
The Influence of Organizational Culture, Technology and Employee Qualifications on Company Performance In Oil & Gas Platform Fabrication in Batam – Indonesia

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Abstract:

This research highlights the importance of the variable employee performance is influenced by organizational culture, technology and qualifications, and work motivation as a variable that mediates this relationship. Proving the findings demonstrated that company performance is significantly influenced by organizational culture, technology and employee qualifications. Evidence was also found that work motivation provides a mediating role that can help shape the influence of employee performance is influenced by organizational culture, technology and qualifications. The results obtained demonstrate that employee work motivation is an important factor that the Company must focus on to help improve employee performance at the Oil & Gas Platform Fabrication in Batam , Indonesia . Work motivation due to internal influences such as organizational culture and external influences such as the application of technology and increasing employee qualifications can improve the performance of each employee. These findings can certainly provide managerial implications for company management to continue to stimulate increased work motivation in each employee.

Keywords: Organizational Culture, Technology, Qualifications, Employee Performance, Work Motivation

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1. Introduction

Organizational performance is primarily assessed in a number of ways. The first category includes financial metrics that are used to assess a company's financial success, including market share, cash flow, profitability, sales growth, return on equity, and ROI. The second group places more emphasis on non-financial metrics, including speed to market, stakeholder satisfaction, cost reduction, employee development, organizational reputation, and research and development (Liu et al., 2021)

The competitiveness of the business world cannot be realized without an organizational culture or *Organization Culture* (OC), because creating a high-performance culture is the primary means of achieving corporate growth. Hogan and Coote emphasize the importance of OC as it significantly improves organizational performance and has a big influence on employee attitudes. Schein defines organizational culture as the common "values, perceptions, or beliefs" that workers have about the company and its surroundings (Azeem et al., 2021).

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Work motivation plays a crucial role in increasing employee productivity, moving them to complete tasks in accordance with company operational standards. Work motivation influences employees to have certain goals (Indahnigwati et al., 2019). A high level of employee work motivation can encourage these employees to provide optimal performance. This is because employees with high work motivation tend to be more active in their work so that individual performance can increase (Demircioglu & Chen, 2019).

A company is considered to stop developing if its human resources do not have the will to improve performance with the aim of advancing the organization's work processes. Evaluation of employee quality is generally carried out through human resource qualification assessments, where a good level of qualifications is often considered an indicator of high-class employees. This perception can have a significant influence on organizational decisions regarding employee placement and development. (Yong et al., 2020). Technological innovations are a new technology is emerging to provide services that are more readily accessible to the public, and the financial industry must recognize the significance of utilizing this technology (Gasparin et al., 2021).

The company not only encourages its employees to maintain a positive attitude toward their work and produce results that align with the company's expectations, but it also supports technological advancements. It is imperative to inculcate noble values in human resource relations to foster a sense of unity and trust, as well as to prevent mutual suspicion, thereby reducing conflict. An organization's success factors are significantly influenced by its organizational culture, which is a defining characteristic of the organization and is the basis for that organization to differentiate itself specifically from other organizations (Demircioglu & Chen, 2019).

Organizational culture is a term that refers to the norms and principles of behavior implemented by every employee in an organization where he works. This culture serves as the basis for behavioral regulations within the organization, with increasing employee loyalty and fostering a sense of employee ownership as its main goals. For banking organizations, as economic institutions, the economy will be influenced by their performance; the strategic objectives of banks are indirectly influenced by the implementation of organizational culture (Sapta et al., 2021).

2. Theoretical Background

Organizational culture

According to Cameron and Quinn, "The hidden values, norms, beliefs and assumptions held by members of an organization" are the competencies and organizational capital that produce congruence between organizational values and employee values are associated with "organizational performance". Organizational culture is a dynamic that influences how people act inside an organization via values, customs, beliefs, and conduct (Azeem et al., 2021). The manner in which employees think, conduct, and act within a company is influenced by a collection of norms,

values, and conventions known as organizational culture (Tran, 2021) (Schein, 2004). Wallach (1983) developed the first instrument to define several well-known categories of culture. This tool was designed to assess three aspects of organizational culture: innovative, bureaucratic, and supportive features (Tran, 2021). Wallach defines each category in terms of attitudes, behavior, and thought. Innovation is characterized by a focus on task and risk orientation, as well as creativity. Bureaucracy is characterized by its hierarchical structure, which is characterized by the implementation of high-level regulations and procedures. Support is perceived as a relationship orientation, trust, and collaboration between employers and employees.

