



ORGANIZATIONAL CULTURE AND WORK DISCIPLINE IN IMPROVING EMPLOYEE PERFORMANCE AT THE SECRETARIAT OF THE REGIONAL HOUSE OF REPRESENTATIVES OF LAMPUNG PROVINCE

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Abstract:

This study analyzes organizational culture in work discipline as an effort to improve employee performance at the Secretariat of the Lampung Provincial DPRD. The study was motivated by variations in employee discipline, uneven internalization of organizational values across work units, and the need for more consistent performance control. A qualitative descriptive approach was used. Data were collected through in-depth interviews, direct observation, and documentation involving leaders and employees who understood the implementation of organizational culture and work discipline. Data validity was strengthened through source, method, and time triangulation as well as member checks, while analysis followed data reduction, data display, and conclusion verification. The findings show that organizational artifacts, integrity, responsibility, professionalism, teamwork, basic assumptions about discipline, and professional work ethics support the development of disciplined behavior and better performance. However, inconsistent enforcement of rules, unequal perceptions of fairness, limited two-way communication, and leadership practices that are not fully consistent remain obstacles. Strengthening organizational values, fair rule enforcement, exemplary leadership, and continuous evaluation are therefore required to sustain employee discipline and performance.

Keywords: Organizational Culture, Work Discipline, Employee Performance, Public Organization

INTRODUCTION

Employee performance is one of the key indicators in assessing the effectiveness of public organizations because it is directly related to service quality, task implementation accuracy, and the organization's ability to achieve its objectives. In local government organizations, the quality of civil servants' performance is determined not only by technical competencies but also by work behaviors shaped through values, norms, habits, and internal control systems. Therefore, organizational culture serves as an important framework that guides how employees think and act, while work discipline represents the actual manifestation of compliance and responsibility in carrying out duties. Studies on organizational culture emphasize that a strong organizational culture can



establish identity, integrity, and consistency in the behavior of organizational members (Schein, 2010; Robbins & Judge, 2022).

In the context of public organizations, a positive work culture plays a significant role in developing professionalism, accountability, and service orientation. Handayani and Yusuf (2022) as well as Mulyani and Setiono (2021) demonstrated that organizational cultural values that are consistently understood and implemented are associated with improved civil servant performance. Similar findings are presented in the systematic review conducted by Bogale (2024), which identifies organizational culture as a mechanism influencing employee engagement, motivation, and productivity. Thus, organizational culture is not merely limited to symbols or formal regulations but operates through the internalization of values that are reflected in employees' daily work behaviors.

Work discipline is an essential dimension within bureaucracy because it involves compliance with working hours, accuracy in completing tasks, consistency in following procedures, and responsibility for work outcomes. In the public sector, discipline is also closely associated with administrative process certainty and the quality of services provided to stakeholders. Sutrisno (2022) highlights civil servant discipline as an integral component of bureaucratic reform, while Octaviani and Permana (2024) demonstrate that work discipline contributes to improving employee performance. The relationship between organizational culture, discipline, and performance has also been demonstrated in studies conducted by Rahmawati and Nurhadian (2023), Tamrin and Gunawan (2023), and Wiharti et al. (2024).

The Secretariat of the Regional House of Representatives (DPRD) of Lampung Province holds a strategic position as a supporting institution in facilitating the implementation of legislative functions. Based on research data, this institution consists of 214 employees distributed across five divisions: the General Affairs Division, the Legislative Session Division, the Public Relations, Protocol, and Public Aspiration Division, the Legislative Affairs Division, and the Finance Division. Each division has different work characteristics. The legislative session division is strongly influenced by the dynamics of legislative agendas, the finance division requires administrative accuracy and regulatory compliance, while the public relations, protocol, and aspiration division involves intensive external interactions. These differences in work characteristics contribute to variations in work patterns and levels of employee discipline.

