

**THE INFLUENCE OF ORGANIZATIONAL CULTURE AND CAREER
DEVELOPMENT OPPORTUNITIES ON THE JOB SATISFACTION OF DR.
TJITROWARDOJO CLASS B PURWOREJO**



Amilia Tiarani¹
Universitas Telkom, Bandung, Indonesia
amiliatiarani23@gmail.com

Ratri Wahyuningtyas²
Universitas Telkom, Bandung, Indonesia
ratriwahyu@telkomuniversity.ac.id

Abstract

The existence of Human Resources (HR) is very important in achieving organizational goals, so good HR management, including paying attention to job satisfaction, is crucial. At dr. Tjitrowardojo Class B Purworejo, job satisfaction will be created by implementing a good organizational culture and adequate career development opportunities. This research aims to determine the influence of organizational culture and career development opportunities on employee job satisfaction at the RSUD. The method used is quantitative with data collection techniques through questionnaires filled out by 167 civil servant employees. The sampling technique used is probability sampling with simple random sampling, and data analysis using SEM-PLS. The research results show that organizational culture and career development opportunities have a positive and significant influence on employee job satisfaction. The author suggests that hospitals continue to pay attention to employee job satisfaction by optimizing the application of organizational cultural values and career development through transparency of employee points, dissemination of career information, and ease of career advancement systems.

Keywords: Organizational Culture, Job Satisfaction, Career Development Opportunities

INTRODUCTION

Human Resources (HR) in an organization plays a very important role in its existence to run an organization to achieve predetermined goals (Dwiyanti & Dudija, 2019). Thus, the existence of human resources in a company is the main strength of its existence which is also an object and a subject in carrying out company management (Meitisari et al., 2018). Therefore, an important aspect that can help the success and survival of a company is having competent management to achieve work effectiveness goals and being able to develop the company to continue to compete in similar industrial fields through the utilization of its resources. So, good social conditions will be created within a company by utilizing existing resources (Wahyuningtyas et al., 2023). In facing current developments where there are demands for companies to pay more attention to human resource management, doing this through optimal human resource management will help create job satisfaction for each member (Ramadhan & Rachmadsyah, 2023). Having good job satisfaction will help create the company's stated goals (Hasibuan, 2019).

Job satisfaction can be achieved well when the factors that influence it are also supportive, some of the factors being organizational culture, work environment, and work motivation (Pranitasari & Saputri, 2020). Research by Meng and Berger (2019) also stated that there is a strong influence and relationship related to organizational culture on job satisfaction in professional public relations workers. Research results by Suryati et al., (2022) also stated that there is a positive and significant influence between organizational culture on the job satisfaction of teachers from the Prajnamitra Maitreya Pekanbaru Foundation. Also supported by research by Bedha et al., (2022) which states that organizational culture has an influence on job satisfaction at PT. Virama Karya (Persero) Surabaya.

Organizational culture is the totality of values, principles, traditions, and work methods that are shared by members of an organization and whose existence is used to influence work behavior (Robbins & Judge, 2018; Siagian et al, 2023). Therefore, organizational culture acts as the basic thoughts and values that shape the organization and becomes the foundation for individuals or groups to carry out activities within the organization (Torang, 2014; Pratama & Lathief Ilhamy Nasution, 2023). The form of implementation at RSUD dr. Tjitrowardojo Class B Purworejo itself has determined and

asked its employees to always behave following the values set out in the organization's motto "TERACTUAL" namely Orderly administration, Accurate actions, Correct diagnosis, Common for everyone, Safe atmosphere, and Smooth service. Apart from that, based on the results of interviews with the sub-coordinator of hospital HR development on September 23rd, 2023, it was found that the form of organizational culture implemented at RSUD dr. Tjitrowardojo Class B Purworejo adheres to a reward and punishment system. The form of punishment is in the form of calculating reduced points related to service, while the form of reward is in the form of employees receiving awards according to performance based on work presence (Amalou, 2024).

