

# The Role of Motivation in Mediating the Influence of Organisational Culture, Work Discipline and Leadership Style on Employee Performance

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## ABSTRACT

This study examines the mediating role of motivation in the relationship between organisational culture, work discipline, leadership style, and employee performance at the Central Bureau of Statistics of South Sumatra Province. This study used a quantitative approach with a survey method involving state civil servants as respondents. Data were analysed using Partial Least Squares–Structural Equation Modelling (PLS-SEM). The results showed that organisational culture, work discipline, and leadership style influenced motivation. Furthermore, organisational culture, work discipline, leadership style, and motivation also influenced employee performance. Motivation partially mediated the relationship between organisational culture and employee performance, as well as between work discipline and employee performance. It also partially mediated the relationship between leadership style and employee performance. These findings confirm that the integration of a healthy organisational culture, consistent work discipline, and an effective leadership style is a key factor in building a productive work environment and supporting continuous employee performance improvement.

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## 1. INTRODUCTION

In the current era of bureaucratic reform and digital transformation, public organisations are faced with demands to work in a more open, accountable and results-oriented manner. Organisations are no longer understood merely as formal structures, but as systems that integrate strategy, processes, technology and people to achieve common goals. The success of an organisation is highly dependent on the effectiveness of human resource management, which is the main driver of employee performance.

According to Hasibuan (2020:10), human resource management is necessary because managing employees is a complex matter. Each employee has different thoughts, feelings, desires, and backgrounds, so they cannot be treated like machines or capital. Therefore, organisations need to

manage human resources optimally so that employees can work effectively and contribute maximally to the achievement of organisational goals.

The Central Statistics Agency (BPS) is a government agency that plays an important role in providing official statistical data to support development planning, implementation and evaluation. The main tasks of BPS include conducting censuses, surveys, compiling sectoral statistics, developing methodologies, and disseminating data through publications and information services. The successful implementation of these tasks is highly dependent on the performance of employees as the main implementers of statistical activities. Thus, improving the quality and performance of employees is an important aspect in supporting the strategic role of BPS as a provider of accurate, reliable, and trustworthy data.

The performance of BPS employees can be measured through a digital-based performance appraisal system via the KipApp application. KipApp is a web-based application to support the implementation of a performance management system for civil servants within the Central Statistics Agency. In accordance with Ministry of State Apparatus and Regional Government Regulation No. 8 of 2021 on the Civil Servant Performance Management System, the performance management system is a systematic process comprising performance planning; implementation, monitoring, and development of performance; performance evaluation; follow-up actions; and performance information systems.

**Table 1. Performance Ratings of BPS Employees in South Sumatra Province Based on the KipApp Application for the 2023-2024 Period**

No.	Performance Rating	2023		2024	
		Number of Employees (Persons)	Percentage (%)	Number of Employees (Persons)	Percentage (%)
(1)	(2)	(3)	(4)	(5)	(6)
1	Very Good	13	13.54	10	9.90
2	Good	82	85.42	91	90.10
3	Fair	0	0	0	0
4	Less	1	1.04	0	0
	<b>Total</b>	<b>96</b>	<b>100%</b>	<b>101</b>	<b>100</b>

Source: South Sumatra Provincial Statistics Agency, 2023-2024, processed.

Based on Table 1, which shows performance assessments through the KipApp application, it can be seen that the proportion of South Sumatra Provincial BPS employees who received a *Very Good* rating decreased from 13.54 per cent in 2023 to 9.90 per cent in 2024. This condition indicates a decrease in the number of employees who are able to achieve the highest performance rating category. Normatively, the *Excellent* rating should be improved every year, given the increasing work experience, improvements in the performance management system, and ongoing coaching by the organisation. This decline may indicate changes in assessment standards, decreased motivation, or internal challenges that affect the achievement of the highest performance. Although overall employee performance shows improvement with an increase in the proportion of *Good* ratings and the elimination of the *Poor* category, the decline in the number of employees with *Excellent* ratings still needs attention. This phenomenon warrants further analysis to understand the factors influencing changes in the distribution of performance ratings and to design appropriate strategies to encourage continuous improvement in employee performance towards the highest category.

