

The influence of Organizational Culture and Teamwork on Employee Engagement: Role of Achievement Motivation as a Mediation

Novendi Simbolon¹, Mafizatul Nurhayati²

Faculty of Economics and Business, Universitas Mercu Buana, Jakarta, Indonesia

¹simbolon_novendi@yahoo.com, ²mafizatul.nurhayati@mercubuana.ac.id



doi.org/10.54099/ijmba.v2i2.646

ARTICLE INFO

Research Paper

Article history:

Received: 20 July 2023

Revised: 25 August 2023

Accepted: 6 September 2023

Keywords: Organizational Culture, Teamwork, Achievement Motivation, Employee Engagement

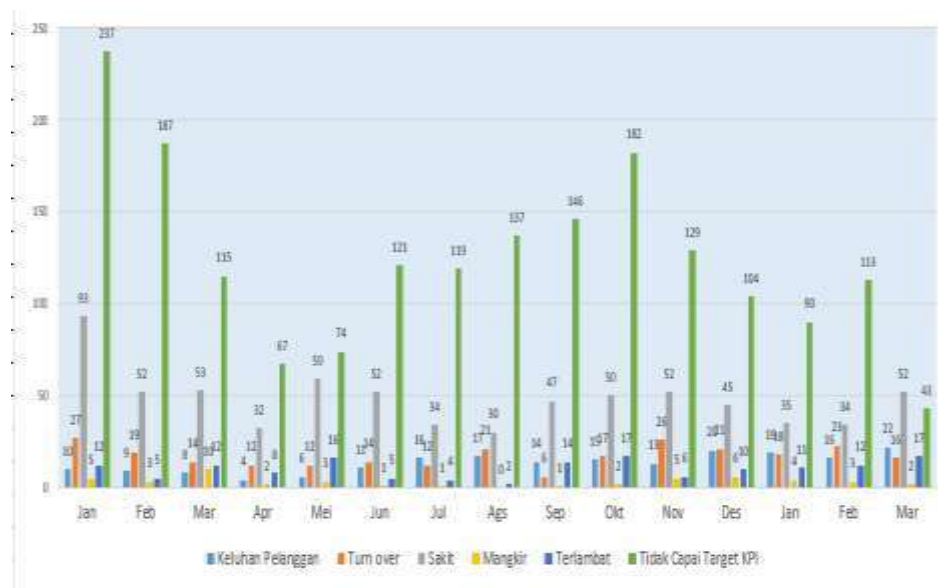
ABSTRACT

This study aims to determine the influence of organizational culture, teamwork on employee engagement mediated by achievement motivation. The method used in this study is quantitative research. The population in this study is halo BCA employees who work for more than a year total 292 employees. The sampling technique using accidental sampling (convenience sampling) with the slovin formula was obtained by 168 respondents. Data analysis using SEM PLS (Partial Least Square) analysis technique. The results showed that organizational culture variables, achievement motivation had a positive and significant effect on employee engagement. Teamwork does not have a positive effect on employee engagement, and teamwork through mediation of achievement motivation has a positive and significant effect on employees, as well as mediated by achievement motivation, organizational culture and teamwork can strengthen the influence on employee engagement at halo BCA BSD.

This work is licensed under a Creative Commons Attribution-NonCommercial 4.0 International License.

INTRODUCTION

In the current era of globalization, business competition is very strong, especially in the financial or banking industry in Indonesia. One of the competing banks in the Indonesian banking industry is Bank Central Asia (BCA). In maintaining the loyalty or loyalty of its customers, Bank BCA continues to innovate to improve the quality of its services and products. Not only that, the contact centre also plays an important role, especially being a representation of the company in providing the best experience for its customers. BCA has a contact centre halo BCA, which faithfully serves customers 24 hours a day and meets every customer's needs. As a contact centre that faithfully serves its customers 24 hours, human resources or employees are very important so that operations can run optimally so as to provide good service for its customers. Well-managed human resources can provide maximum work results for the company, high loyalty, high fiber morale are proud to be part of the company. One of the indicators of the success of an organization in managing its human resources is high employee engagement (Bakhri, 2021; Haqqi et al., 2022; Iskanto, 2016; Iskanto & Yapentra, 2018; Kamaruddin et al., 2022; Supriadi et al., 2022). (Kartono, 2017) employee engagement is a form of a positive state of mind, a commitment to be able to contribute to the company both cognitively and physically, so that employees feel meaningful in carrying out their work activities. The phenomenon that occurs in halo BCA, employee engagement at halo BCA is not optimal. Based on the data collected by researchers can be seen in the following figure



