

The Relationship Between Organizational Culture, Motivation, Knowledge Sharing On Student Participation in Mbkm Program in State Universities

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Abstrak

Student participation will have an impact on the sustainability of the MBKM program in the long term. However, it cannot be denied that the level of student participation is influenced by several factors including external and internal factors. One of the external factors that can affect the level of student participation is organizational culture and knowledge sharing. While the internal factor is motivation that comes from within students. This study aims to analyze the relationship between organizational culture, motivation, knowledge sharing on student participation in the MBKM program. The research population was taken from 2019 batch students of the Faculty of Education, State University of Malang. The sample used was 40 students by utilizing random sampling technique. Data collection was carried out by utilizing a questionnaire and disseminated using WhatsApp. While the data analysis used is the T test, F test, and the coefficient of determination test. The results showed that there was a relationship between organizational culture, motivation and knowledge sharing on student participation in the implementation of the MBKM program at State Universities

Keyword: Organizational Culture, Motivation, Knowledge Sharing, MBKM program

Abstrak

Partisipasi mahasiswa akan berdampak pada keberlangsungan program MBKM dalam jangka panjang. Namun tidak dapat dipungkiri bahwa tingkat partisipasi mahasiswa dipengaruhi oleh beberapa faktor diantaranya faktor eksternal dan internal. Salah satu faktor eksternal yang dapat mempengaruhi tingkat partisipasi mahasiswa adalah budaya organisasi dan berbagi pengetahuan. Sedangkan faktor internal adalah motivasi yang berasal dari dalam diri siswa. Penelitian ini bertujuan untuk menganalisis hubungan budaya organisasi, motivasi, berbagi pengetahuan terhadap partisipasi mahasiswa pada program MBKM. Populasi penelitian diambil dari mahasiswa Fakultas Ilmu Pendidikan Universitas Negeri Malang angkatan 2019. Sampel yang digunakan sebanyak 40 siswa dengan memanfaatkan teknik random sampling. Pengumpulan data dilakukan dengan memanfaatkan kuesioner dan disebarluaskan melalui WhatsApp. Sedangkan analisis data yang digunakan adalah uji T, uji F, dan uji koefisien determinasi. Hasil penelitian menunjukkan bahwa terdapat hubungan antara budaya organisasi, motivasi dan berbagi pengetahuan terhadap partisipasi mahasiswa dalam pelaksanaan program MBKM di Perguruan Tinggi Negeri.

Kata Kunci: Budaya Organisasi, Motivasi, Berbagi Pengetahuan, Program MBKM

1. Introduction

Officially, the MBKM program was ratified on January 24, 2020. Some key points of the MBKM policy include: (1) submission of new study programs; (2) higher education accreditation system; (3) transformation of state universities into legal entities; and (4) the right to study three (3) semesters in other study programs. This policy is considered as the

