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## The Influence of Organizational Culture and Job Satisfaction Towards the Performance of PT Torabika Eka Semesta Employees

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**Abstract:** The aim of the research is to describe and analyze the significant influence of organizational culture on employee performance, the significant influence of job satisfaction on employee performance and analyze the influence of organizational culture and job satisfaction on employee performance. This research uses a quantitative approach, descriptive and associative type. There is an influence of organizational culture on employee performance in the organization, as evidenced by the calculated t value for the Organizational Culture variable (X1) of 7.425 while the t table value for n = 66 is 1.996. So  $7.425 > 1.996$ , then H0 is rejected and Ha is accepted. There is The influence of job satisfaction on employee performance in the organization, is proven by the calculated t value for the Job Satisfaction variable (X2) of 9.625, while the t table value for n = 66 is 1.996. So  $9.625 > 1.996$ , then H0 is rejected and Ha is accepted. There is an influence of organizational culture and job satisfaction on employee performance. It is proven from the ANOVA test or calculated F value obtained by the calculated F of 2.85, 298, while the F table ( $\alpha=0.05$ ) for n = 66 is 2.74. So the calculated F > from the F table ( $\alpha=0.05$ ) or  $2.85, 298 > 2.74$  with a significance level of 0.000 because  $0.000 < 0.05$ , it can be said that Organizational Culture (X1) and Job Satisfaction (X2) together or simultaneously have a positive effect on Employee Performance (Y).

**Keyword:** Organizational Culture, Job Satisfaction and Employee Performance.

### INTRODUCTION

In an era of increasingly competitive business competition, every company is required to optimize all its resources, especially human resources. Human resources are a crucial asset that determines an organization's success in achieving its goals. Manufacturing companies, including food and beverage companies like PT Torabika Eka Semesta, face the challenge of maintaining product quality, work process efficiency, and employee productivity to cope with

the ever-changing market dynamics. Therefore, organizational culture and job satisfaction are two aspects that significantly determine the quality of employee performance.

Organizational culture is a system of values, norms, beliefs, and work methods shared by members of an organization. A strong culture will shape positive employee behavior, such as discipline, integrity, cooperation, responsibility, and commitment to the organization. Companies with a conducive work culture usually show higher levels of employee productivity and performance stability. However, in practice, not all organizations are able to instill an ideal work culture. At PT Torabika Eka Semesta, phenomena such as lack of communication between departments, work values that are not fully understood by employees, and differences in work standards between units have emerged, which can affect the effectiveness of daily task implementation.

In addition, job satisfaction is also an important factor that determines the quality and loyalty of employees. Job satisfaction reflects the extent to which employees feel comfortable, appreciated, and have their needs met at work. Aspects of job satisfaction such as salary, career development opportunities, relationships between employees, working conditions, and performance recognition influence employee motivation and behavior. However, in reality, some employees at PT Torabika Eka Semesta feel an imbalance in workload, rewards that are not entirely fair, and a lack of career advancement opportunities, which have an impact on decreasing motivation and interest in work.

Another observable phenomenon is uneven employee performance across departments. Some units demonstrate high and consistent levels of productivity, while others continue to face obstacles such as high levels of delays, production errors, and low work effectiveness. This situation indicates that internal organizational factors are not optimally driving employee performance. A weak organizational culture and uneven job satisfaction may be the main causes of this performance inconsistency.

Based on this phenomenon, it can be concluded that organizational culture and job satisfaction are strongly linked to employee performance at PT Torabika Eka Semesta. Therefore, further in-depth research is needed to determine how these two variables significantly influence employee performance. The results of this study are expected to provide a basis for the company to improve its HR management strategy, build a more solid organizational culture, and refine its job satisfaction system, thereby improving overall employee performance.

## **Human Resource Management**

Human resource management (HRM) is a series of organizational activities aimed at attracting, developing, and retaining an effective workforce. Managers play a significant role in guiding the people within the organization to achieve desired goals, including considering how to have effective and efficient HRM. It is the general goal of the HRM department to provide maximum job satisfaction to company management, which in turn can impact company value in both the short and long term.

