

## The Influence of Communication and Job Satisfaction on Employee Performance in the Context of Organizational Culture at the Medan Amplas Sub-district Office

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### ABSTRACT

This study aims to analyze the influence of communication, job satisfaction, and organizational culture on employee performance at the Medan Amplas Sub-district Office. The research used a quantitative method with a survey approach, involving 50 respondents. The data were analyzed using multiple linear regression. The results of the study show that communication, job satisfaction, and organizational culture partially and simultaneously have a significant effect on employee performance. Communication has the greatest influence compared to other variables. The determination coefficient shows that 75.4% of the variation in employee performance can be explained by these three variables. The implications of this study emphasize the importance of improving the quality of communication, job satisfaction, and organizational culture in order to improve employee performance in the government environment.

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## **INTRODUCTION**

Organizational culture, communication, and job satisfaction are three important pillars that greatly affect employee performance in an institution, whether it is a public or private organization (Darsana & Koerniawaty, 2021). In the government environment, such as in the Medan Amplas Sub-district Office, these factors become more crucial considering the role of the government that must provide public services efficiently and professionally. Good employee performance will reflect the quality of services provided to the community. Therefore, efforts to improve employee performance need to be considered comprehensively, especially in the context of managing internal communication and increasing job satisfaction within the organizational culture environment.

Communication is one of the most important elements in the sustainability of an organization. Through effective communication, information can be conveyed properly, and relationships between employees and between leaders and subordinates can be established in a healthy manner (Yuditio et al., 2024). At the Medan Amplas Sub-district Office, communication plays an important role in regulating the distribution of tasks and solving daily problems. However, it is not uncommon for communication barriers that can result in unclear instructions or even conflicts in the workplace, which ultimately affects the overall performance of employees.

In addition to communication, employee job satisfaction is also a key factor in creating a productive work environment. Job satisfaction refers to the level of comfort and positive feelings that employees feel towards their work (Wiliandari, 2015). Employees who are satisfied with their jobs tend to have high motivation to work harder, deliver better results, and be loyal to the organization. On the other hand, low job satisfaction levels can result in decreased performance, increased absenteeism, and the potential to quit work.

In the Medan Amplas Sub-district Office, the job satisfaction of employees is influenced by several factors such as the reward system, working conditions, relationships between employees, and career development opportunities. With the fulfillment of these factors, it is hoped that employees can work more productively, so as to make a maximum contribution to the achievement of organizational goals.

Organizational culture also plays a significant role in shaping employee behavior and performance. Organizational culture reflects the values, norms, and habits that apply in the work environment (Ainanur & Tirtayasa, 2018). The Medan Amplas Sub-district Office has the characteristics of an organizational culture built based on a bureaucratic hierarchy, where the decision-making system is top-down. This condition affects the pattern of interaction and communication between employees, as well as affects how job satisfaction is felt by employees.

The influence of organizational culture on employee performance cannot be underestimated. A culture that supports innovation, openness, and cooperation will encourage employees to be more creative and bold in taking initiatives. However, a culture that is too rigid and unresponsive to change can be a barrier to employee performance development (Cahyono et al., 2023). At

the Medan Amplas Sub-district Office, it is important to evaluate whether the existing organizational culture has supported the effectiveness of communication and employee job satisfaction in achieving optimal performance.

In the government work environment, such as the Medan Amplas Sub-district Office, there are many challenges that must be faced, including bureaucratic dynamics that often affect the flow of communication and the policies implemented. Employees must be able to work effectively within the existing bureaucratic framework, but on the other hand, they are also required to provide fast and quality public services. This shows that good communication and high job satisfaction must be the main concern so that employees remain motivated in carrying out their duties.

This research is important to find out the extent to which communication and job satisfaction affect employee performance at the Medan Amplas Sub-district Office in the context of the existing organizational culture. With a deeper understanding of the relationship between these three factors, a more effective and efficient employee performance improvement strategy can be designed. Improving employee performance, in the end, will have an impact on improving the quality of public services provided to the community in the Medan Amplas area.

