

The Effect of Leadership and Organizational Culture on Employee Performance With Job Engagement as A Mediation Variable

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ABSTRACT

The following research aims to analyze the influence of leadership, organizational culture, and job involvement on employee performance. This research was conducted on employees and female employees in the area of North Jakarta and its surroundings, where data collection used the distribution method. The following research population is employees who work in the North Jakarta area with 1-3 years of service. The number of respondents in the following research reached 150 people. The following research data processing technique uses the PLS (Partial Least Square) system. The results showed that organizational culture and work involvement had a significant effect on employee performance, but leadership had no significant effect on employee performance.

Keywords: Organizational Culture, Job Engagement, Leadership, Employee Performance

INTRODUCTION

Every company has various goals and one of them is to achieve the goal or maximum output and results. Because basically HR plays a very important role in achieving maximum goals for the company (Susan, 2019) and it is undeniable that employee performance is one of the important points to achieve this. Employee performance is the result of work carried out by several people or even more employees who are carried out in accordance with their respective positions and duties within a certain time to achieve a predetermined organizational goal. (Alfiz et al., 2019) Employee performance greatly affects the growth of the company, many factors affect employee performance, including from oneself and others.

The company leader must have thought that quality and quantity were important and wanted good output results achieved for his company. Of course all that will not be achieved without the presence of human resources who help to develop the company, it cannot be denied that employee performance is one of the important aspects and points in the company chain. Employees or HR (Human Resources) is a very important subject as a strong foundation in an organization or company. Optimal employee performance can be realized if leaders in the company are able to manage their resources into capable or reliable resources (Eliyana & Ma'arif, 2019).

HR needs to be managed properly professionally to create the balance needed by employees, the demands and capabilities of the organization and the importance of

quality human resources for the advancement of the company. (Tangngisalu et al., 2020) This balance is the main key for development that will result in a contribution to organizational performance. (Putra & Wibowo, 2021). It was concluded by (Paais & Pattiruhu, 2020) that the individual behavior of company and group members gives power over employee performance.

The better the performance of employees in the company, the easier it will be for the company to achieve its goals. And vice versa if the employee's performance is low then the company will be increasingly difficult to achieve its goals. (Jufrizen, 2018). Performance is basically something that employees give in determining how much they contribute to the company in the form of production results or services provided. Basically, performance greatly affects the quality of a company, where performance determines the level of success of the running of a company produced by human resources who own the company according to the work standards set. (Farisi et al., 2020)

One company in the Jakarta area experienced a decline due to shrinking employee performance. Where that HR performance is largely determined by the internal and external environmental conditions of the organization, including organizational culture (Jufrizen & Rahmadhani, 2020), but according to (Puti, 2020) Employee performance will reach its maximum depending on the leadership style. If the ethics or leadership style is good, it can guarantee that employee performance

will achieve maximum results.

Leadership style is how superiors influence their subordinates so that they want to do what the boss wants in accordance with the goals of the organization or company. The stronger the leader regulates his subordinates, the employee will be motivated to improve the quality of his work (Puti, 2020) Awareness that the survival and growth of the company is determined by the power of money or capital and is determined by how successful HR management is in the organization. (Paais & Pattiruhu, 2020).

Hendriks et al., (2020) Indeed, the leader's character shapes his goals and behavior which have an impact on the output or results of the organization including the results and behavior of his subordinates. Therefore, it is concluded that the leader's character is considered an important and indispensable component for leadership performance.

During this pandemic, many companies experienced a decline both in terms of production, sales, and in terms of employee performance which made the company not reach its target. This is certainly a problem that must be faced by the company, and of course this makes management and company managers have to think hard for solutions to these problems. Where the government makes regulations that require every company to be required to implement 5M and determine the progress of WFH where the government in research (Purwanto et al., 2020) urges that business companies etc. to implement WFH and divide the team of workers into several parts,

employees are required to go to work 50 % of total employees.