Another aspect of the results of employee job satisfaction assessments that hospital management needs to pay attention to is career development opportunities. Ariwibowo, Madris, & Patiro (2022) states that career development opportunities are opportunities for employees to grow and develop through career advancement planning that is facilitated by the company in obtaining them. The relationship between job satisfaction and career development is that employee job satisfaction will increase along with the availability of career development opportunities carried out through programs and fulfilling career needs (Ardyanfitri & Wahyuningtyas, 2016). Study by Huo (2021) states that career development opportunities have an important role in shaping employee career achievements. By achieving career achievements, job satisfaction will be created. Therefore, having high career development opportunities will create employee satisfaction in carrying out their work because they have career clarity. Also supported by research results from Melani et al., (2019) namely, there is a significant relationship between career opportunities and employee job satisfaction. Previous research by Ariwibowo et al., (2022) also stated that career opportunities have a positive and significant influence on employee job satisfaction at the West Sulawesi KEMENKUMHAM regional office.

LITERATURE REVIEW

Organizational Culture

Organizational culture refers to a shared understanding that is shared and adhered to by members of an organization which differentiates it from other organizations by covering

the values, beliefs, and assumptions that become the organization's characteristic identity (Robbins & Judge, 2018). Another opinion from Yateno (2020) states that organizational culture is an organizational assessment system that is used as a reference by members of the organization, which will later influence the behavior and work systems of organizational members.

According to Denison et al., (2006), there are four dimensions used to measure organizational culture, namely as follows: first, involvement related to the level of member participation in efforts to achieve goals, a sense of ownership, and responsibility in achieving organizational goals which are assessed through three aspects of assessment, namely empowerment, team orientation, and capability development. The second consistency is related to the existence of clear harmony and sustainability regarding the organization's methods, organizational values, and organizational goals which are assessed through three assessment aspects, namely core values, agreement, coordination, and integration. The third, namely adaptability, describes the organization's ability to adapt which is assessed through three aspects, namely creating change, customer focus, and organizational learning. The fourth dimension, namely mission, is about the targets and direction to be aimed at in an organization, which is assessed through three aspects, namely strategic direction and intent, goals and objectives, and then vision.

Career Development Opportunities

According to Ariwibowo et al., (2022) career development opportunities are employees' opportunities to grow and develop through career advancement planning which is facilitated by the company in obtaining them. Career development opportunities can also be said to be opportunities to obtain appropriate skill enhancement and job transfer according to the relevance of the skills (Zhang inSun & Cheng, 2021).

According to Siagian (2014), dimensions to be able to achieve career development opportunities must pay attention to these five factors, including fair treatment in a career regarding management's objective treatment in determining employee career development and career development is widely known among employees. Then the concern of superiors is related to the direct involvement of superiors in the career planning of each employee, such as providing feedback to employees about their work assignments. Furthermore, information

about various promotional opportunities includes ease in terms of open access to information regarding opportunities to improve your work career. The fourth dimension, namely interest in being promoted, is related to the willingness of individuals in an organization or company to improve their work career. The fifth dimension is the level of satisfaction related to the individual's perception of the fulfillment of expectations for the reality he obtains through creating a person's sense of comfort and pride in fulfilling expectations when carrying out his work activities.

Job Satisfaction

Job satisfaction is the result of a combination of attitudes shown during work, feelings towards work, and experiences that influence the work system (Latifah et al., 2023). Job satisfaction is also referred to as a form of positive feelings felt by workers towards their work (Widyanti, 2019). Job satisfaction is also a positive feeling that arises from an individual's assessment of various aspects of his work which is obtained from evaluating his work characteristics, so that someone satisfied with his job has a positive evaluation of his work characteristics and vice versa, someone who is dissatisfied with his job has a negative evaluation of his job characteristics (Robbins & Judge, 2018).

According to Widyanti (2019), job satisfaction has several dimensions with the following description: the first dimension, namely work itself, is related to the use of skills in carrying out work and the level of difficulty of the work for the work results obtained. The second is related to supervision which contains the superior's ability to solve work problems and the superior's ability to establish relationships with his employees. Next about workers which relates to the relationship between employees and their superiors, as well as relationships with other employees, whether they have the same or different types of work. Fourth, namely, promotion which relates to whether or not a person has opportunities to obtain career development while the person is working. The fifth dimension is about pay to show the role of wages in increasing motivation and work performance.

Hypothesis

H1: There is a significant influence of organizational culture on employee job satisfaction at RSUD dr. Tjitrowardojo Purworejo.