One factor that can influence employee performance is organisational culture. Organisational culture reflects the values, beliefs and norms that guide employee behaviour at work. In the context of government agencies, the implementation of a strong organisational culture will foster a positive work attitude, a sense of responsibility and a high spirit of public service. Based on the results of the 2024

Organisational Culture Survey (SBO), overall implementation of BerAKHLAK values at the South Sumatra Provincial BPS scored 60.1%, which is classified as *Fairly Healthy*. This achievement indicates that the implementation of basic ASN values is not yet fully optimal and still needs to be strengthened, particularly in certain aspects that show relatively low scores.

In addition to organisational culture, work discipline also has a significant influence on employee performance. Work discipline is a form of employee compliance with the rules and norms that apply within the organisation, and reflects the extent to which a person uses their working time effectively to achieve set goals. To understand the phenomenon of discipline in the work environment, it is important to analyse data on attendance and compliance with working hours. Attendance data provides an initial reflection of the extent to which employees comply with working hour regulations, in terms of full attendance, tardiness, and early departure. Based on the attendance data of South Sumatra Provincial BPS employees in 2024, it was found that an average of 23.05 per cent of employees each month were recorded as having KJK, which means that almost a quarter of the total employees did not fully comply with the established working hours, either because they arrived late or left early. This condition illustrates that there is still a gap between the expected standards of discipline and their implementation in the field.

In addition to discipline, leadership style plays a strategic role in directing organisational dynamics and performance achievement. In the environment of the South Sumatra Provincial Statistics Agency, leaders not only carry out administrative functions, but are also required to be able to create solid cooperation, convey clear directions, and encourage employee motivation. In fact, the application of leadership styles still varies between work units. When viewed from the dimensions of telling, selling, participating, and delegating, it appears that clear instructions are not always accompanied by adequate explanations, communication at the selling stage tends to be one-way, employee participation in conveying ideas is not yet optimal, and the delegation of tasks is not yet carried out evenly. This situation shows the need to strengthen leadership style practices, especially in terms of communication, employee involvement, and distribution of responsibilities. Disparities in the application of leadership styles have the potential to reduce work motivation and ultimately impact employee performance as a whole.

Meanwhile, motivation is an internal drive that encourages individuals to achieve certain goals and is a determining factor in optimising performance. Employees with high motivation tend to exert their abilities and energy to the maximum, especially to fulfil their need to achieve, establish social relationships, and gain recognition in their work. However, in practice, motivation levels are not always ideal. A mismatch between educational background and the position and responsibilities held can affect understanding of work roles. This condition has the potential to reduce employee morale, productivity, and sense of responsibility, thereby impacting overall work performance.

Based on several previous studies, inconsistencies have been found in research results regarding the influence of organisational culture, work discipline, and leadership style on employee performance. Some studies show a significant influence, such as the study by Heryanto & Chalimah (2025), which shows that organisational culture and work discipline have a significant influence on performance. Similarly, research by Rahman & Hermina (2024) also shows that leadership style and organisational culture have a significant influence on performance. Meanwhile, some other studies show an insignificant influence, such as research by Niken, et al. (2022), which shows that organisational culture has no significant influence on performance. Similarly, research by Wulandari et al. (2024) shows that work discipline has no significant influence on performance. This is also supported by research by Siregar et al. (2024), which shows that leadership style has no significant influence on performance. Several previous studies show that there are still *research gaps* that need to be further explored.

In addition, there is still limited research that simultaneously integrates these three variables with motivation as an intervening variable, especially in the context of government agencies. Research in the public sector, which has strong bureaucratic characteristics such as BPS, is still rare, so the results cannot be generalised optimally. The empirical conditions at BPS South Sumatra Province, including a decline

in the highest performance rating, suboptimal implementation of BerAKHLAK values, a need to improve discipline, and a leadership style that is not yet fully effective, indicate phenomena that have not been addressed by previous research. In view of these conditions, the researcher considers it necessary to conduct a more in-depth study to understand the relationship between these variables by analysing the role of motivation in mediating the influence of organisational culture, work discipline and leadership style on the performance of officials at the South Sumatra Provincial Statistics Agency.

