regarding the obstacles they face, so that the solutions taken are more relevant and focused. In supporting effective communication, leadership training for organizational leaders is highly recommended, especially in building inspirational and collaborative communication.

Furthermore, improving human resource capacity is also important to be carried out. Technical training and technology-based skill development should be part of the organization's routine agenda. Given the limited number of employees compared to the surge in public service needs, this training aims to improve work efficiency and productivity. Additionally, there needs to be procurement of adequate work facilities, such as more comfortable office spaces, the latest technology devices, and integrated online service digitalization systems. The use of information technology, such as online-based public service applications, should also be optimized to facilitate community access and accelerate service processes.

The sustainability of these programs can be supported through more targeted budget allocation and collaboration with related parties, such as regional governments and private partners, in providing resources. Investment in modern information systems and employee capacity building through structured training programs should be prioritized to ensure long-term organizational effectiveness. Additionally, establishing clear performance indicators and regular monitoring mechanisms will help evaluate the success of work culture implementation and identify areas that need further improvement.

By implementing these steps, Serang Sub-district can improve overall organizational performance, provide more responsive public services, and build stronger public trust. The integration of effective work culture with adequate technological infrastructure and competent human resources will create a solid foundation for sustainable organizational development and improved quality of public services that meet modern community expectations.

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