


The Influence Of Organizational Culture And Competence On Performance Of Employees Of Damri State-Owned Enterprises, Lampung Branch

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Article Info	ABSTRACT
Keywords: Organizational culture, Competence Employee performance	This study looks at how employee performance at the Perum Damri Lampung Branch is affected by organizational culture and competency. Non-probability purposive sampling is used in this quantitative study, and 126 employees at a 5% margin of error is the sample size determined by the Slovin formula. The study was carried out between September and October, and data was gathered by means of a questionnaire that was given to participants. IBM SPSS Statistics version 27 was used for multiple linear regression data analysis. The results show that: (1) employee performance is positively and significantly impacted by organizational culture; (2) employee performance is positively and significantly impacted by competence; and (3) the Perum Damri Lampung Branch's employee performance is positively and significantly impacted by both organizational culture and competence..
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INTRODUCTION

In the current era of globalization, competition between organizations and companies is increasingly competitive. To be able to compete, companies are required to continue to innovate and follow existing trends. Companies not only focus on high productivity but also pay attention to performance during the desired achievement process. (Dunan et al., 2020). Other supporting factors also come from organizations such as organizational culture, competencies that are successfully carried out according to the job description that has been regulated by the company and the quality of its qualified human resources. So as to be able to produce human resources who have maximum performance in a company.

Human resources are an element in organizations and companies, success in achieving the expected goals is also influenced by human resources. To achieve a successful company or organization, many other factors are needed in addition to human resources. (Alam et al., 2022). In addition, a successful organizational culture that is effectively and efficiently implemented according to company regulations and human resource competencies based on business needs also contributes to helping improve performance in the company. If an organization has a positive culture, motivation and work results will increase, while a negative culture will hinder efforts to achieve organizational goals. (Sarumaha, 2022). Organizational

culture is a value and belief that forms the identity of the organization. These values shape the attitudes and behavior of each member and group of people who are members of the organization, and will affect the human resources in a company. (Yuliawan et al., 2021).

Organizations or companies have their own strategies to achieve the desired goals, employee competence also contributes to the process of organizational success. Competence is a basic human trait related to how effectively a person carries out his job at work, or a basic human trait that has a causal relationship, based on criteria that are used as a benchmark, to optimal or superior performance at work in certain circumstances.. (Asri et al., 2022). If employees in the organization have competencies that are in accordance with their fields, it will make it easier for these employees to complete their duties in an effort to improve maximum employee performance in a company. Employee participation must enable them to support the implementation of organizational strategies and changes made by management to adapt to environmental changes. (Sarumaha, 2022).

Maximizing the tasks and responsibilities that have been given by the company is a form of high commitment of an employee, and a reference if the employee is performing well or poorly. Employees who have not succeeded in completing their duties in accordance with what has been given by the company will result in a decrease in company performance. (Hermawan *et al.*, 2020). Performance is the final result or level of success that a person has in completing a task within a certain period of time compared to other options such as work results, targets, goals, and typical work standards that have been arranged in advance and are mutually beneficial.. (Supratman et al., 2024).

Public Company (Perum) Damri is a state-owned company established on November 25, 1946 and engaged in land transportation. Having its head office in Jakarta, Damri currently has 44 branches throughout Indonesia and has 4 regional divisions, one of which is in Lampung province. (Humas@damri). The author had time to conduct a pre-field survey and interview directly with one of the employees of Perum Damri Lampung Branch. The information that the author got during the interview was that there were obstacles to organizational culture and it had not been running effectively and efficiently according to the regulations set by the Lampung branch of Perum Damri. On the other hand, the competence of employees is also not maximized, one example is that employees do not master *technological* innovations that are developing. This is one of the obstacles to the performance of Perum Damri Lampung Branch employees who have not been maximized.

