

# Influence of organizational culture and job satisfaction on employee performance at the Gembor Periuk sub-district office Tangerang City

Sriwanti Pardosi<sup>1</sup>, Herayati<sup>2</sup>, Martinus Wahyu Purnomo<sup>3</sup>

<sup>1,2</sup>Program Studi Management, Universitas Bina Sarana Informatika, Jakarta, Indonesia

<sup>3</sup>Departement Ekonomi Pembangunan, Universitas Bina Sarana Informatika, Jakarta Indonesia

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**ABSTRACT**

Human resources are a driving factor in the running of organizational operations, the success of an organization is determined by the existence of its human resources. So that human resources or organizational employees become the main concern for achieving organizational success. Achieving these goals is influenced by several factors, namely organizational culture and job satisfaction. This researcher's approach uses an associative approach, with the aim of analyzing the problem of the relationship between one variable and other variables. Total sampling is taken from everything in the research. So the sample used in this research was 15 employees at the Gembor Periuk sub-district office, Tangerang City. Analysis methods, Quantitative Analysis, Classic Assumption Test, t Test, and F Test. Organizational culture influences employee performance at the Gembor Periuk Village Office, Tangerang City. This can be shown by the tcount value of 3.933 and ttable 1.78229. This means that tcount > ttable with a significant value of  $0.002 < 0.05$ . Job satisfaction influences employee performance at the Gembor Periuk sub-district office. This can be shown by the tcount value of 3.125 and ttable 1.78229. This means that tcount > ttable with a significant value of  $0.009 < 0.05$ . The influence of organizational culture and job satisfaction on employee performance at the Gembor Periuk sub-district office, this can be shown by the Fcount value of 12.632 and Ftable of 3.885. This means that Fcount > Ftable with a significant value of  $0.001 < 0.05$ . The results of this research show that organizational culture and job satisfaction simultaneously have a positive and significant effect on employee performance at the Gembor Periuk Subdistrict Office.

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**Corresponding Author:**

Sriwanti Pardosi,  
Program Studi Management,  
Universitas Bina Sarana Informatika,  
Jl. Gatot Subroto No.8, Cimone, Kec.Karawaci Tangerang City, Banten, 15114, Indonesia.  
Email: sriwanti.pardosi@gmail.com

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**1. Introduction**

Human resources are a driving factor in the running of organizational operations, the success of an organization is determined by the existence of its human resources (Machová et al., 2018). So that human resources or organizational employees become the main concern for achieving organizational success (Al-Kassem, 2021).

Manpower is a very valuable asset and has an important role for success in companies and institutions. Humans are the driving force and determine the direction of an institution (Torraco & Swanson, 1995). Individuals are a dynamic asset and have the potential to continue to grow, so they need to get attention from the company (Teece, 2007). Research is needed to increase effectiveness in carrying out activities so that the company will always interact with available resources. That way, human resource development must be the main focus in a company. "Performance can therefore be interpreted as a person's success in work performance. Employee behavior is also closely related to organizational results and is the most important aspect that must

be paid attention to by organizational leaders. Every employee of the organization must have the same vision, namely achieving organizational goals (Ariawaty, 2020)."

Job satisfaction refers to the emotional state of employees, where there is a relationship between the services provided by employees and the company's salary level (Bakotić, 2016). Thus, everything that a company offers to its employees greatly influences satisfaction which influences employee attitudes towards their work (Ali & Anwar, 2021). "Job satisfaction is an employee's attitude towards their work in relation to the work situation, employee cooperation, workplace rewards and physical and psychological factors (Sypniewska, 2014)."

There are negative factors that can affect strong employee performance. These problems at the Gembor Periuk Sub-district office, Tangerang City include, among other things, a lack of task completion (White et al., 2019), employee tardiness that does not receive special attention from superiors (Utari et al., 2021), and a lack of strict rules for implementing employee performance (Lapuenta & Van de Walle, 2020). All these are the reasons behind the decline in employee performance. Performance enhancing factors are organizational culture and job satisfaction (Soomro & Shah, 2019). In connection with the existence of organizational culture on employee performance, at the Gembor Periuk Village office, Tangerang City.

