

# Masintan 3

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## THE INFLUENCE OF ORGANIZATIONAL CULTURE, WORK MOTIVATION, CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE AT PT. DELI METROPOLITAN

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### Abstract (English)

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The purpose of this research is to understand the influence of Organizational Culture, Work Motivation and Career Development on employee performance at PT. Deli Metropolitan segmentally and simultaneously. The implementation of this research is also supported by the SPSS 20 program which uses multiple linear regression test. It can be seen in this study, if the amount of data used is a population of 52 employees of PT. Metropolitan Deli. The results of the research that have been carried out show that the organizational culture variable will partially have a positive and significant effect on the performance of these employees. Variables owned by work motivation significantly affect the performance of employees, and Career Development also significantly affects. The result of the coefficient of determination shows that 64.6% of the variation in the employee performance table (Y), while 35.4% is from other independent variables.

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**Key words :** Organizational Culture, Work Motivation, Career Development, Employee Performance

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## INTRODUCTION

Each company or organization definitely requires Human Resources (HR) in every company's affairs in achieving the goals to be achieved from the company. In other words, HR has an important role in productivity in every company. Human Resources (HR) itself has a very large role for the success of a company. This is because human resources, in this case are employees or employees, can help increase the company's advantage in market competition. Therefore HR is placed in the most vital position in the company. This is based on two aspects, the first includes the influence of human resources on the efficiency and effectiveness of the company in carrying out the production of goods and services, determining product quality, product marketing, managing company finances, and creating goals where the company will be taken as well as strategies to achieve them Second, HR is one of the company's main expenses for doing business. HR management is concerned with the official planning system in a company in order to determine effectiveness and efficiency in realizing company goals. HR needs to be interpreted as something that is produced by HR, not something that HR does.

To improve the quality of human resources, it cannot be done only internally by the employees. However, the company has a big role to play in improving the quality of human resources in the company. Today, many companies have started to voluntarily provide better treatment for their employees. This is because investment in improving the quality of human resources is also an important aspect that can have a significant impact on the growth of the company concerned. In essence, these HR include things that need special and serious attention from the company. A company's human resources can create unexpected opportunities for business success and profit. Thus, HR management is a forum for companies to manage and improve the quality of their employees so that the company can achieve what they aspire to.

Several variables have a relationship or relationship with the development of performance in the company, namely the company's organizational culture, motivation (spirit) of company work, and career development in the company so that it can improve performance.

human resources in the company. This variable related to job improvement is closely related to employee thinking in values and environment. Then the perception obtained by the employee can form an understanding and perception that can influence the behavior and attitude of each employee when doing his job.

Human resources in the form of employees who work in companies have performance that is influenced by various aspects such as organizational culture and also the form or model of leadership carried out by that person. This is very influential on the behavior of employees in every company, culture has a great influence on an organization, because culture greatly influences things that are promoted and decisions made by the company.

Employee performance is greatly influenced by career development, because career development includes an official approach that exists within the organization and can guarantee for every individual in an organization to have the appropriate skills and experience when needed. Because this is very important for every company to develop a career well so that employee productivity can increase, so that every employee is able to do the best and not experience work frustration that can reduce the company's productivity.

## LITERATURE REVIEW

**The Influence of Organizational Culture on Employee Performance** An organization that has a strong culture in it can influence attitudes and whether or not employee performance is effective. This can happen because employee performance is in line with the culture that is held and applies in the organization. Not only that, the implementation of culture in a company can automatically build the personality of its employees to carry out their respective workloads and achieve common goals. This organizational culture was built independently by each group of organizations to run in order to face all challenges in the future.

Corporate culture has several characteristics which according to Luthans (1998) are divided into six important characteristics. First, the observed behavioral regularities, that is to say if the company members to establish interaction between one another, then the language and customs which they apply are likely similar between one each other are related about mutual respect and attitude.