H2: There is a significant influence of career development opportunities on employee job satisfaction at Dr. RSUD. Tjitrowardojo Purworejo

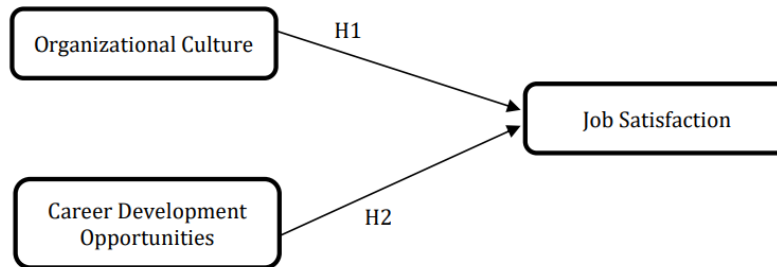


Figure 1.
Conceptual Model of the Study
Source: Authors' data processing, 2023

RESEARCH METHOD

This research uses quantitative methods because according Sugiyono (2022), quantitative methods are carried out to test predetermined research hypotheses and use data in the form of numbers and using statistics in the analysis. Based on its objectives, this research is classified as descriptive research because research aims to provide an objective description or picture of a situation (Widiasworo, 2019).

Data collection in this research was carried out through a survey with a questionnaire addressed to civil servant employees at Dr. Hospital Tjitrowardojo Purworejo with 167 respondents. The sampling technique uses probability sampling by type simple random sampling with data analysis carried out through SEM-PLS using SmartPLS 4.0 software to show the influence of the relationship between variables (Ghozali, 2021).

RESULTS AND DISCUSSION

Respondent Characteristics

Based on the results of a questionnaire that was distributed to employees at RSUD dr. Tjitrowardojo Class B Purworejo with a total of 167 respondents, the results showed that based on gender the respondents were dominated by female employees with a total of 112 people or 67.1%, based on the work division it was dominated by respondents in the nursing

division, namely 73 people or 43.7%. Based on the age of the respondents, it is dominated by employees aged 41-50 years with a total of 77 people or a percentage of 46.1%, and based on the length of time employees have worked, it is dominated by answers from respondents who have worked for more than 20 years, namely 64 people or 38.3%.

Evaluation of the Measurement Model (Outer Model)

Evaluation of the outer model in research is carried out to evaluate the indicators used for latent variables or research variables that cannot be measured or determined directly so that by carrying out the outer model it will be seen to what extent the use of these indicators can explain the latent variables (Mustaqim et al., 2020). The following is a graphic of the outer model resulting from data processing using SmartPLS 4.0 software as shown in Figure 2.

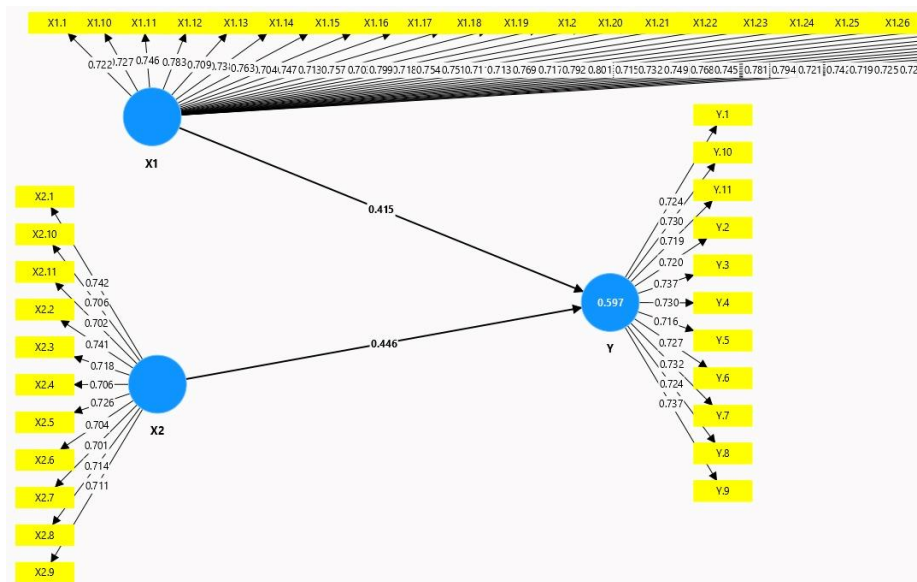


Figure 2.
Outer Model

Source: Processed authors' data, 2024

Convergent Validity

Table 1.

