Transformation Of Organizational Culture And Job Satisfaction In Building HR Capabilities At BPBA

Edwar M. Nur[1*], Teuku Saiful Bahri[2,4], Teuku Fadhla[3]

[1]Departement of Management, Study Program, Faculty of Economics and Business, Abulyatama University, Aceh, Indonesia
[2]Agribusiness Study Program, Faculty of Agriculture, Syiah Kuala University, Aceh, Indonesia
[3]Agribusiness Study Program, Faculty of Agriculture, Abulyatama University, Aceh, Indonesia
[4]Center for Sustainable Agricultural and Rural Development, Syiah Kuala University, Aceh, Indonesia
[*]Corresponding Author:
Email: edwar_ekm@abulyatama.ac.id

Abstract.

This study examines the impact of organizational culture and contributions on employee job satisfaction at the Aceh Disaster Management Agency (BPBA). Human Resource Development is critical for organizational success, especially in disaster management. Utilizing a sample of 100 BPBA employees, the study employed canonical correlation analysis to assess the relationship between organizational contributions, culture, and job satisfaction. Results indicate that organizational culture significantly influences job satisfaction ($\beta = 0.327$, $p < 0.001$), highlighting the importance of collaborative environments, open communication, and employee appreciation. Conversely, while important, organizational contributions showed no significant direct effect ($\beta = 0.078$, $p = 0.358$). The findings emphasize the role of a supportive organizational culture in fostering job satisfaction and employee motivation. The model accounts for 26.2% of the variability in job satisfaction, suggesting that additional factors also contribute. This research underscores the need for strategic improvements in organizational culture to enhance employee welfare and productivity.

Keywords: Organizational Culture, Employee Contribution and Job Satisfaction.

I. INTRODUCTION

Human resource development is enhancing the quality of human capabilities to achieve national development goals. The improvement process includes planning, developing, and managing human resources with all the elements they have effectively to obtain satisfactory human resources for the organization [1]. In realizing its vision and mission, organizations must adapt to environmental changes by empowering all their resources, and Human Resources (HR) plays an important role in achieving organizational goals. For this reason, the presence of HR in the organization includes organizational contributions, leader behavior in carrying out leadership, organizational culture with job satisfaction, and employee involvement in organizational activities are expected to impact achieving organizational goals. Human resource development is crucial to ensure effective disaster response and management. Organizations must adapt to environmental changes to realize their vision and mission, utilizing all available resources. Human resources (HR) plays a pivotal role in achieving these goals. Therefore, the presence of HR in the organization encompasses organizational contributions, leader behavior in carrying out leadership, organizational culture with job satisfaction, and employee involvement in organizational activities, which are expected to impact the achievement of organizational goals [2].Specifically, enhancing the quality of human resources is essential for efficient disaster management operations. Public organizations, as servants of public interest, can respond to the pace of community development by determining an acceptable service vision [3].

The community expects public organizations to provide services quickly, accurately, and satisfactorily, so they must abandon the slow, non-agile, and unprofessional old way of working. Public organizations need to adopt a new paradigm that prioritizes measurable outcomes. To uphold this paradigm, we must enhance every aspect of the organization, fostering work behaviors among leaders and followers and prioritizing effective and efficient performance in achieving work objectives. Non-profit organizations

fundamentally differ from commercial organizations in that they aim to advocate for issues or matters that garner public attention for non-commercial purposes without focusing on profit-seeking activities [4].In Indonesia, disaster management agencies have been established at the provincial, district, and city levels. These agencies, known as "Badan Penanggulangan Bencana Daerah" (BPBD), are responsible for coordinating disaster management activities in a planned, integrated, and comprehensive manner. BPBD is accountable to the Governor, Regent, and Mayor and coordinates with the "Badan Nasional Penanggulangan Bencana" (BNPB). "Badan Penanggulangan Bencana Aceh," abbreviated as BPBA, is the name of this institution in Aceh. The Aceh Work Unit was established in June 2010 under Qanun Number 5 of 2010, focusing on disaster management. This was followed by Qanun Number 6 of 2010, which established the organizational structure and work procedures of the Aceh Disaster Management Agency. Executing duties and functions is crucial in Aceh's disaster management context.

