



THE INFLUENCE OF ORGANIZATIONAL CULTURE AND WORK MOTIVATION ON EMPLOYEE JOB SATISFACTION: A STUDY AT PT TELEKOMUNIKASI SELULER REGION SUMBAGUT

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Abstract

This study aims to analyze the influence of organizational culture and work motivation on employee job satisfaction at PT Telekomunikasi Seluler Region Sumbagut. The background of this research underscores the importance of understanding and enhancing organizational culture and work motivation to improve employee job satisfaction, particularly in telecommunication companies operating in a highly competitive and dynamic business environment. Organizational culture is measured through dimensions such as agility, customer centricity, innovation, open mindset, networking, and meritocracy, while work motivation is measured using Alderfer's ERG Theory, which includes the dimensions of existence, relatedness, and growth. Employee job satisfaction is measured using psychological, social, physical, and financial dimensions. The research method employed is a quantitative approach with multiple linear regression analysis. The sampling technique used is saturated sampling, with respondents comprising all employees of PT Telekomunikasi Seluler Region Sumbagut. Data collection was conducted through questionnaires that have been tested for validity and reliability. Data analysis includes normality tests, multicollinearity tests, F-tests, t-tests, and the determination coefficient (R-Square). The results show that organizational culture and work motivation have a positive and significant impact on employee job satisfaction. These two variables simultaneously contribute significantly to the improvement of employee job satisfaction, emphasizing that effective management of organizational culture and appropriate motivational strategies are key to enhancing employee job satisfaction.

Keywords: *Organizational Culture, Work Motivation, Employee Job Satisfaction.*

1. INTRODUCTION

The Fourth Industrial Revolution emphasizes the integration of internet and digital technologies to transform industries. Digital transformation involves adapting to the new realities created by digital disruptions, requiring companies to initiate adaptive steps early on. One of the main challenges is the unpreparedness to accept changes often caused by ingrained mindsets and old habits (Vu Minh Khuong, 2019). Human resources are viewed as investments in institutions or organizations from a human capital perspective (Setyaningsih et al., 2023). Kane (2019) notes that cultural, talent, leadership, and organizational challenges are often more difficult to overcome than technological challenges in digital transformation contexts. Successful digital transformation begins with a mindset shift at the employee, leadership, and organizational levels, leading to a cultural change that enables companies to be more agile, risk-tolerant, experimental, and collaborative. Organizational culture includes beliefs, values, attitudes, and behaviors that define how an organization operates and interacts with its employees. A positive and supportive organizational culture can enhance job satisfaction, while a negative or toxic culture can adversely affect employee and company performance. Companies must strive to develop and maintain a strong and open culture to achieve their goals and objectives. According to Thompson & Simmons (2019), organizational culture aligned with employees' values positively influences job satisfaction, while culture that suppresses individuality and hinders creativity lowers job satisfaction. In addition to organizational culture, work motivation plays a crucial role in enhancing employee job satisfaction. Motivated employees are more likely to be productive, committed, and satisfied with their jobs.

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Work motivation is influenced by various factors, including recognition, rewards, and opportunities for growth and development. Companies that effectively motivate their employees can achieve higher levels of job satisfaction and overall organizational performance. PT Telekomunikasi Seluler (Telkomsel) is a leading telecommunication company in Indonesia, known for its innovative and customer-centric approach. The company has undergone significant transformations to adapt to the rapidly changing digital landscape, emphasizing the importance of a positive organizational culture and work motivation in achieving employee job satisfaction. This study aims to analyze the influence of organizational culture and work motivation on employee job satisfaction at PT Telekomunikasi Seluler Region Sumbagut.