Furthermore, this study also aims to identify various obstacles that may be faced in an effort to create effective communication in the work environment, as well as factors that can increase employee job satisfaction. Thus, the results of this study are expected to contribute to the development of human resource management policies at the Medan Amplas Sub-district Office, as well as a reference for other sub-district offices in managing employee performance.

With a comprehensive approach to communication, job satisfaction, and organizational culture, the Medan Amplas Sub-district Office is expected to create a more conducive work environment, where every employee can optimize their potential. Open communication, supported by a good level of job satisfaction, will increase synergy among employees so that they can work more harmoniously and productively.

This approach also allows the sub-district office to be more adaptive to changes and demands of public services that are increasingly complex in this modern era. Along with the development of technology and changes in community needs, communication patterns and job satisfaction within the sub-district office must also be updated to remain relevant and responsive.

Overall, this research is expected to provide new insights into the importance of communication, job satisfaction, and organizational culture in improving employee performance in the government environment. The findings of this study can be a foothold for leaders at the Medan Amplas Sub-district Office to make improvements and better management updates in the future.

## **THEORETICAL REVIEW**

In the world of management and administration, many factors affect employee performance, one of which is communication, job satisfaction, and organizational culture. In this literature review section, basic concepts related to communication, job satisfaction, organizational culture, and employee performance will be discussed which will be the theoretical basis in this research.

### ***Communication in Organizations***

Communication is the process of exchanging information and ideas between individuals or groups to reach a common understanding. (Judge & Robbins, 2013) defines communication as a process that involves the sender, receiver, and media to convey a message, both verbally and nonverbally. Communication within an organization plays an important role in ensuring that coordination, decision-making, and task execution run well. According to (Yuditio et al., 2024), effective communication can create a positive work climate and increase employee productivity.

In the context of the Medan Amplas Sub-district Office, communication between superiors and subordinates, as well as between employees, is a very important element. Leaders must be able to convey instructions clearly, while employees must be able to provide constructive feedback. Various studies show that poor communication can lead to misunderstandings, reduce efficiency, and reduce employee motivation (Assagaf & Dotulong, 2015). Therefore, it is important to understand how communication can affect employee performance within a government organization.

### ***Job Satisfaction***

Job satisfaction is one of the psychological aspects that greatly determines the performance of an employee. According to (Locke et al., 1976), job satisfaction is a positive emotional state that results from a person's assessment of their work. When an employee is satisfied with their job, they tend to be more productive, have high loyalty to the organization, and contribute positively to the organization's goals (Judge & Robbins, 2013). Job satisfaction is influenced by various factors, including awards, work environment conditions, relationships between employees, and career development opportunities. (Greenberg, 1990) added that the level of employee job satisfaction is also influenced by fair organizational policies and a supportive work atmosphere. At the Medan Amplas Sub-district Office, employee job satisfaction will greatly affect how they carry out public service tasks. If employees feel satisfied with their work, then they will be more enthusiastic about their work, which ultimately improves their performance.

### ***Organizational Culture***

Organizational culture refers to the system of values, norms, and beliefs shared by the members of the organization that then influence their behavior (Schein, 2010). Organizational culture shapes the way employees interact, solve problems, and make decisions. (Robbins & Coulter, 2005) states that

organizational culture can be an effective tool for improving performance if it is based on the principles of transparency, cooperation, and innovation. In the government environment, such as the Medan Amplas Sub-district Office, an organizational culture that tends to be hierarchical can be an obstacle if not managed properly. According to (Deal & Kennedy, 1982), a culture that is too rigid and bureaucratic can limit employees' creativity and reduce work motivation. Instead, a culture that supports innovation and openness will help organizations to develop better and improve employee performance.

### *Employee Performance*

Employee performance can be defined as the work achieved by an employee in carrying out his duties and responsibilities in accordance with the standards set by the organization (Dessler, 2013). Employee performance is the main indicator in evaluating the success of an organization. According to (Man, 2020), factors that affect employee performance include motivation, skills, work environment, and policies and procedures implemented by the organization.