Source: Admin Support Halo BCA, 2022

Figure 1.1: halo BCA Compulsory Data Jan 2022 – Apr 2023

From the data above, it can be seen that employee engagement at halo BCA has not been optimal, there are still many employee performance that is not optimal so that they cannot achieve KPI (Key Performance Indicator) targets, employees do not come to work due to illness, there is a turn over every month, employees arrive late, employees do not come to work without any information to the company

This research was conducted against the background of the research gap from studies on employee engagement that were widely conducted by previous research researchers who examined factors that affect employee engagement. Rais and Parmin (2020) organizational culture has no influence on employee engagement. This is different from Mase and Widigdo's research, (2021) organizational culture has a positive effect on employee engagement. From the research of Istiqomah et al, (2021) Teamwork has a positive and significant influence on employee engagement, while in Yuliani and Ardiyanti's research, (2017) Teamwork has no effect on employee engagement.

LITERATURE REVIEW

Employee Engagement

Employee engagement according to Febriansyah & Ginting, (2020) is about how to achieve the company's strategic goals by creating human resources that develop and every level ranging from staff, managers, and executives are fully activated in their work so that they can give their best effort. While (Robbins and Judge, 2015) stated that employee engagement is an individual engagement, satisfaction, and enthusiasm with the workers they do. (Kartono, 2017) employee engagement is a form of a positive state of mind, a commitment to be able to contribute to the company both cognitively and physically, so that employees feel meaningful in carrying out their work activities.

Organizational Culture

Organizational culture refers to a system of shared meaning by members that distinguishes the organization from other organizations. (Robbin and Judge, 2015). Kreitner & Kinicki, (2014) stated organizational culture is a set of assumptions that are shared and accepted implicitly and held by a group that determines how it is perceived, thought, and reacted to diverse environments. According to (Sutrisno, 2019), organizational culture is defined as a set of values system, beliefs, assumptions or norms that have long been in force agreed and followed by members of an organization as a guideline for behavior and solving organizational problems. When the company culture matches employee expectations, employee engagement will be high. Instead, when the culture in the company does not match the expectations of employees hence engagement from employees will be low. (Mase & Widigdo, 2021). To increase achievement motivation, it is also necessary to improve organizational

culture. Organizational culture is the most powerful factor in increasing motivation. (Hardianto, 2018). Based on the explanation above, it can be formulated:

H1: Organizational has a positive effect on employee engagement

H4: Organizational has a positive effect on achievement motivation.

Teamwork

Teamwork is one of the best means of directing various talents and can provide innovative solutions in an approach (Amirullah, 2015). Kreitner and Kinicki (2013), define a team as a group of people with complementary skills, who are committed to goals, outcomes and approaches that are mutually accountable to each other. Robbin and Judge (2015), teamwork generates positive synergies through coordinated efforts. Quality teamwork is believed to prevent and protect employees from emotional burnout, depression, and disengagement, and encourage more effective task completion, (Afifah, 2020). Teamwork is an association of people who have useful efforts to create better individual performance than before so that organizational behavior can also be supported and positive synergy is seen from a team as a benchmark in work and employees can play roles in the workplace. (Kusmiartono et al. 2022). Based on the explanation above, it can be formulated:

H2: Teamwork has a positive effect on employee engagement

H3: Teamwork has a positive effect on achievement motivation

Achievement Motivation

McClelland is known for his Need for Achievement (N.Ach) theory which states that motivation is different, according to the strength of a person's need for achievement. The theory of needs proposed by McClelland (1961), states that there are three important things that become human needs:

1. Need for achievement
2. Need for power
3. Need for affiliation.

(Moorhead & Griffin, 2013), achievement motivation is the desire to complete a task with a target more effectively. (Tsani & Prasetyo, 2014) achievement motivation is a strong drive to be able to achieve success where an individual focuses only on pursuing achievements rather than rewarding success. Achievement motivation becomes a person's driving behavior to do a good job and high performance. The need for high achievement arises in a person to strive to achieve the targets that have been set, work hard to achieve success and have the desire to do something better than before. High-achieving motivated employees love challenges, take risks, are willing to take responsibility, love to work hard. This drive will give rise to the need for achievement. (Syamsuri & Siregar, 2018). Based on the explanation above, it can be formulated:

H5: Achievement motivation has a positive effect on employee engagement.

