

Analysis Of The Influence Of Organizational Culture And Organizational Climate On Employee Performance With Employee Engagement As A Mediation (Case Study Of BNI Karangayu Branch)

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Abstract. *This study examines the influence of organizational culture and organizational climate on employee performance, with employee engagement as a mediator (a case study of BNI KC Karangayu). This study employed a quantitative approach by distributing questionnaires using a Google Form link. Analysis was conducted using the Smart PLS application, which processed the data into data that would answer the various hypotheses in this study. Organizational culture influences employee performance. Organizational climate influences employee performance. Employee engagement influences employee performance. Organizational culture influences employee engagement. Organizational culture influences employee engagement. Organizational culture, employee engagement influence employee performance. Organizational climate, employee engagement influence employee performance.*

Keywords: *Culture; Climate; Employee; Performance.*

1. Introduction

Employee performance is a fundamental element in achieving the vision, mission, and strategic objectives of PT Bank Negara Indonesia (Persero) Tbk. To improve organizational effectiveness, BNI implements a performance management system consisting of three main stages: goal setting, performance drivers, and performance evaluation. These three stages are designed to ensure that each employee's contribution aligns with the organization's targets. This is crucial considering that employees play a strategic role as planners, implementers, and controllers of the company's operational activities. Therefore, the quality of employee performance is a key determinant in maintaining the company's competitiveness amidst the increasingly fierce dynamics of competition in the banking industry.

Employee performance is the work results achieved by individuals based on their competence, experience, and level of dedication in carrying out their responsibilities (Teguh Rahayu, 2024). Various studies show that performance improvements are influenced by a number of internal organizational factors, including organizational culture, organizational climate, and the level of employee engagement. Organizational culture reflects the values, norms, beliefs, and behavioral patterns shared by members of the organization. A strong and positive culture has been shown to shape productive work behaviors, increase loyalty, and provide motivational encouragement for employees (Firman et al., 2024; Fauzan et al., 2023). Conversely, a weak or inconsistent culture tends to create uncertainty, dissatisfaction, and potentially reduce performance.

In addition to culture, organizational climate, as employees' perceptions of the work environment—both physical and psychological—plays a significant role in influencing comfort, work morale, and productivity. A conducive organizational climate can increase employee motivation and engagement, while a less supportive climate can lead to stress and work stress, ultimately hindering optimal performance (Tecoalu et al., 2024; Darmawan et al., 2020). Another factor that determines performance quality is employee engagement, which is the level of emotional and cognitive attachment employees have to their work and the organization. Engaged employees demonstrate high levels of energy, dedication, and absorption in carrying out their tasks (Ayu et al., 2020). A high level of engagement encourages employees to make maximum contributions, improve productivity, and maintain commitment to organizational goals.

Although various measures have been implemented by the organization, BNI employee performance data for the 2022–2024 period shows that there is a gap between targets and realization in several indicators, namely work productivity, customer satisfaction, and accuracy of task completion.

The following table illustrates the phenomenon of the performance gap of Bank BNI employees during 2022-2023.

Table 1.1 BNI Employee Performance Gap Table (2022-2024)

Year	Performance Indicators	Performance Target	Performance Realization	Performance Gap
2022	Work productivity	100%	85%	-15%
	Customer satisfaction	100%	80%	-20%
	Accuracy of task completion	100%	88%	-12%
2023	Work productivity	100%	87%	-13%
	Customer satisfaction	100%	82%	-18%
	Accuracy of task completion	100%	89%	-11%
2024	Work productivity	100%	90%	-10%
	Customer satisfaction	100%	85%	-15%
	Accuracy of task completion	100%	91%	-9%

Source: BNI Employee Performance Survey, 2022-2024

2. Research Methods

This research is quantitative, with the goal of measuring variables and testing hypotheses. Quantitative research is a research method that uses numerical data or statistics to answer research questions. Quantitative research is typically deductive, originating from existing theories or hypotheses and then testing them with empirical data. A population is the entire group or collection of individuals, objects, or events that share certain characteristics and are the subject of the researcher's attention for study. The population in this study was all employees at BNI Bank KC Karangayu. The population in this study was the total number of employees at BNI KC Karangayu, 162 employees.

