

# The Influence Of Work Culture And Compensation On Intention To Stay With Knowledge Sharing As A Mediating Variable On Employees Of PT. Bank Pembangunan West Kalimantan Region Branch Sanggau

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Article Info	ABSTRACT
<p><b>Keywords:</b> Work Culture, Compensation, Intention To Stay, Knowledge Sharing</p>	<p>This study aims to test and analyze the influence of work culture and compensation on the intention to stay with various knowledge as a mediating variable on employees of PT Bank Kalbar, Sanggau Regency. The research method used is a type of causal research. The population of all employees of PT Bank Pembangunan Daerah Sanggau Regency, totaling 56 permanent employees and working <math>\geq 5</math> years. Data analysis using SPSS version 25.00 and WarpPLS. The results of the study revealed: employee work culture, compensation, influence the intention to stay of employees of PT Bank Kalbar, Sanggau Regency. Employee work culture, compensation, influence the knowledge sharing of employees of PT Bank Kalbar, Sanggau Regency. Employee knowledge sharing influences the intention to stay of employees of PT Bank Kalbar, Sanggau Regency. Employee work culture influences the intention to stay through knowledge sharing of employees of PT Bank Kalbar, Sanggau Regency. Employee compensation influences the intention to stay through knowledge sharing of employees of PT Bank Kalbar, Sanggau Regency.</p>
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## INTRODUCTION

Branch offices of PT. Bank Pembangunan Daerah Kalimantan Barat spread throughout the Regency/City including Sanggau Regency. The number of employees at PT. Bank Pembangunan Daerah Kalimantan Barat Sanggau Regency, most of the permanent employees of PT. Bank Pembangunan Daerah Kalimantan Barat Sanggau Regency are in the Sanggau Branch at 60.71%. Permanent employees are the subjects in this study because permanent employees and have a work period of more than five (5) years, rewards/bonuses, health insurance (BPS), leave rights, get loan facilities and travel allowances that differ only pension money that is not obtained by contract employees, while outsourcing employees do not get what permanent and contract employees get, so that the intention to stay, knowledge sharing, and commitment to the organization are difficult to measure. Based on the results of initial observations that employees have a company culture that prioritizes occupational

safety and health. the company strives to form a good and positive culture, so that each individual employee has a desire to stay and be loyal to the organization, if the level of intention to stay in the company is high, it will benefit a company. The phenomenon that occurs is that employees do not want to get another job. Because employees already consider their work as an achievement for their work so far. And employees think that they feel a good relationship and a family atmosphere that makes them want to stay with the company.

Azzuhairi et al. (2022) stated that intention to stay is where human resources remain in the company and the employee's desire to stay is important to increase loyalty to the company. A desire to continue working is needed which can reflect a level of employee commitment to the company and a willingness to continue working. Each employee has different thoughts about their work, whether the work given is appropriate or otherwise. This makes employees think whether the company can make them stay.

One of the factors that influences intention to stay is a strong organizational culture. Thi & Cầm (2018), Tyas (2018), Najmi (2021), Santoso and Yuliantika (2022) and Walida, Yuliati and Arifiani (2024) in their research organizational culture has a strong influence on employee intention to stay. In contrast to research conducted by Susanto & Pratama (2021) which states that organizational culture does not affect the intention to stay, which means that if an organization creates a good culture, it will not necessarily create a high intention to stay. The existence of several research results means that there is a research gap in this study.

Another factor to increase the intention to stay is compensation (Sanubari and Amalia, 2019). Compensation according to Hasibuan (2021) is all income in the form of money, direct or indirect goods received as compensation or services provided to the company or organization. The provision of compensation given by an organization or company to its employees is a form of remuneration for their work (Sedarmayanti, 2019; Khair, 2019). The organization or company provides compensation to its employees because the employees have worked well. The results of the interview, the compensation received every month runs on time, disciplinary allowances, health and family allowances.

Tyas (2018) and Najmi (2021) showed that compensation has a positive and significant effect on intention to stay. Meanwhile, research conducted by Monica (2021) stated that the compensation variable does not have a positive effect on intention to stay. Many parties are aware of the demand to have the ability to make quality human resource development plans through knowledge. To maintain knowledge, companies implement knowledge sharing programs which are derivatives of knowledge management which also have an important role in the company and are one of the keys for companies or organizations to be successful (Noor NM and Salim J, 2021).