Convergent Validity Test – Loading Factor and Average Variance Extracted (AVE)

Latent Variables	Items	Loading Factor	AVE	Conclusion
Organizational Culture	X1.P1	0.722	0.552	Valid
	X1.P2	0.703		Valid

	X1.P3	0.715		Valid
	X1.P4	0.794		Valid
	X1.P5	0.721		Valid
	X1.P6	0.742		Valid
	X1.P7	0.719		Valid
	X1.P8	0.725		Valid
	X1.P9	0.725		Valid
	X1.P10	0.727		Valid
	X1.P11	0.746		Valid
	X1.P12	0.783		Valid
	X1.P13	0.709		Valid
	X1.P14	0.738		Valid
	X1.P15	0.763		Valid
	X1.P16	0.704		Valid
	X1.P17	0.747		Valid
	X1.P18	0.713		Valid
	X1.P19	0.757		Valid
	X1.P20	0.799		Valid
	X1.P21	0.718		Valid
	X1.P22	0.754		Valid
	X1.P23	0.751		Valid
	X1.P24	0.711		Valid
	X1.P25	0.713		Valid
	X1.P26	0.769		Valid
	X1.P27	0.717		Valid
	X1.P28	0.792		Valid
	X1.P29	0.801		Valid
	X1.P30	0.732		Valid
	X1.P31	0.749		Valid
	X1.P32	0.768		Valid
	X1.P33	0.745		Valid
	X1.P34	0.781		Valid
Career Development Opportunities	X2.P1	0.742	0.512	Valid
	X2.P2	0.741		Valid
	X2.P3	0.718		Valid
	X2.P4	0.706		Valid
	X2.P5	0.726		Valid
	X2.P6	0.704		Valid

	X2.P7	0.701		Valid
	X2.P8	0.714		Valid
	X2.P9	0.711		Valid
	X2.P10	0.706		Valid
	X2.P11	0.702		Valid
Job Satisfaction	Y.P1	0.724	0.528	Valid
	Y.P2	0.720		Valid
	Y.P3	0.737		Valid
	Y.P4	0.730		Valid
	Y.P5	0.716		Valid
	Y.P6	0.727		Valid
	Y.P7	0.732		Valid
	Y.P8	0.724		Valid
	Y.P9	0.737		Valid
	Y.P10	0.730		Valid
	Y.P11	0.719		Valid

Source: Processed Authors' Data, 2024

Based on the data processing results listed in Table 1, it was found that the loading factor results for each statement had a value above 0.70 and an AVE value of more than 0.50 for each variable, so it can be stated that all statement items and variables in the research are convergently valid.

Discriminant Validity

Table 2.
Discriminant Validity Test – Cross-Loading

Items	Organizational Culture	Career Development Opportunities	Job Satisfaction
X1.P1	0.722	0.363	0.446
X1.P2	0.703	0.399	0.465
X1.P3	0.715	0.340	0.466
X1.P4	0.794	0.498	0.536
X1.P5	0.721	0.442	0.465
X1.P6	0.742	0.366	0.464
X1.P7	0.719	0.420	0.432
X1.P8	0.725	0.594	0.489
X1.P9	0.725	0.512	0.587
X1.P10	0.727	0.429	0.457
X1.P11	0.746	0.366	0.462

X1.P12	0.783	0.437	0.475
X1.P13	0.709	0.278	0.413
X1.P14	0.738	0.492	0.492
X1.P15	0.763	0.484	0.478
X1.P16	0.704	0.373	0.419
X1.P17	0.747	0.439	0.414
X1.P18	0.713	0.276	0.384
X1.P19	0.757	0.444	0.428
X1.P20	0.799	0.486	0.513
X1.P21	0.718	0.469	0.472
X1.P22	0.754	0.364	0.525
X1.P23	0.751	0.484	0.557
X1.P24	0.711	0.504	0.545
X1.P25	0.713	0.499	0.528
X1.P26	0.769	0.513	0.616
X1.P27	0.717	0.441	0.526
X1.P28	0.792	0.529	0.664
X1.P29	0.801	0.455	0.554
X1.P30	0.732	0.567	0.575
X1.P31	0.749	0.521	0.591
X1.P32	0.768	0.425	0.479
X1.P33	0.745	0.521	0.592
X1.P34	0.781	0.462	0.581
X2.P1	0.554	0.742	0.627
X2.P2	0.484	0.741	0.579
X2.P3	0.381	0.718	0.450
X2.P4	0.381	0.706	0.414
X2.P5	0.466	0.726	0.518
X2.P6	0.421	0.704	0.460
X2.P7	0.387	0.701	0.483
X2.P8	0.354	0.714	0.509
X2.P9	0.362	0.711	0.463
X2.P10	0.455	0.706	0.464
X2.P11	0.506	0.702	0.467
Y.P1	0.439	0.414	0.724
Y.P2	0.454	0.435	0.720
Y.P3	0.563	0.557	0.737
Y.P4	0.493	0.544	0.730