3. Results and Discussion

3.1. Respondent characteristics

Respondent characteristics are data related to the identity of respondents which include name, gender, age, education, Respondents in this study were a sampling of BNI KC Karangayu employees with a total of 126 employees who met the characteristics. The number of respondents who filled out the questionnaire was 100 people with the following identity criteria:

3.1.1. Gender Identity

Table 3.1 Respondent Gender

Gender	Amount	Percentage
Man	43	43%
Woman	57	57%
Total	100	100%

Source: Questionnaire data processed 2025

The results of the questionnaire distribution with respondent gender identity in Table 3.1 show that the number of male respondents was 43 people (43%) and female respondents was 57 people (57%). This indicates that the number of female respondents is greater than the number of male respondents.

3.1.2. Age Identity

Table 3.2 Age Identity

Age	Amount	Percentage
20-30 years	34	34%
31 – 40 years old	54	54%

31 – 50 years	12	12%
Total	100	100%

Source: Questionnaire data processed 2025

Table 3.2 shows the classification of respondents based on age. The number of respondents aged 20-30 years was 34 respondents or 34%. The number of respondents aged 31-40 years was 54 respondents or 54%. The number of respondents aged 31-50 years was 12 respondents or 12%. Thus, it can be concluded that the largest number of respondents were respondents aged 31-40 years, as many as 54 respondents or 54%.

3.1.3. Identity based on Education

Table 3.3 Respondents' Education

Education	Amount	Percentage
DIPLOMA	5	5%
S1	78	78%
S2	17	17%
S3	0	0%
Amount	100	100%

Source: 2025 Questionnaire Response Data

The distribution of the collected questionnaire results, based on the complete educational criteria, is shown in the table above. The highest score was a bachelor's degree, with 78 respondents (78%), and the lowest score was a diploma, with 5 respondents (5%) or 5% of the total employees who completed the questionnaire.

3.1.4. Respondent Answer Index

Based on the collected data, respondents' answers were summarized and then analyzed to determine the descriptive characteristics of each variable. Respondent assessments were based on the following criteria:

The lowest assessment score is: 1

The highest assessment score is: 5

$$\text{Interval} = \frac{5-1}{5} = 0.80$$

So that the assessment limits for each variable are obtained as follows:

1. 1.00 – 1.80 = Very Low
2. 1.81 – 2.60 = Low
3. 2.61 – 3.40 = Moderate
3. 3.41 – 3.20 = High
5. 3.21 – 5.00 = Very High

3.1.4 Description of Respondents' Answers to Organizational Culture

Table 3.4 Answer Description Respondents About Organizational culture

Variables	Indicator	Information	Respondents' Response Frequency					Score	Information
			STS (1)	TS (1)	N (1)	S (4)	SS (5)		
Organizational culture	The employees in my company possess the best competencies and character as a fundamental attitude in conducting business	Frequency	0	1	6	55	38	3.30	Very high
		Index Results	0	2	18	220	190		

activities. (Competent)								
The employees at my company hold integrity as a core value in building trust with all stakeholders. (Integrity)	Frequency	1	3	6	43	47	3.32	Very high
	Index Results	1	6	18	172	235		
The employees in my company are committed to providing the best service to customers to build synergistic partnerships. (Service)	Frequency	3	2	5	41	49	3.31	Very high
	Index Results	3	4	15	164	245		
The employees in my company are always proactive in innovating and making improvements to provide optimal results. (Innovative)	Frequency	1	2	6	48	43	3.30	Very high
	Index Results	1	4	18	192	215		
Average score							3.30	Very high

