

The Influence of Organizational Culture and Job Stress on Employee Performance Through Job Satisfaction as An Intervening Variable at Center for Expansion of Employment Opportunities Bekasi

¹Muhamad Apip ; ²Harry Indratjahyo . ; ³Muhammad Harri
^{1,2,3} Master of Management Study Program, Krisnadwipayana University
Email Correspondent : muhapip82@gmail.com

ABSTRACT :

This study aims: 1) analyze the effect of organizational culture on employee performance on BPKK Bekasi 2) analyze the influence of work stress on employee performance on BPKK Bekasi. 3) analyze the influence of organizational culture on job satisfaction on BPKK Bekasi 4) analyze the effect of work stress on job satisfaction on BPKK Bekasi. 5) analyze the effect of job satisfaction on employee performance on BPKK Bekasi. 6) analyze the influence of organizational culture on employee performance through job satisfaction on BPKK Bekasi. 7) analyze the effect of work stress on employee performance through job satisfaction on BPKK Bekasi. This research used quantitative approach. This research used descriptive method. The population in this study is 50 employees. In this research, the sampling technique used is nonprobability sampling with the technique taken that is saturated sampling (census), taken a sample of 50 employees at Bekasi employment opportunity expansion Hall as respondents in this study. The design of analysis and hypothesis test using path analysis (Path Analysis) processed using SPSS. The results of this study: 1) there is a significant influence of organizational culture on employee performance on BPKK Bekasi. 2) there is a significant influence of Job stress on employee performance on BPKK Bekasi. 3) there is a significant effect of organizational culture on job satisfaction on BPKK Bekasi. 4) There is a significant influence of job stress on job satisfaction BPKK Bekasi. 5) there is no significant effect of job satisfaction on employee performance on BPKK Bekasi. 6) There is a significant influence of organizational culture on employee performance through job satisfaction on BPKK Bekasi. 7) There is a significant effect of job stress on employee performance through job satisfaction on BPKK Bekasi.

Key word : Organizational culture, job stress, job satisfaction, employee performance

INTRODUCTION

The Ministry of Manpower in the period 2019 to 2024 under the leadership of the Minister Dr. Hj. Ida Fauziah, M.Si has a focus on answering the challenges of Manpower, the tough situation and challenges encourage the Ministry of Manpower to take big steps in order to offer systemic and comprehensive solutions. related to these conditions the Ministry of Manpower formulated 9 (Nine) Leaps as a breakthrough that marked the launch of new policies in various main dimensions of the Manpower sector which were considered urgent to improve.

Of the 9 (Nine) Leaps of the Ministry of Manpower, Leap 3 is the Transformation of the Employment Opportunity Expansion Program where the policy direction of this Leap 3 is to strengthen a more effective and sustainable employment opportunity expansion program to empower independent workers who are able to increase employment.

To support the implementation of the Ministry of Manpower's 9 (Nine) Leaps,

especially leap 3, the Center for Expansion of Employment Opportunities was formed, which based on Permenaker Number 1 of 2022 has the following tasks: 1. Creation of Beginner Independent Workers, 2. Increasing the Network for Expanding Employment Opportunities.

Of course, in achieving the transformation of the Employment Opportunity Expansion Program which is a program of the Ministry of Manpower, human resources are needed to be able to answer these challenges. Through the Bekasi Job Opportunities Expansion Center (BPKK) is a form of commitment from the Ministry of Manpower to be able to provide the best service for the community. It is hoped that with the existence of the Center for the Expansion of Employment Opportunities, the community can more easily obtain information about the Employment Opportunities expansion program. The achievements produced by the Balai are the achievements of organizational performance, so that good organizational performance goes hand in hand with the performance of its human resources.

One indicator of quality human resources can be seen from employee performance which is shown from effective, efficient, productive work behavior, and has high integrity. The description of performance itself involves three important components, namely goals, measures, and performance appraisals. Determining the objectives of each organizational unit, be it government or private, is a strategy for improving performance. This goal will provide direction and influence how employee work behavior should be expected by the organization for each employee. However, determining goals is not enough, because it requires a measure of whether an employee has achieved the expected performance (Jauhariah, 2014).