The second is norms, which are standards of attitude and behavior set by the company, including guidelines on the quantity of work that must be done as well as guidelines governing what behaviors are permitted and not permitted in the company.

The third is the dominant value, there are several basic values that are expected and recommended by the company so that members contribute to the maximum. For example, a high level of presence, being effective and efficient, and providing quality products.

The fourth philosophy, is a rule adopted by the company regarding how the company acts on what has been violated by its employees.

The fifth is regulations, which are some absolute guidelines related to development or how employees can establish good relations in the company. New employees must understand the ties or regulations that have been made previously, so that they can be fully accepted by other employees.

The sixth, namely the climate within the company, is a feeling that is carried away from the company's atmosphere, how its employees interact, as well as how employees treat themselves dealing with consumers and external parties of the company.

## The Effect of Work Motivation on Employee Performance

Each company must make work motivation an important thing, especially if you see the benefits for employees and the company itself. Motivation can spur employees to be more productive and improve performance. This is no different from the motivation for companies to increase production and minimize expenses through improving employee behavior.

Motivation is created from employee behavior when dealing with situations in the office. The meaning of motivation is a state or drive in oneself that spurs a person in a purposeful manner to obtain company goals. Mental employee who behave positively on the employment situation, will affect the motivation of work becomes higher so that it can form the performance of the maximum.

Motivation refers to the strength from within and outside the individual that can encourage enthusiasm to carry out various arrangements of existing activities. Employee motivation has an influence on performance, therefore company managers also have an obligation to burn the enthusiasm of their subordinates through

providing motivation so that company goals are achieved more easily. Motivation discusses how to stimulate the work of subordinates, so that employees are encouraged to work hard by mobilizing all their energy and abilities in order to realize the company's goals.

In short, motivation is things that can encourage or spur a person so that he can make various efforts to fulfill his desires and needs in life. With so many desires and needs, it will not be easy to obtain if it is not accompanied by maximum efforts. In the process of fulfilling the needs of his life, a human being tends to act in harmony with the impulses or motivations in himself or his environment and what underlies his behavior.

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## The Effect of Career Development on Employee Performance

According to Dubrin (Yudhistira (2018)), career development is an activity that makes it easier for employees to plan their careers in the company in the future, so that these employees as well as related companies can develop themselves to the fullest. Previous research by Nabilah et al (2018) also provides evidence of career development which significantly influences organizational commitment.

Based on the opinion of Mondy (2010: 228), he explained the definition of career development with the official approach used by the company to ensure the availability of human resources when needed by the company, who have the appropriate qualifications and work experience. This career development includes the arrangement of various activities carried out throughout life, which is also the process of implementing a career that has been planned in advance. Then Rivai (2004: 290) also defines career development as the process of improving one's performance which is carried out in order to obtain the expected career.

## RESEARCH METHODS

Referring to the opinion of Sugiyono (2003: 11), there are several types of research based on the level of explanation that can be classified into :

### 1. Descriptive Research

Sugiyono (2005: 21) describes this type of research as a method used to illustrate and examine the results of research, but is not used in formulating broader conclusions.

### 2. Comparative Research

According to Nazir (2005:58), it is almost similar to descriptive research which seeks to explore the basic answers regarding cause-and-effect relationships, by analyzing various factors that cause the emergence of an event.

### 3. Associative Research

The purpose of this type of research has been conveyed by Sugiyono (2015: 11), namely to understand the influence and relationship between two variables or the rest. In this study, the authors decided to use an associative type of research that seeks to explore whether there is an effect caused by one or more variables on other variables .