Source: 2025 Questionnaire Response Data

Based on the table above, it is obtained that the average score of respondents for the organizational culture variable is 3.30, which is included in the very high category. Respondents who answered "The employees in my company have the best competence and character as a basic attitude in carrying out business activities. (Competent)". The score for the first statement is 3.30, which means it is included in the very high category, meaning that more respondents answered strongly agree. Then in the open question on the organizational culture variable, Why did you choose answer number 1? The employees in my company have the best competence and character as a basic attitude in carrying out business activities. (Competent). Respondents answered because the culture is still in transition from a patrimonial culture to a meritocracy. Formally, it is merit-based, but in practice it is still influenced by oligarchic patterns. Every employee carries out the work culture and 6 main behaviors. The company provides direction and guidance so that its employees are

competent. In question 2 "The employees in my company establish integrity as a fundamental value in building trust for all stakeholders. (Integrity)". The score for the second statement is 3.32, which means it is included in the very high category, meaning that more respondents answered strongly agree. In question 3 "The employees in my company are committed to providing the best service to customers to build synergistic partnerships. (Service)" .. The score value in the third statement is 3.31 which means it is included in the very high category which means that more respondents answered strongly agree. In question 4 "The employees in my company are always proactive in innovating and making improvements to provide optimal results. (Innovative)" The score value in the third statement is 3.30 which means it is included in the very high category which means that more respondents answered strongly agree

3.1.5 Description of Respondents' Answers to Organizational Climate

Table 3.5 Description of Respondents' Answers About Organizational Climate

Variables	Indicator	Information	Respondents' Response Frequency					Score	Information
			STS (1)	TS (1)	N (1)	S (4)	SS (5)		
Organizational Climate	This company encourages good working relationships and mutual respect with colleagues within the organization. (Human Relations)	Frequency	7	1	10	49	33	3.00	Tall
		Index Results	7	2	30	196	165		
	Work procedures and rules within this organization are implemented consistently and fairly.	Frequency	3	5	6	45	41	3.16	Tall
		Index Results	3	10	18	180	205		

(Internal Process)								
The company is open to input and changes from both inside and outside to improve performance. (Open System)	Frequency	2	4	8	42	44	3.22	Very high
	Index Results	2	8	24	168	220		
The company sets common goals and encourages employees to work in a focused manner to achieve them. (Rational Goals)	Frequency	1	4	6	44	45	3.28	Very high
	Index Results	1	8	18	176	225		
Average score							3.10	Tall

Source: 2025 Questionnaire Response Data

Based on the table above, it is obtained that the average score of respondents on the organizational climate variable is 3.10, which is included in the high category. Respondents who answered "This company encourages good working relationships and mutual respect with colleagues in this organization. (Human Relations)". The score value on the first statement is 3.0, which means it is included in the high category, meaning that more respondents answered agree. Respondents on the second statement "Procedures and work rules in this organization are carried out consistently and fairly. (Internal Process)". The score value on the second statement is 3.16, which means it is included in the high category, meaning that more respondents answered agree. Respondents on the third statement "This company is open to input and changes from within and outside to improve performance. (Open System)" The score value on the third statement is 3.22, which means it is included in the very high category, meaning that more respondents answered strongly agree.

3.1.6 Description of Respondents' Answers on Employee Engagement

Table 3.6 Description of Respondents' Answers About Employee Engagement

Variables	Indicator	Information	Respondents' Response Frequency					Score	Information
			STS (1)	TS (2)	N (3)	S (4)	SS (5)		
Employee Engagement	I feel full of energy and enthusiasm when carrying out my work tasks every day. (Vigor/Work Energy)	Frequency	3	4	5	47	41	3.19	Tall
		Index Results	3	8	15	188	205		
	I feel proud and have a strong emotional attachment to my work and organization. Dedication	Frequency	2	7	7	39	45	3.18	Tall
		Index Results	2	14	21	156	225		
	I often get so focused and involved in my work that I don't notice the time passing. Absorption	Frequency	2	5	10	52	31	3.05	Tall
		Index Results	2	10	30	208	155		
Average score								3.14	Tall

Source: 2025 Questionnaire Response Data

Based on the table above, it is obtained that the average score of respondents for the employee engagement variable is 3.14, which is included in the high category. Respondents who answered "I contribute to increasing sales of both products and services." The score value on the first statement is 3.19, which means it is included in the high category, meaning that more respondents answered agree. Respondents on the second statement "All the results of my work encourage increased unit productivity. (Productivity)". The score value on the first statement is 3.18, which means it is included in the high category, meaning that more respondents answered agree. And the open question on the second statement is Why did you

choose the answer "All the results of my work encourage increased unit productivity. (Productivity)". The respondent's answer is "According to the KPI, all productivity of our unit's performance is obtained from the communication of each team member. Where the existing achievements are the result of collaboration and synergy from all teams. with good work and meeting the KPI target can improve company performance". Respondents on the third statement "I contribute to generating and increasing income for the company. (Earning per Employee)". The score for the third statement is 3.22, which means it is in the very high category, meaning that more respondents answered strongly agree.