The average performance of BPKK employees in 2022-2023 has decreased and has not yet reached the target set by the institution. The average value of employee performance realization showed a decrease from 2022-2023, which was 87.2% in 2022, and 85.2% in 2023. To improve employee performance, factors that can affect performance are taken into consideration. One of the factors that can affect performance, namely organizational culture, job stress, job satisfaction.

The organizational culture applied by the Employment Opportunities Expansion Center (BPKK) is 5S (Seiri, Seiton, Seiso, Seiketsu and Shitsuke) and morning apples. According to Risma in Reza & Hamdi, (2019) 5S organizational culture, namely, Seiri which means sisih or concise, namely sorting items into two groups, namely items that are needed and those that are not needed. Seiton which means neatly arranged, namely categorizing items according to type and function so that they are easy to find in important circumstances. Seiso which means sasap or resiko, which is a regular inspection of the cleaning of goods in the workplace. Seiketsu which means sosoh or care, namely taking care of seiri, seiton and seiso repeatedly. Shitsuke which means suluh or diligent, which is instilling good and correct abilities as a habit.

In addition to the 5S organizational culture, BPKK Bekasi also implements a morning apple organizational culture. Morning apples are held every Monday starting at 07.30 WIB until 08.00 WIB morning, but there are still employees who are late and even do not attend the morning apples. the following is the attendance table

The percentage of morning roll call attendance in June was 90%, then the percentage of absentees was 10%. In July the percentage of attendance was 94% and the percentage of absentees was 6%. In August the percentage of attendance was 96%, then the percentage of

absentees was 4%. This shows that the total percentage of attendance of the morning apple organizational culture is increasing, but still needs to be further improved.

Literature Review

Performance is a result or achievement shown by an employee in carrying out his duties and responsibilities in the work environment. Performance is an achievement obtained from the results of work by an employee or group of employees in an organization in accordance with authority and responsibility as an effort to achieve organizational goals in accordance with applicable morals and ethics (Irawan et al, 2023). Performance is the result of a person's performance in carrying out their duties and responsibilities with several indicators such as the implementation of routine tasks, having the ability to carry out a job, effectiveness and efficiency in work, and being able to produce quality performance (Faisal et al, 2023). Employee performance is a result that has previously been determined in accordance with the target to improve and advance a company (Bolung et al., 2023).

Employee performance has a close relationship with Human Resources because it is included in the indicators to determine how an effort is achieved to increase high productivity in an organization (Wahyudi and Tupti, 2019). Performance can be interpreted as a combination of ability, effort, and opportunity that can be assessed based on work results during a certain period (Rahmawati and Tanjung, 2020). Employee performance is an achievement or result achieved by a person both in terms of quality and quantity in a certain period (Lathiifa and Chaerudin, 2022). Employee performance is defined as a driver or force that is very important for each individual to be able to direct the development and progress of an organization (Purba et al, 2023).

From the various opinions of the experts above, it can be concluded that employee performance is a result of the work achieved by each individual to achieve organizational goals. Employee performance is also related to an activity or work behavior of a person in accordance with the provisions in the organization. In addition, employee performance is a benchmark factor for an organization to assess and evaluate employees in carrying out their duties and responsibilities. Thus, employee performance greatly affects the quality and quantity of the organization in order to achieve the predetermined targets.

According to Fahmi in Oktavia, et al (2023: 996) Organizational Culture is a habit that has been going on for a long time and is used and determined in work activities as one of the drivers to support the quality of work of employees and company managers.

Meanwhile, according to Robbins in Marlius, et al (2023: 368), the way of life and lifestyle of an organization which is a reflection of the values or beliefs that have been adopted by members of the organization. Where organizational culture becomes a guideline for all employees in behaving and working.

Organizational culture is an opportunity to build human resources through aspects of changing attitudes and behaviors that are expected to adapt to ongoing and future challenges.

