

The Effect of Employee Development, Organizational Culture, and Work Environment on Sustainable Employee Performance

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ABSTRACT

Purpose – This study examines the impact of employee development, organizational culture, and work environment on sustainable employee performance at PT Global Tiket Network, amid rising digital industry competition and challenges such as the Great Resignation and Quiet Quitting. **Methodology/approach** – A quantitative associative method was applied, with data collected from 60 Customer Service employees using a saturated sampling technique and analyzed through PLS-SEM. **Findings** – It was found that all three variables positively and significantly affect sustainable employee performance, explaining 68.4% of its variance. **Novelty/value** – This study links sustainable employee performance with contemporary HR challenges and offers managerial insights to enhance development programs, digital cultural values, and supportive work environments.

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INTRODUCTION

The technology and digital industries are undergoing rapid and radical transformation within an increasingly competitive global business landscape. As one of the players in the Online Travel Agent (OTA) sector in Indonesia, PT Global Tiket Network, more widely known as [tiket.com](https://www.tiket.com), faces significant challenges to remain innovative and adaptive to technological advancements, evolving consumer preferences, and dynamic market conditions. E-commerce companies and OTAs are required not only to develop innovative products and services in the midst of massive digital disruption and post-COVID-19 shifts in consumer behavior, but also to ensure that OCth organizational and employee performance remain optimal and sustainable. According to Google, Temasek, and Bain (2023), Indonesia's digital economy is projected to reach USD 146 billion by 2025, driven primarily by the expansion of e-commerce, OTAs, and ride-hailing services. Within this dynamic and high-pressure environment, PT Global Tiket Network competes with OCth local and international rivals. Competition extends beyond products and services, encompassing the organization's ability to attract, develop, and retain top digital talent.

The world of work has also shifted due to the COVID-19 pandemic, with many companies implementing hybrid work systems that combine Work From Home (WFH) and Work From Office (WFO). This transformation has had a direct impact on organizational dynamics. A positive and supportive work environment enables employees to perform better, thereby enhancing organizational commitment (Zani & Rani, 2025; Anandya et al., 2023). PT Global Tiket Network thus plays a strategic

role in supporting sustainable development goals through digital skills development and the creation of a work ecosystem that prioritizes employee well-being and work-life balance.

Table 1. Customer Complaints at PT Global Tiket Network (Tiket.com)

No	Type of Customer Complaint	Frequency (2024 - 2025)
1	Hotel check-in failure due to unregistered name	High
2	Automatic travel insurance purchase without consent	Medium
3	Flight rescheduling refund requests not yet received	Medium
4	Slow response by customer service	High

Source: mediakonsumen.com, 2024

As shown in Table 1, the most frequent complaints concern hotel check-in failures due to unregistered names and slow response times from customer service. According to mediakonsumen.com (2024), several incidents occurred where hotel reservations were successful, yet the guest was unable to check in as their name was not recorded in the hotel system. Additionally, customer dissatisfaction is heightened by delayed responses from customer service in resolving such issues.

Quality service reflects employee competence and performance, which serve as indicators of reliable employees. Reliable employees are not only efficient, but also innovative, adaptive, and highly dedicated (Sofiyah et al., 2024). Effective employee development can cultivate reliable talent with competencies aligned to organizational needs, thereby positively impacting performance. Moreover, reliable employees play a critical role in ensuring organizational sustainability. In the face of rapid external changes—such as technological advancement, global competition, and evolving consumer behavior—organizations require human resources who are strategic thinkers, adaptive actors, and resilient workers (Syavalma et al., 2024). Such talent serves as a driving force to maintain internal stability while fostering long-term organizational growth.

Previous studies have identified several factors influencing sustainable employee performance, including employee development (Hutomo, 2023), fair compensation (Pulasari et al., 2023), organizational support (Ibrahim et al., 2024), organizational environment (Zani & Rani, 2025), and organizational culture (Pulasari et al., 2023).

A pra-survey conducted with 21 respondents revealed that three variables obtained the highest levels of agreement: employee development, work environment, and organizational culture. For employee development, 81% of respondents indicated that existing development programs had helped them enhance sustainable performance and supported their skill development. Regarding the work environment, 76% of respondents agreed that they felt comfortable and safe at work, and that the environment encouraged collaboration and communication. Meanwhile, 71% of respondents reported that organizational culture promoted openness, growth, and alignment between organizational and personal values. These three variables were therefore selected as the primary focus of this study.