Preliminary research findings indicate that the implementation of organizational culture in relation to work discipline has not been fully consistent across all units. Variations remain in punctuality, compliance with activity schedules, completion of administrative tasks within deadlines, and consistency in applying organizational rules. Furthermore, existing supervision and performance control mechanisms have not always resulted in consistent behavioral changes. This condition indicates a gap between organizational policies and operational practices. At the normative level, the Provincial Government of Lampung has established Lampung Governor Regulation

Number 52 of 2019 concerning Guidelines for Implementing the Work Culture of State Civil Apparatus, which emphasizes integrity, professionalism, responsibility, discipline, and cooperation. However, the effectiveness of these values depends largely on the process of internalizing them into daily work activities.

Previous studies have generally examined organizational culture and work discipline quantitatively as variables influencing employee performance. Adhitya et al. (2022) examined the relationship between organizational culture, discipline, and sustainable performance, while Warunayama (2024) emphasized the impact of organizational culture on public sector employee performance. Although these studies provide strong empirical foundations, further qualitative research is needed to explain how organizational cultural elements are translated into disciplinary work habits within the context of regional legislative bureaucracy, as well as the factors that support or hinder this process.

This study applies an organizational culture perspective to examine the phenomenon of work discipline in greater depth. The analyzed dimensions include organizational artifacts, espoused values, basic underlying assumptions, compliance with regulations and leadership practices, as well as professional work ethics. The research focuses on two main questions: how does organizational culture in work discipline contribute to improving employee performance at the Secretariat of the Regional House of Representatives of Lampung Province, and what factors support or hinder its implementation? The objective of this study is to obtain contextual empirical insights and develop managerial recommendations that can strengthen employee discipline and performance sustainably.

RESEARCH METHOD

This study employs a qualitative approach with a descriptive research design. This design was selected because the study aims to gain an in-depth understanding of practices, experiences, and meanings attributed by employees to organizational culture and work discipline within the natural setting of the Secretariat of the Regional House of Representatives of Lampung Province. A qualitative approach enables researchers to obtain a comprehensive understanding of social phenomena without manipulating the variables under investigation (Creswell & Poth, 2018; Sugiyono, 2022). The researcher acts as the primary instrument responsible for data collection, interpretation, and direct analysis of the research data.

The data sources consist of primary and secondary data. Primary data were obtained through in-depth interviews and observations involving leaders and employees who understand and are directly engaged in implementing organizational culture and work discipline. The research informants included structural officials, such as the Secretary of the Regional House of Representatives and heads of divisions, as well as implementing employees. Secondary data were obtained from official documents, reports, organizational guidelines, regulations, and relevant scientific literature. The utilization of both

data sources aims to provide a more comprehensive understanding while strengthening the interpretation of research findings.

Data collection was conducted through three techniques. First, in-depth interviews were conducted to explore informants' perspectives, experiences, and understanding regarding organizational cultural values, work discipline, leadership, and employee performance. Second, direct observation was conducted to examine employee behaviors, work habits, implementation of organizational rules, administrative system practices, and daily work activities. Third, documentation was conducted to examine written evidence, including regulations, technical guidelines, archives, and organizational documents. The combination of these techniques enables information obtained through one method to be validated and examined through other methods.

The credibility of the data was maintained through source triangulation, methodological triangulation, time triangulation, and member checking. Triangulation was applied to compare information obtained from different informants, various data collection techniques, and different periods of observation. Member checking was conducted by providing informants with opportunities to confirm, clarify, or correct the researcher's notes and interpretations. This strategy aligns with the principles of qualitative research validity, which emphasize data credibility, dependability, and consistency (Denzin, 2017; Creswell & Poth, 2018; Moleong, 2021).

Data analysis was conducted interactively from the data collection process through the formulation of conclusions by referring to the interactive model proposed by Miles, Huberman, and Saldaña (2020). The first stage involved data condensation, in which relevant information was selected, organized, and categorized according to the research themes. The second stage involved data display in the form of narratives and thematic tables to illustrate patterns and relationships among findings. The third stage involved conclusion drawing and verification through data comparison, triangulation, and member checking. The analysis focused on organizational artifacts, espoused values, basic underlying assumptions, compliance with regulations and leadership practices, professional work ethics, as well as supporting and inhibiting factors.