Organizational culture is an invisible social force, which can move people in an organization to carry out work activities. Indirectly everyone in the organization understands the culture that prevails in the organization. Especially if he is a new employee, in order to be accepted in the work environment, he tries to learn what is prohibited and allowed and what is good and bad. So, organizational culture is socialized to organizational members or to employees. A strong organizational culture can support company goals, otherwise a weak organizational culture will hinder the company. In companies with a strong organizational culture, shared values are deeply understood, shared, and championed by most members of the organization.

According to Bhastary (2020), stress is a pressure or a feeling that presses on employees due to the demands and inability of an employee to do his job. Meanwhile, according to Maharani and Budianto (2019) work stress is the tension or emotional pressure experienced by someone who is facing enormous demands, work obstacles and has the opportunity to affect a person's emotions, thoughts and physical condition.

Stress in the workplace according to Mangkunegara (2020) is the tension that employees experience when they try to manage their workload. Stress is characterized as an emotional and psychological reaction that occurs at a goal where individuals face insurmountable difficulties. Job stress, on the other hand, defined by Cooper & Cartwright (2021) defines job stress as a condition in which employees fulfill tasks that exceed one's abilities and the resources required when carrying out tasks, in situations where there is a large difference between rewards and demands to fulfill tasks. Job stress will occur if there is a gap between an individual's abilities and the demands of their job. In the short term, unaddressed job stress can lead to feelings of pressure, unmotivation, and frustration that result in suboptimal employee performance. In the long term, employees who are unable to handle job stress will find it difficult and can reduce their work performance or the company itself.

Based on the theoretical exposure above, work stress is a condition of employees who experience an imbalance between the physical and psychological of an employee caused by job demands that are not in accordance with their abilities.

Job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters concerning physical and psychological factors Edy Sutrisno (2019: 74).

Handoko (2020: 193) defines job satisfaction as an employee's income that is pleasant or not about his job, the feeling is seen from the employee's good behavior towards work and all things experienced in the work environment.

So it can be concluded that the definition of job satisfaction is a positive attitude of

the workforce including feelings and behavior towards their work through an assessment of one of the jobs as a sense of appreciation in achieving one of the important values of work.

METHOD

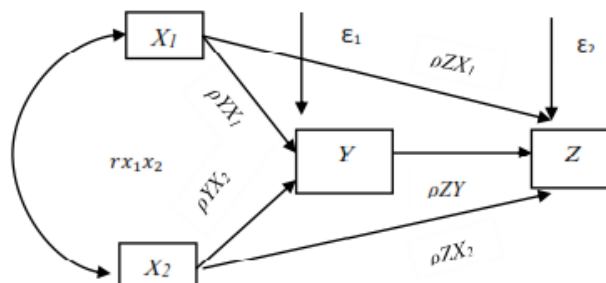
The population in this study were employees of BPKK (Center for Expansion of Employment Opportunities) Bekasi, totaling 50 people. In connection with the population in this study is small or less than 100 people, this study uses a Nonprobability Sampling technique, namely a sampling technique that does not provide equal opportunities or opportunities for each element of the population to be selected as a sample where the population is equal to the sample size or called saturated sampling, namely a sampling technique if all members of the population are used as samples.

The validity test in this study used the SPSS program. The validity of a question item can be seen in the SPSS output results in the table with the Item-Total Statistic title. Assessing the validity of each question item can be seen from the Corrected item-Total Correlation value of each question item. A question item is said to be valid if the r-count value which is the value of the Corrected item-Total Correlation > 0.30 (Priyatno, 2009).

RESULTS AND DISCUSSION

In path analysis before the researcher analyzes a study, the researcher first makes a path diagram which is used to present the problem in the form of a picture and determine the structural equation that states the relationship between variables in the path diagram.