BPBA must be imbued with the spirit and commitment to provide disaster management services oriented towards performance and founded on results when performing its tasks and functions. BPBA executes comprehensive, structured, coordinated, and planned disaster management activities as an implementing agency. Consequently, BPBA, the disaster management organization in Aceh, has implemented the national disaster management system.Despite having this structural and procedural framework, BPBA faces significant challenges. From our observations and interviews with the Head of BPBA, we found that the intensity, quality, and results of technical training in the field of work to improve employee satisfaction remain very limited. As a result, employees perceive weak organizational support for improving their competence. Promotions and transfers heavily influenced by political interests often result in a culture that undermines employee performance. Employee promotions that do not consider performance, only factors of relations with regional leaders and their cronies, make employees unmotivated and dissatisfied, resulting in suboptimal performance. Facilities and infrastructure remain limited, and professionalism is lacking. Data on potential disasters, disaster-affected communities, potential losses, and logistics stock buffers are not available in a good database, so they will not be coordinated and ready when a disaster occurs.Furthermore, coordination with various agencies, both within the Aceh Regional Secretariat, must be improved with a unique pattern so that all apparatuses must understand disaster mitigation issues in addition to technical coordination concerning disaster management, which must have a unique mechanism supported by organizational reliability in mobilizing all the resources they have.

All regional apparatuses should synergize to make the BPBA a vital and strategic regional institution. As a strategic and dynamic institution, an agile and efficient organizational structure will facilitate BPBA's organizational movements.Exploring the factors contributing to employee job satisfaction within BPBA is essential to address these challenges. Performance is a systematic assessment of the work results of individuals and organizations [5]. Achievement of work outcomes, individually and collaboratively, following assigned tasks and duties, ensures the realization of the organization's vision, mission, and objectives through practical problem-solving skills within a specified timeframe. Work outcomes aligned with employees' authority and obligations must adhere to legal guarantees, applicable rules, and the organization's moral and ethical standards [6].Job satisfaction is a key determinant of organizational performance and employee retention. Job satisfaction significantly influences an organization's success and performance—employees' emotions toward their work influence job satisfaction, productivity, retention, and organizational loyalty. Consequently, researchers have conducted numerous studies to identify the factors influencing job satisfaction, including organizational contribution [7]. Job satisfaction heavily depends on comparing expectations, needs, or values derived from the feelings one experiences at work. Not having a gap between expectations and reality makes people happy. Each person has a different level of satisfaction according to the value system attached to it. More job aspects that match desires increase job satisfaction. Job satisfaction has indicators in various aspects that can represent a person's entire job [8].In the context of BPBA, understanding these factors is crucial.

Organizational contributions may encompass a variety of elements, including equitable compensation, a positive work environment, opportunities for career advancement, and involvement in decision-making. Achievement, recognition, responsibility, and advancement are intrinsic factors that

significantly contribute to job satisfaction (Kumar et al., 2024). Organizations play a significant role in all aspects of life today, including companies, governments, social organizations, communities, and others. Organizations always develop according to the needs of the time and civilization. An organization can achieve optimal success through appropriate task division and the contributions of numerous individuals [9].Organizational culture also plays a significant role in shaping employee satisfaction and performance. Organizational culture is a set of values and beliefs communicated to members of an organization to facilitate their comprehension of the organization's functions and standards. The value system, influential leadership styles, symbols, and procedural practices that differentiate one organization from another are all reflected in organizational culture. These values are reflected in the organization's values and are implemented through its practices [10]. Organizational culture shapes the identity of its members, fostering pride and effectiveness in their work. Solidified effectiveness within the company not only enhances organizational performance but also enhances the company's image. A strong culture is characterized by company values that are widely held and agreed upon. The more members of the organization accept the core values and the greater the commitment to those values, the stronger the culture. A strong culture influences the attitudes of organizational members compared to a weak culture. A strong culture has a specific result: low employee turnover.