## 2. METHODS

This study uses a quantitative approach, which tests certain theories by examining the relationship between variables. The population in this study consists of all civil servants at the South Sumatra Provincial Statistics Agency. The sampling technique used is saturated sampling, where all members of the population are used as samples. Therefore, the number of respondents in this study was equal to the population size, which was 102 people. Data collection was carried out using a questionnaire instrument that was compiled based on the research variables and measured using a Likert scale with a range of 1 to 5. The data collected was then analysed using the Partial Least Squares–Structural Equation Modelling (PLS-SEM) method with the SmartPLS software package.

The analysis includes testing the outer model to assess the validity and reliability of the construct, as well as testing the inner model to analyse the relationship between variables through *R-square* values, *path coefficients*, *t-statistics*, and *p-values*. In addition to , this study also conducted a mediation test by analysing *the indirect* effect to determine the role of motivation as a mediator in the relationship between the independent and dependent variables.

## 3. FINDINGS AND DISCUSSION

### Hypothesis Testing

The hypothesis testing is based on the results of *Partial Least Squares* (PLS) analysis by conducting a *Bootstrapping* test using a confidence level of 95% (alpha 5%) and *T-statistics* with *T-table* (1.96). The hypothesis in this study is that if the *T-statistic* value  $> T\text{-table}$ , the hypothesis is accepted. conversely, if the *T-statistic* value  $< T\text{-table}$ , the hypothesis is rejected, and if *the p-value*  $<$  confidence level (alpha = 0.05), the hypothesis is accepted, if *the p-value*  $>$  confidence level (alpha = 0.05), the hypothesis is rejected. The results of the hypothesis test are presented in the table below.