The first step in path analysis is to design a path diagram according to the hypothesis developed in the study. Based on the research title, the path analysis model in this study can be described as follows:



First sub-structural path equation:

$$Y = \rho_{YX1} X1 \varepsilon1 Y + 2 \rho_{ZY} X2 + \varepsilon1$$

Second sub structural path equation:

$$Z = \rho_{ZX1} X1 + \rho_{ZX2} X2 + \rho_{ZZ} YY + \varepsilon2$$

Description:

X1 = Organizational Culture

X2 = Job stress

Y = Job Satisfaction

Z = Employee Performance

$rx1x2$ = Correlation Coefficient of organizational culture with job stress

$rx1y$ = Correlation coefficient of organizational culture with job satisfaction

$\rho_{YX1} X1$ = Path coefficient of organizational culture on job satisfaction

$\rho_{YX2} X2$ = Path coefficient of job stress on job satisfaction

$rx2y$ = Correlation coefficient of job stress with job satisfaction

$\varepsilon1$ = Other factors that affect job satisfaction disclosure

$\rho_{ZX1} X1$ = Path coefficient of organizational culture on performance

$\rho_{ZX2} X2$ = Path coefficient of work stress on performance

$\rho_{ZY} Y$ = Path coefficient of job satisfaction on performance

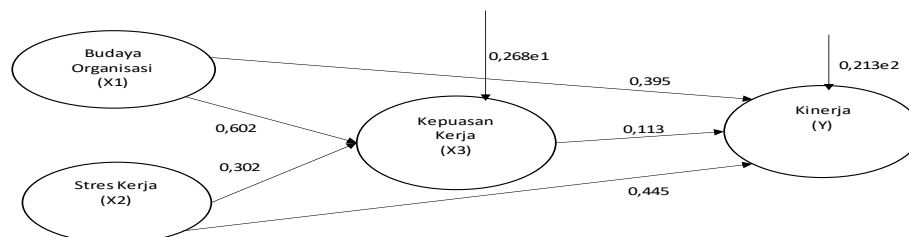
$\varepsilon2$ = Other factors that affect performance disclosure

To obtain the path coefficient value of each Independent variable, first calculate the correlation between variables using the Pearson Product Moment correlation formula as follows:

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

Empirical Causal Influence Framework Between Structural Paths One and Two

The path diagram of the empirical causal influence of Organizational Culture, Job Stress, on Employee Performance through Job Satisfaction is as follows:



a. Direct Effect (DE)

To calculate the direct effect or DE, the following formula is used:

- Effect of Organizational Culture Variables on Job Satisfaction

$$X1 \rightarrow X3 = 0.602$$

- Effect of Job Stress Variables on Job Satisfaction

$$X2 \rightarrow X3 = 0.302$$

- Effect of Organizational Culture on Employee Performance

$$X1 \rightarrow Y = 0.395$$

- Effect of Job Stress on Employee Performance

$$X2 \rightarrow Y = 0.445$$

- Effect of Job Satisfaction on Employee Performance

$$X3 \rightarrow Y = 0.113$$

b. Indirect Effect (IE)

To calculate the indirect effect or IE, the following formula is used:

- The effect of Organizational Culture variables on Employee Performance through Job Satisfaction

$$X1 \rightarrow X3 \rightarrow Y = (0.602 \times 0.113) = 0.0680$$

- Effect of Work Stress variable on Performance through Job Satisfaction

$$X2 \rightarrow X3 \rightarrow Y = (0.302 \times 0.113) = 0.0341$$

c. Total Effect

- The effect of Organizational Culture variables on Employee Performance through Job Satisfaction

$$X1 \rightarrow X3 \rightarrow Y = (0.602 + 0.113) = 0.715$$

- The effect of Work Stress variables on Employee Performance through Job Satisfaction

$$X2 \rightarrow X3 \rightarrow Y = (0.302 + 0.113) = 0.415$$

The structural equations for the equation model are:

$$1.) \text{ Sub-structure equation 1: } X3 = 0.602X1 + 0.302X2 + 0.268\epsilon_1$$

$$2.) \text{ Sub-structure equation 2: } Y = 0.395X1 + 0.445X2 + 0.213\epsilon_2$$

The effect of Organizational Culture on Employee Performance has a probability value of 0.005, with reference to the rules for testing the significance of the probability value of $0.005 < 0.05$, so that H_0 is rejected and H_1 is accepted, meaning that there is a significant influence between Organizational Culture on the Performance of BPKK Bekasi Employees with the magnitude of the influence of Organizational Culture on Employee Performance based on the beta value on the Standardized Coefficient of 39.5%, the remaining 60.5% is influenced by other variables.