Y.P5	0.490	0.402	0.716
Y.P6	0.498	0.466	0.727
Y.P7	0.520	0.566	0.732
Y. P8	0.466	0.580	0.724
Y.P9	0.535	0.666	0.737
Y.P10	0.543	0.445	0.730
Y.P11	0.460	0.421	0.719

Source: Processed Authors' Data, 2024

Based on the data listed in Table 2, the results show that the correlation value of each statement item on the variable as a whole has a greater value when compared to other variables on each of the same statement items, so it can be stated that all variables are convergently valid because they have qualified. The following are the results of the processed data in the form of Heterotrait-monotrait Ratio (HTMT) values which are listed in Table 3.

Table 3.
Discriminant Validity Test – Heterotrait-Monotrait Ratio (HTMT)

Variable	Organizational Culture	Career Development Opportunities	Job Satisfaction
Organizational Culture			
Career Development Opportunities	0.633		
Job Satisfaction	0.713	0.746	

Source: Processed Authors' Data, 2024

Based on this, it can be said that all research variables are declared discriminantly valid because they have fulfilled the conditions for the discriminant validity test. This means that the data used in the research is unbiased and reliable.

Reliability Test

Table 4.
Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	Conclusion
Organizational Culture	0.975	0.977	Reliable
Career Development Opportunities	0.905	0.920	Reliable
Job Satisfaction	0.911	0.925	Reliable

Source: Processed author's data, 2024

Based on the results of the processed data listed in Table 4, it was found that Cronbach's Alpha and Composite Reliability values for each variable were above 0.7. Based on this, the data in the research can be declared reliable because it has fulfilled the prerequisites that have been set.

Structural Measurement Test (Inner Model)

R Square

**Table 5.
 R Square Value**

Endogenous Variables	R Square	R Square Adjusted
Job Satisfaction	0.597	0.592

Source: Processed Authors' Data, 2024

Based on the data processing results listed in Table 5, the determinant coefficient (R Square) value was 0.592, which is categorized as moderate. This means that the variables of organizational culture and career development opportunities can explain the job satisfaction variable by 59.2% and the remaining 40.8% is influenced by other variables that are not used in this research.

Predictive Relevance

**Table 6.
 Predictive Relevance Value**

Endogenous Variables	Q Square
Job Satisfaction	0.562

Source: Processed Authors' Data, 2024

Based on the data processing results listed in Table 6, the results showed that the Q Square value was $0.562 > 0$, which means that the research model has good predictive relevance because it meets the conditions for predictive relevance.

Hypothesis Test

**Table 7.
 Hypothesis Test**

Hypothesis	Connection	Path Coefficient	T Statistics	P Values	Information

H1	Organizational Culture -> Job Satisfaction	0.415	4,796	0,000	Significant
H2	Career Development Opportunities -> Job Satisfaction	0.446	5,797	0,000	Significant

Source: Processed Authors' Data, 2024

Based on the data listed in Table 7. it can be interpreted as follows:

- a. Organizational culture has a significant effect on job satisfaction as proven by the statistical T value of $4.796 > 1.974446$ the P value of $0.000 < 0.05$ and the path coefficient value of 0.415 which means it shows a positive direction, so this research accepts the first hypothesis.
- b. Career development opportunities have a significant effect on job satisfaction as proven by the statistical T value of $5.797 > 1.974446$ the P value of $0.000 < 0.05$ and the path coefficient value of 0.446 which means it shows a positive direction, so this research accepts the second hypothesis.

CONCLUSION

Based on the results of research that has been conducted to determine the influence of organizational culture and career development opportunities on employee job satisfaction at dr. RSUD. Tjitrowardojo Class B Purworejo can be concluded as follows.

1. Descriptive assessment of organizational culture among employees at RSUD dr. Tjitrowardojo Class B Purworejo scored 81.26% and was in the good category. This means that organizational culture is implemented well by employees at RSUD dr. Tjitrowardojo Class B Purworejo.
2. Descriptive assessment of career development opportunities by employees at RSUD dr. Tjitrowardojo Class B Purworejo scored 73.02% and was in the good category. This means that the level of career development opportunities that exist at RSUD dr. Tjitrowardojo Class B Purworejo is running well in its implementation.