Based on the results of research conducted previously by Nur et al., (2020) in the research title “The Effect of Organizational Culture, Work Environment and Competence on the Performance of Employees of the Agriculture and Plantation Service of Bima Regency” shows that organizational culture and competence have a positive and significant effect on employee performance at the Bima district agriculture and plantation office. The results of research conducted by (Paramita et al., 2020) show that organizational culture has no significant effect on employee performance, in contrast to the results of research conducted by (Situru et al., 2024) that organizational culture affects the performance of employees of the Regional Financial and Revenue Management Agency of Tana Toraja Regency. Research conducted by (Yulianty et al., 2021) in the results of their research revealed that competence

has no effect on employee performance, but contrary to the results of research conducted by (Dunan et al., 2020) that competence has a positive effect on the performance of employees of PT Angkasa Pura 1 (Persero). Based on the phenomena described above and the inconsistent results of several previous studies, the authors are interested in conducting deeper research in order to examine and analyze whether organizational culture and competence have an influence on employee performance.

Literature Review

Organizational culture

Organizational culture consists of the shared values, beliefs, and standards that have been established and followed by all members of an organization over time, guiding their behavior and problem-solving approaches (Sarumaha, 2022). According to Nature (2022), organizational culture is a foundational theory developed by a group to help it adapt to both internal and external changes effectively. This culture is taught to newcomers as a framework for understanding and thinking. The Untamed (2019) notes that organizational culture varies between organizations, each exhibiting its unique characteristics. Thus, organizational culture can be seen as a collection of formal and informal rules that members must follow to achieve common goals and establish the organization's identity. Indicators of organizational culture identified by Nirmalasari & Ferdian (2019) include (a) initiative, (b) aggressiveness, (c) personality, (d) performance, and (e) team orientation.

Competence

Competence refers to the knowledge, skills, and expertise that individuals apply while performing their assigned tasks within a company (Putri Irna et al., 2020). Yasin (2020) describes competence as the capacity to complete tasks effectively, grounded in understanding and supported by a positive work attitude. Febrianto et al. (2024) emphasize that competence allows individuals to carry out their tasks professionally and efficiently while integrating new information and skills in line with their values. Competence is essential for all organizational members to enhance overall performance. According to Wasilon et al. (2023), the benefits of competence include (a) serving as a predictor of job satisfaction, (b) aiding in the recruitment of qualified employees by defining necessary traits for specific roles, and (c) providing a benchmark for employee assessment and development. Ramadan (2020) outlines competency indicators that include (a) knowledge, requiring expertise in specific areas, (b) skills, denoting the ability to effectively execute duties, and (c) attitude, reflecting responses to various work situations. This framework encompasses five dimensions: response, action, partisanship, evaluation, and emotional engagement.

Performance

Performance is defined as the outcome of work completed, reflecting the actual attitudes and contributions of employees in relation to their roles within the company (Jambak, 2024). Ramadan (2020) posits that performance represents what an organization achieves over a defined period, regardless of profit orientation. Kasmir (2016), as referenced in The Untamed (2019), describes performance as the behaviors and results attained within a set timeframe for completing assigned tasks and responsibilities. In summary, performance serves as the ultimate measure of an employee's contributions, acting as a benchmark for

organizational evaluation. Performance indicators identified by The Untamed (2019) include (a) targets, (b) quality, (c) time taken to complete tasks, and (d) adherence to principles.