The results of observations of knowledge sharing at BPD Bank Kalbar, Sanggau Regency, in the initial stages in formal and informal forms, the first is formal knowledge sharing (off the job), namely knowledge sharing activities carried out through training. Second, informal knowledge sharing (on the job), namely knowledge sharing activities carried out during work through discussions, and so on.

One of the factors that can influence employee knowledge sharing in increasing organizational effectiveness is organizational culture (Brahmansari & Siregar, 2019). Organizational culture influences how an organization achieves its vision, attracts consumers, wins the competition, and strengthens the company (Benita, 2020). Organizational culture is the implementation of values believed by each individual to be practiced internally and externally in the organization (Rumondor et al., 2021).

According to research conducted by Rega et al (2014), Lubertri & Azizah (2020) and William & Indriyani (2021) stated that organizational culture has a significant influence on knowledge sharing, while according to Salam (2021) organizational culture does not have a significant effect on knowledge sharing. Interviews with 5 employees disagreed that employees who share knowledge get awards, then 5 people stated that they disagreed that employees who share knowledge are given appreciation and finally 5 people stated that they disagreed that employees who share knowledge get various facilities.

Pervaiz, Imran, Arshad and Haq (2016) in their research revealed that providing fair compensation encourages employee knowledge sharing behavior, appreciating and recognizing this behavior gives a strong signal to employees that the organization values knowledge sharing behavior. Based on the phenomena that occur, the author is interested in studying the problem by writing a final paper entitled: "The effect of work culture and compensation on intention to stay with various knowledge as a mediating variable on employees of PT Bank Kalbar, Sanggau Regency".

### Literature Review

According to Schein (2019, 17) the definition of work culture is "a pattern of basic assumptions created, discovered, or developed by a particular group as a learning experience to overcome external adaptation and internal integration problems that occur in the company and therefore taught to new members as the right way to understand, think and feel related to these problems".

Nurhadijah (2017, 8) revealed that there are several indicators of work culture. The indicators of work culture are as follows:

1. Discipline  
Discipline is behavior that is based on principles and habits that apply inside or outside the company. Employees who have high work discipline have the characteristics of implementing good rules and regulations, large tasks & responsibilities, time discipline, and discipline in dressing.
2. Openness  
Ready to provide and receive correct information between employees for the benefit of the company. Openness is the ability to express opinions and feelings honestly directly.
3. Mutual respect  
Behavior that appreciates and values the achievements and duties and responsibilities of other co-workers.
4. Cooperation

Willingness to give and receive assistance from other employees in achieving organizational goals and targets.

According to Masram and Mu'ah (2015, 130) "Compensation is everything that employees receive as a reward for their work". Sastrohadiwiryono (2005) in Priansa (2017, 292) states that: "Compensation is a reward for services provided by the company to employees because the employee has contributed energy and thoughts for the progress of the company to achieve the goals that have been set".

According to Edison, et al. (2016, 156) the components of compensation are as follows:

1. Normative components consist of:
  - a. Wages/Salary
    - 1) Basic wages/salary
    - 2) Fixed allowances (usually broken down into position allowances, family allowances and side dish allowances)
  - b. Fixed components
    - 1) Health benefits
    - 2) Holiday/religious allowances
2. Policy components consist of:
  - a. Professional allowances
  - b. Non-fixed components
    - 1) Meal allowances
    - 2) Transportation allowances
    - 3) Bonuses/incentives
  - c. Other components
    - 1) Leave money
    - 2) Production services

Intention to stay or what can be interpreted as the intention to survive is an employee's desire to choose to stay in a company for a relatively long period of time (Johari et al., 2012). Intention to stay is the opposite of turnover intention or intention to quit (Johari et al., 2012). Employee intention to quit needs to be minimized by the company because it can cause losses for the company, including cost losses, loss of employees with qualified competence, and disruption of company activities. Johari et al. (2012) stated that employee turnover and reduced work voluntariness that results in an employee leaving the company is a bigger problem than employee termination reports.