A strong culture will reflect a high level of agreement on organizational goals among its members [11].Job satisfaction has become one of the central issues in human resource management, especially in the public sector, which has high demands to serve the community effectively. The World Happiness Report 2023 [12] states that high levels of job satisfaction are closely correlated with organizational productivity. However, in Indonesia, only 62% of public sector employees are satisfied with their work environment. Low job satisfaction factors include an unsupportive organizational culture, minimal appreciation, and limited career development opportunities. According to the BPBA, low job satisfaction can impact the effectiveness of disaster response. BPBA, which has a critical task in managing disaster risk and mitigation, requires a workforce that is not only competent but also motivated. Therefore, understanding job satisfaction factors is important to improve organizational performance. Therefore, this study aims to investigate the influence of organizational culture and organizational contribution on the job satisfaction of BPBA employees. This research underscores the significance of organizational culture and its contribution to enhancing the job satisfaction of BPBA employees. It is anticipated that a more comprehensive understanding of this will assist organizations in developing more effective strategies and policies to enhance employee welfare and productivity, thereby supporting the attainment of overall organizational objectives. This study aims to bridge the gap between theory and practice related to job satisfaction, especially in public organizations such as BPBA. This study contributes to theory development and provides strategic guidance for decision-makers in creating a more conducive work environment. In situations where quick and effective responses are needed, this study is expected to provide relevant insights to improve employee motivation and productivity.

II.   METHODS

The population in this study were BPBA employees. This study included a sample set of 100 respondents. The sampling technique in this study used a nonprobability technique, namely saturated samples, often called total sampling. According to [13], saturated sampling is a sampling technique that uses all population members as respondents or samples. The measurement scale used in this study is the Likert scale. According to [14], the Likert scale measures the attitudes, opinions, and perceptions of a person or group of people about social phenomena. This study employs a Likert scale, ranging from 1 to 5, to gauge each variable. The data collection technique in this study was a survey using a questionnaire instrument given to all BPBA employees. Based on the source, the data collected is divided into primary and secondary. Primary data is directly collected from respondents and pertains to employee attitudes, perceptions, observations of incidents, interviews, or the distribution of questionnaires to respondents. This secondary data refers to information obtained indirectly or previously gathered by sources outside the scope of the research itself. Data collected from other sources can be in the form of annual reports, magazines, libraries of previous research results, or other sources that are related to and support this research.

The method used to measure the research results is canonical correlation analysis, which aims to see the relationship between the independent quantitative variable indicators and the set of dependent quantitative variable indicators. The statistical analysis consists of a multivariate normality test for each variable used. After the data is declared normal and can be used, a factor analysis is conducted to obtain factor scores from service quality factors. A canonical correlation analysis can then be carried out using the service quality factor scores and consumer satisfaction indicators. The last step after obtaining the canonical correlation value is interpreting the results [15].This method is relevant because it can evaluate the simultaneous relationship between two sets of quantitative variables with many indicators. In addition, a study by [16] emphasized that canonical analysis is an ideal tool for identifying hidden patterns in data with many dimensions, including the influence of interactions between independent variables on dependent variables. In human resource management, this method allows the analysis of the relationship between aspects of organizational culture and contributing factors to job satisfaction, which are often multidimensional and non-linear. Thus, this technique is one of the most suitable tools for research involving complex variables in public organizations such as BPBA.

III. RESULT AND DISCUSSION

This section will elucidate the attributes of participants who completed the research questionnaire. The characteristics of the respondents will be analyzed in terms of their gender, age, educational background, and employment status.

Table 1. Respondent Characteristics (N of 100)

Characteristics	Number of Respondent	Total	Percentage
Gender		**100**	**100%**
Man	79	79	79%
Woman	21	21	21%
Age		**100**	**100%**
<30 Years	5	5	5%
30-50 Years	60	60	60%
>50 Years	25	25	25%
Education Level		**100**	**100%**
Elementary School	0	0	0%
Junior High School	0	0	0%
Senior High School	3	3	3%
Diploma	33	33	33%
Bachelor	55	55	55%
Postgraduate	9	9	9%
Employment Status		**100**	**100%**
Civil Servant	58	58	58%
Contract	48	48	48%