Technology

Technological innovation is considered a strategy that offers companies a competitive edge by facilitating market diversification and generating new commercial opportunities. The concept of innovation is the adoption of novel ideas or behaviors within an organization. Innovation is the degree to which an organization implements novel concepts or technologies in comparison to its competitors in order to generate a competitive advantage in terms of service quality, cost, and time. Innovation is a critical factor in the development of productivity, growth, and competitiveness, in addition to being a means of economic survival (Chege & Wang, 2020).

Employee Qualifications

Qualifications are the values and qualities possessed by each employee. Qualifications are considered as competencies possessed by employees. The quality possessed by an employee in terms of thinking, behaving and acting is known as competence. These qualities include a person's ability to make and maintain conclusions over time. Qualifications which include competence are inherent and can be seen from the performance of each individual (Mitchell et al., 2020). Reference criteria are used as a benchmark to assess how effectively competence can estimate the extent to which a person is able to work well. Each person has a number of essential competencies, such as traits that shape their attitudes or the way they handle things in a certain way (Mulang, 2021).

Work motivation

Work motivation is a desire that an employee has. Where work motivation is formed in Employees are divided into intrinsic or extrinsic work motivation. Intrinsic work motivation depends on the abilities that employees want to develop. Meanwhile, extrinsic work motivation is work motivation that is formed due to external factors formed from the environment such as compensation or awards received by employees (Mulang, 2021). The work motivation that is formed makes employee performance also increase. High work motivation stimulates high performance because of the individual's will.

Employee performance

In the context of employee performance, this term describes the results achieved by employees while carrying out their duties and responsibilities at work or within their organization. Analysis of job-related traits and numbers can be used to carry out performance evaluations. Performance assessment can involve things such as

education, work methods, work motivation and other elements apart from depending on the level of work (Primawanti et al., 2022). According to Al Mehrzi and Singh (cited by Ridwan et al., 2020), performance refers to the results and level of success of an employee in a work period. This assessment is generally measured using work standards, goals or values that have been determined and agreed upon previously.

Research Conceptual Framework

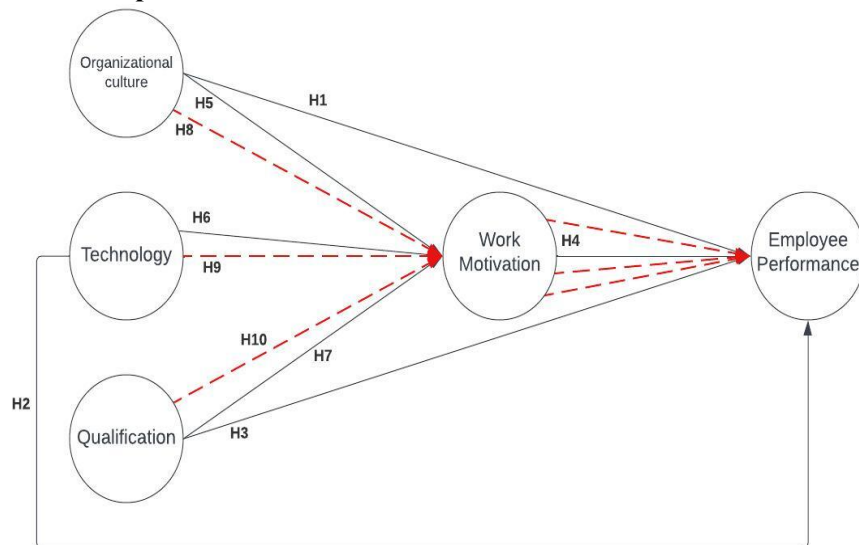


Figure 1. Research Conceptual Framework

Research Hypothesis

H1: Organizational culture has a positive effect on employee performance . Organizational

culture is a condition that arises from the existence of habits and regulations in an organization. This of course requires employees to comply with the prevailing culture. There is Employee performance is positively influenced by organizational culture and that the performance of employees who have a positive work culture can improve performance . This finding is consistent with findings by (Ipinazar et al., 2021) and (Martínez-Caro et al., 2020; Ridwan et al., 2020), which also stated that employee performance is positively influenced by organizational culture.