## RESULTS AND DISCUSSION

### Classical Assumption Test

#### Normality Experiment Results

Normality experiments were made to understand whether statistics are possible standard allocated research by, applying the Kolmogorov-Smirnov test and PP Plot graph obtained in the form of :

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**Table 4.1.** Normality Test Results  
Kolmogorov-Smirnov Test One Sample  
Non-Standard Residual

N		52
	Average	.0000000
Normal Parameters, b	Standard Deviation	1.41880004
	Absolute	.106
Difference	Positive	.053
Most Extreme	Negative	-.106
		.763
	Kolmogorov-Smirnov Z	.606
	(Asymp. Sig.(2-tailed)	

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Kolmogorov-Smirnov Z  
(Asymp. Sig.(2-tailed)

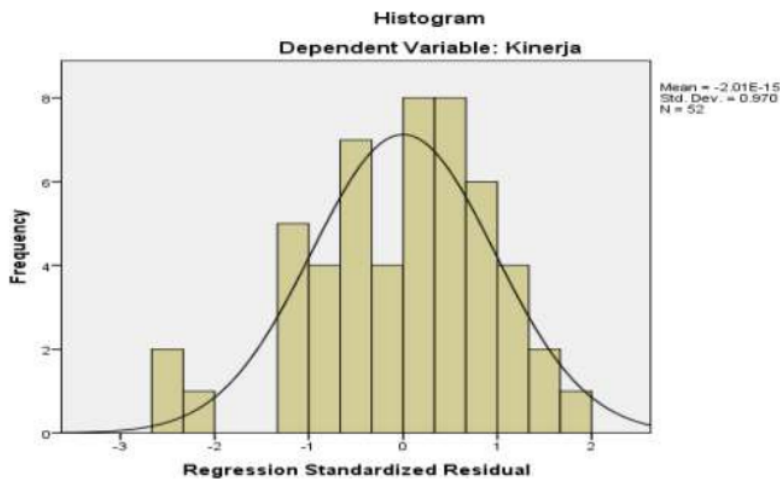
- The distribution of the test was normal.
- Calculated from the data.



**Figure 4.1.** PP Normality Graph of Research Data

From the table shown above, it can be concluded if the probability residual value (asympt.sig. 2- tailed) with a value of 0.606, this indicates if the value of this value exceeds the sig- $\alpha$  number, which is 0.05. So that conclusions can be drawn in the form of research data has a normal distribution. Similiar conditions have been confirmed by the image in the graph below :

Figure 4.1. shows that the points from the data spread accros the diagonal line in an orderly manner and are symmetrical on the left and right. Therefore, it can be interpreted that the research data has a normal distribution.



#### Multicollinearity Experiment Results

The multicollinearity test carried out showed the following results :

**Table 4.2.** Multicollinearity Test Results  
Coefficient

<u>Collinearity Statistics</u>		
Model (Shape)	Tolerance	VIF
1 Organizational culture	.846	1.182
Motivation	.940	1.063
Career Development	.896	1.116

a. Infinite Variables: Performance



Table 4.2. shows that the tolerance points for the 3 variables are sequential, namely 0.86, 0.940 and 0.896, all three <1, and the VARIANCE points Inflation FACTOR 3rd variable, namely 1182, 1063 and 1116 three of < 10 to be taken the end result that there is no research data in parts of multicollinearity.

### Heteroscedasticity Experiment Results

The heteroscedasticity experiment intends to prove that in regression section there is a difference in variance from the residue of one prophecy to another. If the variance of the residual a definite prophecy to another prophecy, and said homoskedastisitas, presumably if not the same be said heteroskedastisitas with a view under this .

Table 4.3. Heteroscedasticity Experiment Results

Coefficient <sup>a</sup>						
Model	Non Standard		Standar		t	Sig.
	Coefficient		Coefficient			
	B	Error	Beta			
	Standard					
1 (Constant)	5.479	2.709		2.023		.049
Orgazitional Culture	.017	.033	.076	.505		.616
Motivation	-.076	.044	-.249	-1.735		.089
Career Development	-.047	.055	-.126	-.856		.396

a. Infinite Variable: abs\_res\_1

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Table 4.3 shows the asymmp.sig (2-sided) points for each variable, namely 0.616, 0.089 and 0.396 where the three independent variables have substantial points > 0.05 until the summation view completes the heteroscedasticity symptom of heteroscedasticity. That means there is no strong correspondence between the independent variables of the survey. Similar affrais can be shown in the heteroscedasticity list below :