Based on the results of temporary observations by researchers in the field, several problems were seen related to employee performance. In terms of organizational culture, there is a lack of compliance with company regulations, as many are still late for work. In terms of job satisfaction, there is a lack of enthusiasm from the company such as incentives and bonuses for employees. If this is left untreated and does not receive attention, it will have an impact on employee performance. Based on the problems above, it is necessary to research the "Influence of Organizational Culture and Job Satisfaction on Employee Performance at the Gembor Periuk Subdistrict Office, Tangerang City".

## **2. Research Method**

### **Data Collection Methods**

This research uses a survey method where the author distributes questionnaires to collect data. The approach used in this research is quantitative. "Quantitative research is defined as a research method based on the philosophy of positivism, which is used to study certain populations or sample data, collect data through research instruments, analyze quantitative/statistical data to verify hypotheses" (Sugiyono, 2019:17).

The techniques used to collect the data required for research are called data collection techniques. Data collection in scientific research involves the use of methodical strategies to gather necessary information. Research can use various data collection methods, including:

Observation is the basis of all science. to collect data collected through various methods to clearly describe the research focus. This observation stage is carried out to collect data material. If necessary, observations are carried out by observing and recording phenomena found in the object of observation (Sugiyono, 2019).

Interview are used as a data collection technique when the researcher wants to conduct a preliminary study to find the problem to be researched, but also when the researcher is also more specific about what comes from the respondent. This information collection technology is based on self-reporting or at least on personal knowledge and beliefs. Interviews conducted by researchers in this study mean a method of asking and answering directly to the source. Interviews were conducted by researchers in this study using a direct question and answer method from the source. The interviews conducted by researchers were interviews that used a structured model (Sugiyono, 2019).

Questionnaires are an effective data collection technique if the researcher knows exactly the variables to be measured and knows what to expect from the respondent" (Sugiyono 2019). The questionnaire will be distributed online via electronic media, namely Google Form, by distributing written questions to respondents. The questionnaire used by researchers is closed, that is, questions or statements do not provide freedom to answer because alternative answers have been recorded.

### **Data Collection Techniques**

To collect the information data needed in this research, the methods used by the author include:

#### **Data based on sources**

Data sources are information that can provide information about data. Sugiyono (2019). Based on the source, data is divided into two, namely primary data and secondary data.

Primary data is information obtained through interviews or interviews. Primary data is used in this research because the data is obtained from primary or direct sources. Respondents responded by filling out a questionnaire distributed by the researcher. Secondary data is information obtained or collected by people who rely on existing sources in their research. Secondary data was collected in this research through documentation

### **Data Based on Form**

Based on form, data is divided into two, namely quantitative data and qualitative data. Quantitative data is survey data in the form of numbers, statistical data and statistical data that can be analyzed. Quantitative knowledge is called the scientific method because it can be measured, rational, objective and empirical. Qualitative data is data that cannot be measured with numbers, a type of data that characterizes or describes something, data that can be observed and recorded.

### **Quantitative Analysis**

Quantitative analysis is carried out using multiple linear regression, correlation test, coefficient of determination R<sup>2</sup>: Multiple linear regression is a technique. Linear regression analysis is a statistical technique that is used to create models and investigate the influence of one variable or several independent variables (independent variables) on the response variable (dependent variable), while multiple linear regression is regression analysis using two or more independent variable (Maulud & Abdulazeez, 2020). In finding the correlation value, we will use the correlation method which is used to test the validity of the Pearson product moment correlation with the formula according to Sugiyono (2020:246). Correlation is continued by calculating the coefficient of determination, namely squaring the coefficient. The coefficient of determination is calculated by squaring the coefficient and then multiplying by 100%. The coefficient of determination can be expressed in percentage (Sugiyono, 2019:249).

### **Classic assumption test**

The classic assumptions used according to Ghozali in this research (Nainggolan, 2022) are: Multicollinearity Test, Autocorrelation, Heteroscedasticity Test, and Normality Test which can be explained in detail as follows:

The multicollinearity test aims "to test whether the regression model found any correlation between independent variables". A good regression model should have no correlation between the independent variables. The multicollinearity test is used to find out whether the line is determined to have a high correlation between the independent variables.