Table 2. Pre-Survey Results of Employees at PT Global Tiket Network

No	Indicator	Yes	No	Total	Yes	No	Total
1	Employee Development	14	7	21	67%	33%	100%
2	Distributive Compensation Fairness	11	12	23	48%	52%	100%
3	Organizational Support	12	9	21	57%	43%	100%
4	Work Environment	16	5	21	76%	24%	100%
5	Organizational Culture	15	6	21	71%	29%	100%

Source: Primary Data, 2025

Based on Table 2, the three indicators with the highest percentages influencing employee performance were work environment (76%), organizational culture (71%), and employee development (67%). These findings indicate that employees perceive these factors as having a significant positive impact on their performance, thus establishing them as the main variables in this study. The first factor influencing employee performance is employee development. Hutomo (2023) argued that employee development significantly impacts performance, as training programs are designed to improve skills and knowledge. Training enables employees not only to acquire new techniques and procedures but also to better apply such knowledge within their work context. Therefore, capacity building and continuous learning are essential. Arizona et al. (2023) found that intensive training and a supportive work environment can increase performance by up to 86%. However, that study did not specifically address the digital industry context, where rapid innovation cycles and ongoing technological adaptation are critical.

The second factor is organizational culture. Reynal et al. (2023) emphasized that organizational culture indirectly affects performance through creative work behavior. Sitanaya & Rahardjo (2024) further noted that the relationship between organizational culture and performance is highly complex. A positive culture enhances employee motivation, particularly when organizational values align with personal values, thereby fostering open communication, collaboration, and stronger commitment. In Indonesia, sociocultural factors and global digital industry values shape workplace cultural dynamics. Pulasari et al. (2023) found that hotel employees' job satisfaction in Indonesia was directly influenced by organizational culture. The third factor, work environment, also plays a critical role. Pulasari et al. (2023) and Ibrahim et al. (2024) asserted that the work environment significantly impacts performance, encompassing physical, social, and cultural aspects of the organization. When employees feel comfortable and safe, they are more satisfied and motivated to increase productivity. Putra et al. (2023) reported that in PT PLN Purworejo, the work environment contributed 48.6% to employee performance, underscoring its substantial role in enhancing overall organizational outcomes. The research gap indicates inconsistencies in findings regarding the effects of employee development, organizational culture, and work environment on sustainable performance. These three variables interact in complex ways rather than exerting isolated effects, with contextual conditions influencing their effectiveness.

LITERATURE REVIEW

Human Resource Management

Human Resources (HR) constitute the most critical element of any company or organization. According to the Kamus Besar Bahasa Indonesia (KBBI), human resources are defined as the potential of individuals that can be developed for productive processes. This aligns with Soemarsono (2018), who emphasized that human resources represent one of the most essential factors that cannot be separated from an organization, whether an institution or a corporation.

Sustainable Development

Sustainable development is a vital aspect of corporate growth that is directly related to human resource management. The Brundtland Report (1987) defines sustainable development as a development process (of land, cities, businesses, and communities) that meets present needs without compromising the ability of future generations to meet their own needs. In addition to this, Law No. 32 of 2009 concerning Environmental Protection and Management in Indonesia defines sustainable development as a conscious and planned effort that integrates environmental, social, and economic aspects into development strategies to ensure environmental integrity, as well as the safety, capability, welfare, and quality of life of the present and future generations.

Employee Performance

Employee performance is a crucial component of sustainable performance, as it serves as a basis for assessing whether sustainable performance initiatives are necessary. As Armstrong and Baron (1998)

noted, measuring employee performance provides a foundation for evaluating organizational effectiveness and the need for continuous improvement.

Employee Development

As previously noted in the definition of human resources, employees are a key element in any organization or company. Therefore, employee development is essential to enhance knowledge and skills, enabling employees to improve their competencies and perform their tasks more effectively (Suryadana, 2015).

Organizational Culture

Organizational culture is one of the factors inherently linked to employees. Directly or indirectly, it influences how employees adapt to the organizational values, norms, and practices within the company where they work (Wahab in Tobari, 2016).

Work Environment

The work environment is a critical factor closely associated with employees in carrying out their tasks. It significantly influences how individuals develop within their professional roles and the extent to which they can enhance their productivity and performance (Darmadi, 2020).