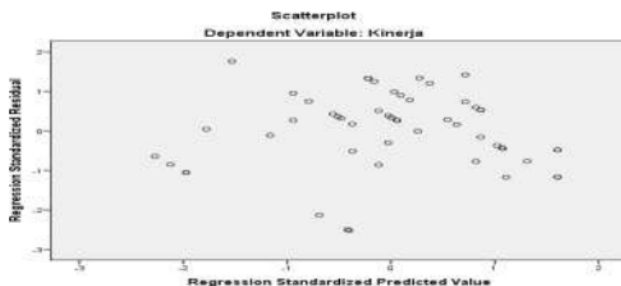


Figure 4.2. Heteroscedasticity Diagram



### Hypothesis Experiment Results

The hypothesis experiment uses multiple linear regression analysis in the form of the  $-F$  experiment as simultaneous and the  $t$ -test as partial with the following assumptions.

### Simultaneous F Test Results

Experiment F where he served as simultaneous made in order to catch it possible that all three variables are non-  $X_1$  (Culture Organization),  $X_2$  (Motivation to work) and  $X_3$  (Career development) outlining the substantial domination of the dependent variable  $Y$ .

**Table 4.4.** Simultaneous F Test Results  
ANOVA<sup>a</sup>

	Model	Amount	Df(Average Degree	Square Score	F	19 Sig.
	(Form)	from The Freedom box	Deviation			
				(Mean Square)		
1	Regression	204.441	3	68.147	31,895	.000 b
	Residual	102.559	48	2.137		
	Total		307,000	51		

a. Dependent variable: Employee performance

b. Predictors: (Constant ), Career development, Work motivation, Organizational culture.

Table 4.4 shows the  $F_{\text{count}}$  points = 31,895 and the significance point (p-value) is 0.000.  $F_{\text{table}}$  with points  $F_{\text{table}}$  will be worth 2.67 ( $N = 52$  or  $df = 48$ ), it can be found that  $F_{\text{count}}$  (31.895) is greater than  $F_{\text{table}}$  (2.56) and  $\text{sig-p}$  (0.000) which is less than 0.05, then we can get the three independent variables  $X_1$  (organizational culture),  $X_2$  (work motivation) and  $X_3$  (career development) as simultaneous so that it can fulfill significant dominance on the dependent variable  $Y$ .

### Partial t-Test Results

In order to capture the effects of each independent variable on the dependent variable  $Y$  (employee performance), a partial  $t$ -test will be carried out as shown in Table 4.5 :

Table 4.5. Partial t-Test Results

Coefficient <sup>a</sup>					
Model (Shape)	Coefficient		t	Sig.	
	Not Standard	Coefficient			
		Standard			
	B	Error			
		Beta			
		Standard			
		(Std.			
		Error)			
1 (Constant)	1,820	4.722		.386	.702
Organizational Culture	.394	.058	.613	6.756	.000
Motivation	.180	.076	.205	2,377	.021
Career Development	.299	.096	.274	3.112	.003

a. Dependent variable: Performance

### Interpretation

#### The Influence of Organizational Culture on Employee Performance (Y)

Table 4.5 shows the t-count value of X1 (Organizational culture) = 6.756 which has a significance (p-value) of 0.000. When compared with t-table (N = 93 or df = 90) which has a value 1.99 and sig-α 0.05, could result t-count X1 (6756) of meet the requirements for testing the hypotesis in the form if the t-count has a value greater than the t-table value and the p-value of the X1 variable (organizational culture) can partially shed the influence pf significance on the dependent variable Y.