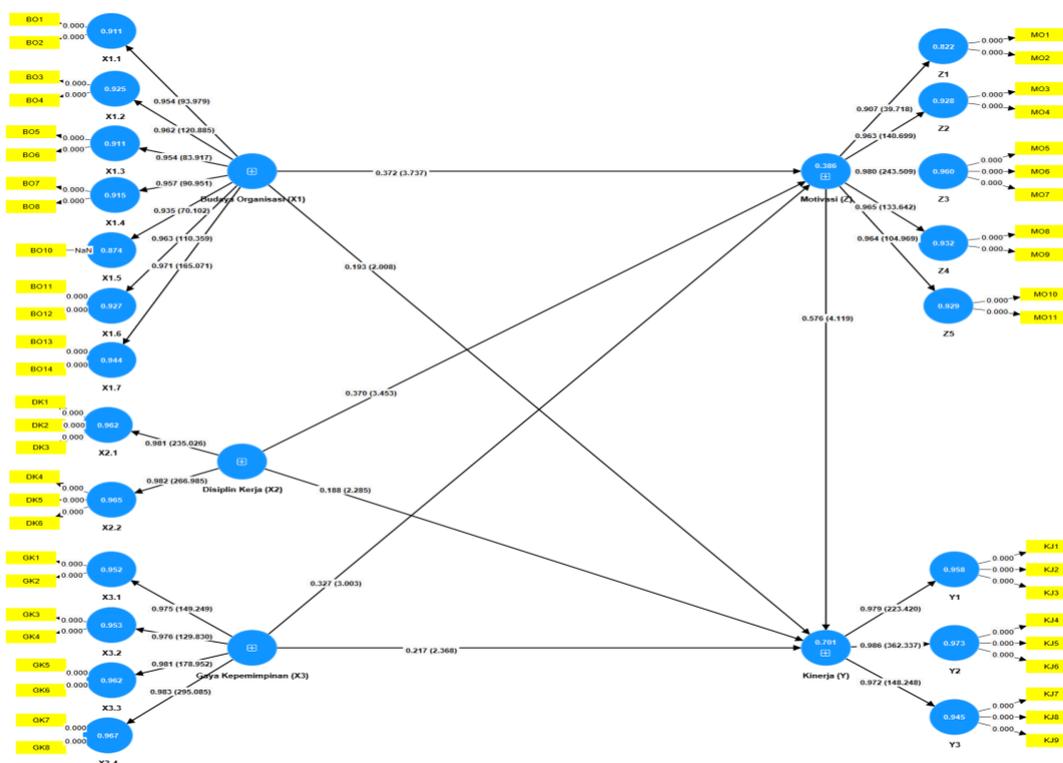


Figure 1. Results of the t-statistic test between variables

The results of hypothesis testing using the *Partial Least Squares Structural Equation Modelling* (PLS-SEM) method with the SmartPLS software tool the findings show that all relationships in the structural model indicate a significant effect. The analysis results indicate that Organizational Culture ( $X_1$ ) has a significant effect on Motivation (Z), as indicated by a t-statistic value of 3.737 ( $> 1.96$ ) and a P-value of 0.000 ( $< 0.05$ ). This finding indicates that the more organisational culture is implemented, the more the level of motivation of employees at the South Sumatra Provincial Statistics Agency tends to increase ( ). Furthermore, work discipline ( $X_2$ ) was also proven to have a significant effect on motivation (Z), with a t-statistic value of 3.453 ( $> 1.96$ ) and a P value of 0.001 ( $< 0.05$ ). These results indicate that high work discipline can increase employee motivation. In addition, Leadership Style ( $X_3$ ) was also proven to have a significant effect on Motivation (Z), with a t-statistic value of 3.003 ( $> 1.96$ ) and a P-value of 0.003 ( $< 0.05$ ). These results indicate that the right leadership style can increase employee motivation.

In addition to influencing motivation, Organizational Culture ( $X_1$ ) also has a significant direct influence on Employee Performance (Y), as evidenced by a t-statistic value of 2.008 ( $> 1.96$ ) and a P-value of 0.045 ( $< 0.05$ ). This indicates that values, norms, and work habits that apply within an organisation play an important role in shaping employee work behaviour that is oriented towards performance improvement. The results of further testing indicate that Work Discipline ( $X_2$ ) has a significant effect on Employee Performance (Y), with a t-statistic value of 2.285 ( $> 1.96$ ) and a P-value of 0.022 ( $< 0.05$ ). These findings indicate that work discipline can directly encourage an increase in employee performance. Furthermore, Leadership Style ( $X_3$ ) also has a significant effect on Employee Performance (Y), with a t-statistic value of 4.119 ( $> 1.96$ ) and a P-value of 0.000 ( $< 0.05$ ). These findings indicate that leadership styles oriented towards performance can directly encourage improvements in employee performance. In addition, motivation (Z) was also proven to have a significant effect on employee performance (Y), as indicated by a t-statistic value of 4.119 ( $> 1.96$ ) and a P value of 0.000 ( $< 0.05$ ). These findings indicate that employees who are highly motivated in their work tend to demonstrate better performance.

Overall, the results of the structural model analysis indicate that Organisational Culture, Work Discipline and Leadership Style do not directly influence Employee Performance, but they do influence Motivation. Thus, motivation plays an important role as an intervening variable in the relationship between organisational culture, work discipline, leadership style and employee performance at the South Sumatra Provincial BPS. This is based on the results of the hypothesis testing described in the table above.

**Table 2. Path Coefficients**

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic (O/STDEV)	P Values
Organisational Culture (X1) -> Performance (Y)	0.193	0.179	0.096	2.008	0.045
Organisational Culture (X1) -> Motivation (Z)	0.372	0.367	0.099	3.737	0.000
Work Discipline (X2) -> Performance (Y)	0.188	0.181	0.082	2.285	0.022
Work Discipline (X2) -> Motivation (Z)	0.370	0.363	0.107	3.453	0.001
Leadership Style (X3) -> Performance (Y)	0.217	0.205	0.091	2.368	0.018
Leadership Style (X3) -> Motivation (Z)	0.327	0.323	0.109	3.003	0.003
Motivation (Z) -> Performance (Y)	0.576	0.585	0.140	4.119	0.000

Source: *SmartPLS* Data Analysis Results, 2026

Based on Table 2, the path analysis model is written as follows:

$$Z = 0.372X1 + 0.370X2 + 0.327X3 + \epsilon_z \dots\dots\dots(\text{Equation 1})$$

$$Y = 0.193X1 + 0.188X2 + 0.217X3 + 0.576Z + \epsilon_y \dots\dots\dots(\text{Equation 2})$$

Notes:

- X1 = Organisational Culture
- X2 = Work Discipline
- X3 = Leadership Style
- Z = Motivation
- Y = Employee Performance
- $\epsilon_z$  = Residual Motivation
- $\epsilon_y$  = Employee Performance Residual