H2: Technology has a positive effect on employee performance

Technology adaptation is a form of performance improvement carried out by companies. Technological adaptation is certainly needed to help companies keep up with the flow of increasingly sophisticated technological developments today. For this reason, technology contributes positively to employee work and technological development supported by the company can increase employee work efficiency. This finding is consistent with previous findings by (Azeem et al., 2021); (Chege & Wang, 2020), also demonstrated that technology has a positive impact on employee performance.

H3: Qualification a has a positive effect on Employee a's performance

Qualifications are an important factor in getting high quality employees. As is known, good qualifications can improve employee performance because skilled workers are workers who are considered to have adequate qualifications so that productivity increases along with the quality of the workers. Other studies (Mulang, 2021) and (Dermawan, 2022) support the findings of this research that employee performance is positively influenced by qualifications.

H4: Work Motivation has a positive effect on Employee Performance

The existence of work motivation has a positive impact because employees' high level of work motivation contributes to increasing their desire to achieve their best level of performance. Previous studies by (Dermawan, 2022) and (Frensy, 2022) also demonstrated that employee performance is positively influenced by work motivation.

H5: Organizational culture has a positive effect on work motivation

A good organizational culture has a lot of influence on the behavior that arises from an employee. One of these behaviors is the emergence of work motivation possessed by employees. A positive organizational culture can motivate employees to maximize all their work in order to provide the best results for the organization. Previous studies by (Lasarudin et al., 2021) and (Agustin, 2020) also support these findings, namely demonstrating that work motivation is positively influenced by work culture.

H6: Technology have a positive effect on work motivation

Adaptation of technology can stimulate employees' desire to adapt well. Continuous changes in technology must be followed by every employee to ensure that technology can be applied for work efficiency in the Company. Employees who are able to adapt to changes in company technology tend to be more motivated to work. Previous studies by (Musran, 2019) and (Narulita & Ginanjar, 2022), which found that technology positively influences work motivation, support these findings.

H7: Qualifications have a positive effect on work motivation

Employees who have certain qualifications can be motivated to continuously improve themselves, allowing them to receive greater compensation from the company. These findings are in accordance with studies carried out by (Dermawan, 2022) and (Tsani & Prasetyo, 2020), which also found that qualifications have a positive effect on work motivation.

H8: Culture Organization influence a on a Employee 's performance with Work Motivation as a mediating variable

Increasing organizational culture can indirectly increase the work motivation of each employee. This spurs an increase in employee performance because of the employee's desire to continue to work well with the aim of maximizing company performance. Studies (Agustin, 2020; Lasarudin et al., 2021) support these findings, also demonstrating that employee performance and work motivation are positively influenced by organizational culture.

H9: Technology has an effect on a Employee 's performance with Work Motivation as a mediating variable

The technology provided by the company makes the level of work efficiency higher so that employee performance is also greater. With this situation, work motivation is formed among employees to be able to continue working well so as to provide maximum performance results for the Company. Studies (Frenzy, 2022; Musran, 2019) support these findings. Both studies support that Employee performance and employee work motivation are indirectly influenced by technology.

H10: Qualifications influence employee performance with work motivation as a mediating variable

Good qualifications make employees feel confident in their abilities. This situation makes them always motivated to work to provide maximum performance for the company. This of course has an impact on individual employee performance. An employee's motivation at work will increase along with the confidence they have, so this will also have an impact on increasing their performance. A 2020 study supports these findings. (Dermawan, 2022; Mulang, 2021) In addition, both studies support that competency or qualifications have a positive effect on employee work motivation and performance.

3. Methodology

This research uses a quantitative approach with the aim of finding statements from various phenomena and the relationships between variables. Quantitative research relies on data because there is no valid research approach without reliable data (Yue & Xu, 2019). In collecting data in this research, researchers distributed questionnaires to all staff online. This research involved 384 employees as a sample from several companies operating in the Oil & Gas platform fabrication sector in Batam, Indonesia with an estimated employee population of 12,000 employees which meets the research sample size according to the Krejcie and Morgan tables.