H6: Achievement motivation is able to mediate organizational culture towards employee engagement.

H7: Achievement motivation is able to mediate teamwork against employee engagement.

From the explanation above, the conceptual framework in this study can be illustrated in figure 1:

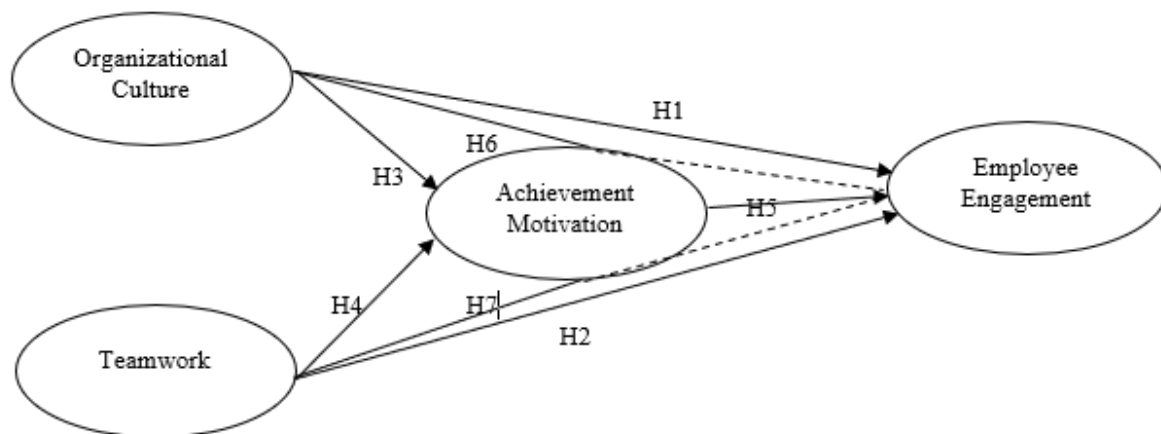


Figure 2: Conceptual Framework

METHOD

Research Design

This study used quantitative methods especially causality associative research. The data collection method in this study used the survey method with research instruments using questionnaires, data analysis is using SEM PLS (Partial Least Square) analysis technique. (Ghozali & Latan, 2020) Partial Least Square is a powerful data analysis method and is often called soft modeling because it negates the assumption of OLS (Ordinary Least Squares) regression assumptions, such as data must be normally distributed in a multivariate manner and there is no multicollinearity problem between exogenous variables.

Population and Sample

Population in this study is halo BCA employees who work for more than a year. The sampling technique used is nonprobability sampling precisely in sampling using accidental sampling (convenience sampling). So that the number of samples is 168 employees.

Measurement

The concepts used in measuring each variable are detailed in dimensions and indicators. Each item was rated on a Likert scale with answer categories from 1 strongly disagree to 5 strongly agree. Employee engagement is measured by measurement (Ferbiansyah & Ginting, 2020) which consists of 7 dimensions, namely energy, pride in the institution, resignation intentions, proactive attitude, constructive criticism and endurance. Organizational culture is measured by (Robbin & Judge, 2015) with 7 dimensions, namely innovation and risk taking, attention to detail, orientation to results, orientation to others, orientation to the team, aggressiveness and stability. Teamwork is measured using (Kreitner and Kinicki (2014) which consists of 3 dimensions, namely togetherness, trust and cohesion. Achievement motivation uses (Meri Rahmania, 2016) with 3 dimensions, namely independence, responsibility and self-confidence.

RESULT AND DISCUSSION

The object of this study was employees of halo BCA site BSD (Bumi Serpong Damai), consists of 168 respondents who showed that 33.50% men and 66.50% women. 47.60% were 21-25 years old, 40.60% were 26-30 years old, 10.60% were 31-35% and > 35 years old there are 1.2 %. Last

education diploma 3 there are 13%, Bachelor degree 84.70% and Master Degree there are 2.30%. For position characteristics, Customer Service Officer (CSO) is 76.50%, Team Leader (TL) is 17.60%, Supervisor (SPV) is 0.60% and Real Time Floor Management (RTFM) Staff is 5.30%. The length of work for 1-2 years is 61.20%, 2-3 years there are 5, 80%, 3-4 years there are 16.50% and over 5 years there are 16.50%.