Framework of Thought

Based on the theoretical review and the results of previous research, the following is the research framework (Figure 1):

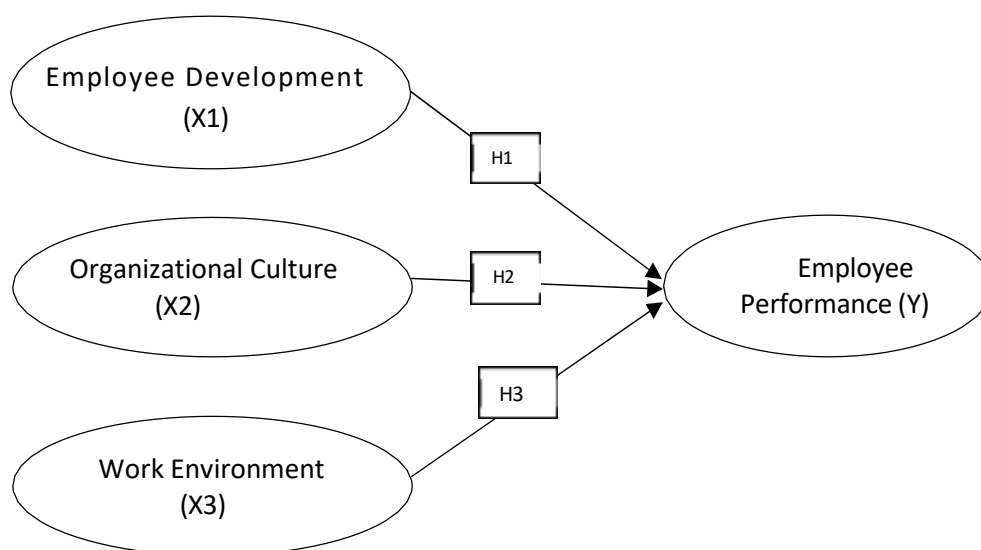


Figure 1. Conceptual Framework Model of Research

METHOD

The research design employed in this study is an associative design, which aims to examine the influence of employee development, organizational culture, and work environment on sustainable employee performance. The research was conducted at PT Global Tiket Network, located in Wisma Barito Pacific II, West Jakarta.

The population of this study consisted of all employees in the Customer Service division at PT Global Tiket Network. The total number of employees in this division was recorded at 60 individuals. The sample was drawn from the entire population using a saturated sampling technique (non-probability sampling), thereby making all 60 Customer Service employees the respondents of this study. According to the SEM method, an ideal and representative sample size generally ranges between 100–200,

depending on the number of parameters (indicators) estimated, with a guideline of 5–10 times the number of indicators.

Data collection was carried out through a survey method using structured questionnaires. The operationalization of the variables is presented as follows:

Table 3. Operationalization of Variables

Variable	Dimension	Indicator	Scale
Employee Development (Riniwati, 2016)	Effectiveness of professional development in meeting employee needs	The impact on fulfilling employees' technical and conceptual skill requirements for work	Ordinal
		Promotion opportunities	
	Effectiveness of development on personal goals	Career advancement	
		Salary increase	
	Effectiveness of development on career aspirations	Further study opportunities	
		Qualification improvement	
Organizational Culture (Robbins, Judge, dan Breward, 2017)	Innovation and risk-taking	Encouragement to take risks	Ordinal
	Self-awareness	Understanding and satisfaction with employees' own performance	
	Result orientation	Employees must focus on the outcomes of their work	
Work Environment (Sedarmayanti, 2017)	Physical work environment	Lighting	Ordinal
		Workspace circulation	
		Room layout	
		Noise	
		Facilities	
	Non-physical work environment	Relationship with superiors	
Employee Performance (Mangkunegara, 2014)	Work Quality	Relationship with colleagues	Ordinal
		Neatness of work	
		Accuracy of work	
	Work Quantity	Quality of completed tasks	Ordinal
	Responsibility	Speed and ability of employees to complete work within one day	
		Work results	
	Teamwork	Decision-making	
		Cooperation and cohesiveness	
	Initiative	The ability of employees to solve problems without direct orders from supervisors	

In this study, the measurement method applied a Likert scale to assess attitudes, opinions, and perceptions of individuals or groups regarding social phenomena. The Likert scale employed five response options: 5 (strongly agree), 4 (agree), 3 (neutral), 2 (disagree), and 1 (strongly disagree).

The data analysis method in this study employed Structural Equation Modeling (SEM) using the Analysis of Moment Structure (AMOS) version 22.0 software. SEM is a combination of two distinct statistical techniques, namely factor analysis, which was developed in psychology and psychometrics, and simultaneous equation modeling, which originated in econometrics (Ghozali, 2017).