3.1.7 Description of Respondents' Answers to Employee Performance

Table 3.7 Description of Respondents' Answers About Employee performance

Variables	Indicator	Information	Respondents' Response Frequency					Score	Information
			STS (1)	TS (1)	N (1)	S (4)	SS (5)		
Employee performance	I contribute to increasing sales of both products and services. (Market Share)	Frequency	5	1	6	51	37	3.14	Tall
		Index Results	5	2	18	204	185		
	All of my work results drive increased unit productivity. (Productivity)	Frequency	3	0	3	56	38	3.26	Very high
		Index Results	3	0	9	224	190		
	I contribute to generating and increasing revenue for the company. (Earning per Employee)	Frequency	2	2	3	52	41	3.28	Very high
		Index Results	2	4	9	208	205		

	My customers are satisfied with the service and solutions I provide. (Service Experience Index)	Frequency	2	1	5	54	38	3.25	Very high
		Index Results	2	2	15	216	190		
Average score								3.23	Tall

Source: 2025 Questionnaire Response Data

Based on the table above, it is obtained that the average score of respondents on the employee performance variable is 3.23, which is included in the very high category. Respondents' answers to the first variable "I contribute to increasing sales of both products and services. (Market Share)". The score value on the first statement is 3.14, which means it is included in the high category, meaning that more respondents answered agree. In the second question "All the results of my work encourage increased unit productivity. (Productivity)" The score value on the first statement is 3.26, which means it is included in the high category, meaning that more respondents answered agree. And in the second open question "Why did you choose answer number 2?" the respondent answered "because in working the goal is to achieve the goals of a company, one of the compositions of the goal is to help unit productivity, Yes, every job must encourage productivity, All productivity of our unit performance, is obtained from the communication of each team member. Where the existing achievements are the result of collaboration and synergy from all teams. ". Respondents' answers to question 3 "I contribute to generating and increasing revenue for the company. (Earning per Employee)" The score on the first statement is 3.28 which means it is included in the high category which means that more respondents answered agree. Respondents' answers to question 4 "My customers are satisfied with the services and solutions I provide. (Service Experience Index)". The score on the first statement is 3.25 which means it is included in the high category which means that more respondents answered agree.

3.2. The Influence of Organizational Culture on Employee Performance

The organizational culture variable (X1) on employee performance (Y1) in the calculation above obtained a p value of 0.000. Where it can be said that the results of the calculation of p values <0.05. So hypothesis 1 is accepted, meaning that the organizational culture variable has an effect on employee performance.

Organizational culture can be understood as a set of values, beliefs, norms, and work habits shared by all members of a company. A strong and positive culture typically serves as a guide for employees in acting, collaborating, and completing their responsibilities. In relation to performance, organizational culture plays a crucial role because it can shape employees' mindsets, motivations, and behaviors in carrying out their tasks. Theoretically, a good organizational culture will create a supportive work environment. Values such as discipline, openness, collaboration, innovation, and a focus on results are elements that can encourage improved work quality. When employees perceive that the company's cultural values align with their needs and expectations, their satisfaction, commitment, and loyalty tend to increase, resulting in better performance. Furthermore, organizational culture also functions as a social control tool, as prevailing values and norms will guide employee behavior even without close supervision.

3.2.1. The Influence of Organizational Climate on Employee Performance

The organizational climate variable (X1) on employee performance (Y1) in the calculation above obtained a p value of 0.000. Where it can be said that the results of the calculation of p values < 0.05 . So hypothesis 1 is accepted, meaning that the organizational climate variable has an effect on employee performance.