#### The Effect of Work Motivation on Employee Performance (Y)

Table 4.5 shows that the t-count X2 (work motivation) is 2,377 with a substantial (p-value) of 0.021. If likened to t-points table (N = 52 or df = 48) as much as 2:01 and sig-α which amounted to 0.05 can be found that t-count X2 (2377) rely more than the value t-table (2:01) and p-value (0.021) which is less than 0.05. The conclusion of this analysis completes the qualification of the hypotesis experiment where if the t-count is greater than value in the t-table and the p-value is less than 0.05, it means that Ha is accepted or Ho is rejected. By because it can be taken the variable X2 (motivation to work) partially exposing significance on influence the dependent variable Y.

**Effect of Career Development on Employee Performance (Y)**

Table 4.5 shows that the  $t_{\text{count}}$  X3 (career development) = 3.112 has a significance value (p-value) of 0.003. When compared to the value of  $t_{\text{table}}$  (N = 52 or df = 48) in which the amount and value of sig- 2;01  $\alpha$  is 0.05, could result  $t_{\text{count}}$  X3 (3112) which value is greater than  $t_{\text{table}}$  namely (2.01) and p-value (0.003) which is less than 0.05. Therefore, the results of this analysis have met the requirements for testing the hypothesis in the form of if the  $t_{\text{count}}$  is greater than the  $t_{\text{table}}$  and the p-value is less than 0.05, then  $H_a$  is accepted  $H_o$  is rejected. So it can be concluded that the variable X3 (career development) partially explains the significant effect on the dependent variable Y.

**Experimental Results Determination of R**

To capture how much influence the independent variable has on the dependent variable Y (employee performance), an experiment of determination R is made with the following reaction :

**Table 4.6.** Experimental Result Determination of R

Model (Shape)	R	Koef. Determination (R Squared)	Adjusted R (Adjusted R Square)	Standard Error of Estimate (Std. Error of estimate)
1	.816 <sup>a</sup>	.666	.645	1.46172

a. Predictors : (constant), Career Development, Motivation, Organizational Culture

b. Dependent Variable: Performance

In Table 3.18 it can be seen that if the adjusted  $r^2$  point = 0.645, this activity means the amount of influence of the dependent variable Y (employee performance) as much as  $0.645 \times 100\% = 64.5\%$ .

That is, as much as 64.6% of employee performance variables can be explained by variables in the form of organizational culture and work motivation, then the rest (35.4%) is explained by various factors other the research factor.

**Regression Equation**

The regression equation can be aligned by considering the value of the calculated coefficients below :

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + a$$

$$Y = 1.820 + 0.394 X_1 + 0.180 X_2 + 0.299 X_3 + a$$

Interpretation :

1.  $Y = 1.820 + 0.394 X_1$

The equation showing that any increase in the organization's culture as much as 1 point, can elevates the performance of employees as much as  $Y = 1.820 + 0.394 = 2.2$  points. In other words, every increase in organizational culture can increase employee performance up to 2 times.

2.  $Y = 1.820 + 0.180 X_2$

This equation shows that every 1 point increase in work motivation can increase employee performance by  $1.820 + 0.180 = 2.1$  points. In other words, every increase in work motivation can increase employee performance up to 2.1 times.

3.  $Y = 1.820 + 0.299 X_3$

This equation shows that every 1 point increase in career development can increase employee performance by  $1.820 + 0.299 = 2.2$  points. In other words, every increase in career development can increase employee performance up to 2.2 times.

## Discussion

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### The Influence of Organizational Culture on Employee Performance

The result of the analysis show that organizational culture partially describes a significant influence on the performance of its employee. So, this is shown by the point  $t_{count} X_1$  (6756) more than the value that exist in  $t_{table}$  (2.01) and p-value of 0.000 is less than 0.05. This means that the better the organizational culture, the higher the employee's performance.

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In harmony with the survey belong to Wardani (2016) entitled "The Influence of Organizational Culture on Employee Performance (Study on Employee PT Karya Indah Buana Surabaya)" where the results obtained from the research that has been conducted by Waedani it prove if the integrity of the affect it significantly on Performance Employee with 4,989 sig.t points.