RESULT AND DISCUSSION

The population of this study consisted of all employees in the Customer Service. The total number of employees in this division was recorded at 60 individuals. The sample was drawn from the entire population using a saturated sampling technique (non-probability sampling), thereby making all 60 Customer Service employees the respondents of this study. Based on Table 4, it can be observed that the outer loading values of all indicators are valid, as they exceed 0.7, and the Average Variance Extracted (AVE) values are greater than 0.5. Discriminant validity indicates whether a test designed to measure a specific construct is not correlated with tests measuring different constructs (Rahadi, 2023).

Table 4. Result Convergent Validity Test

Variable	Indicator	Outer Loadings	Average Variance Extracted (AVE)
Employee Development (X1)	ED1	0.856	0.753
	ED2	0.832	
	ED3	0.917	
	ED4	0.895	
	ED5	0.888	
	ED6	0.840	
	ED7	0.888	
	ED8	0.823	
Organizational Culture (X2)	OC1	0.764	0.607
	OC2	0.799	
	OC3	0.804	
	OC4	0.803	
	OC5	0.722	
Work Environment (X3)	WE1	0.873	0.656
	WE2	0.809	
	WE3	0.863	
	WE4	0.737	
	WE5	0.714	
	WE6	0.842	
	WE7	0.818	
Employee Performance (Y)	EP1	0.764	0.623
	EP2	0.760	
	EP3	0.849	
	EP4	0.787	
	EP5	0.821	
	EP6	0.788	
	EP7	0.795	
	EP8	0.801	
	EP9	0.803	
	EP10	0.768	
	EP11	0.740	

Source: Processed Data, 2025

In SEM-PLS, discriminant validity can be established using the Fornell-Larcker Criterion, which compares the square root of the Average Variance Extracted (AVE) of each construct with the correlations between that construct and other constructs in the model. A model demonstrates good discriminant validity if the square root of the AVE for each construct is greater than its correlations with other constructs in the model.

Table 5. Result Cross Loadings Test

	Employee Development	Organizational Culture	Work Environment	Employee Performance
ED1	0.856	0.520	0.352	0.638
ED2	0.832	0.547	0.346	0.609
ED3	0.917	0.609	0.423	0.606
ED4	0.895	0.577	0.284	0.527
ED5	0.888	0.604	0.317	0.544
ED6	0.840	0.500	0.282	0.538
ED7	0.888	0.619	0.431	0.677
ED8	0.823	0.634	0.487	0.665
OC1	0.593	0.764	0.323	0.573
OC2	0.595	0.799	0.271	0.558
OC3	0.607	0.804	0.418	0.636
OC4	0.429	0.803	0.335	0.609
OC5	0.329	0.722	0.419	0.413
WE1	0.300	0.331	0.873	0.437
WE2	0.294	0.280	0.809	0.404
WE3	0.424	0.405	0.863	0.597
WE4	0.207	0.277	0.737	0.292
WE5	0.307	0.343	0.714	0.402
WE6	0.344	0.380	0.842	0.453
WE7	0.453	0.464	0.818	0.576
EP1	0.506	0.600	0.405	0.764
EP2	0.441	0.532	0.451	0.760
EP3	0.716	0.607	0.353	0.849
EP4	0.441	0.549	0.474	0.787
EP5	0.619	0.630	0.469	0.821
EP6	0.493	0.526	0.456	0.788
EP7	0.613	0.574	0.402	0.795
EP8	0.598	0.510	0.620	0.801
EP9	0.603	0.560	0.592	0.803
EP10	0.473	0.646	0.431	0.768
EP11	0.516	0.576	0.364	0.740

Source: Processed Data, 2025

Based on Table 5, it can be seen that each research indicator has the highest cross-loading value with its respective latent variable. The cross-loading values of the employee development indicators (X1) on their latent construct are greater than those on other latent constructs, ranging from 0.823 to 0.917. Similarly, the cross-loading values of the organizational culture indicators (X2) on their latent construct are higher than those on other latent constructs, ranging from 0.722 to 0.804. The cross-loading values

of the work environment indicators (X3) on their latent construct are also higher than those on other latent constructs, ranging from 0.714 to 0.873. Furthermore, the cross-loading values of the employee performance indicators (Y) on their latent construct are higher than those on other latent constructs, ranging from 0.740 to 0.821. Therefore, all variables can be declared valid.