4. Empirical Findings/Result

After 384 respondents received the research questionnaire, the results were processed. This study involved 12% women and 88% men. The SEM-PLS (Structural Equation Modeling – Partial Least Square) model provides the basis for the connection analysis of this research. The branch of statistics known as structural equation modeling (SEM) allows researchers to test a number of correlations at once that are often difficult to assess simultaneously. To assess the relationship between variables in a model, including the relationship between constructs or between indicators and their constructs, Structural Equation Modeling (SEM) is a multivariate analytical approach that combines factor analysis with correlation (regression analysis). Around 44.3% of the total respondents (170 people) were in the age range 40–49 years. These people made up the majority of respondents. Most of the respondents had a bachelor's degree education, reaching 229 people or around 59.6%. In addition, more than half of the

respondents had work experience of more than 12 years, which reached 211 people or around 54.9%.

Test Outer Model

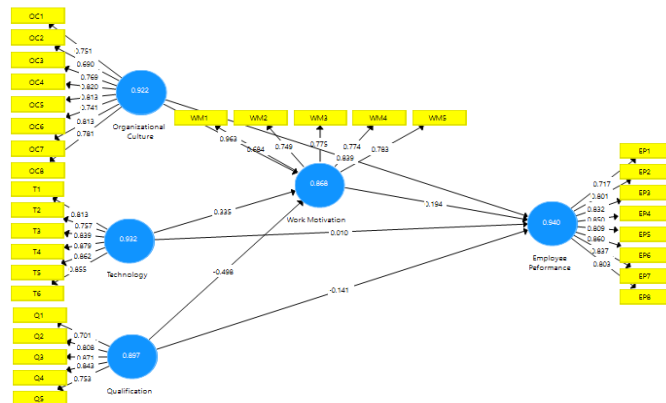


Figure 2. PLS algorithm

Source: Processed Primary Data, 2023

Convergent Validity Test

Cross Loading

Table 1. Cross Loading Results

	Employee Performance	Organizational Culture	Qualification	Technology	Work Motivation
EP1	0,717				
EP2	0,801				
EP3	0,832				
EP4	0,850				
EP5	0,809				
EP6	0,860				
EP7	0,837				
EP8	0,803				
OC1		0,751			
OC2		0,690			
OC3		0,769			
OC4		0,820			
OC5		0,813			
OC6		0,741			
OC7		0,813			
OC8		0,781			
Q1			0,701		
Q2			0,808		
Q3			0,871		
Q4			0,843		
Q5			0,753		
T1				0,813	
T2				0,757	
T3				0,839	
T4				0,879	
T5				0,862	
T6				0,855	
WM1					0,684
WM2					0,749
WM3					0,775
WM4					0,774
WM5					0,783

Source: Processed Primary Data, 2023

Referring to Table 1, it was found that the *cross loading value* for each variable was > 0.60 . Where it can be concluded that all instruments used pass the convergent validity test criteria and can be tested in subsequent tests.

Construct Validity Test

Table 2. Construct Validity Results

	Average Variance Extracted (AVE)
Employee Performance	0.663
Organizational Culture	0.598
Qualifications	0.636
Technology	0.698
Work Motivation	0.568

Source: Processed Primary Data, 2023

Refer to Table 2. All instruments used in these variables meet the construct validity criteria. This is because the AVE (*Average Extracted Variance*) value produced by each variable is > 0.50 .

Fornell Lacker test

Table 3. Fornell Lacker Test Results

	Employee Performance	Work Motivation	Qualifications	Technology	Work Motivation
Employee Performance	0.814				
Organizational Culture	0.850	0.773			
Qualifications	0.798	0.964	0.798		
Technology	0.660	0.717	0.637	0.835	
Work Motivation	0.717	0.723	0.643	0.709	0.754

Source: Processed Primary Data, 2023

Referring to Table 2, it is known that the AVE square value produced by each construct is greater than the influence or relationship that arises between each construct in the research model. This situation illustrates that the construct in the research has met the discriminant validity test.