FINDINGS AND DISCUSSION

Organizational Artifacts as a Formation of Work Order

The research findings indicate that organizational artifacts represent tangible forms of work culture that can be easily observed in employee activities. These artifacts include workplace arrangement, the use of uniforms and official attributes, organizational rules, standard operating procedures, attendance systems, and digital administrative systems. The Secretary of the Lampung Provincial Regional House of Representatives explained that the work environment is arranged to support discipline, including attendance monitoring through an integrated system. Such arrangements encourage employees to adjust

their behavior according to organizational standards and establish a more orderly work pattern.

Standard operating procedures also function as instruments for controlling behavior. Informants from the Legislative Affairs Division emphasized that every stage of work has a clear workflow, allowing employees to understand their responsibilities and minimizing administrative errors. In the Legislative Session Division, digital administrative systems assist in scheduling arrangements and monitoring work progress. Employees become more punctual, organized, and responsible because delays or inconsistencies in work can be identified through the system. These findings demonstrate that technology-based artifacts are not merely administrative tools but also strengthen transparency and accountability.

Repeated habits, such as maintaining neatness, punctuality, and administrative completeness, gradually become part of daily routines. Employees stated that rules that initially felt strict eventually became habits and actually helped work processes become more directed. From Schein's (2010) perspective, artifacts represent the most visible layer of organizational culture and can serve as an entry point for understanding deeper values. In this research context, consistency of artifacts establishes uniform behavioral standards, reduces administrative errors, and improves work efficiency.

Values of Integrity, Responsibility, Professionalism, and Cooperation

Organizational values serve as normative guidelines that shape employee attitudes and behaviors. The findings show that integrity and responsibility are communicated through leadership direction and work meetings. Employees are encouraged to work not merely because of structural obligations, but also because of professional awareness. The internalization of these values makes discipline more internally driven and less dependent on formal supervision. Employees understand that work within the Regional House of Representatives is closely related to public trust; therefore, accuracy and responsibility become essential aspects of work behavior.

Professionalism is reflected in the demand to perform duties according to organizational functions, maintain quality standards, and complete tasks on time. On the other hand, cooperation strengthens discipline collectively. Informants from the Legislative Session Division and Secretariat staff explained that interconnected tasks require support among employees, especially when urgent agendas arise. Cooperation reduces coordination barriers and accelerates task completion. These findings are consistent with the idea that strong organizational culture creates behavioral alignment and increases member engagement (Bogale, 2024; Putra & Sari, 2021).

The research also shows that internalized values create commitment and behavioral stability. Employees become more proactive because they understand the relationship between organizational values and work outcomes. At this stage, discipline is no longer understood merely as administrative compliance but as part of professional identity. This condition supports the findings of Handayani

and Yusuf (2022), which state that positive organizational culture is associated with improved employee performance in local government environments.

Basic Assumption: Discipline as an Organizational Necessity

Basic assumptions within the organization emerge from employees' beliefs that discipline is a necessity rather than merely a regulation. Informants stated that without discipline, workloads would accumulate, legislative session schedules could be disrupted, and administrative errors could affect other units. This awareness develops from work habits that are continuously built over time. In legislative affairs, for example, accuracy and orderliness are considered professional requirements because errors may result in prolonged consequences. Therefore, employees follow regulations based on internal motivation, not merely because of external control.

The belief that every task is interconnected also shapes collective responsibility. Employees understand that delays caused by one individual may affect the workflow of other sections. This assumption encourages mutual support and reminders among employees, allowing discipline to develop into a shared norm. Within Schein's (2010) framework, basic assumptions represent the deepest layer of organizational culture because they are accepted as something natural and correct. The research findings demonstrate that when discipline

reaches the level of basic assumptions, work behavior becomes more stable and requires less intensive supervision.

Table 1. Summary of Organizational Culture Dimensions and Their Implications for Discipline and Performance

Dimension	Main Findings	Implications
Organizational artifacts	Workplace arrangement, official attributes, SOPs, attendance systems, and digital administration create work order.	Improve punctuality, accountability, and administrative efficiency.
Espoused values	Integrity, responsibility, professionalism, and cooperation become behavioral guidelines.	Encourage discipline based on awareness and improve work quality.
Basic assumptions	Discipline is understood as an operational necessity and collective responsibility.	Establish stable behavior that does not fully depend on supervision.
Rules and leadership	Leadership example, fairness, and communication strengthen compliance; inconsistency becomes an obstacle.	Determine the legitimacy of regulations and the stability of discipline.
Professional work ethics	Honesty, politeness, responsibility, and professionalism become internal controls.	Maintain service quality, institutional image, and performance consistency.