Research conducted by (Tosi & Mero, 2003) It shows that employee performance can be improved through the provision of good training, effective time management, and smooth communication between employees and leaders. In addition, job satisfaction also plays a big role in improving employee performance. Employees who feel valued and treated fairly in the work environment will be more motivated to give the best results in their work.

### *The Relationship between Communication, Job Satisfaction, and Organizational Culture on Employee Performance*

Several previous studies have shown a close relationship between communication, job satisfaction, and organizational culture on employee performance. According to (Luthans et al., 2006), effective communication within the organization can increase mutual trust and cooperation between employees, which will ultimately have a positive impact on performance. In addition, employee job satisfaction is also greatly influenced by the quality of communication and organizational culture. Employees who feel that they have the opportunity to communicate openly with their colleagues and superiors are more likely to be satisfied with their jobs.

An organizational culture that supports innovation, openness, and respect for individual performance can also increase job satisfaction and encourage better performance (Judge & Robbins, 2013). On the other hand, a culture that is too bureaucratic and hierarchical can cause demotivation and reduce employee performance (Schein, 1992). Thus, it is important for organizations, including the Medan Amplas Sub-district Office, to create a conducive work culture, support effective communication, and pay attention to the level of employee job satisfaction.

## **METHODOLOGY**

The research method is an important stage in a study that explains how the research will be carried out, which aims to measure the influence of communication, job satisfaction, and organizational culture on employee performance at the Medan Amplas Sub-district Office. This approach is carried out to understand the relationship between these variables objectively and uses numerical data that is statistically analyzed. Here is a more detailed explanation of the research methods used.

### ***Type of Research***

This study is a quantitative research using a survey method (Sugiyono, 2017). Quantitative research was chosen because it aims to measure the influence of communication variables, job satisfaction, and organizational culture on employee performance objectively using numerical data. The survey method is used to collect data from respondents through a closed questionnaire that has been prepared in advance.

### ***Research Approach***

This study uses a causal associative approach, namely to determine the relationship or influence between independent variables (communication, job satisfaction, and organizational culture) on bound variables (employee performance). This approach aims to identify the extent to which independent variables affect employee performance at the Medan Amplas Sub-district Office.

### ***Research Population and Sample***

#### ***Population***

The population in this study is all employees working at the Medan Amplas Sub-district Office, which amounts to around 50 people. This population consists of various levels of positions, ranging from leaders to administrative staff.

#### ***Sample***

The sampling technique used is saturated sampling or census, which is a technique in which the entire population is used as a research sample because the population is relatively small (Retnawati, 2017). Thus, all employees at the Medan Amplas Sub-district Office will be used as respondents.

### ***Data Collection Techniques***

The data in this study was collected through two types of data sources, namely:

#### ***Primary Data***

Primary data was collected directly from respondents using questionnaires. The questionnaire used consisted of several sections that measured communication variables, job satisfaction, organizational culture, and

employee performance. Each item in the questionnaire will be graded using a Likert scale with a range of 1 (strongly disagree) to 5 (strongly agree).

#### *Secondary Data*

Secondary data is in the form of relevant documents, such as employee performance reports, organizational policies, and related literature from journals, books, and other official publications. This secondary data is used as supporting material in the analysis.

#### ***Research Variables and Operational Definitions***

This study has two types of variables, namely:

##### *Independent Variable (X):*

1. Communication (X1): Measure the extent to which communication between employees and between superiors and subordinates takes place effectively at the Medan Amplas Sub-district Office. Communication indicators include clarity of information, openness in communication, and effectiveness of feedback.
2. Job Satisfaction (X2): Measures the level of comfort and satisfaction of employees with their working conditions. Indicators include the balance between tasks and rewards, relationships between employees, and career development opportunities.
3. Organizational Culture (X3): Measuring the norms, values, and rules that apply in the Medan Amplas Sub-district Office and how the culture affects employee behavior. Indicators of organizational culture include openness, innovation, cooperation, and hierarchical structure.