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Research Hypothesis

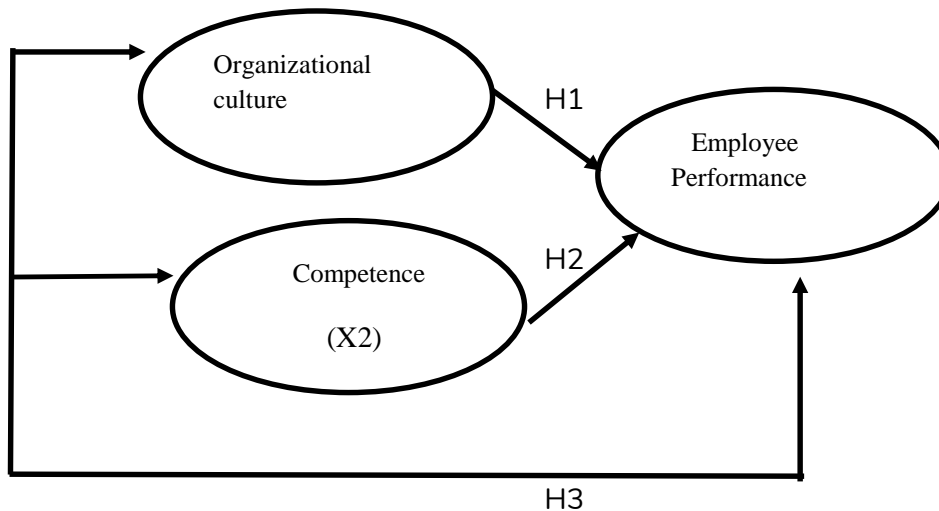


Figure 1. Research framework

Hypothesis

- H1: Organizational culture affects employee performance at the Perum Damri Lampung Branch.
- H2: Competence has an impact on staff performance at the Perum Damri Lampung Branch.
- H3: At the Perum Damri Lampung Branch, competence and organizational culture both affect employee success.

METHODS

Types of research

This study employs a quantitative approach. The positivist ideology serves as the foundation for the quantitative research approach, which is employed to study certain populations or samples. Sugiyono (2020). IBM SPSS statistical software version 27 will be used to assess the numerical data in this quantitative research approach before a conclusion is reached.

Population and Sample

The term "population" encompasses not only human resources but also natural entities. It refers not just to the number of objects or subjects under study, but also to all the characteristics associated with those objects or subjects (Sugiyono, 2020). This research will take place at Perum Damri Lampung Branch, located at Jl. Kapten Abdul Haq No. 28, 35144, Rajabasa, Kec. Rajabasa, Bandar Lampung City, Lampung 35144. The study is scheduled to run from September until completion, involving a total population of 212 employees, consisting of 183 permanent employees and 29 non-permanent employees. For the purposes of this research, the sample size will be determined based on the permanent employee population, totaling 183 individuals.

The Last Supper (2020) states that a sample is the number of populations that have characteristics in the population. The determination of this sample uses a nonprobability sampling technique with a purposive sampling method. Nonprobability sampling refers to a technique where not all members of the population have an equal chance of being selected as samples (Sugiyono, 2020). Using the purposive sampling approach, the number of samples is chosen according to the researcher's specifications based on certain attributes. (2020, Sugiyono). Determining the number of samples in this study using the Slovin formula:

$$n = \frac{N}{1 + Ne^2}$$

information :

n : number of samples

N : population size

e : Error rate taken /margin of error, taken 5% (0.05)

As seen in the Slovin formula above, the number of samples used in this study is as follows:

$$n = \frac{N}{1 + Ne^2}$$

$$= \frac{183}{1 + (183 \times 0,05^2)}$$

$$= \frac{183}{1 + 183,01 \times 0,0025}$$

$$= \frac{183}{1 + 0,4575}$$

$$= \frac{183}{1,4575}$$

$$= 125.66 \text{ rounded to } 126$$

So the total sample that will be used in this study is 126 samples.

Method of collecting data

Employee performance (Y) is the dependent variable in this study, whereas organizational culture (X1) and competence (X2) are the independent variables. Both primary and secondary data sources are used in the study. Researchers use techniques like interviewing and sending questionnaires containing comments or questions for respondents to respond to in order to directly get primary data.. The questionnaire employs a Likert scale ranging from 1 to 5: a score of 5 represents "Strongly Agree" (SS), 4 indicates "Agree" (S), 3 denotes "Undecided" (RR), 2 signifies "Disagree" (TS), and 1 stands for "Strongly Disagree" (ST). The responses will be collected and analyzed using IBM SPSS Statistics version 27. Secondary data will be sourced from previous research journals, articles, and expert literature.

Operational Definition

Operational variables are needed to make it easier for researchers to measure and understand each variable to be studied. Each variable is assigned a sub-variable, and developed into indicators which will then become a reference in making questions or statements on the questionnaire to be distributed.

Table 1 Operational definition of variables

Research Variables	Indicator	Item	Scale	Source
Employee performance (Y) Performance is the result of work and behavior achieved within a certain period of time when completing tasks and responsibilities given by the company.	1. Target 2. Quality 3. Time in progress 4. Adhere to the principles	1. Employees receive targets and are able to complete the targets given by the company. 2. Employees produce quality according to company standards and are required to meet company standards. 3. Employees are able to complete targets on time. 4. Employees carry out work in accordance with company regulations and are able to take responsibility for the work that has been done.	<i>Likert</i>	(Ferdian, 2019)
Research variables	Indicator	Item	Scale	Source
Organizational Culture (X1) is an organizational identity that contains shared beliefs, actions, and systems that function as guidelines for behavior and action.	1. Initiative 2. Aggressiveness 3. Personality 4. Performance 5. Team oriented.	1. Employees carry out their responsibilities without direction from superiors. 2. Employees are aggressive and competitive towards the work they are given. 3. Friendly and respectful between coworkers. 4. Employees prioritize quality in completing their work. 5. Communicate between coworkers, help coworkers to achieve common goals.	<i>Likert</i>	(Ferdian, 2019)