Data analysis in this study is using SEM PLS (Partial Least Square) 3.2.9. Data analysis begins with an evaluation of the measurement (Outer Model). Results of data analysis for convergent validity testing, the loading factor value of each indicator is more than 0.7. Test Validity discriminant (Cross Loading Value) the loading factor value of each indicator is greater than the crossloading value. Results of the analysis, each indicator has a high validity value. The Average Variance Extraced (AVE) value greater than 0.50 means that it has met the AVE value. Composite Reliability and Cronbach's Alpha values are above 0.7 and 0.6. So, it can be concluded that the reliability of this study meets the standards and high value.

Table 1: Convergent validity, Discriminant validity, AVE, Construct Reliability

Variable	Indicator	Outer Loading Value	Cross loading				AVE	Reliability	
			OC	EE	AM	TW		CR	CA
Organizational Culture	BO1.1	0,874	0,874	0,677	0,619	0,473	0,690	0,923	0,905
	BO1.2	0,857	0,857	0,579	0,585	0,485			
	BO2.1	0,899	0,899	0,561	0,679	0,642			
	BO2.2	0,906	0,906	0,625	0,719	0,700			
	BO2.3	0,872	0,872	0,599	0,664	0,656			
	BO3.1	0,855	0,855	0,526	0,598	0,655			
	BO3.3	0,850	0,850	0,526	0,637	0,577			
	BO4.1	0,870	0,870	0,593	0,611	0,606			
	BO4.2	0,852	0,852	0,497	0,608	0,604			
	BO5.1	0,862	0,862	0,469	0,537	0,592			
	BO5.2	0,853	0,853	0,466	0,530	0,610			
	BO6.1	0,863	0,863	0,560	0,572	0,576			
	BO6.2	0,829	0,829	0,484	0,542	0,531			
	BO7.1	0,780	0,780	0,582	0,486	0,383			
	BO7.2	0,821	0,821	0,719	0,464	0,435			
	BO7.3	0,794	0,794	0,600	0,549	0,550			
	EE1.1	0,860	0,462	0,860	0,461	0,364			
	EE1.2	0,910	0,550	0,910	0,543	0,437			
Employee Engagement	EE2.1	0,938	0,516	0,938	0,441	0,340	0,686	0,944	0,926
	EE2.2	0,940	0,512	0,940	0,512	0,383			
	EE3.1	0,935	0,586	0,935	0,461	0,378			
	EE3.2	0,935	0,535	0,935	0,421	0,322			
	EE4.1	0,880	0,497	0,880	0,493	0,367			
	EE4.2	0,898	0,598	0,898	0,686	0,509			
	EE5.1	0,859	0,591	0,859	0,607	0,572			
	EE5.2	0,889	0,628	0,889	0,664	0,526			
	EE6.1	0,890	0,559	0,890	0,552	0,490			
	EE6.2	0,917	0,588	0,917	0,591	0,570			
	EE7.1	0,931	0,634	0,931	0,503	0,433			
	EE7.2	0,913	0,549	0,913	0,421	0,344			
Achievement Motivation	MP1.1	0,888	0,646	0,673	0,888	0,535	0,771	0,897	0,861
	MP1.2	0,898	0,674	0,655	0,898	0,649			
	MP2.1	0,908	0,607	0,481	0,908	0,634			
	MP2.2	0,923	0,721	0,598	0,923	0,716			
	MP3.1	0,891	0,677	0,630	0,891	0,579			
	MP3.2	0,816	0,543	0,444	0,816	0,470			

Variable	Indicator	Outer Loading Value	Cross loading				AVE	Reliability	
			OC	EE	AM	TW		CR	CA
Teamwork	TW1.1	0,945	0,771	0,610	0,728	0,880	0,857	0,951	0,39
	TW1.2	0,944	0,760	0,651	0,738	0,877			
	TW2.1	0,926	0,730	0,530	0,689	0,887			
	TW2.2	0,917	0,620	0,433	0,610	0,837			
	TW3.1	0,875	0,661	0,480	0,647	0,853			
	TW3.2	0,896	0,694	0,554	0,652	0,851			
	TW3.3	0,877	0,580	0,448	0,599	0,810			

Source: Data processed by Smart PLS version 3.2.9

Abbreviations: OC = Organizational Culture, EE = Employee Engagement, AM = Achievement Motivation
TW = Teamwork, CR = Composite Reliability, CA = Cronbach's Alpha