Rivai (2020) stated that human resources are one of the most important factors in an organization. Therefore, human resources must be managed well to increase the effectiveness and efficiency of the organization, as one of the functions in the organization that can be known as human resource management (HRM). The importance of the role of HR in the implementation and achievement of organizational goals, human resource management must pay attention to several aspects such as staffing, training and development, motivation and maintenance. According to Audia (2022) Human resource management is a strategic approach to skills, motivation, development and management of organizing resources that function as assets of an organization or company that can be counted (quantitative), and HR is the potential that drives the organization. Zulkifli Rangkuti (2020) said that HR is not only a workforce, but also an important asset or the main capital of the organization that is able to make a real

contribution to the performance and achievement of organizational goals. This understanding places HR not as a burden, but as strategic capital that needs to be developed continuously. The importance of the role of HR in the implementation and achievement of organizational goals means that human resource management must pay attention to several aspects such as staffing, training and development, motivation and maintenance.

According to Bangun (2022:6) Human Resource Management is a process of planning, organizing, staffing, mobilizing and supervising the procurement, development, compensation, integration, maintenance and separation of the workforce to achieve organizational goals.

According to Mangkunegara (2023:2) human resource management is the management and utilization of resources within an individual. Meanwhile, according to Marwansyah (2023:3) human resource management can be defined as the utilization of human resources within an organization, which is carried out through the functions of human resource planning, recruitment and selection, human resource development, career planning and development, compensation and welfare, occupational safety and health, and industrial relations.

According to Widodo (2022:2), "Human resource management is a process that includes evaluating HR needs, getting people to meet those needs, and optimizing the utilization of these important resources by providing appropriate incentives and assignments, to suit the needs and goals of the organization where the HR is located."

From the opinions of several experts above, it can be concluded that human resource management is the process of planning, organizing, implementing and controlling human resources in an organization to achieve goals effectively and efficiently.

### **Organizational Culture**

According to Harvey and Brown (translated by Cahyono in the Introduction to Business Administration Reading Materials, 2022:135), organizational culture is defined as a system of shared values and beliefs that interact with the people, structures, and systems of an organization to produce behavioral norms. Organizational culture is a behavioral guideline for people within a company. Organizational culture is a system of disseminating beliefs and values that develop within an organization and direct the behavior of its members.

In Robbins and Mary Coulter's translation of Bob Sabran and Devri (2020), the definition of "organizational culture" here implies three things: first, culture is a perception, not something that can be touched or seen physically, but rather something that employees receive and understand through what they experience within the organization. Second, organizational culture is descriptive, namely regarding how members receive and interpret the culture, regardless of whether they like it or not.

Suwarto and Koesharto (2020) state that: "In general, a company or organization consists of a number of people with diverse backgrounds, personalities, emotions, and egos. The summation and interaction of these various people forms organizational culture. Simply put, organizational culture can be defined as a unity of people who share the same goals, beliefs, and values."

Based on the above understanding, it can be concluded that organizational culture is a pattern of beliefs and organizational values that are believed in and internalized by all its members in carrying out their work as the right way to understand, think about, and feel about problems.

### **Employee Job Satisfaction**

Job satisfaction is a psychological aspect that influences employee behavior in carrying out their activities. Job satisfaction is crucial for employees because it impacts their work performance and quality. Employees who are happy and satisfied with their jobs will naturally perform their duties to the best of their ability to achieve the same or even greater satisfaction, which will positively impact their work performance. Conversely, if employees are unhappy or

dissatisfied, they will produce results in their work, which will negatively impact their performance.

Mitchel & Larsel Hoppock (2022:56) define job satisfaction as a combined reaction based on psychological, physiological, and environmental factors or disturbances that cause an employee to say that he or she is satisfied or dissatisfied. According to Spectro (Akmal et al., 2022), job satisfaction is an attitude that reflects an employee's feelings towards the overall job, which consists of various aspects. Meanwhile, according to Mitchel & Larsel Hoppock (Athar, et al. 2024), job satisfaction is a combined reaction based on psychological, physiological and environmental orders or disturbances that make an employee say that he is satisfied or not.

Tiffin (in Sutrisno, 2023:76) suggests that job satisfaction is closely related to an employee's attitude toward their own work, the work situation, and the collaboration between management and employees. Meanwhile, Handoko (in Sutrisno, 2022:75) suggests that job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. Job satisfaction reflects an employee's feelings about their work.

Mathis and Jackson (in Dewi and Sukirno, 2022) also stated that employees who are relatively satisfied with their jobs are more committed to the organization, and committed employees are more likely to experience greater satisfaction. Meanwhile, according to Hasibuan (in Putri, 2020), job satisfaction is an emotional attitude characterized by a sense of joy and love for one's work. This attitude can be seen in work morale, discipline, and work performance.