Reliability Test

Table 4. Construct Reliability Results

	Cronbach's Alpha	Composite Reliability
Employee Performance	0.927	0.940
Organizational Culture	0.904	0.922
Qualifications	0.855	0.897
Technology	0.914	0.932
Work Motivation	0.817	0.868

Source: Processed Primary Data, 2023

All tools used for these variables meet the construct reliability criteria, as shown in the table. Therefore, the composite reliability and Cronbach alpha values for each variable are greater than 0.70.

Test the Inner Model

Goodness Fit Test

Table 5. Goodness Fit

	Saturated Model	Estimated Model
SRMR	0.111	0.111

Source: Processed Primary Data, 2023

From Table 5, the Goodness Fit value obtained by the regression model has a saturated model value of 0.113, where this value is included in the criteria of $0.113 > 0.10$, so the research model used is included in *Goodness Fit*.

Coefficient of Determination (R^2)

Table 6. Coefficient of Determination Results

	R Square	R Square Adjusted
Employee Performance	0.747	0.744
Work Motivation	0.614	0.611

Source: Processed Primary Data, 2023

Based on Table 6, the R Square value produced by the Performance variable is 0.524. This value shows that the ability of organizational culture, technology and qualifications to influence performance variables is 52.4%. Meanwhile, the R Square produced by the work motivation variable is 0.664. This value shows that the ability of organizational culture, technology and qualifications to influence work motivation variables is 66.4 %.

F Square Test

Table 7. F Square Test Results

	Employee Performance	Work Motivation
Employee Performance		
Organizational Culture	0.131	0.128
Qualifications	0.005	0.042
Technology	0,000	0.129
Work Motivation	0.058	

Source: Processed Primary Data, 2023

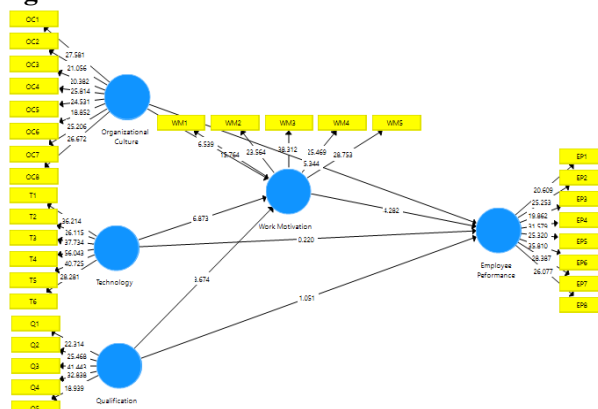
The highest *F Square* value for the influence given to employee performance is given by *organizational culture* of 0.131. This value demonstrates that organizational culture has a significant influence on improving employee performance. Meanwhile, the *Fsquare* value for the highest influence on work motivation is given by technology at 0.129. Technology contributes a greater influence to work motivation compared to other variables.

Variance Inflation Factor (VIF) Test**Table 8. VIF value**

	VIF
EP1	1,640
EP2	2,233
EP3	2,694
EP4	3,015
EP5	2,540
EP6	3,271
EP7	2,724
EP8	2,286
OC1	1,806
OC2	1,626
OC3	2,197
OC4	2,794
OC5	2,668
OC6	1,871
OC7	2,364
OC8	2,032
Q1	1,399
Q2	2,108
Q3	2,765
Q4	2,421
Q5	1,687
T1	2,269
T2	1,577
T3	2,672
T4	3,830
T5	3,190
T6	2,939
WM1	1,953
WM2	2,263
WM3	1,408
WM4	1,941
WM5	1,857

Source: Processed Primary Data, 2023

The Variance Inflation Factor (VIF) value indicates whether or not there are symptoms of multicollinearity for each research instrument. Where a good VIF value ranges from < 10 . Based on the picture above, all instruments have a VIF value < 10 so that all instruments are free from symptoms of multicollinearity.