Source: Primary Data, 2024

The table summarizes the demographic characteristics of the 100 respondents. Regarding gender, 79% of the respondents are men (79 individuals), while the remaining 21% are women (21 individuals). Regarding age distribution, 5% of the respondents are under 30, 60% are between 30 and 50, and 25% are over 50. Regarding education levels, none of the respondents have an elementary or junior high school education. Only 3% have a senior high school education, 33% have a diploma, 55% hold a bachelor's degree, and 9% have completed postgraduate studies. Lastly, concerning employment status, 58% of the respondents are civil servants, and 48% are on contract.Validity and reliability tests are essential to evaluate the quality of data obtained from research instruments. Reliability tests measure the instrument's consistency in providing the same results over and over, whereas validity tests measure the instrument's ability to measure what it should measure.

Reliability tests using the Cronbach Alpha correlation coefficient are standard for measuring reliability. For this study, the validity test results of the question items are significant. The test results reveal how effectively the research instrument's questions mirror the variables under investigation. Therefore, the results of this validity test serve as a basis for ensuring that the data collected are original and that the

instrument follows the study's objectives. This step is crucial to guarantee the relevance and reliability of the data collected for subsequent analysis.

Table 2. Validity Test

Variable	R-value	R table	Information
Employee Work Satisfaction	0.493	0,196	Valid
Organizational Contributions	0.643	0,196	Valid
Organization Culture	0.720	0,196	Valid

Source: Primary Data, 2024

We can conclude that all variables used in this study are valid based on the data in Table 1 above, as the correlation coefficient (r-value) exceeds the critical value (r-Table). With a sample size of 100 respondents and a significance level of 5, the r-Table value obtained is 0.196. Therefore, all questions in this research questionnaire are considered valid for further, more in-depth research steps. This shows that each indicator of the variables studied has met the criteria for further testing.

Table 3. Reliability Test

Variable	R-value	R table	Information
Employee Work Satisfaction	0.808	0,196	Valid
Organizational Contributions	0.655	0,196	Valid
Organization Culture	0.551	0,196	Valid

Source: Primary Data, 2024

From the table above, all statement items used in this research variable can be said to be reliable because the R-value is greater than the R Table.In this study, canonical analysis was chosen to identify the relationship between independent variables, namely organizational culture and organizational contribution, with the dependent variable in the form of job satisfaction. According to [15], canonical analysis is instrumental in research situations with complex dimensions because it allows researchers to explore linear relationships between two sets of variables without losing important information. This supports a multivariate social and management research approach, especially in evaluating interrelated factors such as organizational culture and work motivation. The following are the results of the analysis presented in Table 4.

Table 4. The result of Canonical correlation analysis

Variable	Coefficient (β)	Standard Error	t-value	Significance (p-value)	R-Squared	Adjusted R-Squared
X_1	0,078	0,08484	0,923	0,358		
X_2	0,327	0,09043	3,621	0,000		
Model					0,262	0,246
F-value (Model)			17,18	0,000		

Source: Primary Data, 2024

The regression analysis results indicate that variable X_2 significantly influences the dependent variable Y, with a coefficient of 0.327, a standard error of 0.09043, and a t-value of 3.621, which is significant at $p < 0.001$. This suggests that an increase in X_2 substantially impacts Y. Conversely, variable X_1 has a coefficient of 0.078, a standard error of 0.08484, and a t-value of 0.923, which is insignificant ($p = 0.358$). This indicates that the effect of X1 on Y is not statistically strong enough to be considered significant.The correlation between X2 and Y is 0.98753, higher than between X1 and Y, 0.78631. This reinforces the finding that X2 has a more substantial relationship with the dependent variable. The overall model shows an R-squared value of 0.262, meaning approximately 26.2% of the variation in Y can be explained by X1 and X2. The slightly lower Adjusted R-squared of 0.246 indicates that the model remains adequate after accounting for the number of predictor variables. Overall, the analysis results demonstrate that the regression model is statistically significant, with an F-value of 17.18 ($p < 0.001$), indicating that the covariates in the model collectively contribute meaningfully to explaining the variation in the dependent variable Y.