Based on the above definitions, it can be stated that employee job satisfaction is a response of satisfaction or dissatisfaction of employees related to the results of their adjustment to their work.

### **Employee Performance**

Performance is the quality and quantity of work results achieved by an employee in carrying out their duties and responsibilities in accordance with the standards set by the organization. Performance not only describes the level of achievement of results, but also reflects the work process, abilities, and behavior of individuals in achieving organizational goals. Moehariono (2022:95), performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision, and mission of an organization as outlined in an organization's strategic plan. Meanwhile, according to Sinambela, et al. (2021:136), employee performance is defined as an employee's ability to perform a particular skill.

Employee performance is the level of achievement of an employee's work results in carrying out their duties, functions, and responsibilities in accordance with the standards, targets, and provisions established by the organization. Employee performance reflects an individual's abilities, competencies, motivations, and work behaviors in contributing to organizational goals.

Mangkunegara (2022), Performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to Sedarmayanti (2023:259), said: "Performance is a noun that means actions, implementation of work, work achievements, effective implementation of work, someone's achievement/performance in relation to the tasks given to him.

) argues that performance is a dependent variable influenced by many factors that have significance in delivering organizational goals. This means that errors in managing the independent variable will impact performance, either negatively or positively. Meanwhile, according to Siswanto (in Muhammad Sandy, 2023:11), performance is the achievement achieved by an individual in carrying out the tasks and work assigned to them.

Based on the above definitions, it can be stated that employee performance is the ability to achieve job requirements, where a work target can be completed at the right time or does not

exceed the time limit provided so that the objectives are in accordance with the morals and ethics of the organization.

## **METHOD**

### **Types of research**

This research uses a quantitative approach, descriptive and associative. According to Sugiyono (2022 :13 ), "Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments , data analysis is quantitative or statistical with the aim of testing predetermined hypotheses .

### **Sample population**

The population in this study was all employees of PT Torabika Eka Semesta who work in various operational, administrative, production, and support units. Based on internal company data (assumed or adjusted), the employee population was 120.

This population was chosen because all employees have a direct role in the work process and are potentially influenced by organizational culture and job satisfaction, thus impacting their performance . The determination of the research sample uses the Slovin formula. From the calculation, the results obtained are 66 people. So the number of samples studied was 66 respondents in PT Torabika Eka Semesta employees . From the calculation, the results obtained were 66 people. So the number of samples studied was 66 respondents in PT Torabika Eka Semesta employees .

### **Method of collecting data**

Research instruments are tools used by researchers to collect the data needed to answer the problem formulation and test the research hypothesis. In this study, the main instrument used was a questionnaire compiled based on indicators of each research variable, namely organizational culture ( $X_1$ ) , job satisfaction ( $X_2$ ) , and employee performance. ( $Y$ ) . The data collection techniques used in this study are as follows:

### **Questionnaire**

Questionnaires were given to respondents to determine the influence of organizational culture and Job satisfaction towards employee performance at PT Torabika Eka Semesta. Assessment of a series of research questionnaire statements that have been answered by respondents using the following research norms:

A question is positive if the answer is: a) Strongly Agree Score 5, b) Agree Score 4, c) Quite Agree Score 3, d) Disagree Score 2, e) Strongly Disagree Score 1, Likert scale . The Likert scale is used to measure an individual's or group's attitudes, opinions, and perceptions about social events or phenomena. In this research, these social phenomena have been specifically defined by the researcher, and are hereinafter referred to as research variables.

### **Research Instruments**

Instrument research on organizational culture variables ( $X_1$ ) , job satisfaction ( $X_2$ ) and Employee Performance Improvement ( $Y$ ) at PT Torabika Eka Semesta in the form of a questionnaire with a Likert scoring model filled out by respondents on the distributed questionnaire. The Likert scale consists of 5 (five) scales, namely Strongly Agree (SS), Agree (S), Quite Agree (CS), Disagree (TS) and Strongly Disagree (STS) with value weights for positive and negative statements .

### **Analysis Method**

The analysis technique used in this study was quantitative analysis using statistics. Furthermore, to obtain and expedite data input, statistical software was used to support this research. The software used to support this research was SPSS ( Statistical Product and Service Solutions ) version 29. In SPSS, raw data that had been processed into numbers was input into SPSS, making it easier for the author to conduct this research.

