



Human Resource Competence and Organizational Culture on Employee Performance through Work Discipline

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Abstract

The purpose of the study was to measure the influence of human resource competence and organizational culture on employee performance through work discipline, the research was conducted on employees of PT. Arexas Indonesia in Balikpapan City. The analytical tool technique used is SEM-PLS with a sample of 78 employees. The analyss data collection techniques using questionnaires with a Liker scale, the results of data management show that transformational leadership does not have a positive and significant effect on organizational commitment, organizational culture has a positive and significant effect on organizational commitment, transformational leadership has a positive and significant effect on job satisfaction, organizational culture has a positive and significant effect on job satisfaction, organizational commitment Positive and significant effect on job satisfaction.

Keywords: Organizational Culture; Employee Performance; Work Discipline

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Introduction

The rapid development of the globalization era has an impact on economic growth around the world. The impact has been felt by various domestic business sectors to improve their ability to improve their business environment both internally and externally. The impact of this development is not only felt by the private sector but also by government institutions. This situation has forced organizations in terms of improving the quality of human resources in order to create high competitiveness. High competitiveness is able to create

better competence. Competence is not always based on the amount of knowledge and skills possessed, but also from the ways and attitudes of human resources. The decrease in performance and effectiveness is caused by the low quality of human resources owned (Atuti, 2021).

Candra Wijaya (2021) in seeing the success rate of achieving targets, work effectiveness can be used as a benchmark to see this. According to Masram (2015), one of the models of human resource competency development is by improving quality and developing global insight. Competency development needs to be done in order to improve performance and organizational goals can be achieved.

A common problem that often exists in organizations is work discipline. Work discipline is important to pay attention to because it can help in achieving organizational goals. Furthermore, the level of employee discipline through adherence to norms in the organization can affect the effectiveness and productivity of the organization (Mahastri et al., 2022). In a practical sense, this research contributes to the strategy, whereas training may be useful to increase employee awareness for work discipline and assist managers in creating a positive working atmosphere (Cole, 2008).

Talking about the quality of human resources is certainly a benchmark that we can use as a benchmark or comparison so that we can know and determine quality humans (Anas, 2022; Setiono & Sustiyatik, 2020). That the better the quality of the factors contained in organizational culture, the better the performance of the organization. Culture in an organization or company has a very important position. According to Joseph & Kibera, (2019), explains that there is a relationship between organizational culture and organizational performance. According to the organizational culture diagnosis model, an organization's performance improves along with the quality of its factors.

According to Stephen P. Robbins, (2018) claims that the main values propagated in organizations are organizational culture; It is used as an employee work philosophy and guides organizational policies to manage its employees and customers. According to Dahleez & Aboramadan, (2019) explain how important organizational culture is, which is defined as habits established and followed by members of the organization at all levels of the hierarchy. Discipline is not only the attitude of employees to want and comply with applicable regulations and standards, but also actions that management can take to encourage employees to comply with existing regulations (Dompak & Permatasari, 2021). Defines Discipline is the process of directing or controlling interests to achieve better goals. Knew the influence of differences in explanation, employee attribution, type of violation and severity of perceptions of disciplinary fairness on employee discipline, the level of employee discipline through compliance with norms in the organization can affect organizational effectiveness and productivity (Achmad, 2023; Firmansyah et al., 2023).

Sudja & Gama, (2020) performance is the achievement of work results both in terms of quantity and quality of work that has been standardized by the company. Performance is defined as the combination of behavior with the achievement of what is expected, the choice or part of the task requirements that exist for each member of the organization, and the achievement of what is expected (Robbins & Judge, 2018; Walman, 2013). Performance is the result of work that can be achieved by an employee in carrying out the tasks assigned to him in quality and quantity (Mangkunegara & Octorend, 2015).

Research Method

The approach in this study uses a causality approach, Syahza (2021) the causality approach is intended to see the causal relationship between the variables used. The research was carried out by PT. Arexa Indonesia is domiciled in East Kalimantan which is specifically located in Balikpapan City. The population in this study is employees at PT. Arexa Indonesia as many as 78 people and at the same time used as samples (Sugiyono, 2019). Meanwhile, data collection uses questionnaires that are distributed directly to predetermined respondents. The analysis technique used is *Partial Least Square* (PLS) using *the Structural Equation Modeling* (SEM) equation. Ghozali & Latan, (2015) the shift that occurs in PLS is an approach with a covariance base to variance. The advantage possessed by the PLS approach is that there is no requirement that data must be normally distributed, nor is there a problem of multicollinearity between variables (Ghozali & Latan, 2015).