2. LITERATURE REVIEW

2.1 Organizational Culture

Organizational culture is a set of shared values that enables an organization to understand that employees embrace similar organizational culture despite diverse backgrounds. It has a significant impact on employees' commitment and retention within the company (Arifin, 2015). Kontoghiorghes (2016) describes organizational culture as a combination of values, beliefs, work styles, and associations that distinguish one company from another. A positive organizational culture can increase employee job satisfaction and commitment to the organization (Pham Thi, 2021). Organizational culture is often viewed as the normative glue that holds an organization together. It represents the collective values, beliefs, and principles of organizational members and is a product of factors such as history, product, market, technology, strategy, type of employees, management style, and national culture. Schein (2022) suggests that organizational culture evolves over time and can significantly influence employee behavior and performance. Robbins and Judge (2017) identify seven dimensions of organizational culture: innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability. These dimensions provide a framework for understanding the nature of an organization's culture and its impact on employee behavior and satisfaction. A strong organizational culture that promotes innovation, collaboration, and respect for employees can lead to higher levels of job satisfaction and organizational commitment.

2.2 Work Motivation

Work motivation is a crucial factor in achieving optimal employee performance. It drives individuals to progress with the company (Sukardi & Raharjo, 2020). Alderfer's ERG Theory categorizes motivation into three dimensions: existence, relatedness, and growth. Studies have shown that work motivation has a positive impact on employee job satisfaction and performance (Al-Musadieq et al., 2018). McClelland's theory of needs identifies three primary motivators for employees: the need for achievement, the need for affiliation, and the need for power. These needs influence how employees behave in the workplace and their overall job satisfaction. Employees with a high need for achievement are driven to excel and succeed, while those with a high need for affiliation seek harmonious relationships and a sense of belonging. Employees with a high need for power desire influence and control over others. Motivational strategies that align with employees' needs and values can significantly enhance job satisfaction. For example, providing opportunities for career advancement and professional development can satisfy employees' growth needs, while recognition and rewards can fulfill their need for achievement. Creating a supportive and collaborative work environment can address employees' need for affiliation.

2.3 Employee Job Satisfaction

Job satisfaction refers to the emotional state where employees find a match between their expectations and the rewards provided by the company (Dessler, 2020). Factors influencing job satisfaction include remuneration, promotion, supervision, teamwork, and the work environment. High job satisfaction contributes to lower turnover rates and higher organizational profitability



(Fallatah & Laschinger, 2017). Job satisfaction is a multifaceted concept that encompasses various aspects of the work environment. Newstrom and Davis (1986) suggest that job satisfaction can positively impact an individual's standard of living and performance. Employees who are satisfied with their jobs are more likely to exhibit positive work behaviors, such as higher productivity, better quality of work, and increased organizational loyalty. Hanaysha (2016) indicates that job satisfaction positively influences employee engagement and negatively correlates with turnover intentions. Satisfied employees are more likely to be engaged and committed to their work, reducing the likelihood of voluntary turnover. Factors such as fair compensation, opportunities for career growth, supportive leadership, and a positive work environment contribute to job satisfaction.

2.4 Conceptual Framework

A conceptual framework is a conceptual model that illustrates how theory relates to various factors identified as important issues (Sugiono, 2017). It explains the relationship between theory and key factors known to be significant for a specific problem. Based on the background, research objectives, and literature review, the conceptual framework for this research can be depicted in Figure 1 as follows:

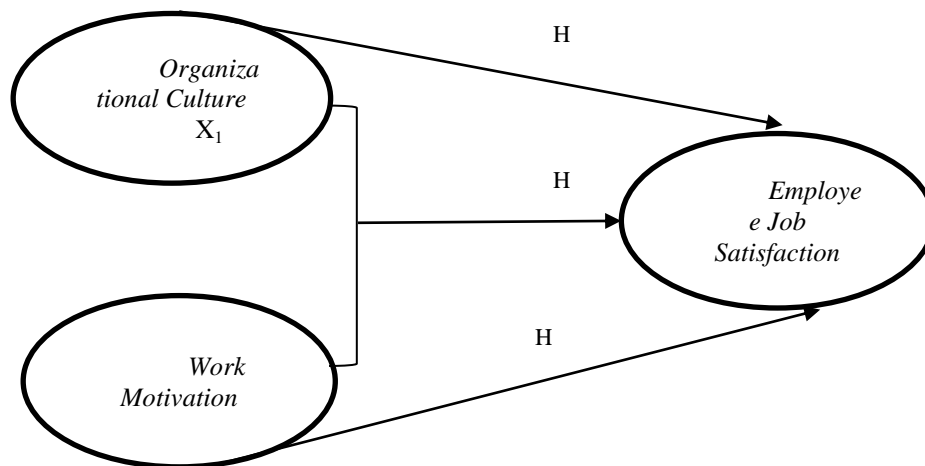


Figure 1 Conceptual framework

This study includes three variables: organizational culture (independent variable), work motivation (independent variable), and employee job satisfaction (dependent variable). The hypotheses are organizational culture is assumed to influence employee job satisfaction (H1), work motivation is assumed to influence employee job satisfaction (H2), and both organizational culture and work motivation are assumed to jointly influence employee job satisfaction (H3).

3. RESEARCH METHODOLOGY

3.1 Research Design and Data Collection

This research employs a quantitative approach to test the established hypotheses, using a specific population and sample. Data collection involves using research instruments, and data analysis is quantitative or statistical (Sugiono, 2017). The quantitative approach allows for the examination of relationships between variables and the testing of theoretical models through statistical analysis. The research was conducted at PT Telekomunikasi Seluler Region Sumbagut. The research period was from December 2023 to May 2024, allowing for the collection of comprehensive data and providing sufficient time for analysis and interpretation of the results.

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The population includes all employees of PT Telekomunikasi Seluler Region Sumbagut, totaling 96 employees as of October 2023. The sampling technique used is saturated sampling, with a sample size of 66 respondents. Saturated sampling ensures that every member of the population is included in the sample, providing a comprehensive representation of the population. Primary data were obtained directly from the source through questionnaires distributed to employees. Secondary data were obtained from literature, books, and company documents. The questionnaire was designed to measure the variables of organizational culture, work motivation, and employee job satisfaction. The validity and reliability of the questionnaire were tested to ensure the accuracy and consistency of the data collected.

3.2 Operational Definition of Research Variables

The research includes three variables: organizational culture, work motivation, and employee job satisfaction. Organizational culture is measured through dimensions such as agility, customer centricity, innovation, open mindset, networking, and meritocracy. Work motivation is measured using Alderfer's ERG Theory, including existence, relatedness, and growth. Employee job satisfaction is measured using psychological, social, physical, and financial dimensions.

3.3 Validity and Reliability Testing

Validity and reliability are crucial in ensuring the accuracy and consistency of the research instruments used in this study. Validity testing was conducted using Pearson correlation coefficients to assess the validity of the questionnaire items. This method measures the degree to which each questionnaire item correlates with the overall construct it is intended to measure. High correlation coefficients indicate that the items are valid representations of the construct, thereby confirming that the questionnaire effectively measures what it is supposed to measure. On the other hand, reliability testing was performed using Cronbach's Alpha. This statistical measure evaluates the internal consistency of the questionnaire, determining how closely related a set of items are as a group. A Cronbach's Alpha value greater than 0.70 is generally considered to indicate acceptable reliability, suggesting that the items consistently reflect the construct being measured. In this study, achieving a high Cronbach's Alpha value ensures that the questionnaire is reliable and produces consistent results across different administrations. By conducting these tests, the study ensures that the data collected is both valid and reliable, providing a solid foundation for subsequent analysis.

3.4 Data Analysis Techniques

The study employed multiple linear regression analysis to examine the influence of organizational culture and work motivation on employee job satisfaction. Multiple linear regression is a statistical technique that allows for the examination of the relationship between multiple independent variables and a single dependent variable. The analysis included normality tests, multicollinearity tests, F-tests, t-tests, and the determination coefficient (R-Square).