The first path equation shows the relationship between Organisational Culture (X1), Work Discipline (X2) and Leadership Style (X3) on Motivation (Z). The interpretation is as follows:

1. The path coefficient for Organisational Culture (X1) is 0.372. This means that when Organisational Culture increases by 1 unit, employee Motivation will increase by 0.372 units, assuming that Work Discipline and Leadership Style remain constant.
2. The path coefficient for Work Discipline (X2) is 0.370. This means that when Work Discipline increases by 1 unit, employee Motivation will increase by 0.370 units, assuming that Organisational Culture and Leadership Style are considered constant.
3. The path coefficient for Leadership Style (X3) is 0.327. This means that when Leadership Style increases by 1 unit, employee motivation will increase by 0.327 units, assuming that Organisational Culture and Work Discipline are considered constant.
4. Error ( $\epsilon_z$ ) indicates the presence of other factors outside of Organisational Culture, Work Discipline and Leadership Style that also influence Motivation, but are not included in this research model.

Meanwhile, the second path equation shows the relationship between Organisational Culture (X1), Work Discipline (X2) and Leadership Style (X3) on Performance (Y). The interpretation is as follows:

1. The path coefficient for Organisational Culture (X1) is 0.193. This means that when Organisational Culture increases by 1 unit, Employee Performance will increase by 0.193 units, assuming that Work Discipline, Leadership Style and Motivation are considered constant.
2. The path coefficient for Work Discipline (X2) is 0.188. This means that when Work Discipline increases by 1 unit, Employee Performance will increase by 0.188 units, assuming that Organisational Culture, Leadership Style and Motivation are considered constant.
3. The path coefficient for Leadership Style (X3) is 0.217. This means that when Leadership Style increases by 1 unit, Employee Performance will increase by 0.217 units, assuming that Organisational Culture, Work Discipline and Motivation are considered constant.
4. The path coefficient for Motivation (Z) is 0.576. This means that when Motivation increases by 1 unit, Employee Performance will increase by 0.576 units, assuming that Organisational Culture, Work Discipline and Leadership Style are considered constant.
5. Error ( $\epsilon_y$ ) indicates the existence of other factors outside of Organisational Culture, Work Discipline, Leadership Style and Motivation that also influence Performance, but are not included in this research model.

This research shows two indirect effects, as shown in the table below.

**Table 3. Indirect Effect Data**

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Organisational Culture (X1) -> Motivation (Z) -> Employee Performance (Y)	0.209	0.217	0.092	2.275	<b>0.023</b>
Work Discipline (X2) -> Motivation (Z) -> Employee Performance (Y)	0.209	0.209	0.081	2.565	<b>0.010</b>
Leadership Style (X3) -> Motivation (Z) -> Employee Performance (Y)	0.184	0.190	0.089	2.064	<b>0.039</b>

Source: SmartPLS Data Analysis Results, 2026

Based on Table 3, it can be seen that organisational culture has an indirect effect on the performance of BPS officials in South Sumatra Province, with a *t-statistic* value of  $2.275 > 1.96$  and a *P value* of  $0.023 < 0.05$ , which is significant for improving performance with the variable of organisational culture through the variable of motivation, so that if there is an improvement in organisational culture through motivation, it will improve performance. Work discipline is influenced by the performance of BPS officials in South Sumatra Province and has an indirect effect on motivation as an intervening variable, as proven by a *t-statistic* value of  $2.565 > 1.96$  and a *P value* of  $0.010 < 0.05$ , which is significant for improving performance with the variable of work discipline through the variable of motivation, so that improving work discipline through motivation can improve performance.

Leadership style has an indirect effect on the performance of BPS Provincial Sumatra Utara officials, which is proven by the *t-value* of  $2.064 > 1.96$  and the *P-value* of  $0.039 < 0.05$ . *-statistic* of  $2.064 > 1.96$  and *P-values* of  $0.039 < 0.05$ , which are significant for improving performance with the variable of Leadership Style through the variable of Motivation. so that if there is an increase in Leadership Style through Motivation, it will increase Performance.

**Table 4. Nilali R-Square**

Varialbel	R-Square
Performance of Pegalwali (Y)	0.701
Work Motivation (Z)	0.386

As shown in Table 4, 70.1% of the performance of civil servants was explained by organisational variables, work discipline, leadership style and motivation, while 29.9% was explained by other variables outside the scope of this study.