3. Descriptive assessment of employee job satisfaction at RSUD dr. Tjitrowardojo Class B Purworejo scored 80.13% and was in the satisfied category. This means that employees feel satisfied when working at RSUD dr. Tjitrowardojo Class B Purworejo.
4. Organizational culture has a positive and significant influence on employee job satisfaction at RSUD dr. Tjitrowardojo Class B Purworejo. This means that the better the implementation of organizational culture, the greater the job satisfaction felt by employees at RSUD dr. Tjitrowardojo Class B Purworejo.
5. Career development opportunities have a positive and significant influence on employee job satisfaction at RSUD dr. Tjitrowardojo Class B Purworejo. This means that the better career development opportunities that exist at RSUD dr. Tjitrowardojo Class B Purworejo, the job satisfaction felt by employees at RSUD dr. Tjitrowardojo Class B Purworejo.

REFERENCES

- Amalou, S. I. (2024). Organizational Climate and Performance in Higher Education: A Bibliometric Analyses Using Dimensions Database. *Majapahit Journal of Islamic Finance and Management*, 4(1), 1–24. <https://doi.org/10.31538/mjifm.v4i1.55>
- Ardyanfitri, H., & Wahyuningtyas, R. (2016). The influence of job career development opportunities, training, occupational safety and health on the job satisfaction of employees in the Telkom University. *Journal of Administrative and Business Studies*, 2(5). <https://doi.org/10.20474/jabs-2.5.3>
- Ariwibowo, J., Madris, & Patiro, S. P. S. (2022). Pengaruh Peluang Karir dan Kompetensi Terhadap Kinerja Pegawai Melalui Motivasi Kerja dan Kepuasan Kerja Sebagai Variabel Mediasi pada Kantor Wilayah Kementerian Hukum dan Hak Asasi Manusia Sulawesi Barat. *ECOBISMA (Jurnal Ekonomi, Bisnis Dan Manajemen)*, 9(2). <https://jurnal.ulb.ac.id/index.php/ecobisma/article/view/2433/2359>
- Bedha, A. E., Riyadi, S., & Raka Ardiana, I. D. K. (2022). The Effect of Organizational Commitment, and Organizational Culture on Job Satisfaction and Employee Performance at Pt Virama Works (Persero) Surabaya. *International Journal of Economics, Business and Management Research*, 06(09), 108–127. <https://doi.org/10.51505/ijebmr.2022.6909>
- Denison, D., Janovics, J., Young, J., & Cho, H. J. (2006). Diagnosing Organizational Cultures: Validating A Model and Method. *ResearchGate*. <https://www.researchgate.net/publication/228801211>
- Dwiyanti, N., & Dudija, N. (2019). The Effect of Rewards on Employee Performance with Employee Engagement as an Intervening Variable in Indonesian Pharmaceutical