The autocorrelation test aims to "test whether in linear regression there is a correlation between confounding errors in period t and confounding errors in period t-1 (previous)". Autocorrelation arises because successive observations over time are related to each other. This problem arises because the residuals (nuisance errors) are not independent from one observation to another.

The heteroscedasticity test aims "to test whether in the regression model there is an inequality of variance from the residuals of one observation to another". If the variance from one residual observation to another is constant, it is called homoscedasticity and if it is different it is called heteroscedasticity.

The normality test aims "to test whether the regression model, confounding variables or residuals have a normal distribution". To test whether the research residuals are normally distributed, a test is used to see whether the regression model is normal or not, provided that the data follows a diagonal line and spreads around the diagonal line

### **Hypothesis test**

The t statistical test is also known as the individual significance test, which shows how far the independent variable partially influences the dependent variable. Testing the significance of the relationship, namely by finding it throughout the applicable population. The t test, known as the partial test, is used to test the effect of each independent variable on the dependent variable. The partial test was carried out by comparing the t count with the t table at a significance level of  $\alpha$  5% (Sugiyono, 2019:248).

The correlation coefficient found is valid only for the sample being studied. To be able to determine whether the correlation coefficient can be generalized, its significance must be tested (Sugiyono, 2019:257).

### 3. Results And Discussions

#### Multiple Linear Regression Analysis Test

Multiple Linear Regression Analysis is an analysis used for research purposes to determine the relationship between the influence of the independent variable on the dependent variable. Based on the data processing that has been carried out, it can be seen that the relationship model from multiple linear regression analysis can be seen in the following table:

**Tabel 1. Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardize d	t	Sig.	
	B	Std. Error	Coefficients			
1	(Constant)	13.996	6.595		2.122	.055
	organizational culture	.367	.093	.644	3.933	.002
	job satisfaction	.220	.070	.512	3.125	.009

a. dependent employee performance variable

1. The constant value ( $\alpha$ ) is positive, namely 13.996. This means that if the independent variables, namely Organizational Culture (X1), Job Satisfaction (X2), detect errors and are considered constant at 0 (zero), then the Employee Performance variable (Y) is 13.996 and the Employee Performance variable will run well.
2. The regression coefficient value for the Organizational Culture variable (X1) is 0.367 with a positive relationship towards the Employee Performance variable, if Organizational Culture experiences an increase it will be followed by an increase in Employee Performance of 36.7%. The higher the organizational culture possessed by employees, the better the employee performance will be.

#### Correlation Coefficient

The correlation coefficient between Organizational Culture and Job Satisfaction on Employee Performance is 0.823, the relationship between the two variables is in the "Very Strong" category because it is in the interval (0.80-1.00) and the direction of the correlation is (+) meaning that Organizational Culture and Job Satisfaction must improved, it will improve employee performance. So, conversely, if organizational culture and job satisfaction are not improved, employee performance will decrease

**Tabel 2. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.823 <sup>a</sup>	.678	.624	1.72301

a. Predictors: (Constant), Organizational Culture, Job Satisfaction. The correlation coefficient between Organizational Culture and Job Satisfaction on Employee Performance is 0.823, the relationship between the two variables is in the "Very Strong" category because it is in the interval (0.80-1.00) and the direction of the correlation is (+) meaning that Organizational Culture and Job Satisfaction must improved, it will improve employee performance.

#### Hypothesis Test t

Organizational Culture tcount = 3.933, so we get tcount > ttable or 3.933 > 1.78229, so the significant value is 0.002 < 0.05, so H0 is rejected and Ha is accepted, which means that the Organizational Culture variable (X1) partially has a positive and significant effect on Employee Performance.

Job Satisfaction tcount = 3.125, so we get tcount > ttable or 3.125 > 1.78229, so it is significant 0.009 < 0.05, so H0 is rejected and Ha is accepted, which means that the Job Satisfaction variable (X2) partially has a positive and significant effect on Employee Performance.