1. Normality Test: The Kolmogorov-Smirnov test was used to assess the normality of the data distribution.
2. Multicollinearity Test: Variance Inflation Factor (VIF) and tolerance values were used to check for multicollinearity among the independent variables.
3. F-Test: The F-test was conducted to determine the overall significance of the regression model.
4. t-Test: The t-test was used to assess the significance of individual predictors in the regression model.
5. Determination Coefficient (R-Square): The R-Square value indicated the proportion of variance in the dependent variable explained by the independent variables.



4. RESULTS AND DISCUSSION

4.1 Description of Research Object

PT Telekomunikasi Seluler, a subsidiary of PT Telkom Indonesia (Persero) Tbk with a 65% ownership and Singapore Telecom Mobile Pte Ltd (Singtel Mobile) holding 35%, is Indonesia's leading digital cellular operator. It serves approximately 156 million customers with over 265,000 BTS sites. Transitioning from a traditional telecommunications company to a digital telco, it remains competitive in the industry. The company's vision is to be a trusted world-class provider of mobile digital lifestyle services and solutions. Its mission focuses on exceeding user expectations, adding shareholder value, and supporting national economic growth. Core values of AKHLAK (trustworthy, competent, harmonious, loyal, adaptive, and collaborative) guide PT Telekomunikasi Seluler, which has developed the "AKHLAK Thru ACTION" and MIT (meritocracy, integrity, transparency) system for cultural transformation. Emphasizing agility, customer centricity, innovation, open mindset, networking, and meritocracy, the company aims to enhance employee engagement and satisfaction. Established in 1995 as a joint venture between PT Telkom Indonesia Tbk and PT Indosat Tbk, PT Telekomunikasi Seluler pioneered prepaid cellular services in Asia and has continuously expanded its network and offerings. Recent initiatives include digital innovation platforms like Kunci and Fita, and the establishment of INDICO for developing digital connectivity, platforms, and services.

4.2 Instrument Quality Testing

Validity testing was conducted using Pearson correlation coefficients to assess the validity of the questionnaire items. The results indicated that all items were valid, with significant correlation coefficients above the threshold value. The results of validity testing can be seen in Table 1.

Table 1 The results of validity testing

Question Items	R count Organization_Culture	Sig	R table	Description
OC1	0,731**	0,000	0,374	Valid
OC2	0,823**	0,000	0,374	Valid
OC3	0,911**	0,000	0,374	Valid
OC4	0,722**	0,000	0,374	Valid
OC5	0,900**	0,000	0,374	Valid
OC6	0,752**	0,000	0,374	Valid
OC7	0,826**	0,000	0,374	Valid
OC8	0,744**	0,000	0,374	Valid
OC9	0,516**	0,000	0,374	Valid
OC10	0,710**	0,000	0,374	Valid
OC11	0,756**	0,000	0,374	Valid
OC12	0,803**	0,000	0,374	Valid
OC13	0,841**	0,000	0,374	Valid
OC14	0,698**	0,000	0,374	Valid
OC15	0,749**	0,000	0,374	Valid
OC16	0,600**	0,000	0,374	Valid
OC17	0,692**	0,000	0,374	Valid
OC18	0,832**	0,000	0,374	Valid
OC19	0,549**	0,000	0,374	Valid