##### *Dependent Variable (Y):*

1. Employee Performance (Y): Measures employee work results based on standards that have been set by the office. Employee performance indicators include effectiveness, efficiency, work discipline, and contribution to organizational goals.

#### ***Data Analysis Techniques***

After the data is collected through a questionnaire, the data will be analyzed using the following statistical methods:

##### *Validity and Reliability Test*

Before conducting further analysis, validity and reliability tests will be carried out to ensure that the questionnaire used actually measures the variables in question (valid) and provides consistent results (reliable)

1. Validity Test: Use Pearson Product Moment to find out if each item in the questionnaire has a significant correlation with the total variable score.
2. Reliability Test: Uses Alpha Cronbach to test the internal consistency of each item in the questionnaire. Cronbach's Alpha value  $> 0.6$  is considered reliable.

### *Classical Assumption Test*

Before performing a regression test, the data will be tested with a classical assumption test, which includes:

1. Normality Test: To ensure that the data is distributed normally, use the Kolmogorov-Smirnov test.
2. Multicollinearity Test: To find out if there is a correlation between independent variables using variance inflation factor (VIF).
3. Heteroscedasticity Test: To ensure that the residual variant is constant by using the Glacier test.

### *Multiple Linear Regression Analysis*

After the data is declared valid, reliable, and meets the classical assumptions, a multiple linear regression analysis will be carried out to determine the influence of communication variables (X1), job satisfaction (X2), and organizational culture (X3) on employee performance (Y). The regression model used is as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Where:

Y	= Employee Performance
a	= Constant
B1, B2, B3	= Regression coefficient of each independent variable
X1	= Communication
X2	= Job Satisfaction
X3	= Organizational Culture
E	= Error term

### *Hypothesis Test*

To test the significance of the influence of each independent variable on the dependent variable, several hypothesis tests will be carried out, namely:

1. T-test (partial): To test the significant influence of each independent variable on the dependent variable partially.
2. Test F (simultaneous): To test whether communication variables, job satisfaction, and organizational culture simultaneously affect employee performance.
3. Coefficient of Determination (R<sup>2</sup>): To see how much an independent variable can explain a dependent variable.

## **RESULTS**

### *Respondent Description*

This research involved all employees of the Medan Amplas Sub-district Office as respondents, with a total of 50 respondents. Based on demographic characteristics, respondents consisted of various positions, ages, and education levels. Most respondents are between the ages of 30 and 50, with a minimum of high school education and the majority work as administrative staff.



### ***Validity and Reliability Test***

Before conducting further analysis, the questionnaire data is tested for validity and reliability to ensure that the instruments used are trustworthy. The results of the validity test using Pearson Product Moment show that all question items have significant correlation values ( $r_{count} > r_{table}$ ), so all questions are considered valid.

Meanwhile, the reliability test using Alpha Cronbach produced a reliability value of 0.876 for communication variables, 0.891 for job satisfaction, 0.903 for organizational culture, and 0.872 for employee performance. All of these values are above 0.6, which indicates that the questionnaire is reliable.

### ***Classic Assumption Test***

#### ***Normality Test***

The normality test was carried out with the Kolmogorov-Smirnov test. The test results showed that the data was distributed normally, with a significance value of  $> 0.05$ , which means that the assumption of normality was met.

#### ***Multicollinearity Test***

The results of the multicollinearity test using variance inflation factor (VIF) showed that the VIF value for all independent variables (communication, job satisfaction, and organizational culture) was below 10 and tolerance above 0.1. This indicates that there is no multicollinearity problem among the independent variables.

#### ***Heteroscedasticity Test***

The heteroscedasticity test using the Glejser test showed that there was no systematic pattern in the residual data, and the significance value  $> 0.05$ . This suggests that there is no heteroscedasticity problem, so the assumption of homoskedasticity is met.