Results & Discussion

Uji Validitas

From the data collected, after testing the validity using SmartPLS 3.0, the following results were obtained:

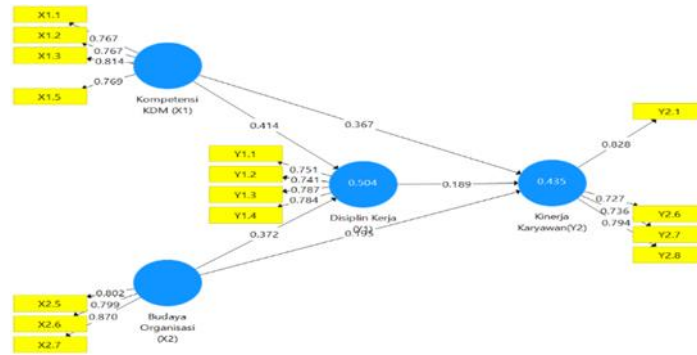


Figure 1. Output SmartPLS/Algorithm

The results obtained after retesting by removing question items that are not in accordance with the standard are obtained results with the latest correlation values as shown above. If detailed more deeply, the competency variable with four question items on average has a correlation value above 0.77. Cultural variables with three question items on average had a correlation value above 0.82. The work discipline variable with four average question items has a correlation value above 0.76, and the performance variable with four average question items has a correlation value above 0.77.

Convergent Validity Test

Testing validity can also use convergent testing. The following table gives an idea of validity testing by taking into account the *Loading Factor value*. The results below are based on testing using SmartPLS 3.0. where each question from each variable has the *following Loading Factor value*:

Table 1
Convergent Validity based on Loading Factor

	Organizational Culture (X2)	Work Discipline (Y1)	Employee Performance(Y2)	HR Competency (X1)
X1.1				0.767
X1.2				0.767
X1.3				0.814
X1.5				0.769
X2.5	0.802			
X2.6	0.799			
X2.7	0.870			
Y1.1		0.751		
Y1.2		0.741		
Y1.3		0.787		
Y1.4		0.784		
Y2.1			0.828	
Y2.6			0.727	
Y2.7			0.736	
Y2.8			0.794	

Source: SmartPLS 3.0. Output, 2024

By referring to the convergent validity table above, it can be conveyed that by looking at the existing *Loading Factor value*, it can conclude that each question item used in the study is valid. This is explained by looking at the *Loading Factor* which is above 0.5. so that each question item has met *convergent validity*.

Discriminant Validity Test

In addition to using convergent testing, validity can also be tested using discriminant validity testing. Discriminant validity testing is intended to find out how accurate each variable used in the study is. Discriminant validity testing can be determined by looking at the *Fornell-Larcker Criterium value* from the results of data processing using SmartPLS 3.0.

Table 2
Discriminant Validity via Fornell-Larcker Criterium

	Organizational Culture (X2)	Work Discipline (Y1)	Employee Performance (Y2)	HR Competency (X1)
Organizational Culture (X2)	0.824			
Work Discipline (Y1)	0.633	0.766		
Employee Performance (Y2)	0.546	0.550	0.772	
HR Competency (X1)	0.632	0.649	0.612	0.779

Source: SmartPLS 3.0. Source, 2024

By referring to the *Discriminant Validity* table which shows the *value of Fornell-Larcker Criterium* above, it can be conveyed that the value of Fornell-Larcker Criterium for organizational culture is 0.824, work discipline is 0.766, employee performance is 0.772 and competence is 0.779. Each value of each variable used in this study shows that it has been valid using discriminant validity testing.

Reliability Test

In measuring the level of consistency of one question, a reliability test is used to find out. The standard used in reliability testing is *Cronbach's alpha* value of 0.60. From the data collected, after conducting reliability testing using SmartPLS 3.0, the following results were obtained:

Table 3
Reliability Test

	Cronbach's Alpha	Composite Reliability
Organizational Culture (X2)	0.763	0.864
Work Discipline (Y1)	0.767	0.850
Employee Performance (Y2)	0.779	0.855
HR Competency (X1)	0.785	0.861

Source: SmartPLS 3.0. Source, 2024

By referring to table 3 of reliability tests that show the *value of Cronbach's alpha in each variable*, it can be conveyed that the value of Cronbach's alpha for organizational culture is 0.763, the value of Cronbach's alpha of work discipline is 0.767, the value of Cronbach's alpha of employee performance is 0.779, and the value of Cronbach's alpha Human resource competence is 0.785. This means that when referring to the standards used in reliability testing, it is concluded that every variable question in this study is reliable.