Based on the regression analysis for variables X_1 (Employee Contribution), X_2 (Organizational Culture), and Y (Job Satisfaction) at the BPBA, it was found that variable X_2 (Organizational Culture) has a significant effect on Y (Job Satisfaction) with a coefficient of 0.327 and a significance level of 0.000, which

means that aspects of organizational culture significantly contribute to increasing employee job satisfaction. On the contrary, X_1 (Employee Contribution) did not significantly affect job satisfaction, with a coefficient of 0.078 and a p-value of 0.358. These results indicate that in the BPBA, elements of organizational culture that may include collaboration, open communication, appreciation of employee ideas, and a conducive work environment have an important role in creating job satisfaction. An organizational culture that supports employees often increases employees' positive perceptions of their organization, increases loyalty, and provides a sense of appreciation that strengthens work motivation. On the other hand, employee contributions, although important, maybe less directly visible in increasing job satisfaction in this agency. This may be due to other internal factors, such as hierarchical structures or perceptions of employee contributions, which may not be optimal in providing direct satisfaction to individuals.
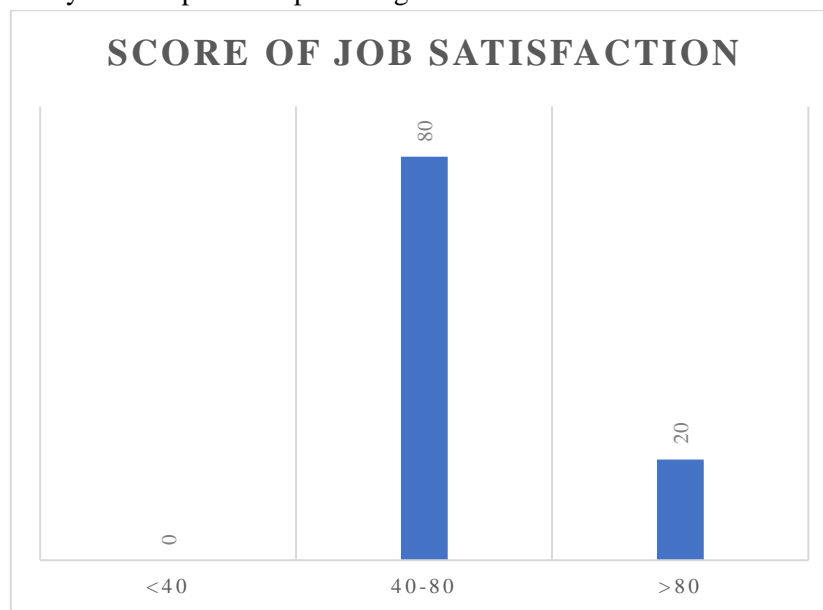

Fig 1. Graph of Employee Job Satisfaction at BPBA

Most respondents have a job satisfaction level of 40 to 80, with the highest frequency in this range. This indicates that most employees feel pretty satisfied with their working conditions. However, a few respondents reported a very low level of job satisfaction (below 40), indicating that a group is unsatisfied with the organizational environment or culture. These findings are consistent with [17] research, which shows organizational culture influences job satisfaction. A culture that focuses on values of cooperation, well-being, and opportunities for personal development has a more significant impact on job satisfaction than individual contributions alone. This model explains 26.2% of the variability in employee job satisfaction, indicating a moderate effect and indicating that other factors may also contribute to job satisfaction in this organization.This suggests that organizational culture and employee contribution play a significant role in enhancing job satisfaction. Several studies have identified aspects of organizational culture, such as support for collaboration, personal development, and positive employee recognition, as key factors that enhance job satisfaction. For example, [18] found that an inclusive organizational culture focusing on employee well-being strengthens job satisfaction significantly when adjusted for demographic profiles such as age and gender. Furthermore, other studies have shown that environments that foster teamwork and innovation, such as "Clan" or "Adhocracy" cultures, are more likely to promote employee satisfaction and motivation. In contrast, overly hierarchical or bureaucratic cultures, such as "Role Culture," generally reduce job satisfaction due to the lack of flexibility and opportunities for active contribution [19].