The WFH period certainly affects the running of the company where employee performance decreases in addition to the lack of direct communication between employees and the difficulty of making reports that require physical checks of goods documents and others. This is certainly a problem and challenge again for the company and management. Company leaders must think hard and make difficult decisions, either reducing employees due to a decrease in results or sales during this pandemic and thinking that during this pandemic the company will continue to work and work effectively during the WFH period even though there are still many things that need to be considered and rethought.

According to (Mardianah & Hidayat, 2020) The phenomenon that occurs due to the company's policy on WFH makes entrepreneurs and government agencies doubt the effectiveness of WFH in reducing the performance of employees or organizations comprehensively, because not all sectors can implement the policy.

The purpose of this study is to seek knowledge and evidence that the influence of organizational culture and leadership style on employee performance, and explain the problems that exist in the company due to the implementation of WFH affecting the performance of employees and the organization of the company, the role of leaders in making company policies greatly affects for the development of the company. The previous journals were

used as a comparison for researchers. Meanwhile, the contribution of the following research for the company is for companies to better understand the important role of leadership style and organizational culture on employee performance so that there is no decline in performance within the company. And for researchers, the following research is a science and evaluation that is very useful both for the present and in the future, and as a comparison for future research.

LITERATURE REVIEW

Employee Performance

Talking about the performance of employees is also inseparable from factors that can affect individual performance. Work motivation factors and work environment are factors that can have an impact on employee performance. As a driving factor for work motivation, it encourages employees to carry out activities that are very much needed, especially during the current pandemic (Zayd & Habiburahman, 2022)

And according to (Muizu et al., 2019) that performance is an achievement achieved by employees based on the standards and measures that have been set. But according to (Mahmud & Sopiah, 2022) employee performance is one of the markers that organizations need to pay attention to. When employees feel unmotivated at work, this will have an impact on inhibiting organizational operational activities.

According to (Listiani et al., 2019) Self Leadership has a positive and significant effect on employee performance and individual characteristics have a positive and

significant effect on employee performance.

However, several other experts stated that according to (Sinambela & Lestari, 2022) Increasing human resources can be capital to face market competition, one of which is by improving employee performance. Increased employee performance is influenced by several factors, including the work environment, work ability, and leadership.

The increasing ability of employees' skills or work has a positive impact on increasing employee performance (Munir et al., 2022)

Leadership

According to (Mahmud & Sopiah, 2022) leadership has an important position in an organization in planning, coordinating, directing, and supervising so that the prospects for the organization's goals are in line with the expectations of the organization. According to previous research (Inceoglu et al., 2018) that leadership behavior has a very significant impact on employee behavior, employee performance, and employee welfare. Leadership has an important position or role in an organization in planning, coordinating, directing, and supervising so that the prospects of the organization's goals are in line with the expectations of the company's organization.

A good leader is a leader who is able to make wise decisions without injuring his members, including a positive impact on the continuity of the organization he leads. According to (Tirtayasa, 2019) Leaders are obliged to give serious attention to

fostering, mobilizing, mobilizing all potential employees in their environment so that the volume and workload that is directed at the goal can be realized. commitment so that in the end it can improve high performance.

Data-based decision-making refers to the approach business firms and managers adopt in making decisions based on the power of acceptable and verifiable data (Rejikumar et al., 2020)

In a fair organization the relationship will be stronger if there is transformational leadership (Knezović & Drkić, 2020)

Organizational Culture

(Bhardwaj & Kalia, 2021)

Organizational culture is also referred to as the collective programming of the mind, which distinguishes members of one organization from other organizations. According to (Tirtayasa, 2019) the importance of organizational culture, understanding organizational culture as a mutual agreement regarding the values that bind all individuals in an organization to determine the normative boundaries of the behavior of organizational members. The role of organizational culture is to help create a sense of belonging to the organization, create emotional attachment between the organization and employees involved in the organization itself, help create organizational stability as a social system and find patterns of behavioral guidelines as a result of habitual norms formed in everyday life. . Culture guides individuals to behave and instructs them on what to follow and learn, and in organizations there

is interaction between individuals according to their respective roles and functions in order to achieve common goals. HR is very necessary to be managed properly professionally to create harmony between the interests of employees and the interests of the organization in advancing the organization or company.