In addition to *Cronbach's alpha value*, another commonly used way to determine whether a variable is reliable or not is to use or look at the value of *Composite Reliability*. If the *Composite Reliability* value is above 0.70, it can be said that the variable question in this study is reliable. By referring to the table above and looking at the *Composite Reliability* column where each value in each variable shows a number above 0.70, it is concluded that the variable question in this study is reliable. So that both using *Cronbach's alpha* and *Composite Reliability* every variable question in this study is reliable.

Inner Model

A structural model, or inner measurement, is a model that connects latent variables. To generate values, tests in the model are performed to evaluate the relationship between exogenous and endogenous constructs that have been hypothesized previously. The inner model provides information about the structural model between latent variables and other variables on the basis of *substantive*

theory. The first step in SmartPLS is done by bootstrapping method, and the result is shown with t-statistics and r square. The results of the inner *model testing* are delivered as follows:

T-Statistics

The t-test determines how much influence each independent variable has on the dependent variable; This is the same as a partial test. To perform this test, t count is compared to the table t or column significance of each t count viewed. After each variable statement is declared valid, all variables It is declared reliable, and the structural model of the research is declared appropriate, then the research t-statistical test can be carried out.

The focus of this study is whether or not there is a relationship between human resource competence variables (X1), organizational culture (X2), and work discipline (Y1) with employee performance (Y2). It is known that the sum of 1.661 is obtained using the formula $df = \text{number of samples} - \text{the number of variables}$, or $df = N - K$, which gives $df = 95 - 4 = 91$, and then connected with the error degree of 5%, or 0.05. The results of data processing for significance test (t test) are as follows:

Table 4
T-statistical test

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Organizational Culture (X2) -> Work Discipline (Y1)	0.372	3.831	0.000
Organizational Culture (X2) -> Employee Performance(Y2)	0.195	1.500	0.134
Work Discipline (Y1) -> Employee Performance(Y2)	0.189	1.498	0.135
HR Competency (X1) -> Work Discipline (Y1)	0.414	4.195	0.000
HR Competency (X1) -> Employee Performance(Y2)	0.367	2.708	0.007

Source: SmartPLS 3.0. Source, 2024

By referring to table 4 of t-statistical tests in the table above, it can be seen that in this study there are variables that have a significant effect and there are also variables that do not have a significant effect.

With an initial sample value of 0.414, human resource competence showed a positive and significant relationship to work discipline. The results of the statistical t-test showed that the t-count of 4.195 was greater than the t-table, 1.661, which showed that competence had an influence on work discipline with a significance level (p value) of 0.000 greater than 0.1. From these results, it can be concluded that human resource competence has a relationship with work discipline in other words, H1 is approved.

The initial sample value of 0.372 shows that the relationship of organizational culture variables to work discipline has a positive and significant influence. The results of the statistical t-test showed that the t-count of 3.831 was greater than the t-table, 1.661, which showed that organizational culture had an influence on work discipline with a significance level (p value) of 0.000 greater than 0.1. From these results, it can be concluded that the relationship of organizational culture variables to discipline. Therefore, H2 is accepted.

The initial sample result of 0.367 shows that the variable X1 HR competence has a positive correlation with employee performance. In addition, it can be concluded that HR competence affects employee performance with a significance value (p value) of 0.007 greater than 0.1, because the value in the statistical t shows that the t-count of 2.708 is greater than the t-table of 1.661. Therefore, H3 is accepted.

The initial value of the sample of organizational culture variables was 0.195, which indicates a positive relationship between organizational culture and employee performance. However, with a value (p) of 0.134 greater than 0.05, it can be concluded that organizational culture has no effect on employee performance. Thus, it can be concluded that organizational culture does not have a positive or significant impact on employee performance. The H4 hypothesis was eventually rejected.