Next is the analysis of the Inner Model measurement which can be seen in Table 2. The first is measurement by testing R-square, Q^2 Predictive Relevance and Goodness of Fit Index (GoF). The value of R-square has a value 0.325 which belongs to the moderate category meaning that the ability of the model built by the dependent variable is 32.5%, while 67.5% described by the variable is not analyzed. The Q^2 value of Predictive Relevance Employee Engagement 0.317 and Achievement Motivation 0.434 is greater than 0, meaning that this indicates that it has high predictive relevance. The Goodness of fit index (GoF Index) value in this study is 0.585, so it can be concluded that the overall structural measurement model is high because it has a Goodness of fit index value greater than the large scale of GoF which is 0.36.

Table 2: Inner Model: R Square, Q^2 , GoF

	R Square	Q^2	GoF
EP	0,325	0.317	0.585
MP	0,689	0.434	

Source: Data processed by Smart PLS version 3.2.9

Test of hypothesis

In this study conducted t-test significance of the structural path which can be seen from the path coefficient. Hypothesis testing in this study will produce an accepted hypothesis if the value of t - statistic is greater than t -table, while if the value of t -statistic is smaller than t-table then the hypothesis is rejected, besides that it is necessary to see p-value as an indication of significance, if the value of p-value < 0.05 then significant. The results of the hypothesis test are as follows:

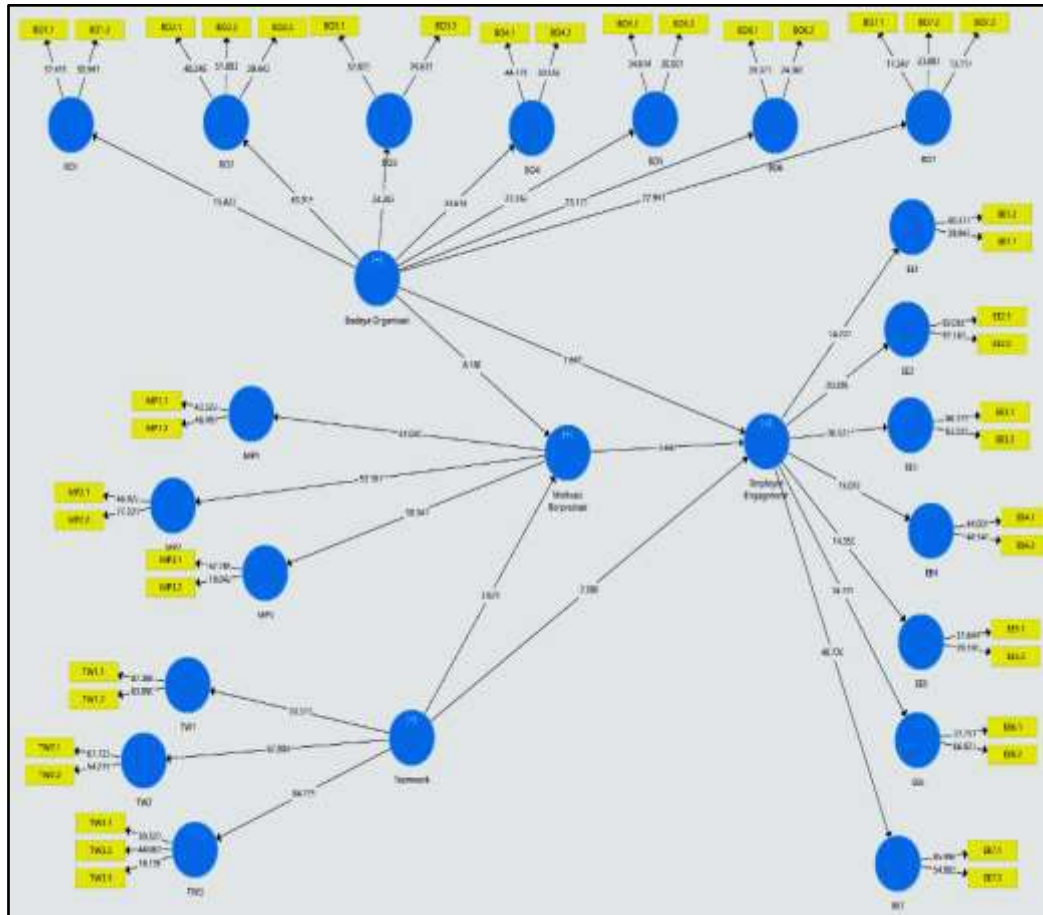


Figure 3: Hypothesis Test Results

Source: Data processed by Smart PLS version 3.2.9

Table 3: Path Coefficient (Direct Effect and Indirect Effect)