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Question Items	R count Work_Motivation	Sig	R table	Description
OC20	0,620**	0,000	0,374	Valid
WM1	0,788**	0,000	0,374	Valid
WM2	0,790**	0,000	0,374	Valid
WM3	0,818**	0,000	0,374	Valid
WM4	0,897**	0,000	0,374	Valid
WM5	0,930**	0,000	0,374	Valid
WM6	0,920**	0,000	0,374	Valid
WM7	0,876**	0,000	0,374	Valid
WM8	0,852**	0,000	0,374	Valid
WM9	0,821**	0,000	0,374	Valid
WM10	0,763**	0,000	0,374	Valid
WM11	0,903**	0,000	0,374	Valid
WM12	0,852**	0,000	0,374	Valid
Question Items	R count Employee_Job_Satisfaction	Sig	R table	Description
EJS1	0,894**	0,000	0,374	Valid
EJS2	0,933**	0,000	0,374	Valid
EJS3	0,911**	0,000	0,374	Valid
EJS4	0,905**	0,000	0,374	Valid
EJS5	0,911**	0,000	0,374	Valid
EJS6	0,934**	0,000	0,374	Valid
EJS7	0,803**	0,000	0,374	Valid
EJS8	0,914**	0,000	0,374	Valid
EJS9	0,755**	0,000	0,374	Valid
EJS10	0,844**	0,000	0,374	Valid
EJS11	0,934**	0,000	0,374	Valid
EJS12	0,651**	0,000	0,374	Valid

Reliability testing was performed using Cronbach's Alpha. The results showed that the questionnaire had high reliability, with Cronbach's Alpha values exceeding 0.70 for all variables. The result of reliability testing can be seen in Table 2.

Table 2 The results of reliability testing

No	Variable	r Alpha	Description
1.	Organizational culture	0.954	Reliable
2.	Work Motivation	0.964	Reliable
3.	Employee job satisfaction	0.964	Reliable

4.3 Data Analysis

The descriptive analysis results explain the respondents' opinions on the variables used in this study. This analysis processes responses from 66 employees of PT Telekomunikasi Seluler Region Sumbagut. The descriptive analysis presents each item indicator and the average response. The research variables included in the study are organizational culture (X1), work motivation (X2),



and employee job satisfaction (Y). The calculation results show that the overall average score for organizational culture (X1) items ranges from 3.9 to 4.7, indicating that these items fall into the 'agree' and 'strongly agree' categories. Similarly, the average score for work motivation (X2) items ranges from 4.09 to 4.56, also falling into the 'agree' and 'strongly agree' categories. Overall average score for employee job satisfaction (Y) items ranges from 4.257 and 4.500, indicating that respondents generally 'agree' or 'strongly agree' with the statements. The normality test is used to determine whether the residuals or error terms in the regression model are normally distributed. The Kolmogorov-Smirnov test was used, with a significance value of 0.130, which is greater than 0.05, indicating that the residuals are normally distributed. The result is shown in Table 3.

Table 3 The result of Kolmogorov-Smirnov normality test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		66
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	.84086151
	Absolute	.222
Most Extreme Differences	Positive	.222
	Negative	-.176
	Kolmogorov-Smirnov Z	1.027
Asymp. Sig. (2-tailed)		.130

a. Test distribution is Normal.

b. Calculated from data.

Multicollinearity refers to a situation where independent variables in a regression model are highly correlated. The test results show that the Variance Inflation Factor (VIF) for organizational culture and work motivation is 1.476, with a tolerance of 0.195, indicating no multicollinearity issues. The result of multicollinearity test can be seen in Table 4.

Table 4 The result of multicollinearity VIF
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.492	1.083		.454	.651		
Organizational_Culture	.055	.021	.134	2.623	.011	.195	1.476
Work_Motivation	1.083	.050	1.119	21.848	.000	.195	1.476

a. Dependent Variable: Employee_Job_Satisfaction

The Glejser test was used to check for heteroscedasticity, and the results show no significant values below the 5% confidence level, indicating no heteroscedasticity issues. The result of heteroscedasticity test is shown in Table 5.

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Table 5 The result of heteroscedasticity test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.948	.684		2.849	.006
Organizational_Culture	-.033	.013	-.838	-1.522	.142
Work_Motivation	.026	.031	.278	.837	.406

a. Dependent Variable: Abs_Res

The multiple linear regression model explains the relationship between the dependent variable (employee job satisfaction) and independent variables (organizational culture and work motivation).