The initial sample value of 0.189 indicates that the relationship of work discipline variables to employee performance does not have a positive or significant influence. The results of the statistical

t-test showed that the t-count value of 1.498 was greater than the t-table value, 1.661, which showed that the relationship of labor discipline variables to employee performance did not have a positive or significant influence. The conclusion of these findings is that the level of significance (p value) that no significant relationship occurs between work discipline and employee performance.

R-Square

Structural model testing can be done if the data used have met validity and reliability testing. In this study, this has been fulfilled so that it is continued with structural testing, with the following results:

Table 5
R Square and Adjusted R Square values

	R Square	R Square Adjusted
Work Discipline (Y1)	0.504	0.491
Employee Performance (Y2)	0.435	0.412

Source: SmartPLS 3.0. Source, 2024

In the table above there is information that can be conveyed about the value of R square in the performance variable. The value of 0.435 or 43.5% is the amount of contribution made by the competence and culture of the organization to the performance of employees at PT. Arexas Indonesia Balikpapan City. Meanwhile, there are variables other than competence and organizational culture that can contribute 56.5% to performance, it's just that these variables are not used in this research model.

The Influence of Human Resource Competence on Work Discipline

Referring to the results that have been obtained in this study, that a significant and positive relationship occurs between human resource competence and work discipline. Knowledge, understanding, abilities, and attitudes are the main focus of PT. Arexas Indonesia Balikpapan City which is owned to develop its resources as well as the attitude towards its competence is very meaningful in improving the quality of work that must be maintained by employees. While values and interests have not become the focus of attention for employees to encourage the competence of their resources.

Spencer's theory, L. & Spencer, (2006) supports this research, where the characteristics possessed by a person are used to carry out duties and responsibilities in a position. Competence itself at least has the characteristics of having motives, there are innate factors, understanding self-concept, having qualified knowledge and skills.

Marnisah et al., (2021) concluded that at least two things that must be possessed by humans are reasoning power and physical strength. Reasoning power and physical strength are part of competencies that can be a driver in improving work discipline. Organizations today are beginning to pay attention to these two components, namely reason and physical strength in creating a superior and competent workforce.

Who have a focus on improving work discipline, in their research also included human resource competencies found that in real terms competence with a high level can have a good impact on good work discipline as well. This means that there is a positive correlation that occurs between competence and performance.

The Influence of Organizational Culture on Work Discipline

Referring to the results that have been obtained in this study, that a significant and positive relationship occurs between organizational culture and work discipline. Team orientation, aggressiveness, stability of employees at PT. Arexas Indonesia Balikpapan City is one that must be maintained, although it has not focused on result orientation, orientation as well as innovation and risk taking. This is because some of the work done so far can all still be overcome and completed properly.

Which states that the relationship between organizational culture and work discipline has gained significant recognition among organizational culture researchers. According to Maryati & June, (2019) organizational culture is comprehensively able to have a great impact on work discipline. Organizational culture that is utilized effectively can improve work discipline.

The competitive advantage created by organizational culture is able to provide experience and manage information well so as to create work discipline (Gunawan & Hartono, 2022). Other research emphasizes organizational culture that in improving work discipline, it must create a good culture so as to create seriousness in employees in achieving organizational goals (Santoso & Seohari, 2020; Shahzad, 2016). Harmony between employees in implementing the same culture in the company can

be a driver that can improve employee discipline (Puspita, 2020) As a result, it was suggested that it would be effective to enhance EP by adopting a solid organizational culture and voice.

In addition, Fidyah & Setiawati, (2020) found that a solid culture in organizations is quite useful for improving employee performance and improving overall organizational performance. According to Nurussaifa, (2020) clarified that failed organizations have a long life expectancy, as a result of poor organizational culture. Eventually there will be demonstrations, protests, or the like that will bankrupt or unhealthy the organization. So that this condition illustrates that in achieving one of the goals of the organization, namely increasing discipline, it can only occur if there is a good understanding of organizational culture.

The Effect of Human Resource Competence on Employee Performance

Referring to the results that have been obtained in this study, that a significant and positive relationship occurs between human resource competence and employee performance. Obey the rules of time, obey the rules of the company, obey the rules of work, and obey other rules of employees at PT. Arexas Indonesia Balikpapan City is a must because work is related to legal certainty and completion time, so employees who do the work must be able to comply based on work agreements with other companies.