	Variable	Original Sample (O)	T -Table	T Statistics (O/STDEV)	P Values	Information
H1	BO -> EE	0,889	1,654	11,808	0,000	Accepted
H2	TW ->EE	-0,095	1,654	1,210	0,113	Rejected
H3	TW >MP	0,294	1,654	3,821	0,000	Accepted
H4	BO->MP	0,603	1,654	8,180	0,000	Accepted
H5	MP >EE	0,326	1,654	3,447	0,000	Accepted
Indirect Effect						
H6	BO ->MP > EE	0,197	1,654	3,409	0,000	Accepted
H7	TW -> MP > EE	0,096	1,654	2,279	0,012	Accepted

Source: Data processed by Smart PLS version 3.2.9

DISCUSSION

The Influence of Organizational Culture on Employee Engagement

Based on the results of this study, it is proven that organizational culture has a positive and significant influence on employee engagement. Employees who work at halo BCA require accuracy, attention to everything in detail so as to avoid mistakes that have an impact on employee performance achievements. Halo BCA employee organizational culture is required to work in detail, meticulously and carefully at work so that fatal mistakes do not occur such as complaints from customers. Compatibility between the organizational culture formed in a company with the values owned by organizational members will cause job satisfaction, thus encouraging individuals to stay in one company and have a career in the long term. So, this will affect the high level of employee engagement (Mase & Widigdo, 2021).

The Effect of Teamwork on Employee Engagement

Based on the results of this study, Teamwork results do not have a significant effect on employee engagement at halo BCA. The results of the influence of teamwork on employee engagement. it can be concluded that Teamwork in halo BCA has no influence in increasing employee engagement even though more teamwork does not affect in increasing employee engagement in halo BCA. Teamwork that is built is with the aim that work can be completed quickly, and to be more efficient in terms of time. Teamwork can also help and ease each other in completing work. From the teamwork, what is built is the cohesiveness of fellow team members, not employee engagement to the company. Therefore, the phenomenon that occurs in halo BCA teamwork creates cohesion, togetherness between employees and this has no effect on increasing employee engagement with the company.

The Effect of Teamwork on Achievement Motivation

Based on the results of this study, it can be found that Teamwork has a positive and significant influence on Achievement Motivation at halo BCA. It can be concluded that good teamwork can motivate employees at halo BCA to excel in achieving maximum performance. The team collaboration built between team members at halo BCA has been able to increase employee achievement motivation individually and as a team, which in turn will improve employee performance. (Fahmi, 2019) and by a high work team can motivate other team members to work better. (Faruq et al,2021).

The Influence of Organizational Culture on Achievement Motivation

Based on the results of this study, it can be found that organizational culture has a positive and significant influence on achievement motivation at halo BCA. Strong values that are believed by employees as guidelines in work, will encourage the creation of a strong desire from employees in carrying out their work as well as possible and trying to meet or even exceed the work targets set. Melalui positive organizational culture such as a culture of mutual help, a culture of mutual cooperation will certainly be able to increase employee achievement motivation at work. (Hadi & Ramdansyah, 2021). So, to increase achievement motivation, it is necessary to improve organizational culture. (Hardianto, 2018). If the better the organizational culture at halo BCA, the better the motivation for employee achievement.

The Effect of Achievement Motivation on Employee Engagement

Based on the results of this study, it was found that achievement motivation has a positive and significant influence on employee engagement at halo BCA. Employees who have high responsibility at work mean that these employees are very concerned and understand what is the interest and need of the company. Employees who work responsibly have concern for the company. With commitment, high responsibility and concern for the company means that employees feel part of the company so they do not want to harm their company. Employees who have this attitude mean that they are very engaged, have good engagement with their company.

Organizational Culture through Achievement Motivation for Employee Engagement

Based on the results of this study, it can be found that achievement motivation plays a role in mediating partially affecting positively and significantly on employee engagement. The dimension of achievement motivation that has the highest value mediating organizational culture towards employee engagement is the dimension of responsibility. Achievement motivation is very important to be improved by the company through coaching, providing training to employees with a theme that can motivate employees to work well and excel as well as other activities in increasing employee enthusiasm and motivation at work, especially motivation to achieve. Employees have high morale, responsibility, complete tasks to

the maximum. With the motivation of achievement that employees have, goals and what is the company's target. This can greatly affect organizational culture in increasing employee engagement at halo BCA. With the higher employee achievement motivation, it will affect organizational culture in increasing employee engagement at halo BCA.