- Companies. *Journal Of International Conference Proceedings*, 2(3), 191–199.
<https://ejournal.aibpmjournals.com/index.php/JICP/article/view/662/650>
- Ghozali, I. (2021). *Partial Least Squares Konsep, Teknik Dan Aplikasi Menggunakan Program SmartPLS 3.2.9 Untuk Penelitian Empiris* (3 ed.). Badan Penerbit Universitas Diponegoro.
- Hasibuan, Malayu. S. P. (2019). *Manajemen Sumber Daya Manusia* (Revisi). Bumi Aksara.
- Huo, M. L. (2021). Career growth opportunities, thriving at work and career outcomes: Can COVID-19 anxiety make a difference? *Journal of Hospitality and Tourism Management*, 48, 174–181. <https://doi.org/10.1016/j.jhtm.2021.06.007>
- Hutabarat, D. M. (2018). Pengaruh Motivasi Dan Pengembangan Karir Terhadap Kepuasan Kerja Karyawan Di PT Alamjaya Wirasentosa Depo Pematang Siantar. *Jurnal SULTANIST*, 6(1). <http://www.alamjaya.co.id>
- Latifah, I. N., Suhendra, A. A., & Mufidah, I. (2023). Factors affecting job satisfaction and employee performance: a case study in an Indonesian sharia property companies. *International Journal of Productivity and Performance Management*. <https://doi.org/10.1108/IJPPM-03-2021-0132>
- Meitisari, N., Hanafi, A., & Wahab, Z. (2018). Analysis on the Effects of Organizational Communication Climate and Career Development Toward Employee Performance with Job Satisfaction. *International Journal of Scientific and Research Publications (IJSRP)*, 8(8). <https://doi.org/10.29322/ijsrp.8.8.2018.p8054>
- Melani, Firdaus, M. A., & Rinda, R. T. (2019). Pengaruh Disiplin Kerja dan Peluang Karier Terhadap Kepuasan Kerja Karyawan. *Jurnal Ilmu Manajemen*, 2(4), 504–513. <http://ejournal.uikabogor.ac.id/index.php/Manager/index>
- Meng, J., & Berger, B. K. (2019). The Impact Of Organizational Culture and Leadership Performance on PR Professionals' Job Satisfaction: Testing The Joint Mediating Effects Of Engagement and Trust. *Public Relations Review*, 45(1), 64–75. <https://doi.org/10.1016/j.pubrev.2018.11.002>
- Mustaqim, H., Nurmayunita, Sabri, Ahmad, Wandu, & Samad. (2020). Inner and Outer Model of Work Culture and Employee Performance of Company In Batam Area. *PJAE*, 17(7). <https://www.archives.palarch.nl/index.php/jae/article/view/2533/2470>
- Pranitasari, D., & Saputri, C. B. (2020). Pengaruh Budaya Organisasi Dan Lingkungan Kerja Terhadap Motivasi Kerja Serta Dampaknya Terhadap Kepuasan Kerja Karyawan. *Jurnal Riset Manajemen Sains Indonesia (JRMSI)*, 11. <https://doi.org/10.21009/JRMSI.011.1.03>
- Pratama, R., Nurlaila, N., & Lathief Ilhamy Nasution, M. (2023). The Influence of Workload, Work Stress, Organizational Culture, and Work Environment on Job Performance at Employees of PT. Bank Sumut Syariah Deli Serdang Area. *Indonesian Interdisciplinary Journal of Sharia Economics (IJSE)*, 6(3), 1666-1686. <https://doi.org/10.31538/ijse.v6i3.3891>

- Ramadhan, J., & Rachmadsyah, R. A. (2023). Pengelolaan SDM dan Perencanaan Sumber Daya Manusia Dalam Kemajuan Suatu Organisasi. *Jurnal Publikasi Manajemen Informatika*, 3(1), 11–18. <https://doi.org/10.55606/jupumi.v3i1.2472>
- Robbins, S. P., & Judge, T. A. (2018). *Organizational Behaviour; Global Edition, 18/E.* (Eighteenth). Pearson.
- Siagian, S. P. (2014). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Siagian, M., Siregar, Z., & Rambe, B. (2023). The Effect of Training on Employee Performance by Mediating Organizational Commitment and Motivation at the Labuhanbatu Youth and Sports Culture and Tourism Service. *Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE)*, 6(1), 254-269. <https://doi.org/10.31538/iijse.v6i1.2199>
- Sugiyono. (2022). *Metode Penelitian Manajemen* (Setiyawami, Ed.; Revisi 2). CV. Alfabeta.
- Sun, L., & Cheng, N. (2021). Impacts of Sense of Career Calling and Perceived Career Development Opportunities on Work Engagement: A Case Study of Undergraduate Academic Advisor. *International Journal of Business and Management*, 16(8), 37. <https://doi.org/10.5539/ijbm.v16n8p37>
- Suryati, Nyoto, & Sudarno. (2022). Pengaruh Budaya Organisasi terhadap Kepuasan Kerja Guru Yayasan Prajnamitra Maitreya Pekanbaru. *Jurnal Maitreyawira*, 3. <https://maitreyawira.e-journal.id/jm/article/view/50>
- Torang, S. (2014). *Organisasi & Manajemen*. Alfabeta.
- Wahyuningtyas, R., Disastra, G., & Rismayani, R. (2023). Toward Cooperative Competitiveness for Community Development in Economic Society 5.0. *Journal of Enterprising Communities*, 17(3), 594–620. <https://doi.org/10.1108/JEC-10-2021-0149>
- Widiasworo, E. (2019). *Menyusun Penelitian Kuantitatif untuk Skripsi dan Tesis* (Ilalang, Ed.; 1 ed.). Araska.
- Widyanti, R. (2019). *Perilaku Organisasi (Teori dan Konsep)* (Basuki, Ed.). Universitas Islam Kalimantan MAB.