**Tabel 3. Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardize d	t	Sig.	
	B	Std. Error	Coefficients			
1	(Constant)	13.996	6.595		2.122	.055
	Organisational Culture	.367	.093	.644	3.933	.002
	Job Satisfaction	.220	.070	.512	3.125	.009

a. Dependent Variable: Employee Performance

Organizational Culture  $t_{count} = 3.933$ , so we get  $t_{count} > t_{table}$  or  $3.933 > 1.78229$ , so the significant value is  $0.002 < 0.05$ , so  $H_0$  is rejected and  $H_a$  is accepted, which means that the Organizational Culture variable (X1) partially has a positive and significant effect on Employee Performance.

Job Satisfaction  $t_{count} = 3.125$ , so we get  $t_{count} > t_{table}$  or  $3.125 > 1.78229$ , so it is significant  $0.009 < 0.05$ , so  $H_0$  is rejected and  $H_a$  is accepted, which means that the Job Satisfaction variable (X2) partially has a positive and significant effect on Employee Performance.

### Hypothesis F Test

Based on these results, it shows that there is a simultaneous positive and significant influence between Organizational Culture and Job Satisfaction on Employee Performance at the Gembor Periuk Subdistrict Office, Tangerang City.

**Tabel 4.** ANOVA<sup>a</sup>

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	75.004	2	37.502	12.632	.001 <sup>b</sup>
Residual	35.625	12	2.969		
Total	110.630	14			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organizational Culture, Job Satisfaction

To test the statistical hypothesis above, an F test is carried out at the  $\alpha = 5\%$  level as follows:  $F_{table} = n - k - 1 = 15$ ,  $F_{table} 15 - 2 - 1 = 12$ . So  $F_{table} = 3.885$  and  $F_{count} = 12.632$ . Based on the test results above, the F value of organizational culture and job satisfaction is  $12.632 > 3.885$ .

Then, looking at the results of employee performance, the significant value is  $0.001 < 0.05$ . Thus  $H_0$  is rejected ( $H_a$  is accepted). Based on these results, it shows that there is a simultaneous positive and significant influence between Organizational Culture and Job Satisfaction on Employee Performance at the Gembor Periuk Subdistrict Office, Tangerang City.

Based on the results of distributing questionnaires at the Gembor Periuk District Office, Tangerang City, it can be concluded that all questionnaires that have been filled out by respondents are considered valid in relation to the statement items regarding the variables Organizational Culture and Job Satisfaction in their influence on Employee Performance. This shows that the questionnaire used by researchers obtained appropriate and relevant responses from respondents in measuring the variables studied.

By confirming that the data is valid, the results of this research become more reliable in describing the influence of organizational culture and job satisfaction on employee performance at the Gembor Periuk sub-district office, Tangerang City.

Organizational culture influences employee performance at the Gembor Periuk Village Office, Tangerang City. This can be shown by the  $t_{count}$  value of 3.933 and  $t_{table}$  1.78229. This means that  $t_{count} > t_{table}$  with a significant value of  $0.002 < 0.05$ . Thus, it can be concluded that the first hypothesis regarding the positive and significant influence on employee performance can be accepted. Therefore, these results indicate that the alternative hypothesis ( $H_a$ ) is accepted and the null hypothesis ( $H_0$ ) is rejected. The results of this research are similar to previous research conducted by Senen Abdi Santoso (2020) which examined the influence of organizational culture and job satisfaction on the performance of PT Telkom Rajawali Cooperative employees.

Job satisfaction influences employee performance at the Gembor Periuk sub-district office. This can be shown by the  $t_{count}$  value of 3.125 and  $t_{table}$  1.78229. This means that  $t_{count} > t_{table}$  with a significant value of  $0.009 < 0.05$ . The results of this research show that work discipline has a positive and significant effect on employee performance at the Gembor Periuk Village Office. This means that if the job satisfaction provided in the company runs well, it can improve the performance of employees at the Gembor Periuk Village Office.

The influence of organizational culture and job satisfaction on employee performance at the Gembor Periuk sub-district office, this can be shown by the  $F_{count}$  value of 12.632 and  $F_{table}$  of 3.885. This means that  $F_{count} > F_{table}$  with a significant value of  $0.001 < 0.05$ . The results of this research show that organizational culture and job satisfaction simultaneously have a positive and significant effect on employee performance at the Gembor Periuk Subdistrict Office. This indicates that organizational culture and job satisfaction have an important role in influencing employee performance. Thus, this research provides strong

empirical evidence regarding the positive influence of organizational culture and job satisfaction on employee performance.