Job Engagement

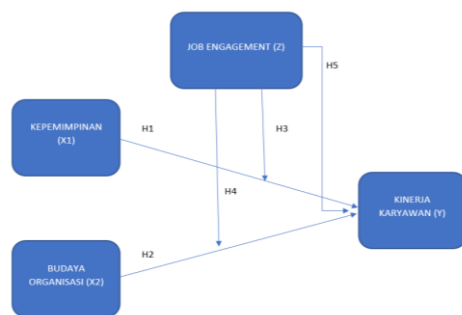
Work involvement is a factor that can affect the performance of human resources in a company and this is because in carrying out the duties and responsibilities of each individual employee who is obliged to apply the values contained in the company according to (Kharismasyah & Tata, 2021) own work involvement, namely the behavior of employees who are related to work or job descriptions which have been defined as employee psychological identification or employee commitment to work (Sunyahni, 2021). To increase the productivity of a company, work involvement is a very important aspect for employee work effectiveness and is indispensable for the development of the company. Job engagement itself is the most important thing in business, namely it will get more attention from the company because according to research on work engagement that has a positive impact on organization and work (Yin, 2018)

METHOD

The following research uses a quantitative method based on data collection by filling out a questionnaire. This research was conducted on workers in several companies in Jakarta and its surroundings, especially the North Jakarta area. The population of the

following research is all employees aged between 18 years to the age of > 40 years as many as 125 workers or respondents. While the data analysis technique used is using the PLS (Partial Least Square) path, currently PLS is used to analyze large data formats into simplified forms (Ammad et al., 2021).

Based on the problem formulation and research objectives, the research model or concept is described as follows:



HYPOTHESIS

Based on the conceptual framework or model built in the following research, the hypothesis is formulated as follows:

- H1). Leadership affects employee performance
- H2). Organizational culture affects employee performance
- H3). Leadership has an effect on job engagement
- H4). Organizational culture affects job engagement
- H5). Job engagement affects employee performance

X1 To Y (Leadership On Employee Performance)

(Fajrin, 2018) Employees need a leadership style or a leader who can grow work motivation, because by creating high work motivation, the performance of employees becomes more effective and company goals can be achieved more quickly.

X2 To Y (Organizational Culture To Employee Performance)

(Wicaksono et al., 2021) In the current era that is advancing and developing, companies must be able to maximize better employee performance in order to achieve maximum results. For corporate organizations, training is a must or mandatory for employees because it is needed to provide added value in the form of skills. which are updated in carrying out their duties and high work discipline so that they will ensure order and smooth tasks for optimal results, and for the employees themselves will create a comfortable and pleasant work atmosphere so that it will increase morale.

X1 Against Z (Leadership On Job Engagement)

Transformational Leadership is one of the highest variables that affect job engagement, consistent transformational leadership can motivate employees to be involved in doing work outside the set standards, Leaders with a transformational mindset can increase employees' high expectations and provide a vision and mission and lead to solutions rationally to challenge themselves constantly. And the High Performance Work System, which aims to create pleasant working conditions and a productive workplace, can be said to be the most important part of job engagement (Maharani, 2021).

X2 Against Z (Organizational Culture On Job Engagement)

In an organization with a strong culture, shared values are deeply understood and embraced by some members of the organization, a strong and positive culture greatly influences

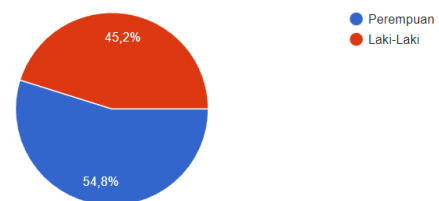
the behavior and effectiveness of the organization's work. Work engagement is a positive attitude of employees and the company (commitment, involvement, and attachment) to the cultural values and the success of the organization or company. Employees who have work engagement also have high initiative in doing tasks and are more motivated to learn more than what they do on a daily basis. (Prahara, 2020) Employees who have a high work engagement value have 3 advantages, namely employees are happier and more enthusiastic so they can produce job resources that will have an impact on completing task performance with good results. Both employees will be healthier both physically and mentally or psychologically so that employees are more focused in completing their work. The three employees will channel work engagement to other fellow employees so that interpersonal relationships can be well established and team performance will be well established too.