Table 6 Multiple linear regression
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.492	1.083		.454	.651
Organization_Culture	.055	.021	.134	2.623	.011
Work_Motivation	1.083	.050	1.119	21.848	.000

a. Dependent Variable: Employee_Job_Satisfaction

Based on Table 6, the regression equation is: $Y = 0.492 + 0.055X_1 + 1.083X_2$ that indicates that both organizational culture and work motivation have positive and significant effects on employee job satisfaction. The coefficient of determination (R^2) indicates the proportion of the variance in the dependent variable that is predictable from the independent variables. The R^2 value of 0.984 suggests that 98.4% of the variance in employee job satisfaction is explained by organizational culture and work motivation. The result of coefficient of determination analysis is shown in Table 7.

Table 7 The results of coefficient of determination analysis
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.992 ^a	.984	.984	.85410

a. Predictors: (Constant), Work_Motivation, Organization_Culture



4.4 Hypothesis Testing

Table 8 The result of partial t-test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.492	1.083		.454	.651
Organization_Culture	.055	.021	.134	2.623	.011
Work_Motivation	1.083	.050	1.119	21.848	.000

a. Dependent Variable: Employee_Job_Satisfaction

The partial t-test determines the individual effect of each independent variable on the dependent variable. From Table 8, it can be determined that:

1. Hypothesis 1: Organizational culture positively affects employee job satisfaction ($t = 2.623$, $p = 0.011$).
2. Hypothesis 2: Work motivation positively affects employee job satisfaction ($t = 21.848$, $p = 0.000$).

Table 9 F-test analysis
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2867.572	2	1433.786	1965.453	.000b
Residual	45.958	63	.729		
Total	2913.530	65			

a. Dependent Variable: Employee_Job_Satisfaction

b. Predictors: (Constant), Work_Motivation, Organization_Culture

The F-test determines the combined effect of all independent variables on the dependent variable. With a significance value of 0.000 ($p < 0.05$), it can be concluded that organizational culture and work motivation together have a significant impact on employee job satisfaction.

4.5 DISCUSSION

The study results indicate that organizational culture has a positive and significant effect on employee job satisfaction. A supportive organizational culture enhances job satisfaction among employees, encouraging them to work enthusiastically and professionally, which benefits the company both individually and as a team. These findings align with previous studies by Tanuwijaya (2022), Reni et al. (2019), and Putra (2020). The results show that work motivation has a positive and significant effect on employee job satisfaction. Companies can improve employee motivation by providing incentives and support, making employees feel valued and significant within the organization. Motivated employees enhance their work quality and commitment to the organization. These findings are consistent with studies by Andika et al. (2019), Rulianti (2023), and Narwathi et al. (2023). The study shows that organizational culture and work motivation together have a significant positive effect on employee job satisfaction. This finding is consistent with research by Niam (2019) and Saputri (2020), which also indicates that both variables significantly influence employee job satisfaction simultaneously.

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4.6 Conclusion and Recommendation

The study concludes that organizational culture and work motivation significantly impact employee job satisfaction. Companies should focus on developing a positive organizational culture and effective motivational strategies to enhance job satisfaction. Organizations should emphasize the importance of agility, customer centricity, innovation, open mindset, networking, and meritocracy in their cultural practices. Additionally, they should adopt motivational strategies based on Alderfer's ERG Theory to foster a satisfied and productive workforce.

Recommendations for the company:

1. Strengthen the implementation of AKHLAK Thru ACTION and the MIT system to align organizational culture with employee values and expectations.
2. Enhance employee engagement and satisfaction through continuous improvement in work motivation practices.
3. Provide regular training and development programs to support employee growth and career advancement.

Recommendation for Future Research is future studies should explore the impact of other factors, such as leadership styles, technological advancements, and external economic conditions, on employee job satisfaction. Additionally, qualitative research methods could be used to gain deeper insights into employees' experiences and perceptions of organizational culture and work motivation.

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