Compliance with Regulations and the Role of Leadership

Compliance with regulations becomes the link between organizational policies and employees' actual behavior. Field findings indicate that leadership example has a significant influence on discipline. Employees tend to follow regulations when they observe leaders arriving on time, completing tasks according to targets, and implementing rules consistently. Clear and open communication also helps employees understand organizational expectations. Under these conditions, compliance develops based on trust and responsibility rather than merely pressure.

However, the research also identified several obstacles. The implementation of regulations is not always consistent across all units, and there is a perception that treatment of violations is not entirely equal. Such differences may create feelings of injustice, reduce motivation, and cause discipline to become situational, depending on leadership figures or certain circumstances. In addition, communication between leaders and employees does not always operate in two directions. Instructions that are overly directive without sufficient

explanation may cause some forms of compliance to become formalities rather than internal awareness.

These findings indicate that leadership has a dual function: it can strengthen as well as hinder disciplinary culture. Exemplary behavior and fairness provide moral legitimacy to regulations, while inconsistency reduces trust in the system. This is consistent with studies on discipline and performance in the public sector, which emphasize the importance of consistent supervision and fair reward and sanction mechanisms (Bandiyono et al., 2020; Octaviani & Permana, 2024).

Professional Work Ethics as Internal Control

Professional work ethics serve as a moral foundation that strengthens discipline. Informants emphasized honesty, responsibility, politeness, and the ability to maintain institutional reputation as behavioral standards. Ethics complement formal regulations because employees understand appropriate behavioral boundaries even when they are not under direct supervision. In serving leaders and the public, professionalism is measured not only by outcomes but also by the way employees work and interact.

Ethical awareness functions as an internal control mechanism that enables employees to evaluate and adjust their behavior according to organizational standards. When ethics become internalized, discipline no longer depends entirely on supervision. This condition helps reduce potential violations, maintain harmonious working relationships, and strengthen service quality. These findings are related to Wibowo's (2022) study, which places values and work ethics as important elements in public sector organizational culture.

Overall Relationship Between Organizational Culture Elements

Overall, artifacts, values, basic assumptions, regulations, leadership, and professional ethics function in an interconnected manner. Artifacts create a structure of order, values provide normative direction, basic assumptions deepen awareness, leadership provides examples and legitimacy, while ethics serve as internal control. The combination of these elements forms a disciplinary culture that influences productivity, timeliness in completing tasks, administrative quality, and service consistency.

Supporting and Inhibiting Factors for Performance Improvement

The main supporting factors are the values of integrity, responsibility, professionalism, and cooperation that have become behavioral guidelines for most employees. The internalization of these values encourages commitment to completing tasks according to targets, improving accuracy, and strengthening coordination. Discipline develops not only as an individual responsibility but also as a collective commitment. In situations where tasks are interconnected, cooperation helps reduce conflicts and accelerate task completion.

The main inhibiting factors primarily originate from the consistency of rule enforcement and leadership practices. When regulations are applied inconsistently, employees may develop perceptions of unfairness and adjust their discipline according to circumstances. Leadership that is not fully adaptive, provides insufficient role modeling, or lacks two-way communication may

reduce compliance. Therefore, strengthening organizational culture needs to be accompanied by improvements in managerial systems. These findings support the studies of Tamrin and Gunawan (2023) as well as Rahmawati and Nurhadian (2023), which demonstrate the relationship between organizational culture, discipline, and employee performance.

From a managerial perspective, the Secretariat of the Lampung Provincial Regional House of Representatives needs to maintain cultural elements that have become strengths while reducing structural barriers. Organizational values can be strengthened through continuous socialization and consistent leadership examples. Regulations need to be enforced fairly and transparently. Two-way communication should be developed so that employees understand the reasons and objectives behind policies. In addition, an objective reward and sanction system can be used as a reinforcement mechanism for disciplinary behavior rather than merely as a punishment instrument.