Z To Y (Job Engagement On Employee Performance)

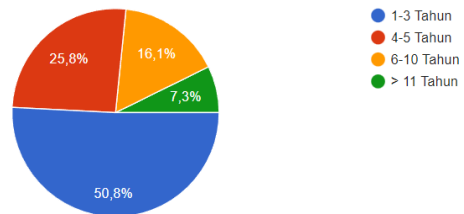
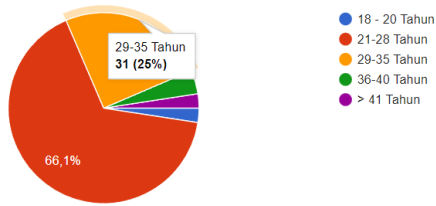
Job engagement is a complex concept which can be influenced by several factors, for example, workplace culture organizational communication, managerial style that triggers trust and respect and the leadership adopted by the company itself. Employees who are bound will work hard with positive thoughts so they will quickly complete their tasks at work, employees who are bound will automatically improve their performance trying to align with the goals of achieving the company's goals. (Manalu et al., 2021).

The following research locations are in North Jakarta and its surroundings and the target participants of the research are employees and female employees of the Jakarta and surrounding areas. The procedure for collecting data is by distributing questionnaires to these targets via Google Form. As we know that Google Form is one of the facilities that can be used for data collection purposes for research. With this we can use it to distribute questions or statements that will be filled out using individual devices via online (Kurniawan, n.d.) According to (Iqbal et al., 2018) Google Form as an evaluation tool is expected to be able to provide convenience in learning evaluation activities, from evaluation planning to evaluation. to efficiency, effectiveness as well as learning and can have an impact and benefit both from the aspect of affective, efficiency, attractiveness and appearance.

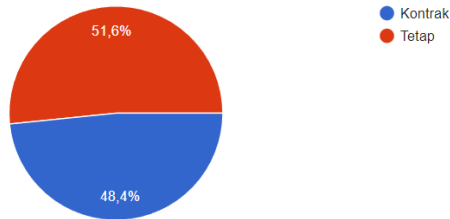
The characteristics of respondents based on descriptive analysis carried out provide information that the majority of respondents are women with a result of 54.8%



with the average age of respondents in the number 21-28 years with a percentage of 66.1%,