Furthermore, for the motivation variable, the value obtained  $R^2$  of 38.6 per cent, which means that motivation is explained by organisational culture, work discipline, and leadership style, while 61.4 per cent is explained by other variables outside the scope of this study.

## Discussion

The results of the study indicate that organisational culture influences the motivation of South Sumatra Provincial BPS employees. According to Afandi (2018:99), a productive organisational culture can motivate employees in their work. This means that when the values embraced by the organisation are in line with the needs and expectations of employees, such as recognition for performance, opportunities for self-development, and fair treatment, this can increase individuals' internal drive to work optimally. In addition, the results of the hypothesis test show that organisational culture influences the performance of BPS employees in South Sumatra Province. This is in line with the opinion of Samsuddin (2018:99), that the better the employees' acceptance of the organisational culture, the better their performance will be. Conversely, if the organisational culture does not function as it should, performance will tend to decline.

Furthermore, work discipline has also been proven to influence work motivation and employee performance. Hasibuan (2020:193) states, "Discipline is the most important operational function of human resource management because the better the discipline of employees, the higher their achievements. Without good employee discipline, it is difficult for organisations to achieve optimal results." Thus, high work discipline not only increases motivation, but also encourages the formation of productive work behaviour that is oriented towards performance improvement.

Similarly, with regard to leadership style, the results of the hypothesis test show that leadership style has an effect on the performance of South Sumatra Provincial BPS employees. Based on the theory of Hersey and Blanchard in Samsuddin (2018:98), leadership style is a pattern of behaviour that interacts with situations and influences employee performance. The success of an organisation in achieving its goals and objectives depends on its leaders and their leadership styles. By using the right leadership style, leaders can influence employee job satisfaction, commitment and productivity.

Furthermore, the results of the hypothesis test show that motivation affects the performance of South Sumatra Provincial BPS employees. To reveal the relationship between work motivation and employee performance, McClelland in Mangkunegara (2017:68) states that "there is a positive relationship between achievement motivation and performance achievement". Furthermore, Davis in Mangkunegara (2017:67) states that "the factors that influence performance achievement are ability and motivation, which suggests that motivation is formed from an employee's attitude in facing work situations."

## 4. CONCLUSION

Based on the results of the research and analysis that has been carried out, it can be concluded that organisational culture, work discipline, and leadership style play an important role in increasing the motivation and performance of employees at the Central Statistics Agency of South Sumatra Province. The results of the analysis show that organisational culture has a positive and significant influence on employee motivation and performance. Thus, efforts to strengthen and apply organisational cultural values in a sustainable manner are important to increase work motivation, which has implications for improving employee performance in supporting the achievement of organisational goals. Furthermore, the analysis also shows that work discipline has a positive and significant effect on employee motivation and performance. Therefore, improving work discipline through the consistent implementation of rules and supervision is necessary to encourage work motivation, which will have an impact on improving employee performance in achieving organisational goals.

In addition, leadership style has also been proven to have a positive and significant influence on motivation and employee performance. Thus, the application of effective and participatory leadership styles needs to be improved in order to encourage work motivation, which ultimately contributes to improving employee performance in achieving organisational goals. The results of further research indicate that motivation has a positive and significant effect on employee performance. Employees who are highly motivated in their work tend to perform better in carrying out their duties and responsibilities. Furthermore, motivation plays a mediating role in the relationship between organisational culture, work discipline and leadership style on employee performance. This indicates that organisational culture, work discipline and leadership style not only influence performance indirectly through increased motivation, but also have a direct influence on employee performance. Overall, this study confirms that improving the performance of civil servants at the South Sumatra Provincial Statistics Agency requires comprehensive and integrated management measures, by fostering a positive organisational culture, optimising work discipline, and strengthening a leadership style that pays attention to work motivation. The practical implications of this research show that efforts to improve employee performance in public agencies need to be directed at strengthening an adaptive and results-oriented organisational culture, enforcing continuous work discipline, and implementing a participatory and service-oriented leadership style. The integration of a healthy organisational culture, consistent work discipline, and effective leadership styles is a key factor in building a productive work environment that supports continuous improvement in employee performance.

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