Research variables	Indicator	Item	Scale	Source
Competence (X2) Competence is the ability to complete or carry out tasks given based on ability and knowledge and supported by the required work attitude Larasati, (2019) in(Ramadan, 2020).	1. Knowledge	1. Employees are required to have knowledge in their respective fields.	<i>Likert</i>	(Ramadan, 2020)
	2. Skills	2. the ability of an employee to be able to complete his duties and responsibilities		
	3. Attitude	3. The attitude that employees take in responding to something in carrying out their work his job.		

RESULTS AND DISCUSSION

Respondent description

According to the data processing findings, the following are the characteristics of the respondents as shown in the following table:

Table 2 Respondent description

Respondent Gender	Number of Respondents	Presentation
Man	114	90%
Woman	12	10%
Total	126	100%
Level of education	Number of Respondents	Presentation
SD	7	6%
JUNIOR HIGH SCHOOL	4	3%
High School/Vocational School/Islamic Senior High School	101	80%
D1/D2/D3	5	4%
S1/S2/S3	9	7%
Total	126	100%
Age	Number of Respondents	Presentation
23- 27 Years	2	2%
28 – 32 Years	6	5%
33 – 37 Years	10	9%
38 – 42 Years	3	3%
43 Years and Above	90	81%
Total	126	100%

Source: respondent questionnaire data

Validity Test

Validity testing is performed to assess the accuracy of a questionnaire (Ghozali, 2018, p. 51). Research findings are considered valid if there is a correlation between the collected data and the actual characteristics of the object being studied (Sugiyono, 2016). To assess the validity of the questionnaire, the researcher utilized IBM SPSS Statistics version 27. If the calculated value exceeds the critical value, the results are deemed valid; if it falls below, they are considered invalid. In this study, the validity was determined by measuring the correlation value of each statement item against a critical value of 0.175.

Table 3. Validity test results

Variables	Item	r_{hitung}	r_{tabel}	Information
Organizational Culture (X1)	X1.1	0.469	0.175	Valid
	X1.2	0.697	0.175	
	X1.3	0.554	0.175	
	X1.4	0.604	0.175	
	X1.5	0.624	0.175	
	X1.6	0.612	0.175	
	X1.7	0.765	0.175	
	X1.8	0.736	0.175	
	X1.9	0.491	0.175	
	X1.10	0.668	0.175	
Competence (X2)	X2.1	0.822	0.175	
	X2.2	0.810	0.175	
	X2.3	0.810	0.175	
Performance (Y)	Y.1	0.586	0.175	
	Y.2	0.316	0.175	
	Y.3	0.486	0.175	
	Y.4	0.642	0.175	
	Y.5	0.674	0.175	
	Y.6	0.681	0.175	
	Y.7	0.530	0.175	
	Y.8	0.688	0.175	

Source: Data processed with SPSS 27

The results of the data analysis indicate that when the calculated value exceeds the critical value, it can be concluded that all statement items for each variable are considered valid.

Reliability Test

Reliability testing is done to determine how well a questionnaire shows variables or structures. A questionnaire is called reliable if the respondents' responses are consistent and stable and do not change over time. (Ghozali, 2018). If Cornbach Alpha (α) > 0.60 then it can be said that each instrument is reliable, but if the Cornbach Alpha value < 0.60 then the instrument is said to be unreliable.

Table 7. Reliability Test Results

Variables	Cornbach Alpha	Information
Organizational Culture (X1)		
Competence (X2)	0.876	Reliable
Performance (Y)		

Source: Data processed with SPSS 27

The data analysis results indicate that each variable has a Cronbach's Alpha value above 0.60, confirming that the instruments used for all variables are reliable .