initial step of many policy frameworks for higher education institutions to have more autonomy and achieve educational quality aspects. As quoted from the official website of Campus Merdeka Indonesia, they outline that there are various types of learning activities carried out at other higher education institutions, such as internships or practices in industrial settings or others, community service in villages, teaching at selected educational units, student exchange activities, conducting research, entrepreneurship activities, independent study activities, and humanitarian projects. All of these activities must be conducted under the guidance of Campus Merdeka lecturers, with the hope of providing contextual field experiences to enhance students' competencies, mature individuals in performance, or create relevant job opportunities. Moreover, the learning process at Campus Merdeka (KM) is among the forms of learner-centered learning activities. The KM program serves as a test as well as an opportunity for innovation development and capacity enhancement, creativity, and other self-management and performance-related skills. Referring to the benefits promised by the Ministry of Education and Culture, it is not surprising that many students are interested in participating in the program recently launched by the Ministry of Education and Culture. Students' participation can also be referred to as student participation. Morina & Dewi (2018) Participation can be defined as the mental, emotional, and physical involvement of students in responding to activities effectively and supporting the achievement of expected goals, while also being responsible for their involvement. Desmawangga (2013) Participation refers to the involvement of an individual or a group of people in the development process through various activities, contributing ideas, energy, and materials. In conclusion, participation is the engagement of individuals or even more to achieve common goals through collaboration. The involvement of students will have an impact on the long-term sustainability of the MBKM program. However, it cannot be denied that the level of student participation is influenced by several factors, including external and internal factors. One of the external factors that can influence the level of student participation is organizational culture and knowledge sharing. Organizational culture is the result of organizational situational factors. Burhanuddin, dkk (2018) Explaining that organizational culture is a system comprising four elements: values, assumptions, beliefs, and norms that connect the members of an organization. Culture has long been an important concept in understanding societies and human groups. In anthropology and history, culture is the essence of different groups and societies regarding how their members perceive each other's interactions with outsiders and how they resolve their activities. Organizational culture is a system of beliefs and values that develop within an organization and guide the behaviors of its members. Therefore, it can be concluded that organizational culture is a system adopted by its members and serves as a differentiator from other organizations. Meanwhile, knowledge sharing is considered a systematic process of transmitting, distributing, and disseminating multidimensional knowledge and context from an individual or organization to others who need it through various methods and media. In Eastern cultures, people often hesitate to ask questions or feel ashamed to admit that they do not understand a problem and fear being judged as incompetent. This highlights the importance of developing knowledge sharing, considering key elements such as participants, media contributors, and the availability of facilitators.

Based on these two factors, they can influence students' participation in the MBKM program. This is because knowledge is rapidly and significantly advancing, hence human resources in an organization are required not only to have sufficient basic knowledge but also to constantly update, complement, expand, and create more knowledge. The influence of organizational culture and knowledge transfer capabilities can provide solutions to address

this issue. This also applies to the implementation of the MBKM program, which requires students to play an active role, making the position of the organization or university a crucial factor in maintaining the quality of the program's existence. Additionally, internal factors also need to be considered in their development, such as students' intrinsic motivation. Motivation plays a vital role in an individual's success, particularly in the learning process. Agustina & Mutia (2015) It also explains that learning motivation is the overall psychological driving force within an individual that initiates learning activities and provides direction for learning activities to achieve learning goals, namely success in education. The level of motivation of these students also becomes one of the factors influencing their participation in educational programs. Therefore, based on the presentation of the issues above, the researcher intends to conduct a study entitled "The Relationship between Organizational Culture, Motivation, and Knowledge Sharing on Students' Participation in the MBKM Program at State Universities".

2. Method

The approach used in this research is quantitative with descriptive and correlational methods. The research method aims to describe the independent variables of organizational culture, motivation, and knowledge sharing, as well as the dependent variable, which is student participation. The population of this study is the 2019 cohort students of the Faculty of Education, Universitas Negeri Malang. Data collection techniques utilize questionnaires distributed to respondents, with a total of 40 student respondents. Sampling is done using random sampling. The research variables consist of organizational culture (X1), student motivation (X2), knowledge sharing (X3), and student participation (Y), as depicted in Figure 1.

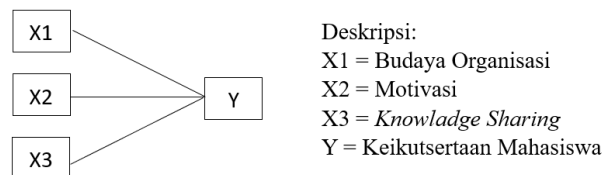


Figure 1. Thinking Framework

The reliability analysis results show that the Cronbach's Alpha value is > 0.6 as indicated in Table 1. Therefore, overall, the statements for variables X1 with 21 items, X2 with 10 items, X3 with 14 items, and variable Y with 22 items are considered valid and reliable. This further confirms that the instruments for variables X and variable Y can be used as data measurement tools in this research.