A strong organizational culture with the application of the 5S culture (seiri, seiton, seiso, seiketsu, and shitsuke) within the Bekasi Job Opportunities Expansion Center and the encouragement of the leadership to carry out morning apples so that it becomes a positive culture at the Bekasi Job Opportunities Expansion Center, triggers employees to be disciplined and think creatively and create

innovative ideas in carrying out work, and with encouragement from the leadership to always innovate will influence employees to improve performance on an ongoing basis.

The effect of Job Stress on Employee Performance has a probability value of 0.000 with reference to the rules for testing the significance of the probability value of $0.000 < 0.05$, so that H_0 is rejected and H_1 is accepted, meaning that Job Stress has a significant effect on the Performance of BPKK Bekasi Employees with the magnitude of the effect of Job Stress on Employee Performance based on the beta value on the Standardized Coefficient of 44.5%, the remaining 55.5% is influenced by other variables.

Increased job stress can be caused by job insecurity and poor working conditions. When employees feel insecure in their jobs, they tend to experience anxiety and uncertainty about the future of their careers and with poor working conditions such as an uncomfortable work environment, inadequate facilities, and untidy room arrangements also cause increased employee work stress, this affects employee performance. Organizations should prioritize improving job insecurity and working conditions such as implementing 5S to reduce work stress so that employee performance can be achieved to support organizational performance.

The effect of Organizational Culture on Job Satisfaction has a probability value of 0.000, with reference to the rules for testing the significance of the probability value of $0.000 < 0.05$, so that H_0 is rejected and H_1 is accepted, meaning that there is a significant influence between Organizational Culture on Job Satisfaction of BPKK Bekasi employees with the magnitude of the influence of Organizational Culture on Job Satisfaction based on the beta value on the Standardized Coefficient of 60.2%, the remaining 39.8% is influenced by other variables. Organizational culture is a factor that needs to be considered in achieving Employee Job Satisfaction. A positive organizational culture with the application of 5S (seiri, seiton, seiso, seiketsu, and shitsuke) creates a clean, tidy, and conducive work environment that can increase employee work comfort so that job satisfaction will be created for employees.

The effect of Job Stress on Job Satisfaction has a probability value of 0.013, with reference to the rules for testing the significance of the probability value of $0.013 < 0.05$, so that H_0 is rejected and H_1 is accepted, meaning that there is a significant relationship between Job Stress and Job Satisfaction of BPKK Bekasi employees with the magnitude of the effect of Job Stress on Job Satisfaction based on the beta value on the Standardized Coefficient of 30.2%, the remaining 69.8% is influenced by other variables. High job stress, such as excessive workload, conflict, and uncertainty, can reduce job satisfaction. When employees feel comfortable and supported in the work environment, they tend to be more productive, loyal and have higher job satisfaction. Therefore, organizations should prioritize reducing job stress to increase employee job satisfaction.

The effect of Job Satisfaction on Employee Performance has a probability value of 0.393 with reference to the rules for testing the significance of the probability value of $0.393 < 0.05$, so that H_0 is accepted and H_1 is rejected, meaning that there is no significant effect between Job Satisfaction and Employee Performance of BPKK Bekasi with the amount of insignificant influence between Job Satisfaction on Employee Performance based on the beta value in the Standardized Coefficient of 11.3%, the remaining 88.7% is influenced by other variables. The insignificant effect of job satisfaction on employee performance needs to be a concern, because increasing job satisfaction is also needed to improve employee performance and overall organizational performance. Organizations

need to increase supervision of superiors of employees in assisting the course of work and providing solutions to work problems faced by employees. However, supervision of superiors and providing solutions to these work problems do not have a big influence on employee performance.

The indirect effect of Organizational Culture (X1) on Employee Performance (Y) through Job Satisfaction (X3) is 0.518 and Sobel's P value is 0.000. By referring to the rules of significance testing, the probability value of $0.000 > 0.05$ so that H_0 is rejected and H_1 is accepted, meaning that there is a Significant Effect between Organizational Culture on Employee Performance through Job Satisfaction (Intervening variables are able to mediate significantly). A positive organizational culture increases job satisfaction, which then increases motivation, productivity and work quality. Therefore, organizations need to pay attention to the level of employee job satisfaction by implementing a positive organizational culture to encourage employees to improve their performance.