with permanent employee employment status with 51.6% results

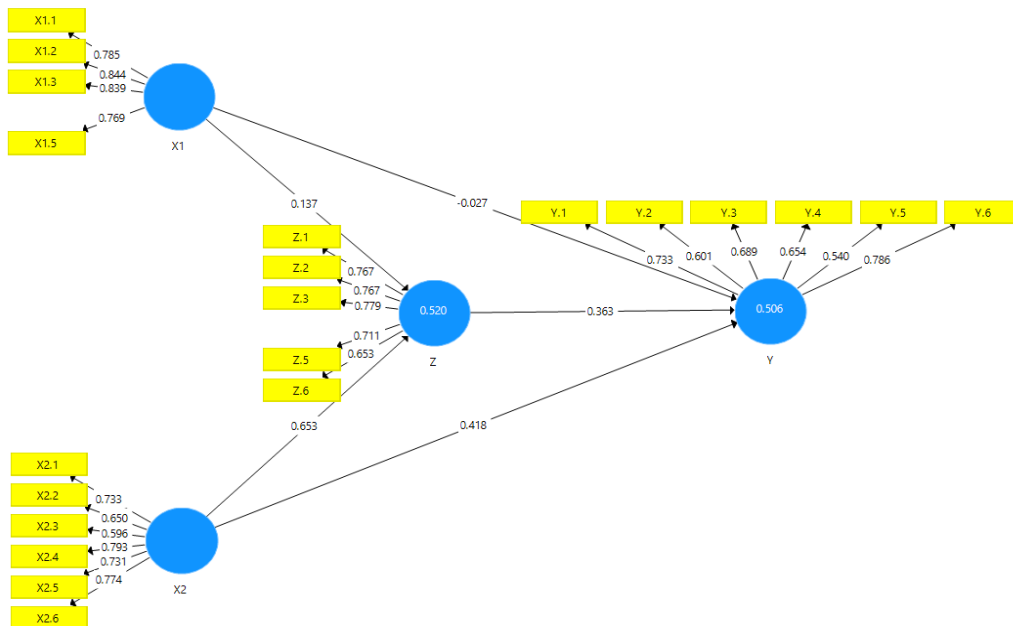


and working period of 1-3 years with a percentage of 50.8%

This shows that employees or employees who work in the Jakarta area on average are employees who have just worked for a period of time that are relatively young or early with an average age of 20 - an

RESULT

From the processing of data obtained from the distribution of questionnaires, the researcher will test the validity and reliability of the overall results, along with the results of the data processing.



Measurement (Outer) Model Or the outer measurement model can be determined by Cronbach's Alpha, Composite Reliability and rho A whose value is required > 0.7 and Average Variance Extracted (AVE) whose value is required > 0.5 . In the table below, it can be seen that this study has Cronbach's Alpha,

Composite Reliability and rho A values all > 0.7 and the Average Variance Extracted (AVE) values are all > 0.5 , except for the Y variable for AVE, the results of data processing show that they are not reliable. This proves that the average results of the respondents in this study are valid and reliable.

Tabel 1.

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
(X1) Kepemimpinan	0,825	0,834	0,884	0,656
(X2) Budaya Organisasi	0,809	0,824	0,862	0,513
(Y) Kinerja Karyawan	0,754	0,774	0,830	0,452
(Z) Job Engagement	0,788	0,791	0,856	0,543

Structural (Inner) Model

Structural (Inner) Model or structural model (inside) can be determined by looking at the value of R Square which states that if the R Square owned is <0.3 then the value is weak, if the value is 0.3-0.4 then the value is moderate. , if the value is 0.5 - 0.6 then the value is quite strong, if the value is > 0.6 then the value is very strong. In the research model that has been discussed earlier, it can be seen that the R Square value contained in this study is 0.520. It states that the R Square in this study is quite strong. With an R Square value of 0.520, it can be interpreted that the organizational culture

leadership variable on employee performance and job engagement mediation contributes 0.520 or 52.0%, of which the rest of the value, which is 0.48 or 48.0%, is influenced by other variables. were not included or were not investigated in this study.

HYPOTHESIS TESTING

In testing this hypothesis, it can be seen from each path coefficient which states that it is significant or not significant between constructs. Hypothesis significance test can be done by looking at the T-Statistic and P Value, if the T-Statistic value is > 1.96 and P Value <0.5 then it can be said to have significant validity.

Tabel 2.

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Kepemimpinan Terhadap Kinerja Karyawan (X1-Y)	-0,027	-0,004	0,086	0,312	0,755
Budaya Organisasi Terhadap Kinerja Karyawan (X2-Y)	0,418	0,411	0,095	4,382	0,000
Kepemimpinan Terhadap Job Engagement (X1-Z)	0,137	0,157	0,060	2,279	0,023
Budaya Organisasi Terhadap Job Engagement (X2-Z)	0,653	0,643	0,065	10,017	0,000
Job Engagement Terhadap Kinerja Karyawan (Z-Y)	0,363	0,357	0,109	3,325	0,001

A. The Effect of Leadership on Employee Performance

Based on the results of the hypothesis test above, it can be seen that the T-Statistic value related to leadership on employee performance is 0.312 and the P Value is 0.755. From this value, it proves that the leadership variable has the lowest value of the 5 hypotheses studied in influencing product innovation. It can be concluded that leadership produces an insignificant value and it can be said that leadership has a negative effect on employee performance and Hypothesis 1 is rejected.