Table 1. Reliability Test Results

Variabel	Cronbach's Alpha
X1	0.840
X2	0.847
X3	0.750
Y	0.917

3. Result and Discussion



3.1. Result

3.1.1 Classical Assumption Test

The data analysis process must undergo classical assumption testing first. Sugiyono (2019) This is because classical assumption tests aim to ensure that the regression model calculations have accuracy in estimation, are unbiased, and consistent. Therefore, testing classical assumptions becomes one of the requirements in regression analysis. The classical assumption tests applied in this study include tests for normality, heteroscedasticity, and multicollinearity.

3.1.2 Normalitas Test

The normality test, which is one form of classical assumption testing, is conducted to examine deviations occurring in the frequency distribution of the phenomena under study. Sugiyono (2019) It also conveys that in other words, the normality test is an effort to determine the normality or non-normality of the score distribution of the variables to be measured. The results of the normality test in the research between the variables of organizational culture (X1), motivation (X2), and knowledge sharing (X3) with student participation (Y) are as follows:

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		40
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	10.13066520
Most Extreme Differences	Absolute	.141
	Positive	.078
	Negative	-.141
Test Statistic		.141
Asymp. Sig. (2-tailed)		.055 ^c

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Figure 2. Normalitas Test Result

Based on Figure 2, the resulting significance value (sig) is 0.055, which means the sig value is greater than 0.05. This result indicates that the variables of organizational culture (X1), motivation (X2), and knowledge sharing (X3) with student participation (Y) are normally distributed.

3.1.3 Multicollinearity Test

Sugiyono (2018) Multicollinearity is a condition among independent variables or more in regression model calculations that results in perfect or near-perfect linear relationships. Regression model calculations require no problems with

multicollinearity. This study uses the calculation of Tolerance and VIF values with the decision-making criteria that if Tolerance > 0.1 and VIF < 10, it can be concluded that there is no multicollinearity. Here are the results of the multicollinearity test between X1, X2, X3, and Y:

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	11.625	19.249		.604	.550		
	Budaya Organisasi	-.049	.185	-.036	-2.265	.792	.955	1.047
	Motivasi	1.488	.334	.614	4.456	.000	.935	1.069
	Knowledge Sharing	.208	.296	.095	.701	.488	.977	1.024

a. Dependent Variable: Keikutsertaan Mahasiswa

Figure 3. Multicollinearity Test Result

The calculation output results indicate that the Variance Inflation Factor (VIF) values are greater than 10, which means that the independent variables used in this study do not exhibit multicollinearity among variables.

3.1.4 Heteroskedasticity Test

Sugiyono (2019) Heteroskedasticity is a condition where there is inequality in the variance of residual outcomes in the regression model. A good regression model calculation is one that does not have heteroskedasticity issues. This study uses the Glejser test for heteroskedasticity testing. This test correlates the residual values from regression results with each variable.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.133	9.710		.632	.532
	Budaya Organisasi	.124	.093	.211	1.327	.193
	Motivasi	.119	.168	.113	.706	.485
	Knowledge Sharing	-.232	.149	-.244	-1.553	.129

a. Dependent Variable: ABS_RES

Figure 4. Heteroskedasticity Test Result

Based on the above output, the significance value of student participation in organizational culture is 0.193, which means that the significance value is greater than 0.05. Thus, it can be interpreted that there is no problem with heteroskedasticity in variable X1. Similarly, the significance value of student participation in motivation is 0.485, indicating that the significance value is greater than 0.05, meaning that there is no problem with heteroskedasticity in variable X2. Likewise, the significance value of student participation in knowledge sharing is 0.129, indicating that the significance value is greater than 0.05, meaning that there is no problem with heteroskedasticity in variable X3.