The indirect effect of Job Stress (X2) on Employee Performance (Y) through Job Satisfaction (X3) is 0.24628 and Sobel's P value is 0.013. By referring to the rules of significance testing, the probability value of $0.013 > 0.05$ so that H_0 is rejected and H_1 is accepted, meaning that there is a Significant Effect between Job Stress on Employee Performance through Job Satisfaction (The intervening variable is able to mediate significantly). High job stress can lead to decreased performance and increase the risk of not achieving organizational goals. Therefore, organizations need to prioritize strategies to reduce job stress by increasing job satisfaction, by rewarding employee work achievements and providing solutions to employee work problems, this will lead to a decrease in employee work stress levels, so that employee performance achievement can be more optimal.

CONCLUSION

Based on research findings and hypothesis testing regarding the posed issues, the conclusions are as follows: Organizational culture significantly influences employee performance at the Bekasi Job Opportunity Development Center. The application of the 5S culture creates a clean and organized work environment, motivating employees to think creatively and innovate, which improves performance. Work stress significantly affects employee performance at the Bekasi Job Opportunity Development Center. Increased work stress from job insecurity and poor working conditions negatively impacts employees' mental states and performance. Improving job security and working conditions can reduce work stress, leading to better performance.

Organizational culture significantly affects job satisfaction at the Bekasi Job Opportunity Development Center. A positive organizational culture, such as the implementation of 5S and recognition of achievements, enhances employee satisfaction. Work stress significantly impacts job satisfaction at the Bekasi Job Opportunity Development Center. High work stress from excessive workload and conflicts reduces job satisfaction. Job satisfaction does not significantly affect employee performance at the Bekasi Job Opportunity Development Center, as lack of supervision and solutions from management limits its impact on performance.

Organizational culture significantly influences employee performance through job satisfaction at the Bekasi Job Opportunity Development Center, as satisfied employees more easily implement

organizational culture, enhancing performance. Work stress significantly impacts employee performance through job satisfaction at the Bekasi Job Opportunity Development Center, as satisfied employees experience lower work stress, increasing their desire to improve performance.

REFERENCES.

- A.A. Anwar Prabu Mangkunegara. (2020). Manajemen Sumber Daya Manusia Instansi. Edisi XIV. Bandung: PT Remaja Rosdakarya.
- A.R. Vanchapo, S.Kep., M. Mk. (2020). Beban Kerja dan Stres Kerja. CV. Penerbit Qiara Media.
- Afandi. (2018). Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator). Nusa Media. Yogyakarta.
- Afiah Mukhtar. (2021). Stres Kerja Dan Kinerja. PT. Nasya Expanding Management.
- Ahmad Faisal, Erwansyah Sjarief, Muliani Panjaitan (2023) Pengaruh Budaya Organisasi, Kepuasan Kerja Dan Motivasi Kerja Terhadap Kinerja Pegawai Bkkbn Pusat. Jurnal Ilmiah Manajemen Surya Pasca Scientia | Volume 12 Nomor 1 Januari 2023, 52-66.
- Bernardin, H. John, dan Joyce E.A Russel. (2003). Human resource management (An Experimental Approach International Edition). Mc. Graw-Hill Inc.Singapore.
- Bhastary, Manda Dwipani. 2020. Pengaruh Etika Kerja dan Stres Kerja terhadap Kepuasan Kerja Karyawan. Jurnal Ilmiah Magister Manajemen, 3(2), 160-170.
- Bolung dkk (2023). Pengaruh Pelatihan Dan Kompensasi Terhadap Kinerja Pegawai Pada Bpmpd Provinsi Sulawesi Utara. Jurnal EMBA Vol.6 No.3 Juli 2023, Hal. 1838 – 1847. ISSN 2303-1174.
- Burhannudin, dkk. (2019). Pengaruh Disiplin Kerja, Lingkungan Kerja Dan Komitmen Organisasional Terhadap Kinerja Karyawan. Jurnal, Vol. 8. No. 2.
- Cooper, C. L., & Cartwright, S. (2021). Stress and well-being at work: A century of empirical trends reflecting theoretical and societal influences. *Journal of Occupational Health Psychology*, 26(3), 245-258.
- Duwi Priyatno. 2014. SPSS untuk Analisis Korelasi, Regresi, dan Multivariate. Yogyakarta: Gava Media.
- Edy Sutrisno, (2019). Manajemen Sumber Daya Manusia. Cetak ke sebelas. Prananda Media Group, Jakarta.
- Fachrurazi, Nurcahyadi, Heri Fitriani, dkk. (2022). Dasar dan Konsep Manajemen Organisasi. Batam: CV Rey Media Grafika.