Organizational climate reflects how employees perceive the work environment, interpersonal relationships, communication patterns, work structures, and company policies. When the work environment feels comfortable, safe, and values individuals, employees are more motivated and perform better. Therefore, organizational climate is a crucial factor influencing employee performance. A positive organizational climate is characterized by open communication, leadership support, opportunities for self-development, clarity of tasks, and a fair reward system. These conditions make employees feel valued, making them more motivated, creative, and able to work well together. The role of leadership is crucial in creating a positive work climate. Clear direction, supportive feedback, and harmonious working relationships can increase employee confidence and work effectiveness. Conversely, a negative organizational climate, such as closed communication, lack of superior support, and excessive pressure, can trigger stress, reduce motivation, and hinder performance. Research shows that organizational climate has a significant impact on employee performance. A healthy climate can increase productivity and commitment, while a negative climate can reduce the quality of work and increase the desire to leave the organization. Therefore, organizations need to build a supportive work climate through good communication, supportive leadership, an appropriate reward system, and a comfortable work environment so that employee performance can be optimal.

3.2.2. The Influence of Employee Engagement on Employee Performance

The employee engagement variable (X3) on employee performance (Y1) in the calculation above obtained a p value of 0.003. Where it can be said that the results of the calculation of p values <0.05 . So hypothesis 3 is accepted, meaning that the employee engagement variable has an effect on employee performance.

Employee engagement describes the level of emotional, cognitive, and physical involvement of employees in their work and their commitment to the organization. Employees with high engagement are typically more enthusiastic, dedicated, and strive to deliver the best work results, making engagement a significant factor influencing performance. They also exhibit positive behaviors, such as helping coworkers and contributing to the achievement of organizational goals. Conversely, low engagement can lead to decreased motivation, lack of focus, and poor work quality. Research shows that employee engagement significantly improves performance, productivity, loyalty, and reduces absenteeism and turnover rates. Therefore, organizations need to increase engagement through self-development opportunities, a supportive work environment, a fair reward system, and open communication. With strong engagement, employees can deliver optimal performance and support organizational success.

3.2.3. The Influence of Organizational Culture on Employee Engagement

The organizational culture variable (X1) on employee engagement (X3) in the calculation above obtained a p value of 0.001. Where it can be said that the calculation results of p values <0.05 . Therefore, hypothesis 4 is accepted, meaning that the organizational culture variable influences employee engagement. Organizational culture is a collection of values, norms, and work habits that are shared by all employees. When the implemented culture is positive and in accordance with employee expectations, the work environment becomes more comfortable and supportive, thereby increasing their involvement or engagement.

Employees also feel more emotionally connected, motivated, and have a sense of belonging to the organization. A strong culture is reflected in open communication, strong collaboration, leadership that values contributions, and a fair reward system. This encourages employees to be more energetic, dedicated, and focused—three key aspects of employee engagement. Conversely, a culture that lacks clarity, appreciation, or support can lower morale and reduce employee engagement. Research shows that organizational culture significantly impacts employee engagement. Therefore, companies need to build a healthy and consistent work culture to increase employee motivation, commitment, and loyalty.

3.2.4. The Influence of Organizational Climate on Employee Engagement

The organizational climate variable (X1) on employee engagement (X3) in the calculation above obtained a p value of 0.000. Where it can be said that the calculation result of the p value <0.05 . Therefore, hypothesis 5 is accepted, meaning that the organizational culture variable influences employee engagement. Organizational climate reflects employee perceptions of the work environment, including relationships between employees, communication patterns, organizational structure, and applicable policies. A positive work atmosphere creates comfortable and supportive conditions, thereby increasing employee engagement. Employees who feel supported by their work environment tend to be more motivated, enthusiastic, and have a sense of belonging to the organization. A conducive work climate is usually characterized by open communication, support from leaders, clarity of tasks, development opportunities, and recognition for achievement. This condition encourages employees to work with energy (vigor), dedication (dedication), and focus (absorption), which are the three main aspects of employee engagement. Conversely, a less supportive climate, such as closed communication, minimal support, or high work pressure, can reduce employee motivation and engagement. Various studies have shown that organizational climate has a significant influence on employee engagement. With a supportive work climate, employees can achieve optimal performance and make maximum contributions to achieving company goals.