Table 2. Supporting Factors, Inhibiting Factors, and Improvement Directions

Aspect	Research Condition	Improvement Direction
Supporting Factors	Integrity, responsibility, professionalism, cooperation, SOPs, and digital systems.	Strengthening value internalization, continuous development, and utilization of transparent work systems.
Inhibiting Factors	Rule enforcement is not always consistent, perceptions of unfairness, limited two-way communication, and uneven leadership role modeling.	Standardization of rule enforcement, adaptive and communicative leadership, periodic evaluation, and objective reward and sanction systems.

Integrative Discussion

The research findings demonstrate that the relationship between organizational culture and work discipline is not a simple linear process. Culture operates through mutually reinforcing layers. Consistent artifacts create an environment of order; values provide meaning to regulations; basic assumptions transform discipline into a necessity; and professional ethics strengthen self-control. If one layer becomes inconsistent, such as unequal rule enforcement or leadership that fails to provide examples, cultural internalization may weaken. Therefore, improving performance requires integration between symbolic, normative, and managerial aspects.

These findings are consistent with research by Adhitya et al. (2022), Rahmawati and Nurhadian (2023), and Wiharti et al. (2024), which position organizational culture and discipline as important factors affecting performance. However, this research provides a process-based explanation of how culture becomes disciplinary behavior within the Secretariat of the Regional House of Representatives. In this context, digital systems and SOPs function as artifacts that strengthen accountability, while integrity and responsibility serve as values that give meaning to compliance. These qualitative findings demonstrate that the

most stable form of discipline is discipline that has transformed from formal obligation into work awareness.

The practical implication is that performance improvement programs should not only focus on strengthening regulations. Organizations need to create alignment between communicated values, leadership behavior, reward systems, communication patterns, and work procedures. When employees observe consistency among these elements, trust in the system increases and discipline becomes easier to maintain. Conversely, inconsistency between formal values and daily practices may create superficial compliance. Therefore, organizational culture evaluation should become part of periodic performance management evaluation.

This research also emphasizes the importance of organizational context. The Secretariat of the Lampung Provincial Regional House of Representatives has dynamic work characteristics, involving support for legislative agendas, legal administration, finance, public relations, protocol, and internal services. Differences in these demands cause forms of discipline in each division to not always be identical. General standards remain necessary, but implementation should consider task characteristics so that regulations are not perceived as rigid and continue to support work effectiveness. A contextual approach helps organizations maintain balance between procedural compliance and operational needs.

Thus, the main contribution of this research lies in explaining that organizational culture is a social mechanism connecting values, practices, and work discipline. Employee performance improves when organizational values are internalized, artifacts support order, basic assumptions strengthen awareness, ethics establish internal control, and leadership provides fair examples. These findings can serve as a basis for developing human resource management strategies within the Secretariat of the Lampung Provincial Regional House of Representatives and other public organizations with similar characteristics.

CONCLUSION

The study concludes that organizational culture plays an important role in shaping work discipline and supporting the improvement of employee performance at the Secretariat of the Lampung Provincial Regional House of Representatives. Organizational artifacts in the form of regulations, official attributes, work procedures, attendance systems, and digital administration create work order and accountability. The values of integrity, responsibility, professionalism, and cooperation encourage awareness-based discipline, while basic assumptions lead employees to perceive discipline as an organizational necessity and a shared responsibility. Professional work ethics strengthen internal control so that disciplined behavior does not entirely depend on formal supervision.

Nevertheless, consistency in rule enforcement, perceptions of fairness, two-way communication, and leadership role modeling remain aspects that require

improvement. Therefore, strengthening organizational culture needs to be carried out through continuous internalization of values, fair and consistent implementation of regulations, communicative leadership that provides exemplary behavior, objective reward and sanction systems, and periodic performance evaluations. These efforts are necessary so that discipline develops into a stable work culture and ultimately improves the quality, productivity, and sustainability of employee performance.

Future research may expand the study by incorporating other variables or applying different methodological approaches to further examine the relationship between organizational culture, discipline, and performance within broader public organizational contexts.

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