- Fahmi, Irham. (2016). Pengantar Manajemen Sumber Daya Manusia Konsep dan Kinerja. Mitra Wacana Media: Jakarta.
- Festinahati Buulolo, P. D. (2021). Pengaruh Stres Kerja Terhadap Kinerja Pegawai Pada Kantor Camat Aramo Kabupaten Nias Selatan. *Jurnal Ilmiah Mahasiswa Nias Selatan*: 4 (2), 191-202.
- Ghozali, Imam. 2011, Aplikasi Analisis Multivariate dengan Program IBM SPSS 19. Semarang : Badan Penerbit Universitas Diponegoro.
- Handoko, T. H. (2020). Manajemen Personalialia & Sumberdaya Manusia. BPFE Yogyakarta.
- Harvey, D.F, D.R. Brown.(2009),Terjemahan Cahyono Bahan Bacaan Pengantar Ilmu Administrasi Bisnis, Badan Penerbit Universitar Indonesi : Jakarta.
- Hasrudy Tanjung & Laila Mawaddah Putri. (2021). Pengaruh Stres Kerja dan Kompensasi Terhadap Kinerja Pegawai Pada Dinas Kependudukan dan Pencatatan Sipil Provinsi Sumatera Utara. *SiNTESa*, 1(3).
- Irawan, G., Nasir, M., & Pasulu, M. (2023). Pengaruh Budaya Organisasi, Motivasi dan Pengembangan Karir Terhadap Kinerja Pegawai Pada Kantor Kementerian Agama Kabupaten Mamasa. *Jurnal Online Manajemen ELPEI*, 3(1), 492–507.
- Lathiifa, S., & Chaerudin, C. (2022). The Influence of Organizational Culture, Work Environment on Employee Performance with Work Motivation as an Intervening Variable (Case Study: Online Retail XYZ Jakarta). *International Journal of Management and Business Applied*, 1(2), 68–85.
<https://doi.org/10.54099/ijmba.v1i2.266>.
- Lukman Hadju dan Novita Adam (2019) Pengaruh Budaya Organisasi Terhadap Kinerja Pegawai Pada Dinas Perhubungan Kabupaten Bone Bolango (*Jurnal MSDM, administrasi pelayanan publik Sekolah Tinggi Ilmu Administrasi Bina Taruna Gorontalo* Volume vi No.2 Desember 2019).
- Luturlean, B. S., & Prasetyo, A. P. (2019). Antecedents of Employee's Affective Commitment The Direct Effect of Work Stress and The Mediation of Job Satisfaction. 30, 697–712.
- Maharani R, Budianto A. Pengaruh Beban Kerja Terhadap Stres Kerja dan Kinerja Perawat Rawat Inap Dalam. *Journal Management Review*.(2019);3(2):327–332.
- Marlius, D., & Sari, L. M. (2023). Pengaruh Budaya Organisasi Dan Rotasi Pekerjaan Terhadap Kinerja Pegawai

Pada Dinas Sosial Provinsi Sumatera Barat. Jurnal Valuasi: Jurnal Ilmiah Ilmu Manajemen Dan Kewirausahaan, 3(1), 462-477.