According to Widyawati (2013) the indicators of intention to stay are as follows:

1. The tendency of individuals to think about staying in the organization.
2. The possibility of individuals not looking for work in other organizations.
3. The possibility of individuals to stay in the organization.
4. The possibility of individuals to stay in the near future.
5. The possibility of individuals to survive despite better opportunities.

Lumbantobing (2021, 24) defines "knowledge sharing as a systematic process of sending, distributing, and disseminating knowledge and multidimensional contexts from an

individual or organization to other individuals or organizations in need through various methods and media". Where this process aims to optimize the use or exploitation of existing knowledge and to encourage the creation of new knowledge as a result of learning and a combination of different knowledge.

According to Van den Hohft and Ridder (2019) there are two dimensions in Knowledge Sharing, namely:

1. Knowledge Collecting

Is a shared understanding and gathering information for employees using a network of knowledge for the organization, which has the following indicators:

- a. Sharing information when colleagues ask
- b. Sharing skills when colleagues ask
- b. Coworkers share knowledge when I ask
- c. Coworkers share expertise when I ask

2. Knowledge Donating

Is a shared understanding in sharing information for employees using a network of knowledge for the organization, which has the following indicators:

- a. Sharing knowledge with coworkers without being asked
- b. Receiving knowledge from coworkers without asking
- c. Sharing knowledge is normal
- d. Sharing information without being asked.

The knowledge sharing variables that are considered to be able to influence employee knowledge sharing are knowledge donating and knowledge collecting (Laili and Arwiyah, 2019).

## METHODS

The research method used is a type of causal research. The population of all employees of PT Bank Pembangunan Daerah Sanggau Regency, totaling 56 permanent employees and working  $\geq 5$  years. Data analysis using SPSS version 25.00 and WarpPLS.

## RESULTS AND DISCUSSION

The procedure for testing work culture and compensation for knowledge sharing through intention to stay based on the direct effect and indirect effect tests above, the results of the path test are presented in the table below.

**Table 1.** Direct and Indirect Effect

No	Track	Direct Effect		Indirect Effect	
		Coefficient	P-Value	Coeffisient	P-Value
1	Work culture →Knowledgesharing	0,24	0,05		
2	Compensation →Knowledgesharing	0,27	0,06		
3	Work Culture →Intention to stay	0,41	0,03		
4	Cmpensation→Intention to stay	0,19	0,03		

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No	Track	Direct Effect		Indirect Effect	
		Coefficient	P-Value	Coefficient	P-Value
5	Knowledge sharing → Intention to stay	0,32	<0,001		
6	Work Culture → Knowledge sharing → Intention to stay			0,41	0,03
7	Compensation → Knowledge sharing → Intention to stay			0,37	0,01

Source: Secondary Data 2024 processed

The table above can illustrate the path analysis model, as follows:

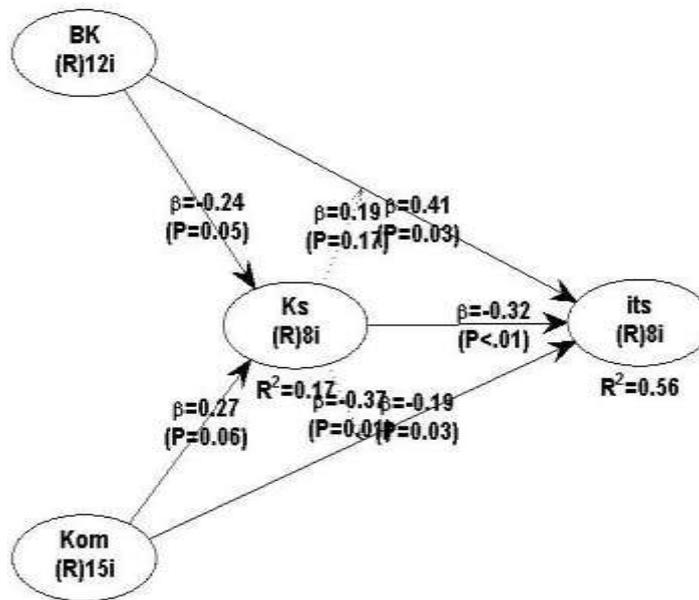


Figure 1. Path Analysis Model

Path analysis testing using warp PLS 5.0 software for each variable, namely: work culture → knowledge sharing, compensation → knowledge sharing, work culture → intention to stay, compensation → intention to stay, and work culture → intention to stay → employee knowledge sharing, compensation → intention to stay → employee knowledge sharing has the following hypotheses:

1. The effect of work culture on employee knowledge sharing  
 The test results show that the direct effect coefficient of work culture on employee knowledge sharing is 0.24 (positive) and significant (0.05) smaller than  $p < 0.10$ . This indicates that (H1) is accepted, namely there is a positive and significant effect of work culture on employee knowledge sharing.
2. The effect of compensation on employee knowledge sharing  
 The test results show that the direct effect coefficient of compensation on employee knowledge sharing is 0.27 (positive) and significant (0.06) greater than  $p < 0.10$ . This

shows that (H2) is accepted, namely there is no positive and significant influence of compensation on employee knowledge sharing.

3. The influence of work culture on employee intention to stay  
The test results show that the coefficient of direct effect of work culture on employee intention to stay is 0.41 (positive) and significant (0.03) smaller than  $p < 0.05$ . This shows that (H3) is accepted, namely there is a positive and significant influence of work culture on employee intention to stay.
4. The influence of compensation on employee intention to stay  
The test results show that the coefficient of direct effect of compensation on employee intention to stay is 0.19 (positive) and not significant (0.03) smaller than  $p < 0.05$ . This shows that (H4) is accepted, namely there is a positive influence between compensation on employee intention to stay.
5. The influence of knowledge sharing on employee intention to stay  
The test results show that the coefficient of direct effect of employee intention to stay on knowledge sharing is 0.32 (positive) and significant ( $< 0.001$ ) smaller than  $p < 0.05$ . This shows that (H5) is accepted, namely there is a positive and significant influence of knowledge sharing on employee intention to stay
6. The influence of work culture on employee intention to stay through knowledge sharing.  
The test results show that the indirect effect coefficient of work culture on employee intention to stay through knowledge sharing is 0.019 (positive) and significant (0.03) smaller than  $p < 0.10$ . This shows that (H6) is accepted, namely there is a positive and significant influence of work culture on employee intention to stay through knowledge sharing.
7. The influence of work culture on employee intention to stay through knowledge sharing.  
The test results show that the indirect effect coefficient of work on employee intention to stay through knowledge sharing is 0.37 (positive) and significant (0.01) smaller than  $p < 0.10$ . This shows that (H7) is accepted, namely there is a positive and significant influence of compensation on employee intention to stay through knowledge sharing.

The influence of each independent variable and dependent variable can be explained as follows.

#### **The influence of employee work culture on intention to stay**

The results of the study show that work culture has an effect on intention to stay. This is in accordance with the research of Kalsum et al. (2023) which states that a positive organizational culture that can provide support and attention to employees has a positive relationship with intention to stay. Organizational culture that can provide a healthy environment has a positive relationship with intention to stay (Solikhah & Haryono, 2020)

According to Omeluzor (2018) certain cultural elements are more meaningful for intention to move because the level of employee engagement is influenced by an unfavorable work culture. Work culture has been shown to have a significant effect on low employee intention to leave, when employee perceptions of organizational culture are high, employee turnover is low.

### **Effect of employee compensation on intention to stay**

The results of the study show that compensation has an effect on intention to stay. In line with research by Johari et al. (2012); Kanaiya and Mustanda (2020); and Mardhani and Dewi (2022) showed that compensation has a positive and significant effect on intention to stay. Thus, it can be interpreted that the better the compensation given to employees, the better the intention to stay of employees to continue working for the company, and vice versa if the compensation given is not good, the intention to stay of employees will also be less good.

Fair and adequate compensation can increase employee job satisfaction. When employees feel that they are financially rewarded, they tend to be more satisfied with their jobs and feel more valued. High job satisfaction encourages employees to stay with the company, reducing their intention to look for job opportunities elsewhere. Adequate compensation provides a sense of security and financial well-being to employees. When their financial needs are met, employees feel more stable and satisfied in their jobs. Fair and competitive compensation is considered a form of appreciation and recognition for employee contributions. This appreciation provides a sense of pride and enhances the emotional connection between employees and the organization. Employees who feel valued tend to be more loyal and have a stronger intention to stay with the company. Employees who feel financially secure tend to be more loyal and have a stronger intention to stay with the company.