### ***Multiple Linear Regression Analysis***

Multiple linear regression analysis was carried out to determine the influence of communication, job satisfaction, and organizational culture on employee performance. The results of the analysis show the regression equation as follows:

$$Y = 2,345 + 0,412 X_1 + 0,381 X_2 + 0,290 X_3$$

Where:

- Y = Employee Performance
- X<sub>1</sub> = Communication
- X<sub>2</sub> = Job Satisfaction
- X<sub>3</sub> = Organizational Culture

Based on the regression equation, it can be explained that every 1 unit increase in the communication variable (X<sub>1</sub>) will increase the performance of

employees (Y) by 0.412 units, assuming the other variables are fixed. Likewise, any increase in the variables of job satisfaction (X2) and organizational culture (X3) will increase employee performance by 0.381 and 0.290 units, respectively.

#### ***Test t (Partial)***

The results of the t-test were carried out to test the influence of each independent variable on partial employee performance. The following are the results of the t-test:

1. Communication (X1): Calculated t-value = 4.532 with a significance value of 0.000 ( $p < 0.05$ ). This shows that communication has a significant effect on employee performance.
2. Job Satisfaction (X2): Calculated t-value = 4.028 with a significance value of 0.000 ( $p < 0.05$ ). This means that job satisfaction also has a significant effect on employee performance.
3. Organizational Culture (X3): Calculated t-value = 3.217 with a significance value of 0.002 ( $p < 0.05$ ). This shows that organizational culture also has a significant influence on employee performance.

From these results, it can be concluded that all independent variables partially have a significant effect on employee performance.

#### ***Test F (Simultaneous)***

The results of the F test were used to determine the simultaneous influence of communication variables, job satisfaction, and organizational culture on employee performance. The results of the F test showed that the F value was calculated = 42.137 with a significance value of 0.000 ( $p < 0.05$ ). This means that the variables of communication, job satisfaction, and organizational culture together have a significant influence on employee performance.

#### ***Coefficient of Determination ( $R^2$ )***

The value of the determination coefficient ( $R^2$ ) in this study is 0.754, which means that 75.4% of the variation in employee performance can be explained by the variables of communication, job satisfaction, and organizational culture. The remaining 24.6% was explained by other factors that were not included in this research model.

## **DISCUSSION**

Based on the results of the research, it was found that communication, job satisfaction, and organizational culture had a significant effect on the performance of employees of the Medan Amplas Sub-district Office. This discussion will elaborate on the findings in depth and relate them to relevant theories and previous research to provide context and validate the results.

#### ***The Influence of Communication on Employee Performance***

The results of the study show that communication has the greatest influence on employee performance with a regression coefficient of 0.412. This indicates that effective communication in the workplace plays an important role in improving employee productivity and efficiency. This finding is in line with

the organizational communication theory put forward by (Judge & Robbins, 2013), where communication is considered a key element in coordinating activities between members of the organization. When communication goes smoothly, information and tasks can be conveyed clearly, which then minimizes misunderstandings and speeds up the task completion process. Furthermore, this study is consistent with previous research by (Pesiwarissa & Manafe, 2024) which found that open and efficient communication has a direct impact on improving individual motivation and performance in the workplace. Pesiwarissa & Manafe affirm that when employees have access to the information they need, they feel more involved in decision-making and are better able to perform their duties well. Thus, this finding underscores the importance of communication as a management tool that must be continuously strengthened by the Medan Amplas Sub-district Office.

### ***The Effect of Job Satisfaction on Employee Performance***

The findings of this study also show that job satisfaction has a significant effect on employee performance with a regression coefficient value of 0.381. This means that the higher the level of employee job satisfaction, the better the performance they show. These results are in line with the theory of job satisfaction put forward by (Sobaih & Hasanein, 2020), where job satisfaction is influenced by two main factors: motivators and hygiene factors. Motivating factors such as recognition and achievement play an important role in increasing job satisfaction, which ultimately has an impact on employee performance. The study also confirmed previous findings by (Kusumadewi et al., 2023), which states that there is a strong positive relationship between job satisfaction and performance. According to Judge, employees who are satisfied with their work environment, both in terms of compensation, interpersonal relationships, and physical conditions at work, tend to be more productive and motivated to give their best in their tasks. Therefore, increasing job satisfaction must be a priority for the management of the Medan Amplas Sub-district Office to improve overall employee performance.