The Effect of Teamwork through Achievement Motivation on Employee Engagement.

Based on the results of this study, it was found that achievement motivation plays a full role in mediating teamwork for employee engagement at halo BCA. The dimension of achievement motivation that has the highest value mediating organizational culture towards employee engagement is the dimension of responsibility. The better the employee's responsibility in doing the job, the stronger the achievement motivation mediates the influence of teamwork in increasing employee engagement at halo BCA. In addition, companies in increasing employee achievement motivation can provide training that can arouse employee motivation, coaching and provide incentives or rewards to employees who have good work performance. Thus, employees feel valued and can motivate other employees to work better with the appreciation and rewards given. With high achievement motivation, it can indirectly affect teamwork in increasing employee engagement at halo BCA.

CONCLUSION

Organizational culture has a positive and significant influence on employee engagement at halo BCA. This means that with a good organizational culture can increase employee engagement. Organizational culture has a positive and significant effect on achievement motivation. If the better the organizational culture at halo BCA, the motivation for employee achievement will increase. Teamwork negatively affects employee engagement. The better teamwork has no effect on employee engagement. Work that is done well and full of a sense of responsibility, then what has an impact is the results of good work and not related to employee engagement. Teamwork has a positive effect on achievement motivation at halo BCA. If the better a team is, it will greatly affect the motivation for achievement for employees to be able to work optimally. Good and solid teamwork, supporting each other to be better at work will be motivated to achieve achievements in work. Achievement motivation has a positive and significant influence on employee engagement at halo BCA. The higher the achievement motivation that employees have at halo BCA, the more employee engagement will increase. Organizational Culture is mediated by achievement motivation towards employee engagement has a positive and significant influence on halo BCA. Achievement motivation mediates organizational culture towards employee engagement definitely, because in the absence of achievement motivation organizational culture affects employee engagement. The higher the employee achievement motivation is very influential in mediating organizational culture towards employee engagement. Teamwork is mediated by achievement motivation has a positive and significant influence on employee engagement. The higher achievement motivation it will be influential mediate teamwork on employee engagement. Without achievement motivation, teamwork does not affect employee engagement at halo BCA. Therefore, it is important for halo BCA to increase the sense of responsibility towards work so as to increase employee engagement.

REFERENCES

- Afifah, A.Y. (2020). Pengaruh Kepuasan Kerja terhadap Keterikatan Karyawan di Mediasi Kerja Tim (Studi pada Generasi Milenial di Indonesia). Fakultas Ekonomi dan Bisnis, Universitas Airlangga.
- Amirullah. (2015). Kepemimpinan dan Kerjasama Tim. Mitra Wacana Media. Jakarta.
- Faruq.U, Sujanto. B & Abdullah.T (2021). The Influence of Work Team, Trust in Superiors and Achievement Motivation on Organizational Commitment of UIN Sultan Syarif Kasim Riau Lecturers. American Journal of Multidisciplinary Research & Development (AJMRD).
- Febriansyah, H & Ginting, H. (2020). Tujuh Dimensi Employee Engagement. Prenada. Bandung.