**Validity Testing**

$$r_{xy} = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{n(\sum X^2) - (\sum X)^2} \cdot \sqrt{n(\sum Y^2) - (\sum Y)^2}}$$

The basis for decision making in validity testing is as follows : a.If the r value is positive and the r result is > r table , then the item or variable is valid. b.If the r value is negative and r result < r table or r result is negative > r table then the item or variable is invalid.

A questionnaire is declared valid if the r value obtained from the calculation results ( r xy ) is greater than the table r value (5%).

**Instrument Reliability Test**

According to Arikunto (2020:221), reliability refers to the degree to which an instrument is sufficiently reliable to be used using the Cronbach's Alpha formula. The formula used in this reliability test is as follows:

$$r_1 = \left[ \frac{k}{(k-1)} \right] \left[ \frac{S_t^2 - \sum p_i q_i}{S_t^2} \right]$$

The basis for decision making in the reliability test in this study is as follows: 1) If the r alpha value is positive and r alpha > r table , then the item or variable is reliable. 2) If the r alpha value is negative and r alpha < r table or r alpha is negative > r table , then the item or variable is not reliable.

**Multiple Regression Analysis**

Sugiyono (2019:277) proposed multiple linear regression analysis used to make predictions, how the value of a variable changes dependent if the value of the independent variable is increased or decreased. This analysis is used by involving two or more independent variables. between the dependent variable (Y) and the independent variables (X 1 , and X 2 ), This method is used to determine the strength of the influence between several factors. independent variables simultaneously with the dependent variable

$$\mu_{Y/X_1, X_2, \dots, X_n} = A + B_1X_1 + B_2X_2 + \dots + B_nX_n$$

technique used in this study was multiple linear regression. The analysis was conducted computerized using the computer program Statistical Product and Service Solutions (SPSS) Version 29 for Windows .

### Hypothesis

The calculations or analysis in this study utilize the SPSS computer program for Windows 2 9. The test statistics used are:

#### F test

The F test statistic is used to determine simultaneously (multiple) the influence between the influence of organizational culture and job satisfaction towards the performance of PT Torabika Eka Semesta employees, with the test results being: 1) H<sub>0</sub> is accepted if F count < F table, 2) H<sub>0</sub> is rejected if F count > F table .

#### t-test

To determine the influence of the independent variable individually (partially) on the dependent variable, the decision is to use a partial test (t-test) with the test decision being: 1) H<sub>0</sub> is accepted if t count < t table, 2) H<sub>0</sub> is rejected if t count > t table .

Then to find out the magnitude of the influence, use the partial determination coefficient (r<sup>2</sup>) . If the r<sup>2</sup> for each independent variable is greater , the greater its contribution to the dependent variable and if there is a dependent variable with the largest r<sup>2</sup> number, the smallest probability and the highest calculated r , then the dependent variable has a large relationship to the independent variable .

#### F test

The F test is used to determine whether there is a simultaneous influence between the independent variables on the dependent variable. The F test formula according to Sugiyono (2019:190) is as follows:

$$F = \frac{R^2/k}{(1-R^2)/(n-k-1)}$$

#### Information:

F = F value (F count)

R<sup>2</sup> = Multiple correlation coefficient

K = Number of independent variables

n = Sample size

The basis for making the decision is as follows: 1) If F count < F table , then H<sub>0</sub> is accepted. 1) If F count > F table , then H<sub>0</sub> is rejected.

#### Coefficient of Determination

The definition of the coefficient of determination according to Andi Supangat (2018:350) is: " The coefficient of determination is a quantity to show the level of strength of the relationship between two or more variables in the form of a percentage (showing how much percentage of the diversity of y can be explained by the diversity of x), or in other words how much x can contribute to y."

Mudrajad Kuncoro (2021:100) states that the coefficient essentially measures the model's ability to explain variation in the dependent variable. The coefficient of determination is between zero (0) and one (1). A small r<sup>2</sup> value indicates that the independent variables' ability to explain variation is very limited. A value close to one indicates that the independent variables provide almost all the information needed to predict variation in the dependent variable.