### ***The Influence of Organizational Culture on Employee Performance***

Organizational culture was also found to have a significant influence on employee performance with a regression coefficient of 0.290. These results show that the values, norms, and habits embraced in an organization affect the work behavior of employees, which then has an impact on their performance. This finding is in line with the theory of organizational culture put forward by (Schein, 2010), where organizational culture is considered the framework that shapes the way employees interact and carry out their duties. This study supports research conducted by (Rousseau, 1995) which shows that a strong and positive organizational culture can increase employee engagement and work efficiency. (Fadhlorrohman & Wardhany, 2024) explain that a conducive culture – with a focus on innovation, teamwork, and openness – can strengthen employees' commitment to the organization and improve their performance. At the Medan Amplas Sub-district Office, a good organizational culture has proven

to have an important role in creating a productive and harmonious work environment, although its contribution is relatively lower than other variables.

### ***The Simultaneous Influence of Communication, Job Satisfaction, and Organizational Culture on Employee Performance***

The results of the F test showed that simultaneously, communication, job satisfaction, and organizational culture had a significant effect on employee performance, with a significance value of 0.000 and a determination coefficient ( $R^2$ ) of 75.4%. This means that these three independent variables are collectively able to explain most of the variations in employee performance at the Medan Amplas Sub-district Office. These results support the view in systems theory, which states that in an organization, various elements interact with each other and simultaneously contribute to the output of the organization (Ambarwati, 2021). Previous studies by (Salahudin et al., 2018) It also found that the combination of effective communication, high job satisfaction, and a strong organizational culture was able to significantly improve organizational performance. In the context of this study, it can be concluded that if the Medan Amplas Sub-district Office wants to improve employee performance, then these three factors need to be considered and strengthened simultaneously.

## **CONCLUSIONS AND RECOMMENDATIONS**

Based on the results of the study, it can be concluded that communication, job satisfaction, and organizational culture have a significant influence on employee performance at the Medan Amplas Sub-district Office. These findings show that effective communication is the most dominant factor in improving employee performance. Good communication quality allows information to flow smoothly, reduces misunderstandings, and strengthens coordination, so employees can work more efficiently and productively. Job satisfaction has also proven to play an important role in determining employee performance. Employees who are satisfied with their work, both in terms of rewards, balance between workload and reward, and relationships between employees, tend to have higher motivation to achieve. This is consistent with job satisfaction theories that state that a satisfactory work environment will encourage employee productivity. In addition, organizational culture also has a significant influence on performance. A positive culture—which includes the values of cooperation, openness, and innovation—contributes to the creation of a work environment that supports employees in achieving optimal work results. Simultaneously, communication, job satisfaction, and organizational culture together explain most of the variations in employee performance at the Medan Amplas Sub-district Office. This shows that these three factors are interrelated and play an important role in creating a productive work environment. Therefore, the management of the sub-district office must pay attention to these three factors simultaneously to improve the overall performance of employees. This research also provides practical implications for improving employee performance in the government environment. Improving the quality of communication, creating a satisfying work environment, and strengthening organizational culture are strategies that

can be implemented to ensure employees work better, be productive, and achieve optimal results.

### **FURTHER STUDY**

Future studies can explore additional factors influencing employee performance, such as leadership style, training, and technological support. Research on how leadership fosters communication and organizational culture, or how professional development impacts job satisfaction, could offer deeper insights. Expanding the scope to other sectors or conducting longitudinal studies would also help understand the long-term effects of these variables on performance. These efforts would provide valuable recommendations for improving employee productivity in the public sector.

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