Table 6. Result Fornell Larcker Criterion Analyze

	Employee Development	Employee Performance	Work Environment	Employee Development
Organizational Culture	0.779			
Employee Performance	0.727	0.789		
Work Environment	0.449	0.580	0.810	
Employee Development	0.667	0.699	0.428	0.868

Source: Processed Data, 2025

Based on the data in Table 6, it is shown that organizational culture has a higher correlation value compared to other variables. Employee performance also demonstrates a higher correlation value than with other variables. Similarly, the work environment and employee development OCth show higher correlation values with their respective constructs than with others. These results indicate that the latent variables meet the discriminant validity criterion, meaning that the loading factor of each construct is greater than its correlations with other constructs.

Table 7. Result Reliability Test

Variable	Cronbach's Alpha	Cronbach's reliability
Employee Development	0.953	0.961
Organizational Culture	0.838	0.885
Work Environment	0.913	0.930
Employee Performance	0.939	0.948

Source: Processed Data, 2025

Based on Table 7, it can be observed that the variables of employee development, organizational culture, work environment, and employee performance all have composite reliability values greater than 0.70 and Cronbach's alpha values aOCve 0.70. This indicates that all variables demonstrate an acceptable level of reliability.

Result Inner Model

R square

Table 8. Result R-Square Test

Variable	R-Square
Employee Performance	0.665

Source: Processed Data, 2025

Based on Table 8, it can be concluded that the employee performance variable falls into the moderate category, as its R-square value exceeds 0.33. The R-square value obtained was 0.665, indicating that 66.5% of the variability in employee performance can be explained by the three independent variables in the model, while the remaining 33.5% is influenced by other variables outside the model.

Q Square

Table 9. Result Q-Square Test

Variable	Q-Square
Employee Performance	0.400

Source: Processed Data, 2025

Based on Table 9, it can be seen that the Q^2 value for employee performance is greater than 0. The Q-square value of 0.400 suggests that the model has predictive relevance.

F-Square

Table 10. Result F-Square Test

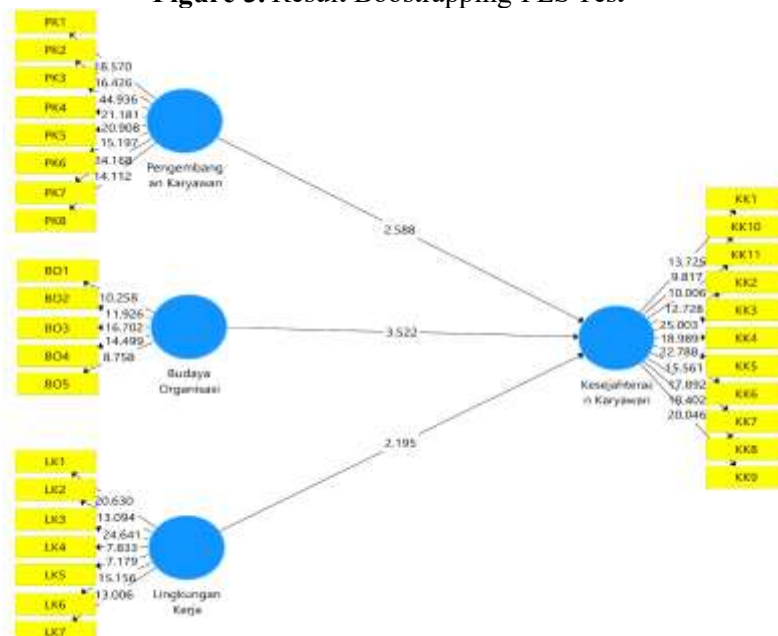
Variable	Employee Performance
Employee Development	0.168
Organizational Culture	0.239
Work Environment	0.161

Source: Processed Data, 2025

Table 10 shows that the f-square values for employee development, organizational culture, and work environment are greater than 0.15, indicating that these variables have a meaningful effect.

Hypothesis Test

Figure 3. Result Bootstrapping PLS Test



Source : Processed Data, 2025

As shown in Figure 3, the results of the structural model with Ocotstrapping can be used to test the research hypotheses.