Hypothesis testing**Figure 3. PLS analysis**

Source: Processed Primary Data, 2023

Based on Figure 3, the influence value obtained by each variable can be known. Where this is explained in direct influence and indirect influence as follows:

Direct Influence

Table 9. Direct Influence

	T Statistics	P Values
Organizational Culture -> Employee Performance	5,344	0,000
Organizational Culture -> Work Motivation	6,539	0,000
Qualifications -> Employee Performance	1,051	0.294
Qualification -> Work Motivation	3,674	0,000
Technology -> Employee Performance	0.220	0.826
Technology -> Work Motivation	6,873	0,000
Work Motivation -> Employee Performance	4,282	0,000

Source: Processed Primary Data, 2023

From Table 9, you can see the influence that arises from the independent variable on the dependent variable, as well as from the independent variable on the intervening variable. Where the results obtained demonstrate the direct influence of the variables used. However, there are several variables that are proven to have no influence because the resulting pvalue is <0.05 .

Effects of Mediation

Table 10 Indirect Effects

	T Statistics	P Values
Organizational Culture -> Work Motivation -> Employee Performance	3,773	0,000
Qualification -> Work Motivation -> Employee Performance	2,896	0.004
Technology -> Work Motivation -> Employee Performance	3,680	0,000

Source: Processed Primary Data, 2023

Based on Table 10, it is known that there is a mediating influence provided by *work motivation* on each independent variable and the *dependent variable*. This is because the resulting pvalue is <0.05 so the test criteria are met.

5. Discussion

The findings of this study reveal significant influences of organizational culture, technology, and qualifications on employee performance, with work motivation acting as a mediating variable. In terms of direct impact, the results indicate that organizational culture has a significant positive effect on employee performance, as supported by Agustin (2020), who found that a strong organizational culture can enhance work motivation and employee performance, particularly in the context of SMEs in Indonesia. Conversely, technology and qualifications did not show a significant direct effect on employee performance.

The insignificant effect of technology on performance aligns with the research of Narulita and Ginanjar (2022), who found that the application of technology does not always directly improve employee performance without adequate motivation. Furthermore, the impact of technology and qualifications on employee performance becomes significant when mediated by work motivation. This is consistent with the study by Demircioglu and Chen (2019), which demonstrated that intrinsic motivation reinforced by digital media can enhance employees' basic needs satisfaction, ultimately supporting their performance.

Additionally, organizational culture has been shown to have a positive influence on work motivation, as noted by Azeem et al. (2021), who explained that a culture of knowledge sharing and innovation within an organization enhances employee motivation and performance. The study also shows that technology and qualifications have a positive effect on work motivation. Chege and Wang (2020) argue that technology can strengthen sustainable practices and innovation in the workplace, leading to higher motivation. Qualifications also positively affect work motivation, indicating that employees with higher competencies tend to be more motivated, as highlighted by Generous (2022), who found that career development and competency improvements boost work motivation.

In summary, this study suggests that organizational culture is the primary factor that directly influences employee performance, while technology and qualifications have a more substantial impact on work motivation, ultimately supporting enhanced employee performance. These findings align with the conclusions of Liu, Tsui, and Kianto (2021), who noted that a supportive organizational culture can accelerate high performance in the workplace.

6. Conclusions

This research leads to several conclusions regarding factors influencing employee performance. First, organizational culture positively impacts employee performance, as indicated by a T-statistic value of 5.344 and a p-value of 0.000. However, neither technology (T-statistic of 0.220 and p-value of 0.826) nor qualifications (T-statistic of 1.051 and p-value of 0.294) have a direct influence on employee performance. In contrast, work motivation significantly affects employee performance, supported by a T-statistic of 4.82 and p-value of 0.000. Additionally, organizational culture (T-statistic of 6.539, p-value of 0.000), technology (T-statistic of 6.873, p-value of 0.000), and qualifications (T-statistic of 3.674, p-value of 0.000) all have positive impacts on work motivation. Furthermore, organizational culture, technology, and qualifications indirectly influence employee performance when work motivation acts as a mediating variable, with statistically significant T-values and p-values below the threshold of 0.05 in each case.

These findings highlight that organizational culture is the only independent variable that directly impacts employee performance, underscoring the strong influence of internal factors on work outcomes. Additionally, work motivation plays a crucial

mediating role in amplifying the effects of organizational culture, technology, and qualifications on employee performance, demonstrating that these factors enhance employee motivation, ultimately leading to improved performance outcomes.

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