In practice, BPBA can combine clan culture and hierarchical culture to balance operational stability and collaboration, which supports job satisfaction. Integrating elements from ad-hocracy culture can also be utilized to develop specific innovations. This approach allows BPBA to remain flexible while ensuring effective governance, increasing efficiency and job satisfaction. To improve job satisfaction in BPBA, it is important to adopt several elements of organizational culture that have been proven effective in various studies. First, Clan Culture, which prioritizes collaboration, a sense of togetherness, and support between

employees, can increase motivation and job satisfaction. Second, Align with Hierarchy Culture, which is more oriented towards transparent but flexible procedures. This culture is important to provide the stability and structure needed in government organizations such as BPBA, where regulations and operational standards must be followed. However, adjusting these procedures to support innovation and rapid response in emergency emergencies is also important. According to a study by [20], although Hierarchy Culture provides the basis for smooth operations, flexibility in implementing procedures is needed to avoid feelings of constraint and increase job satisfaction. An inclusive organizational culture that supports active participation from all organization members will encourage mutual trust and appreciation for individual contributions.

Therefore, BPBA needs to foster a sense of togetherness through structured team training and recognition of individual contributions.Finally, integrating an adhocracy culture in specific projects can encourage creativity when facing challenges, especially when developing early warning systems and disaster mitigation technologies. Research by [21] shows that a hocracy culture that focuses on innovation can accelerate decision-making and technology improvement in public service-oriented organizations. In the context of BPBA, this approach can be applied to projects that require creative and fast solutions to overcome disaster problems. By combining these elements of organizational culture, BPBA can create a work environment that is not only stable and structured but also innovative and supports active employee participation, which can ultimately increase job satisfaction and overall organizational effectiveness.Improving job satisfaction at the Aceh Disaster Management Agency (BPBA) requires a multifaceted approach prioritizing organizational culture, leadership practices, employee development, and structural adaptability. Strengthening the organizational culture involves fostering collaboration, teamwork, and a sense of community through structured recognition programs that celebrate individual and team achievements. Leadership must embrace open, inclusive communication and actively value employee feedback to build trust and motivation. Furthermore, the leadership style should support innovation while maintaining a stable hierarchical framework, incorporating flexible and adaptive procedures that enhance emergency responsiveness.

Employee development must be at the forefront, offering targeted training programs that align with organizational objectives and individual career aspirations while addressing resource limitations to ensure a supportive and well-equipped work environment. To create a dynamic and engaging workplace, BPBA can integrate elements of Clan Culture, which emphasizes collaboration and employee well-being, and Adhocracy Culture, which fosters innovation and creativity. This combination will not only improve job satisfaction but also drive organizational efficiency. Additionally, further research should explore factors like compensation structures, work-life balance, and psychological safety to identify additional areas for improvement. Establishing mechanisms for continuous feedback and evaluation can help ensure that strategies remain effective and responsive to employee needs. By addressing these dimensions comprehensively, BPBA can build a more motivated, satisfied, and productive workforce, ultimately enhancing its capacity to effectively manage disaster mitigation and response.

IV.   CONCLUSION

The study concludes that organizational culture is pivotal in enhancing employee job satisfaction at BPBA, while the direct impact of organizational contributions remains limited. A supportive culture characterized by collaboration, recognition, and open communication significantly boosts employee motivation and loyalty. These findings suggest that BPBA should prioritize strengthening its organizational culture to improve job satisfaction and performance. However, further research is necessary to explore additional factors influencing job satisfaction within BPBA.

REFERENCES

[1]   D. Sanusi, A. Agustang, and A. M. Idkhan, "Pengembangan Sumber Daya Manusia Dalam Meningkatkan Pelayanan Akademik Di Universitas Puangrimaggalatung Sengkang," *Goverance Polit.*, vol. 1, no. 2, pp. 95–110, 2021.

[2]   A. Maghfiroh, "Analisis Pengembangan Sumber Daya Manusia Dalam Perspektif Syariah," **J. Ilm. Ekon. Islam,** vol. 7, no. 1, p. 403, 2021, doi: 10.29040/jiei.v7i1.2138.