Multiple Linear Regression Test

The purpose of conducting this multiple linear regression test is to evaluate the strength of the relationship among two or more variables and to identify the direction of the relationship between the dependent variable and the independent variables (Ghozali, 2018). In this study, the variables examined are Organizational Culture (X1), Competence (X2), and Employee Performance (Y).

Table 8. Multiple Linear Regression Test Results

Model	Coefficients ^a			Sig
	Unstandardized Coefficients		Standardized Coefficients	
	B	Std Error	Beta	
1 (Constant)	11,196	1,510		(+) significant
Organizational Culture (X1)	.238	0.39	.380	(+) significant
Competence (X2)	.996	.115	.543	(+) significant

a. Dependent Variable: Performance (Y)

Source: Data processed with SPSS 27

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

The Table, which displays the equation's findings as follows, displays the multiple linear regression analysis results: $Y = 11.196 + 0.996 X_2 + e + 0.238 X_1$. It is clear from the equation that:

1. The constant number indicates that employee performance, the dependent variable, has a value of 11,196, while the independent variables, organizational culture and competence, have a value of 0.1.
2. The Organizational Culture variable (X1) has a regression coefficient of 0.238. A one-unit rise in organizational culture is associated with a 0.238 increase in employee performance, suggesting that organizational culture has a favorable impact on employee performance.
3. The Competence variable (X2) has a positive impact, as indicated by its regression coefficient of 0.996. This implies that there is a 0.996 rise in employee performance for every unit increase in the competence variable.

Partial Test (T-Test)

The individual effects of each independent variable (X) on the dependent variable (Y) were assessed in this study using the t-test (Ghozali, 2018). A substantial effect is indicated

by a t-value that is greater than the crucial value or by a t-test significance level that is less than 0.05. The table that follows shows the t-test results: t_{value} , t_{table} .

Table 9. Partial Test Results (T-Test)

	Coefficients ^a		Sig	Conclusion
	Model	T		
1 (Constant)		7.413	<.001	(+) Significant
Organizational Culture (X1)		6,078	<.001	(+) Significant
Competence (X2)		8,680	<.001	(+) Significant

a. Dependent Variable: Performance (Y)

Source: data processed with SPSS 27

Based on the results of the t-test presented in Table 7 above, the following conclusions can be drawn:

1. H₁: The hypothesis test for Organizational Culture (X1) regarding Employee Performance (Y) shows a significance value (sig) of 0.001, which is less than 0.05. Additionally, the calculated value is 6.078, exceeding the critical value of 1.657. Therefore, it can be concluded that Organizational Culture significantly influences Employee Performance.
2. indicates a calculated value of 8.680, which is also greater than the critical value of 1.657. This suggests that Competence has a significant impact on performance.

Simultaneous Test (F Test)

An F test was used in this investigation to evaluate the model's overall relevance. Variable X affects variable Y if the estimated F value is higher than the critical threshold or the significance level (sig) is less than 0.05. On the other hand, variable X does not significantly affect variable Y if the significance level is more than 0.05 or the computed F value is less than the crucial threshold. 3.07 is the critical value used in this investigation.

Table 10. Simultaneous Test Results (F Test)

ANOVA			
Model	F	Sig	Conclusion
1 Regression	125,305	<.001b	(+) Significant
Residual			
Total			

a. Dependent Variable: Performance (Y)

b. Predictors: (Constant), X2, X1

Source: data processed with SPSS 27

The results of the F test presented in the table indicate that the significance value (sig) for the simultaneous influence of variables X1 and X2 on variable Y is 0.001, which is less than the significance level of 0.05. Additionally, the calculated value is 125.305, exceeding 3.07. Therefore, it can be concluded that H₃ is accepted, demonstrating the simultaneous effect of X1 and X2 on Y.

Coefficient of Determination Test (R²)

Determination coefficient test: A test tool used to measure how much variable X contributes to the explanation of variable Y. The determination coefficient has a value between zero (0) and one (1). (R²) (Ghozali, 2018). This means that the closer the coefficient of determination is to zero (0), the smaller the contribution of all independent variables (X) to the dependent variable (Y), and vice versa when approaching the number one (1).