A study conducted by Syardiansah et al., (2022) states that better employee skills, knowledge, and abilities can lead to higher levels of performance to compete with competitive organizations available in the market. Further, it is possible to achieve organizational success. Manani & Ngui' s (2019) states that competence forms the foundation for optimal performance and engagement in work. One of the studies conducted by Zaim et al., (2019) showed that there is a positive relationship between competence and individual performance.

The Influence of Organizational Culture on Employee Performance

Referring to the results that have been obtained in this study, that no significant relationship occurs between organizational culture and employee performance. Understanding, quality, planning, and commitment have not been the point of concern of employees at PT. Arexas Indonesia Balikpapan City, this is marked because of the low contribution of employees to build a work culture in the organization so that it can have an impact on employee performance.

The results of the study above, in contrast to the opinions of experts including Sinaga et al., (2018) provide information that there is a positive influence between organizational culture and employee performance. The company's core principles are as follows: Hard work, reliable, honorable, attentive, and honest can improve employee performance. Leaders and employees always comply with regulations and enforce a clear code of ethics to improve performance and achieve targets.

The results Sulila, (2022) organizational culture also improves employee performance by emphasizing shared goals and values. According to previous research, a strong corporate culture implies observing the company's values and mission. A strong culture produces employees with a well-tuned sense of direction and facilitates the creation of standardized definitions of success to enable the organization to thrive as a team. Similarly, Narayana argues that successful companies have a culture centered on deeply held and widely shared beliefs reinforced by structure and strategy.

Therefore, the leadership of PT. Arexas Indonesia Balikpapan City encourages its employees to understand organizational culture as the most important part of improving employee performance.

The Effect of Work Discipline on Employee Performance

Referring to the results that have been obtained in this study, that no significant relationship occurs between work discipline and employee performance. Employee understanding regarding the regulations set by the leadership of PT. Arexas Indonesia Balikpapan City, has not been fully obeyed by employees so that it has an impact on low discipline, this is influenced by several conditions such as; Low supervision so that employees do not obey on time, work not on time, and other regulations The company is still often violated by employees.

The results of the above research, not in line with the opinion according to Soedjono, (2005) Employee performance can be assessed based on six criteria: quality, quantity, punctuality, effectiveness, independence, work commitment, and responsibility. One of the benchmarks used to see employee performance is employee discipline. The discipline shown by employees certainly encourages performance improvement. Good work discipline gives an idea that employees are consciously and responsibly in performing the assigned tasks. Therefore, the importance of work discipline is imposed in the company to be able to encourage the achievement of company goals.

According to Cherry et al., (2023) said that work discipline as a picture of attitudes and behaviors that consciously obey every rule in the organization. Darmadi, (2020) explained that there

are several indicators that can be used to measure discipline, namely responsibility, attitudes and norms.

In creating high performance, it requires encouragement in the form of motivation and high work discipline as well. According to Thamrin, (2020) application of work discipline is a tool that can be used to provide awareness in the form of fulfilling responsibilities in carrying out the tasks given by the company.

Work discipline is a condition created with the aim of providing awareness to every employee in complying with existing regulations. Therefore, the leadership of PT. Arexas Indonesia Balikpapan City encourages its employees to understand the importance of discipline at work so that it can improve employee performance.

Conclusions

Based on the analysis and discussion that has been conveyed in the previous chapter regarding the relationship between organizational culture and human resource competence with employee performance through work discipline at PT. Arexas Indonesia Balikpapan, as well as the hypothesis testing carried out, it can be concluded that: This study found that HR competence has a positive and significant correlation with work discipline. This is because every employee who works must have competencies that are in accordance with the field of work involved. The study found that there is a positive and significant relationship between organizational culture and work quality. This is because every employee must understand the organizational culture in order to improve the quality of their work, because every employee is required to have a high cultural quality at work. This research found that human resource competence affects how well they work. This is because the quality of human resources is the Company's main demand to improve the quality of work, so companies in employee recruitment must pay attention to employees who have quality work. The research found that organizational culture did not significantly or positively affect employee performance. This is because some employees still consider organizational culture not important in improving employee performance, the Company provides sanctions for employees who have not made organizational culture a work culture. The study found that there was no positive or significant relationship between work discipline and employee performance. This is because some employees consider that discipline has not been an important measure at work, employees assume that if they have completed the work well according to the provisions set by the Company, then there are some employees who have been slow to enter work because they think their work has been completed.

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