### **The influence of employee work culture on employee knowledge sharing**

The results of the study show that work culture has an effect on knowledge sharing. In line with research conducted by Rega et al (2014), Lubetri & Azizah (2020) and William & Indriyani (2021) stated that organizational culture has a significant influence on knowledge sharing, while according to Salam (2021) organizational culture does not have a significant effect on knowledge sharing. A work culture that encourages trust and collaboration among employees creates an environment where knowledge sharing becomes more natural and supported. When employees feel trusted and supported, they are more likely to share their information and skills. Trust and collaboration promote open communication and strengthen social bonds between employees, making knowledge sharing more effective.

### **The effect of employee compensation on knowledge sharing**

The results of the study showed that compensation has an effect on knowledge sharing. Factors related to knowledge sharing behavior in the work environment are compensation strategies (Anvari et al., 2014). Compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to the company (Febriandika, 2020). According to Das et al., (2016) the level of fairness of compensation refers to employee perceptions of equity in company practices which include internal compensation, external compensation, and benefits.

According to Gibson, (2022: 122) one of the company's goals in providing welfare to employees is to provide compensation so that employees remain at work. Financial incentives, such as bonuses and salary increases related to knowledge sharing contributions, can

motivate employees to participate more actively in knowledge sharing activities. Employees who feel that knowledge sharing is financially rewarded will be more motivated to participate, increasing the frequency and quality of knowledge sharing.

#### **The effect of employee knowledge sharing on intention to stay**

The results of the study show that Knowledge Sharing has an effect on intention to stay. Knowledge Sharing in an organizational environment will generate innovation and improve performance. Lin (2017) argues that "knowledge sharing is a discussion activity between 2 individuals, namely the sender and the recipient of knowledge". Naim and Lenak's (2016) study stated that knowledge sharing has a relationship with the intention of Gen Y employees to stay in the company

Sharing knowledge can increase employee engagement in their work because they feel part of a collaborative and supportive community. It can also increase job satisfaction because employees feel appreciated and recognized for their contributions. High job engagement and satisfaction are positively related to employee intention to stay in the organization.

#### **The influence of employee work culture on intention to stay through knowledge sharing**

The results of the study show that work culture influences intention to stay through Knowledge Sharing. According to Kharisma et al., (2019) organizational culture is an explanation of the shared experiences experienced by people in a particular organization. Saraswati et al., (2023) intention to stay is the desire of employees to remain in an organization with the support and conditions of the work environment. An organizational culture that can provide a healthy environment has a positive relationship with intention to stay (Solikhah & Haryono, 2020). According to Gani et al. (2021) stated that strong organizational culture has a positive relationship to creating organizational commitment in employees.

A work culture that encourages involvement and active participation in knowledge sharing creates an environment where employees feel more involved and satisfied with their work. Employees who are involved in knowledge sharing feel more valued and important, which increases their job satisfaction. High involvement and job satisfaction are positively related to employee intentions to remain with the organization.

#### **The effect of employee compensation on intention to stay through knowledge sharing**

The results of the study show that compensation has an effect on intention to stay through Knowledge Sharing. "Riana (2018) stated that compensation has a positive and significant effect on organizational commitment. This means that the greater the compensation received, the greater the organizational commitment of an employee, and vice versa.

Compensation that includes knowledge-based incentives, such as bonuses for knowledge contributions or incentives for internal training, encourages employees to share knowledge. These incentives increase employee motivation to participate in knowledge sharing activities, because they feel appreciated and recognized for their contributions. When employees feel appreciated through knowledge-based incentives, they are more likely to have the intention to stay with the company.

## CONCLUSION

The conclusion of this study: employee work culture, compensation, influence the intention to stay of employees of PT Bank Kalbar Sanggau Regency. Employee work culture, compensation, influence the knowledge sharing of employees of PT Bank Kalbar Sanggau Regency. Employee knowledge sharing influences the intention to stay of employees of PT Bank Kalbar Sanggau Regency. Employee work culture influences the intention to stay through knowledge sharing of employees of PT Bank Kalbar Sanggau Regency. Employee compensation influences the intention to stay through knowledge sharing of employees of PT Bank Kalbar Sanggau Regency.

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