[3]   J. R. Tompkins, *Organization theory and public management*. Waveland Press, 2023.

[4]   E. Ferlie and E. Ongaro, *Strategic management in public services organizations: Concepts, schools, and contemporary issues*. Routledge, 2022.

[5]   N. R. Silaen *et al.*, "Kinerja Karyawan," 2021.

[6]   M. Dinesh Babu, K. Bijay Prasad, and U. Tara Prasad, "Impact of ambidextrous leadership on innovative work behavior and employee performance in the IT sector," *Heliyon*, vol. 10, no. 13, p. e33124, 2024, doi: https://doi.org/10.1016/j.heliyon.2024.e33124.

[7]   Y. Yunita, "Determinasi Kepuasan Kerja dan Kinerja Karyawan: Motivasi, Gaya Kepemimpinan (kajian studi literatur manajemen sumber daya manusia)," **J. Manaj. Pendidik. dan ilmu Sos.**,vol.2, no. 1, pp. 310–330, 2020.

[8]   T. A. Judge, S. C. Zhang, and D. R. Glerum, "Job satisfaction," *Essentials job attitudes other work. Psychol. Constr.*, pp. 207–241, 2020.

[9]   J. Hillmann, "Disciplines of organizational resilience: contributions, critiques, and future research avenues," *Rev. Manag. Sci.*, vol. 15, no. 4, pp. 879–936, 2021.

[10]   H. E. Sutrisno, *Budaya organisasi*. Prenada Media, 2019.

[11]   F. R. Lubis and F. Hanum, "Organizational culture," in *2nd Yogyakarta International Conference on Educational Management/Administration and Pedagogy (YICEMAP 2019)*, Atlantis Press, 2020, pp. 88–91.

[12]   J. Helliwell, R. Layard, J. D. Sachs, J.-E. De Neve, L. B. Aknin, and S. Wan, "World Happiness Report 2023," 2023. [Online]. Available: https://worldhappiness.report/ed/2023/#appendices-and-data

[13]   Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: CV. Alfabeta, 2018.

[14]   V. H. Pranatawijaya, W. Widiatry, R. Priskila, and P. B. A. A. Putra, "Penerapan Skala Likert dan Skala Dikotomi Pada Kuesioner Online," **J. Sains dan Inform.,** vol. 5, no. 2, pp. 128–137, 2019, doi: 10.34128/jsi.v5i2.185.

[15]   A. Mihalik *et al.*, "Canonical Correlation Analysis and Partial Least Squares for Identifying Brain–Behavior Associations: A Tutorial and a Comparative Study," *Biol. Psychiatry Cogn. Neurosci. Neuroimaging*, vol. 7, no. 11, pp. 1055–1067, 2022, doi: https://doi.org/10.1016/j.bpsc.2022.07.012.

[16]   I. G. A. M. Srinadi, N. M. Asih, and A. D. Cahyani, "Analisis Korelasi Kanonik Hubungan Perilaku Pemimpin dan Motivasi Kerja Karyawan,**" J. Mat.**, vol. 4, no. 1, pp. 51–62, 2014.

[17]   V. Bellou, "Organizational culture as a predictor of job satisfaction: the role of gender and age," *Career Dev. Int.*, vol. 15, no. 1, pp. 4–19, Jan. 2010, doi: 10.1108/13620431011020862.

[18]   N. Janićijević, G. Nikčević, and V. Vasić, "The influence of organizational culture on job satisfaction," *Econ. Ann.*, vol. 63, no. 219, pp. 83–114, 2018, doi: 10.2298/EKA1819083J.

[19]   R. Ilham, "The Impact of Organizational Culture and Leadership Style on Job Satisfaction and Employee Performance,**" J. Adv. Manag. Sci.**, pp. 50–53, Jan. 2017, doi: 10.18178/joams.6.1.50-53.

[20]   S. P. Robbins and T. Judge, *Organizational Behavior*. Pearson, 2022. [Online]. Available: https://books.google.co.id/books?id=X1WnzgEACAAJ

[21]   A. Bejaoui, *Corporate Leadership and Its Role in Shaping Organizational Culture and Performance*. IGI Global, 2020.