3.1.5 Hypothesis Test

3.1.5.1 T-Test

Sugiyono (2019) The T-test is used for partial testing on each variable. The results of the test are displayed in Figure 5 in the coefficients table column sig. Independent variables are considered to have an influence on the dependent variable if the significance value is < 0.05. Conversely, if the significance value is > 0.05, it can be interpreted that there is no influence between the independent and dependent variables. The results of the T-test in this study are shown in the following figure:

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.625	19.249		.604	.050
	Budaya Organisasi	-.049	.185	-.036	-.265	.024
	Motivasi	1.488	.334	.614	4.456	.017
	Knowledge Sharing	.208	.296	.095	.701	.033

a. Dependent Variable: Keikutsertaan Mahasiswa

Figure 5. T-Test Result

The results shown in Figure 5 indicate that the significance value of the organizational culture variable is 0.024, meaning that the significance value is < 0.05. Therefore, it can be concluded that there is a significant influence between the organizational culture variable and student participation. Furthermore, the significance value of the motivation variable is 0.017, meaning that the significance value is < 0.05. Hence, it can be concluded that there is a significant influence between the motivation variable and student participation. Similarly, the significance value of the knowledge sharing variable is 0.033, indicating that the significance value is < 0.05. Therefore, it can be concluded that there is a significant influence between the knowledge sharing variable and student participation.

3.1.5.2 F-Test

Sugiyono (2017) F-test is applied with the aim of showing the level of influence from independent variables to dependent variables overall. The results of this test are shown in Figure 6:

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2261.190	3	753.730	6.779	.001 ^b
	Residual	4002.585	36	111.183		
	Total	6263.775	39			

a. Dependent Variable: Keikutsertaan Mahasiswa

b. Predictors: (Constant), Knowledge Sharing, Budaya Organisasi, Motivasi

Figure 6. F-test Result

The result above shows a significance value of 0.001, which means the value is less than 0.05. This result indicates that organizational culture, motivation, and knowledge sharing simultaneously influence student participation.

3.1.5.3 Coefficient of Determination Test

The coefficient of determination test is conducted to measure the extent of influence provided by independent variables on the dependent variable. Sugiyono (2019) It is stated that the basis for decision-making from the coefficient of determination test is as follows: if the coefficient value is zero, it means that variable Y cannot be explained by variable X, while if the coefficient value is one, it means that variable Y as a whole can be interpreted by variable X. The results of the coefficient of determination test in this study are as follows:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.601 ^a	.361	.308	10.544

a. Predictors: (Constant), Knowledge Sharing, Budaya Organisasi, Motivasi

Figure7. Coefficient of Determination Test Result

The results from figure 7 indicate that the R Square value is 0.361 or 36.1%. This result leads to the conclusion that the influence provided by variables X1, X2, and X3 on variable Y is 36.1%. The remaining percentage is influenced by other factors that were not measured in this study.

3.2. Discussion

The data analysis results indicate that the organizational culture variable in universities has an influence on students' participation in the MBKM program. This result is consistent with the research conducted by Suprihatman (2020) The organizational culture influences participation by 64%. There is a difference in that the researcher focuses on student participation in the implementation of the MBKM program, while other research focuses on the work environment. As is known, student participation is a form of engagement within a group. Morina & Dewi (2018) Involvement refers to the level of engagement of an individual, both emotionally and mentally, in a group to achieve a specific goal. In the context of the MBKM program, student involvement is crucial as it can influence the success of the program initiated by the Ministry of Education and Culture in 2020. Factors such as organizational culture, motivation, and knowledge sharing play a significant role in determining the level of student involvement, with an influence of 36.1%.

Burhanuddin et al., (2018) It is stated that organizational culture can be referred to as a system composed of four elements: values, assumptions, beliefs, and norms, which aim to unify the relationships among members of the organization. Burhanuddin, et, al. (2018) It is elaborated that organizational culture can be measured using several indicators, including bureaucratic, clan, adhocracy, market, innovative, and supportive cultures. Cameron & Quinn (2011) It is explained that these four elements are derived from the environment brought by each individual within the organization. According to

this view, the values, assumptions, beliefs, and assumptions believed by each individual determine how someone in a group carries out their work. Moreover, the beliefs held by each individual influence the functioning of an organizational system or institution. Organizational culture not only applies to specific institutions but also extends to all fields, one of which is higher education. A progressive and resilient higher education institution is one that can attract interest and trust from all educational service users, especially in implementing student-centered learning to prepare students for social, cultural, and technological advancements.