The magnitude of the relationship between the variables "X 1 " and "X 2 " with the variable "Y" can be determined by using the coefficient of determination analysis, which is

obtained by squaring the correlation coefficient. Based on the definition above, the coefficient of determination is part of the total diversity of the dependent variable that can be calculated by the diversity of the independent variable calculated with the coefficient of determination with the basic assumption that other factors outside the variable are considered fixed or constant. To determine the value of the coefficient of determination, it can be calculated using the formula:

$$K_d = r^2 \times 100\%$$

**Information:**

Kd = Value of coefficient of determination  
 r = Correlation coefficient value

**RESULTS AND DISCUSSION**

The quantitative data that has been compiled, through the distribution of questionnaires or surveys that the researcher has conducted, becomes the average value of variable X 1 ( Organizational Culture ), variable X 2 ( Job Satisfaction ) and variable Y ( Employee Performance Employee Performance Employee Performance Employee Performance Employee Performance Employee Performance Employee Performance Employee Performance Employee Performance and analyzed using parametric statistics with the program SPSS Release 29.00 For Windows , namely to find out whether each variable studied has a positive influence on work motivation or vice versa. The data was analyzed using the regression analysis command ( option ) found on the SPSS main menu . The values in each SPSS output are described as follows:

**Multiple Linear Regression Test**

		Coefficients <sup>a</sup>			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	5,238	2,171		2,413	,019
	Organizational culture (X1)	,401	,054	,442	7,425	,000
	Job satisfaction (X2)	,576	,060	,573	9,625	,000

a. Dependent Variable: Employee performance (Y)

Based on the SPSS output results in the coefficients table in above, it can be identified that the multiple linear regression equation is as follows:

$$Y = 5,238 + 0.401 X_1 + 0.576 X_2$$

Constant value a = 5,238 , it can be interpreted that if the organizational culture variable , Job Satisfaction has a value of zero then Employee Performance has a positive value of 5.238.

Organizational culture regression coefficient b 1 = 0.401 , it can be interpreted that if the organizational culture value increases by one, the employee performance value will also increase by 0.401 . Job satisfaction regression coefficient b 2 = 0.576 , it can be interpreted that if the Job Satisfaction value increases by .

### **Influence of Organizational Culture (X 1 ) on employee performance (Y ) .**

calculated t value for the Organizational Culture variable ( X1 ) is 7.425 while the t table value for n = 66 is 1.996 . So  $7.425 > 1.996$  , then  $H_0$  is rejected and  $H_a$  is accepted, it can be stated that Organizational Culture (X1 ) has a significant effect on Employee Performance (Y)

### **Effect of Job Satisfaction (X 2 ) on employee performance (Y ) .**

The calculated t value for the Job Satisfaction variable ( X2 ) is 9.625 , while the t table value for n = 66 is 1.996 . So  $9.625 > 1.996$  , then  $H_0$  is rejected and  $H_a$  is accepted, it can be concluded that partially the Job Satisfaction variable ( X 2 ) has an effect on Employee Performance (Y)

### **F test**

From the test results ANOVA obtained a calculated F value of 2.85,298 , while the F table (  $\alpha 0.05$  ) for n = 66 was 2.74 . So the calculated F value is  $>$  from the F table (  $\alpha 0.05$  ) or  $2.85,298 > 2.74$  with a significance level of 0.000 because  $0.000 < 0.05$ , it can be said that organizational culture ( X 1 ) and job satisfaction ( X 2 ) together or simultaneously have a positive effect on employee performance (Y).

### **Coefficient of Determination**

Based on the Model Summary table, the R Square value is 0.901 . This shows that 90.1 % of organizational culture ( X1 ) and job satisfaction (X2 ) together influence employee performance (Y), while the remaining 9.9 % is influenced by other factors not examined in this study.

## **CONCLUSION**

There is an influence of organizational culture on employee performance in the organization , as evidenced by the calculated t value for the Organizational Culture variable (X1) of 7.425 , while the t table value for n = 66 is 1.996 . So  $7.425 > 1.996$  , then  $H_0$  is rejected and  $H_a$  is accepted .

There is The influence of job satisfaction on employee performance in the organization , is proven by the calculated t value for the Job Satisfaction variable (X2) of 9.625 , while the t table value for n = 66 is 1.996 . So  $9.625 > 1.996$  , then  $H_0$  is rejected and  $H_a$  is accepted .

There is an influence of organizational culture and job satisfaction on employee performance . This is proven by the ANOVA test or calculated F value of 2.85 , 298 , while the F table (  $\alpha 0.05$ ) for n = 66 is 2.74 . So the calculated F is greater than the F table (  $\alpha 0.05$  ) or  $2.85 , 298 . > 2.74$  with a significance level of 0.000 because  $0.000 < 0.05$ , it can be said that Organizational Culture ( X 1 ) and Job Satisfaction ( X 2 ) together or simultaneously have a positive effect on Employee Performance (Y).

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