Table 11. Result Path Coefficient Test

Variable	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Employee Development -> Employee Performance	0.324	0.128	2.588	0.005
Organizational Culture -> Employee Performance	0.391	0.108	3.522	0.000
Work Environment -> Employee Performance	0.265	0.125	2.195	0.014

Based on Table 11, the following conclusions can be drawn:

1. Employee development on employee performance shows a t-statistic value of $2.588 > 1.645$, with an original sample value of 0.324 and a p-value of $0.005 < 0.05$. Therefore, H1 is accepted, meaning that employee development has a positive and significant effect on employee performance.
2. Organizational culture on employee performance shows a t-statistic value of $3.522 > 1.645$, with an original sample value of 0.391 and a p-value of $0.000 < 0.05$. Therefore, H2 is accepted, meaning that organizational culture has a positive and significant effect on employee performance.
3. Work environment on employee performance shows a t-statistic value of $2.195 > 1.645$, with an original sample value of 0.265 and a p-value of $0.014 < 0.05$. Therefore, H3 is accepted, meaning that the work environment has a positive and significant effect on employee performance.

Discussion of Research Findings

The Effect of Employee Development on Employee Performance

Based on the results of hypothesis testing, the employee development variable has a positive and significant effect on employee performance. The valid indicator ED3, “Feeling that conceptual ability has improved through the training provided by the company”, demonstrates that employee development contributes significantly to enhancing work quality and productivity. Training and development programs provided by the company not only expand technical knowledge but also strengthen employees’ strategic and conceptual thinking in addressing work challenges. Employee development has Oth short-term and long-term impacts, as it prepares employees to adapt to organizational changes and dynamic work environments. As employees’ conceptual abilities improve, they become more adaptive, innovative, and capable of making effective decisions, which ultimately contributes to achieving Oth individual and organizational performance goals.

These findings are consistent with the study conducted by Khoirani and Marginingsih (2025), which also confirmed the influence of employee development on employee performance.

The Effect of Organizational Culture on Employee Performance

The results of hypothesis testing indicate that organizational culture has a positive and significant effect on employee performance. The valid indicator OC3, “Feeling satisfied with the performance that has been achieved”, illustrates that organizational culture fosters a supportive work environment where employees can attain satisfaction and achieve optimal performance. A strong organizational culture promotes the formation of shared values, norms, and behaviors that align with company objectives, thereby motivating employees to perform better. When employees feel valued, supported, and connected to the organizational culture, their work enthusiasm, loyalty, and sense of responsibility in completing tasks effectively increase. A healthy organizational culture also strengthens interpersonal relationships and creates a conducive workplace, which in turn fosters greater collaboration and communication.

These results are in line with the findings of Cornita and Andy (2025), who reported a positive relationship between organizational culture and employee performance.

The Effect of Work Environment on Employee Performance

The results of hypothesis testing show that the work environment variable has a positive and significant effect on employee performance. The valid indicator WE1, "Workplace lighting is adequate", confirms that a comfortable and supportive work environment plays an important role in improving employee performance. Adequate lighting, proper air circulation, and well-organized workspace arrangements foster a focused and productive work atmosphere. A conducive work environment not only affects employees' physical health but also their psychological well-being, which positively influences motivation, concentration, and performance outcomes. A supportive workplace environment also reduces stress and fatigue, thereby creating comfort and security for employees in carrying out their tasks. When physical aspects of the workplace are well managed, employees tend to feel more engaged, experience fewer work disruptions, and demonstrate greater commitment to organizational goals. These findings are consistent with the study conducted by Lempoy, Pio, and Rogahang (2025), which confirmed the significant influence of the work environment on employee performance.

CONCLUSION

Based on the results of the analysis and discussion regarding the influence of employee development, organizational culture, and work environment on sustainable employee performance, the conclusions of this study are as follows: employee development has a positive and significant effect on employee performance at PT Global Tiket Network. This implies that if employee development is enhanced, the performance of employees at PT Global Tiket Network will also increase. Organizational culture has a positive and significant effect on employee performance at PT Global Tiket Network. This indicates that if organizational culture is strengthened, employee performance will also improve. Similarly, the work environment has a positive and significant effect on employee performance at PT Global Tiket Network, meaning that improvements in the work environment will lead to better employee performance. From the findings and conclusions presented above, the researcher expects to provide contributions to various stakeholders who may use the results of this study in the future, namely:

Recommendations for Future Researchers

This study has certain limitations, as indicated by a moderate R-square value of 66.5%. This suggests that there are dominant variables not analyzed in this study. Therefore, future researchers are advised to include variables such as distributive compensation fairness and organizational support to strengthen the research findings. Additionally, future studies could expand the scope by increasing the sample size, thereby producing more robust and generalizable results.

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