Furthermore, motivation also influences the level of student participation in the MBKM program. The research results show a significance value of 0.017, which is less than 0.05, meaning that motivation plays a role in student participation in the MBKM program. This finding is consistent with research conducted by Syah, et al. (2017) With a significance value of 0.000, motivation is shown to influence student participation. Motivation can also be described as a desire that arises from within individuals. Sutrisno, et.al. (2023) Motivation is an impetus from within oneself or from external sources that drives a person to achieve a goal or perform an action with conscious and enthusiastic effort to reach the set target. It is the force that propels individuals to act, work, or achieve predetermined goals with full enthusiasm and determination. Putra (2021) Motivation is a form of inner desire within an individual that results in individual actions. Motivation exists within every individual, including students participating in the MBKM program. As known, the implementation of the MBKM program promises many benefits offered by the Ministry of Education and Culture. Among the benefits promised are networking opportunities beyond the study program, monthly stipends, tuition fee assistance, opportunities to deepen knowledge beyond the study program, and more. Many benefits from the MBKM program lead to the emergence of desires or drives within every student to obtain them. This motivation becomes the driving force for students to participate in the MBKM program. The participation of students in the MBKM program will be a significant review for every evaluation conducted by the Ministry of Education and Culture. The level of student motivation should be a matter of concern for every university. Because Kasman (2021) It explains that the desires or needs of each individual differ from one another due to the mental processes and characteristics that arise from each individual. Therefore, this becomes a special concern to maintain the level of motivation of each student. All for the sake of maintaining the stability of the implementation of the MBKM program carried out at each university.

Not only that, but student participation in the MBKM program is also influenced by knowledge sharing. The research results indicate that the magnitude of the influence is 0.033 with a significance value less than 0.05, which means that knowledge sharing influences student participation. This result is consistent with the research conducted by Nafi'ah, et. al. (2018) That is, the magnitude of the influence provided by the knowledge sharing variable is 0.397%. Knowledge sharing is a form of information exchange that occurs among students. Aulawi, dkk (2009) Knowledge sharing is the exchange of information and knowledge that was previously tacit and transformed into explicit knowledge. Knowledge sharing is an activity aimed at helping students exchange information and convey their knowledge to each other so that they can assist in solving the problems they face. As explained by Mardlillah & Rahardjo (2017) Knowledge sharing can help individuals develop general competence to sharpen their

existing skills, such as creating new ideas, improving communication skills, building interpersonal relationships, prioritizing tasks, enhancing student creativity, problem-solving abilities, and fostering teamwork. Thus, knowledge sharing is one of the factors that influence the level of student participation. This is because knowledge sharing can affect students' motivation and encourage them to engage in activities they desire. The MBKM program is desired by many students because of the attractive partners it offers, such as Petrokimia and Gojek Indonesia. Therefore, organizational culture, motivation, and knowledge sharing are interconnected in influencing the level of student participation. The organizational culture in each university can create a healthy and supportive learning environment, fostering knowledge sharing among students, between students and faculty, between students and educational staff, and between leaders and their members. This can encourage individuals' desire to participate in the MBKM program. It is essential for every university to pay special attention to these three aspects to maintain the stability and continuity of the MBKM program.

4. Conclusion

Based on the research results, there is a relationship between organizational culture, motivation, and knowledge sharing with student participation in the MBKM program. The significance values indicate that the influence of variable X1 is 0.024, variable X2 is 0.017, and variable X3 is 0.033. The significance values of these three variables are less than 0.05, indicating that there is an influence of variables X1, X2, and X3 on Y. Organizational culture is a system that encompasses four elements: values, assumptions, beliefs, and norms that connect members of an organization. Culture has been an important concept in understanding society and human groups for a long time. Meanwhile, knowledge sharing is considered a systematic process of transmitting, distributing, and disseminating knowledge and multidimensional contexts from an individual or organization to others who need it through various methods and media. Additionally, internal factors also need to be considered in their development, such as motivation from within the students themselves. Motivation plays a crucial role in an individual's success, especially in the implementation process of the MBKM program.

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