Naima, N., & Aransyah, M. F. (2023). Pengaruh Disiplin Kerja, Kesehatan Keselamatan Kerja Dan Budaya Organisasi Terhadap Kinerja Karyawan. Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA), 7(1), 733–743. <https://doi.org/10.31955/mea.v7i1.2922>.

Nitisemito. (2019). Manajemen Sumber Daya Manusia. Edisi Ketiga. Ghalia Indonesia, Jakarta.

Noor, Juliansyah. 2014. Metodologi Penelitian. Jakarta: Kencana Prenada Media Group.

Nursalam. (2020). Metodologi Penelitian Ilmu Keperawatan Pendekatan Praktis (L. P (ed.); 4th ed.). Salemba medika.

Oktavia, R., & Fernos, J. (2023). Pengaruh Lingkungan Kerja Dan Budaya Organisasi Terhadap Kinerja Pegawai Pada Dinas Kependudukan Dan Pencatatan Sipil Kota Padang. *Jurnal Economina*, 2(4), 993–1005. <https://doi.org/10.55681/economina.v2i4.492>.

Rahmadania, S. E., & Herminingsih, A. (2021). The Influence Of Organizational Culture , Work Motivation , And Work Dicipline On Employee. *Dinasti Internasional Journal of Education Management and Social Science*, 3(1), 100–115. <https://doi.org/10.31933/dijemss.v3i1>.

Robbins, S.P dan Judge T.A. (2015). Perilaku Organisasi. Jakarta: Salemba Empat.

Rosmaini., Hasrudy, Tanjung. (2019). Pengaruh Kompetensi, Motivasi Dan Kepuasan Kerja Terhadap Kinerja Pegawai. Jurnal Ilmiah Magister Manajemen. Vol 2, No. 1.

Safrijal, S. (2023). Pengaruh Stres Kerja Terhadap Kinerja Dosen. *Media Bina Ilmiah*, 17(7), 1389-1398.

Saleh, L. M. et al. (2022) ‘The Development of a Work Stress Model for Air Traffic Controllers in Indonesia’, *Kesmas*, 17(1), pp. 40–47. doi: 10.21109/kesmas.v17i1.5001.

Scientific Journal on Research and Application of Industrial System, (2019), 4.2. Reza, Muhammad; AZWIR, Hery Hamdi. Penerapan 5S (Seiri, Seiton, Seiso, Seiketsu, Shitsuke) Pada Area Kerja Sebagai Upaya Peningkatan Produktivitas Kerja (Studi Kasus Di C

V Widjaya Presisi). JIE.

Sedarmayanti . (2020). Sumber Daya Manusia dan Produktivitas Kerja . Bandung : Mandar Maju.

- Setyorini, A. D., Santi, S., & Anggiani, S. (2021). Pengaruh Budaya Organisasi dan Komitmen Organisasi terhadap Kinerja Pegawai di PT. Garuda Indonesia Tbk. *E-Jurnal Akuntansi*, 31(2), <https://doi.org/10.24843/EJA.2021.v31.i02.p13>.
- Sugiyono, (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: CV. Alfabeta.
- Sugiyono. (2020). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta.
- Sutoro, M. (2020). Pengaruh Pengembangan Karir terhadap kinerja karyawan pada PT. BCA Finance Jakarta. 9(2), (102-109).
- Wahyudi, W. R., & Tupti, Z. (2019). Pengaruh Budaya Organisasi, Motivasi dan Kepuasan Kerja Terhadap Kinerja. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 31–44.
- Wijaya, S. (2022). Peran Budaya Organisasi Dalam Meningkatkan Retensi Karyawan. *Jurnal Bina Manajemen*, 11(1), 199–213. <https://doi.org/10.52859/jbm.v11i1.256>.
- Wiryawan. K. A. & Rahmawati. P. 1. (2020). Pengaruh Tingkat Pendidikan dan Pengembangan Karir terhadap Kinerja Pegawai Pada PT Bank Pembangunan Daersh Bali Cabang selurit. *Jurnal Manajemen*. Vol 6, No 2. Diakses pada <https://ejournal.undiksha.ac.id/in-dex.php/BISMA-JM/article/view/26873>