The implication of the results of this research is that organizational culture and job satisfaction have a positive and significant influence on employee performance. Variables organizational culture (X1), job satisfaction (X2), and employee performance (Y). Demonstrates the importance of an effective organizational culture and positive job satisfaction to improve employee performance. The importance of a good organizational culture can have a positive influence on employee performance. With the most dominant indicator of organizational culture, namely prioritizing work quality, employees feel they have good performance to achieve organizational goals.

The importance of good job satisfaction can have a positive influence on employee performance (Loan, 2020). With the most dominant indicator of job satisfaction, namely helping each other with their work, employees feel that by complying with applicable procedures in the organization they are able to have good and positive performance. The importance of good employee performance can have a positive influence, so that the most dominant indicator of employee performance, namely punctuality, is able to show the skills possessed by employees (Maryani et al., 2021). In a practical context, the results of this research are able to provide implications for organizations or companies in paying attention to the development of positive organizational culture and job satisfaction (Sabuhari et al., 2020). Organizational leaders also need to develop good employee performance with reference to indicators that support the organization (Astutik et al., 2019).

Organizational culture influences the performance of employees at the Gembor Periuk Subdistrict Office. This is shown by the tcount value of 3.933, and ttable 1.78229 with a significant value of  $0.002 < 0.05$ . The results of this study indicate that successful organizational culture has a positive and significant effect on employee performance in gembor periuk sub-district office. This means that the organizational culture given to the company is lost (Carvalho et al., 2019). Well, it can improve employee performance at the Gembor Periuk sub-district office.

The results of this research are similar to previous research conducted by (Santoso, 2020) who researched Cultural Influence Organization and Job satisfaction with Employee performance Rajawali Cooperative PT Telkom, (Thamrin, 2020), who researched Cultural Influence Organization and job satisfaction on performance employees at PT Thamrin Brother Baturaja Branch office 2, Job satisfaction influences employee performance at the Gembor Periuk sub-district office. This is indicated by the tcount value of 3.125 and ttable 1.78229.

This means that tcount > ttable with a significance value of  $0.009 < 0.05$ . The results of this research show that job satisfaction has a positive and significant influence on employee performance at the Gembor Periuk sub-district office. This means that if the job satisfaction provided in the company goes well, then can improve employee performance at the Gembor Periuk sub-district office. The results of this research are similar to previous research conducted by (Rozanna et al., 2019), who researched The Influence of Organizational Culture And Job Satisfaction on Employee Performance (Yulinartati & Dania, 2020) who researched Organizational Culture, Job Satisfaction, and Employee Performance (case study in PT. GMT Jember). Organizational culture and job satisfaction have an influence on employee performance at the Gembor Periuk sub-district office. This can be shown by the Fcount value of 12.632 and Ftable of 3.885. It means Fcount > Ftable with a significance value of  $0.001 < 0.05$ . The results of this research indicate that successful organizational culture and job satisfaction simultaneously have a positive and significant effect on employee performance at the gembor periuk sub-district office. This shows that Organizational culture and job satisfaction have an important role in influencing employee performance. Thus, this study provides strong empirical evidence regarding the positive influence of work. Companies can pay attention to how leaders in the company can provide organizational culture to their employees, and can provide good job satisfaction behavior for employees (Metwally et al., 2019; Nguyen et al., 2020; Saputra, 2021; Zheng et al., 2019).

#### 4. Conclusion

The results of this study indicate that successful organizational culture has a positive and significant effect on employee performance in gembor periuk sub-district office. This means that the organizational culture given to the company is lost. Well, it can improve employee performance at the Gembor Periuk sub-district office.

Future research can modify the research model by adding other variables to the research model as independent variables or intervening variables that are correlated with employees. Future researchers may also

consider using other data analysis techniques such as regression analysis or trying a qualitative approach in investigating organizational culture, job satisfaction, and employee performance.

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