Table 11. Results of the Determination Coefficient Test (R²)

Model Summary			
Model	R Square	Adjusted R Square	Conclusion
1	.671	.665	(+) significant

b. Predictors: (Constant), X₂, X₁

Source: data processed with SPSS 27

In this study, The F test was performed to evaluate the significance of the overall model. If the significance value (sig) is below 0.05 or if the calculated value exceeds the critical value, it can be concluded that variable X influences variable Y. Conversely, if the significance value exceeds 0.05 or if the calculated value is less than the critical value, then variable X does not have a significant impact on variable Y. The critical value used for this analysis is 3.07.

The Impact of Organizational Culture on Employee Performance

The research findings reveal that the Organizational Culture variable, when assessed individually, yielded a calculated value of 6.078, which exceeds the critical value of 1.657, and a significance level of 0.01, which is less than 0.05. Additionally, the multiple linear regression analysis provided a coefficient of b₁ = 0.238. This indicates that the Organizational Culture variable (X₁) has a positive and significant impact on employee performance at the Perum Damri Lampung Branch, confirming that Organizational Culture influences employee performance, as evidenced by the test results.

Regarding the statement items within the Organizational Culture variable, which consists of 10 statements and 5 indicators, the highest mean value is associated with the statement "I always prioritize the quality of my work," demonstrating that employees focus on and value the quality of their output. Conversely, the lowest mean value is linked to the statement "I am able to do my job well without direction from a superior," indicating that employees still rely heavily on guidance from their superiors to achieve optimal results. This finding aligns with research by Situru et al. (2024), Patimah et al. (2024), Sarumaha et al. (2022), Asri et al. (2022), and Yasin et al. (2020), which also indicates that Organizational Culture significantly influences employee performance.

The Impact of Competence on Employee Performance

The research findings show that the Competence variable, when assessed individually, yielded a calculated value of 8.680, which exceeds 1.657, and a significance level of 0.01, which is below the 0.05 threshold. Additionally, the multiple linear regression analysis yielded a coefficient of b₂ = 0.996. This suggests that the Competence variable (X₂) has a positive

and significant impact on the performance of employees at the Perum Damri Lampung Branch, confirming that competence positively influences employee performance.

Regarding the competency statement items, which consist of three statements and three indicators, the highest mean value was found in the statement "I am able to carry out the tasks and responsibilities assigned to me professionally," indicating that employees feel very responsible for their work. Conversely, the lowest mean value was in the statement "the skills I possess align with my field of work," suggesting that employees' skills and abilities do not fully match their job requirements. This finding is in line with and reinforced by previous findings conducted by $T_{tabel H_2}$ (Fadilla et al., 2023), (Hermawan et al., 2020), (Sarumaha et al., 2022), (Asri et al., 2022), (Yasin et al., 2020) also shows that competence has a significant influence on employee performance.

The Impact of Organizational Culture and Competence on Employee Performance

The results of the simultaneous test showed a significant difference in values, with f_{hitung} recorded at 125.305, surpassing the critical value of 3.07. This suggests that the independent variables taken together have a considerable impact on the dependent variable. The test findings of $0.001 < 0.05$, with a significance threshold of 0.05 (or 5%), show that the independent variable significantly influences the dependent variable. Furthermore, the coefficient of determination value of 0.671 obtained through regression analysis of the numbers obtained indicates that the two independent variables almost completely show the information that is needed to conclude the dependent variable. Based on the results of the respondents' answers with a total of 8 statements and 4 indicators, the highest mean value is in the statement item "I am responsible for the work I have done" this indicates that employees are responsible for the work that has been done. The lowest mean value is in the statement "the target I receive or make is very challenging but realistic" this indicates that employees do not agree with the targets given by the company to employees. Research by Komang et al. (2023), Alam et al. (2022), Sarumaha et al. (2022), Dunan et al. (2020), and Nur et al. (2020) supports these findings, showing that competence and organizational culture both significantly and favorably affect employee performance.

CONCLUSION

Several conclusions may be made from the analysis and discussion of how organizational culture and competency affect worker performance at the Perum Damri Lampung Branch: First, employee performance is positively and significantly impacted by corporate culture. Second, employee performance is favorably and dramatically impacted by competence. Finally, in the Perum Damri Lampung Branch, organizational culture and competency work together to significantly and favorably impact employee performance.

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