- Ghozali, I. & Latan, H. (2020). *Partial Least Squares Konsep, Teknik dan Aplikasi Menggunakan Program SmartPLS 3.0*. Badan Penerbit: Undip
- Hadi & Ramdansyah. (2021). Meningkatkan Kinerja karyawan dengan Budaya Organisasi Melalui Motivasi Berprestasi dan Pemberdayaan Karyawan (Studi di Hotel Le Dian - Kota Serang). *Jurnal Riset Bisnis dan Manajemen Tirtayasa. (JBRMT)*.
- Haqqi, H., Putro, D., & Murdani, A. (2022). The Role of Political Memes on Social Media in Criticizing Political Policy in the United States 2016-2019. *Husnayain Business Review*, 2(2), Article 2. <https://doi.org/10.54099/hbr.v2i2.285>
- Hardianto. (2018). Pengaruh Budaya Organisasi, Penghargaan dan Kepercayaan Terhadap Motivasi Berprestasi Pegawai Dinas Pendidikan Pemuda dan Olahraga Kabupaten Rokan Hulu. *Jurnal Akuntabilitas Manajemen Pendidikan*. Volume 6, No 2.
- Iskamto, D. (2016). Industri Keuangan Bank Syariah Nasional Dalam Masyarakat Ekonomi ASEAN. *Jurnal Ekonomi dan Bisnis Islam (JEBI)*, 1(1), 16–27.
- Iskamto, D., & Yapentra, A. (2018). Religiosity And Trust In Islamic Banking In Pekanbaru City Indonesia. *Eko dan Bisnis (Riau Economics and Business Review)*, 9(4), 7.
- Kamaruddin, K., Wahyudi, A., & Gani, I. (2022). The Effect Of Results Share Level, Third Party Funds, Non Performing Financing On Results-Based Financing Volume In Sharia Banking In Indonesia. *Adpebi International Journal of Multidisciplinary Sciences*, 1(1), Article 1. <https://doi.org/10.54099/aijms.v1i1.261>
- Kartono. (2017). *Personality, Employee Engagement, Emotional Intelligence, Job Burnout Pendekatan Dalam Melihat Turnover Intention*. Deepublish. Yogyakarta.
- Kaswan, K. (2014). *Leadership and Teamworking, Membangun Tim yang Efektif dan Berkinerja Tinggi Melalui kepemimpinan*. Penerbit: Alfabeta. Bandung.
- Kinicki, A & Kreitner, R. (2013). *Perilaku Organisasi*, Edisi 9, Buku 1 Salemba Empat. Jakarta.
- Kinicki, A & Kreitner, R. (2014). *Perilaku Organisasi*, Edisi 9, Buku 2. Salemba Empat. Jakarta.
- Kusumiartono, N, Brahmasari, I.A & Ardiana, D.K.R. (2022). Analysis of the Effect Knowledge Sharing, Teamwork on Employee Engagement and Employee Performance in Barista an Industri Surabaya the Ministry of Industry's work Unit. *Indonesian Journal of Multidisciplinary Science*.
- Mase, D.M.E.P & Widigdo, A.M.N. (2021). Pengaruh Budaya Organisasi, Kepemimpinan, Kompensasi dan Pelatihan Terhadap Employee Engagement pada BPJS Kesehatan Kantor Pusat. *Jurnal Ekonomi Manajemen Sistem Informasi*. Vol.2.Issue 4.
- Mc. Clelland, David C. (1961). *The Achieving Society*. New York: D. Van Nostrand Company, Inc.
- Mery, R. (2016). *Manajemen Sumber Daya Manusia*. Remaja Rosdakarya. Bandung.
- Moorhead, G & Griffin, R.W. (2013). *Perilaku Organisasi*. Salemba Empat. Jakarta.
- Robbins, S.P & Judge, T. A. (2015). *Perilaku Organisasi*. Ed.16. Salemba Empat. Jakarta.
- Supriadi, Kappa, M. S., & Ismawati. (2022). The Influence of Santri's Perception and Religiosity on Interest in Savings in Islamic Banks, Case Study on Santri of Nahdlatul Ulum Islamic Boarding School, Maros Regency, Indonesia. *Adpebi International Journal of Multidisciplinary Sciences*, 1(1), Article 1. <https://doi.org/10.54099/aijms.v1i1.259>
- Sutrisno, E. (2019). *Budaya Organisasi*. Prenada Media. Jakarta
- Syamsuri, A.R & Siregar, Z.M.E. (2018). Analisis Pelatihan, Disiplin Kerja, Remunerasi dan Motivasi Berprestasi dengan Kepuasan Kerja Sebagai Variabel Intervening terhadap Kinerja Karyawan. *Jurnal Sosial Humaniora dan Pendidikan (JHSP)*.
- Tsani & Prasetyo. (2020). Pengaruh Pelatihan dan Kompetensi terhadap Komitmen Organisasi Melalui Motivasi Berprestasi Sebagai variabel Intervening (Studi pada Staff Operator SAS Bawaslu Kabupaten/ Se-Jawa Tengah). *Jurnal Ilmiah Manajemen Bisnis dan Akuntansi (JIMMBA)*.
- Bakhri, B. S. (2021). A Research on the Satisfaction of Islamic Banking Customer Services in Riau Province During the Covid-19 Pandemic. *International Journal of Islamic Business and Management Review*, 1(1), Article 1. <https://doi.org/10.54099/ijibmr.v1i1.44>