B. The Influence of Organizational Culture on Employee Performance

Based on the results of the hypothesis test above, it can be seen that the T-Statistic value related to Organizational Culture on Employee Performance is 4.382 and the P Value is 0.000. This value is obtained from the magnitude of the influence of Organizational Culture in influencing Employee Performance so as to produce a significant value and it can be said that Organizational Culture has a positive effect on influencing Employee Performance and Hypothesis 2 is accepted.

C. Influence of Leadership on Job Engagement

Based on the results of the hypothesis test above, it can be seen that the T-Statistic value related to Leadership on Job Engagement is 2.279 and the P

Value is 0.023. This value is obtained from the magnitude of the influence of Leadership in influencing Job Engagement so that it produces a significant value and it can be said that Leadership has a positive effect on influencing Job Engagement and Hypothesis 3 is accepted.

D. The Influence of Organizational Culture on Job Engagement

Based on the results of the hypothesis test above, it can be seen that the T-Statistic value related to Organizational Culture on Job Engagement is 10,017 and the P Value is 0.000. This value is obtained from the magnitude of the influence of Organizational Culture in influencing Job Engagement so as to produce a significant value and it can be said that Organizational Culture has a positive effect on influencing Job Engagement and Hypothesis 4 is accepted.

E. The Influence of Job Engagement on Employee Performance

Based on the results of the hypothesis test above, it can be seen that the T-Statistic value related to Job Engagement on Employee Performance is 3.325 and the P Value is 0.001. This value is obtained from the magnitude of the influence of Job Engagement in influencing employee performance so that it produces a significant value and it can be said that Job Engagement has a positive effect on employee performance and Hypothesis 5 is accepted.

The results of the following research show that organizational culture and job engagement have a significant positive effect on employee performance, these results indicate that high and low employee performance is based on the influence of organizational culture, and also job engagement or called work engagement. So the higher the application of organizational culture and work involvement, the higher the positive influence on employee performance, the findings of the following research are supported by findings from (Manalu et al., 2021). The more involved members of the organization of an organization are, the greater the chance of achieving the desired output or results of the company. Then the performance of employees in the organization increased significantly and positively because of the great influence of the organization and work involvement in the company. However, from the following findings the researcher found that the leadership variable had a positive but not significant effect on employee performance. These results indicate that the greater the influence of leadership has not been able to improve employee performance, this cannot be separated from the policies or rules that apply in the company where every employee member is obliged to achieve the targets set in each employee member and division within the company. So it was concluded that this finding was different from the findings from (Gemedda & Lee, 2020) which

stated in their research that transformational leadership style has a significant positive relationship with work engagement and innovative work behavior, or it is concluded that transformational leadership style affects work engagement and work behavior in the organizational environment among employees positively

CONCLUSION AND SUGGESTION

Conclusion

Based on the findings in the following research discussion where the initial purpose of the following research is to describe and find out the strength of the organizational culture leadership variables and existing work involvement on employee performance, it is concluded that the high level of employee performance is influenced by organizational culture in the organization. The company and work involvement also affect the results of employee performance with positive and significant results. But in the following study, the results of leadership are not significant on employee performance, it is concluded that in the following study, employee correspondents do not agree that leadership as an influence on employee performance is inversely proportional to the findings of previous researchers that leadership style affects the results of employee performance.

Suggestion

As a researcher, my advice is to try to keep employee performance stable and run effectively is to pay

more attention to employees and embrace employees and teach, give direction or educate a lot in the organizational culture, for example, provide good training so that workers are more proficient in their work and always innovate so that The company is also still growing. The company leader participates in providing input directions in growing his organization and paying attention to the workers where HR itself is the spearhead in the growth and development of the company.

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