3.2.5. The Influence of Organizational Culture on Employee Performance Mediated by Employee Engagement

The variables of organizational culture (X1), employee engagement (X3) on employee performance (Y1) in the calculation above obtained a p value of 0.035. Where it can be said that the results of the calculation of p values <0.05 . So hypothesis 6 is accepted, meaning that the employee engagement variable is proven to significantly mediate the influence of organizational culture on employee performance.

Organizational culture encompasses the values, norms, and work habits shared by members of an organization. A positive culture creates a comfortable, supportive work environment that values employee contributions. This encourages employees to work with greater enthusiasm, dedication, and proactivity, thereby improving their performance. Meanwhile, employee engagement describes the extent to which employees are emotionally, cognitively, and physically involved in their work and the organization. Employees with high engagement demonstrate energy (vigor), dedication (dedication), and focus (absorption) in carrying out their tasks.

High engagement encourages employees to perform optimally, increase productivity, and contribute more to achieving company goals. When a positive organizational culture is

supported by a high level of engagement, employees tend to have stronger motivation, a sense of belonging, and loyalty to the company. This combination will result in better performance than when one factor is less supportive. Research shows that both organizational culture and employee engagement have a significant influence on employee performance, both directly and through their interaction. Therefore, organizations need to build a healthy and supportive work culture, and increase employee engagement through effective communication, supportive leadership, recognition for achievement, and opportunities for self-development. This approach will improve employee performance optimally and support the achievement of overall organizational goals.(Sitorus, 2021)

3.2.6. The Influence of Organizational Climate on Employee Performance Mediated by Employee Engagement

The organizational climate variable (X1), employee engagement (X3) on employee performance (Y1) in the calculation above obtained a p value of 0.006. Where it can be said that the calculation results of p values <0.05. So hypothesis 7 is accepted, meaning that the employee engagement variable is proven to significantly mediate the influence of organizational culture on employee performance. Organizational climate and employee engagement are two main elements that play a role in determining employee performance. Organizational climate describes how employees assess the work environment, including interactions with coworkers, communication patterns, organizational structure, and implemented policies. A positive climate creates a comfortable and supportive work atmosphere, so that employees feel appreciated, motivated, and have a sense of belonging to the organization. This encourages increased enthusiasm, focus, and dedication in work, which ultimately has a positive impact on performance.

Employee engagement refers to the level of emotional, cognitive, and physical involvement of employees in their work and organization. Employees with high engagement demonstrate energy (vigor), dedication (dedication), and focus (absorption), thus working more productively, proactively, and producing better quality work. High engagement also increases loyalty and commitment to the company. When a conducive organizational climate is aligned with a high level of employee engagement, employees tend to show optimal performance. Various studies show that these two factors significantly influence employee performance, both directly and through interactions between them. Therefore, companies need to create a supportive work climate and increase employee engagement through effective communication, supportive leadership, recognition for achievement, and opportunities for self-development. With this approach, employees can deliver their best performance and contribute maximally to the achievement of organizational goals. (Rostiana, 2019).

4. Conclusion

Organizational culture has a positive influence on employee performance. A consistently implemented organizational culture that reflects shared values, norms, and beliefs can shape employee work behavior. Employees accustomed to a work culture that supports professionalism, collaboration, and commitment to organizational goals tend to demonstrate better productivity, discipline, and work quality. Organizational climate positively influences employee performance. Organizational climate reflects how employees assess the conditions of their work environment, including the atmosphere, leadership support, communication, and existing work systems. A positive work environment makes employees feel comfortable, motivated, and focused, so that performance improves both in terms of quality and quantity. Employee engagement has a positive effect on employee performance. Employees who exhibit high levels of engagement, including work ethic, dedication, and full involvement in their tasks, tend to be more productive, creative, and responsible. High levels of engagement encourage employees to deliver optimal work results and focus on achieving organizational goals. Organizational culture has a positive influence on employee engagement. A strong and supportive organizational culture can increase employee motivation and emotional engagement with their work. Clear values, fair leadership, and recognition for contributions make employees feel valued, motivated, and more engaged in their work.

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