It can be concluded from the presentation of the result that have been compared previously if the organizational culture variable has a very significant impact and a good influence, and also the quality of work of these employees will continue to increase if the organizational culture is carried out properly.

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### The Effect of Work Motivation on Employee Performance

The result of the solution that have been carried out show that employees work motivation (work spirit) partially significantly influence the dependent variable Y. This condition is indicated by the  $t_{count} X_2$  (2.377) which is greater than  $t_{table}$  (2.01) and p-value (0.021) whose value is less than 0.05. This means that if the work enthusiasm (motivation) of the employee increases, the performance of the employees will continue to increase.

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The result of this survey are in line with the Santosa survey (2018) with the title "Analysis of the Effect of Work Motivation on Employee Performance at the Jatirasa Sub-District Office, Bekasi City" where the result of the

research show that work motivation has a significant influence on the performance of the Jatirasa Sun-District Office employees, Bekasi City.

The result of this survey are also in line with Rahsel's (2016) survey with the title "The Influence of Work Motivation on the Performance of Central Administrative Employee at Padjajaran University Bandung (Studies in the General Administration Section of UNPAD))", showing that work motivation will have a positive effect on the performance of its employees.

Giving the right motivation will encourage employees to want to do their best in carrying out the work they carry out. Because if a company is successful in achieving the desired goals, the company will be able to guarantee the interest of its employees. Based on this explanation, the element of motivation greatly affect the work performance of its employees. That way, individual goals or company goals that have been determined will be achieved.

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## The Effect of Career Development on Employee Performance

According to the analysis conducted previously the results obtained indicate that career development partially explains that there is a significant effect on the dependent variable Y. In this integrated points value  $t_{count} \times 3 (3112)$  of greater value than  $t_{table} (2.0)$  and p-value (0.003) less than 0.05. with these results, it shows that work motivation that continues to improve will shape employee performance which continues increase as well.

The result of this survey are in line with the Yudhistira survey (2018) entitled "The Influence of Career Development on Employee Performance through Organizational Commitment at PT. Infedia Solusi Humanika in Jakarta" where the survey opinion proves that career development will have a big influence on the performance of its employee.

The opinion of this survey is in line with Dewi's (2016) survey with the title "The Influence of Career Development on Employee Performance Through Meditation of Work Motivation at Karya Mas Art Gallery" where the survey assumption concludes that career development and motivation will positively and significantly affect performance. It's relationship between career development and the performance of these company.

It can be conclude if career development has a significant influence so that it can shape employee performance better and can improve the quality of employee performance in the company :

1. For Prima Indonesia University, it is hoped that the result of this research can contribute to the development of literature and can be used for future research.
2. For other research, it is recommended that they carry out similar research but use a wider scale and scope of research so that broader research results will be obtained.

## CONCLUSION

According to the assumption of data analysis that has been done previously related to the influence of organizational culture, work motivation, and also the existence of career development on the performance of employees of cosmetic products who work at PT. Deli Metropolitan, conclusions can be drawn in the form of :

1. Organizational culture partially suggests a substantial influence on employee work. With this it is recommended the value of t-count X1 (6.756) > t-table (2.01) and also the value of p-value (0.000) < 0.05.
2. Work motivation partially has a substantial effect on employee performance. It is hereby recommended by the value of t-count X2 (2.377) > t-table (2.01) and also the value of p-value (0.021) < 0.05.
3. Career development partially has a substantial effect on employee performance. It is hereby recommended by the value of t-count X3 (3.112) > t-table (2.01) and also the value of p-value (0.003) < 0.05.
4. Simultaneously, organizational culture, work motivation, and development career will have a substantial impact on performance employee. It is hereby recommended by points F-count (31.895) > (2.56) and also the value of sig-p (0.000) < 0.05.

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