

UDC 331

**ORGANIZATIONAL CULTURE, COMMITMENT, AND CAREER DEVELOPMENT'S
IMPACT ON PERFORMANCE: A STUDY ON THE REGIONAL AIDS COMMISSION
IN NABIRE REGENCY**

Manggo Beatrix Antoneta*

Department of Public Administration, Satya Wiyata Mandala Nabire University, Indonesia

Widodo Aris

Department of Development Economics, Satya Wiyata Mandala Nabire University, Indonesia

*E-mail: manggobeatrix.4575@gmail.com

ABSTRACT

This study aims to examine the influence of organizational culture, employee commitment, and career development on employee performance at the Regional AIDS Commission Office of Nabire Regency. The research method used was a survey with a purposive sampling technique, involving 111 respondents. Data were analyzed using descriptive and inferential analysis using multiple linear regression. The results showed that organizational culture (X1), employee commitment (X2), and career development (X3) had a significant effect on employee performance at the Nabire Regency Regional AIDS Commission Office. However, simultaneously the organizational culture factor (X1) has a more dominant influence on employee performance. This is supported by a multiple regression coefficient of 1.132 and a tcount of 9.723 at a significance level of 0.000 which is smaller than alpha (α) which is equal to 0.05. Thus, this study shows that it is important for organizations to pay attention to organizational culture factors in improving employee performance. This research contributes to the development of human resource management theory and provides practical implications for organizational managers in improving employee performance.

KEY WORDS

Organizational culture, employee commitment, career development, employee performance, AIDS Commission.

Human resource development is a necessity and a strategic step for every local government. An important substance of developing human resources in the face of regional autonomy and good governance is a change in paradigm, attitudes, values and behavior of government officials (Blind, 2007; Jebessa, 2016; Salam, 2021). In Law no. 32 of 2002 states that Regional Autonomy is the obligation of autonomous regions to regulate and manage the interests of the local community according to their own initiative based on the aspirations of the local community in accordance with statutory rules (Heberer, 2009). Autonomous government means having supremacy or dominance of power (supremacy of authority) or law (rule) which is fully implemented by those in power in the region (Agnew, 2005; Davies, W. 2014). While the concept of good governance in the government system has three important components in everyday life, namely:

On the other hand, performance is a complex part of human resource management. This is closely related to organizational culture in setting goals, targets, directions, coaching and evaluation (Yahya, 2002; London, 2002; Jayne, 2004; Jackson et al., 2011; Jerome, 2013; Albrecht et al., 2015). Employee performance in the organization is the ability to carry out tasks so that they are carried out with high quality, on time, accurately, and according to procedures.

Some of the principles of employee performance in an organization are as follows: a) the principle of participation, where employees/employees need to be given the opportunity to participate in setting goals to be achieved by the leader, b) the principle of communication, where the leader communicates everything related to business achievement of tasks with

clear information, c) the principle of recognizing the contribution of subordinates, in which the leader acknowledges that his subordinates have a stake in achieving goals, d) the principle of delegation of authority, in which the leader gives authority or authority to employees/employees to be able to make decisions at any time to the work he is doing, and e) the principle of giving attention, where the leader pays attention to what employees/employees want (Levin, 2009; Jerome, 2013; Lin, 2016; Mansour et al., 2018; Agrawal, 2019; Sulaiman et al., 2019).

A fact that cannot be denied is that performance coupled with low quality human resources often causes organizational management to not be optimal. These conditions require the performance of board members to be more professional in improving the quality of each member of the board in terms of organizational culture (Nieva, 2003; Cohen et al., 2003; Groene et al., 2010; Raharjo et al., 2018). However, in this study the focus was more on the performance factors of the board members, particularly in the organizational culture of the Nabire Regency Regional AIDS Commission Office.

Based on this phenomenon, the purpose of this study was to determine and analyze the influence of organizational culture factors on the performance of employees of the Nabire Regency Regional AIDS Commission Office.

METHODS OF RESEARCH

The objects used in this study were employees at the Nabire Regency Regional AIDS Commission Office. This study uses qualitative and quantitative data types with data sources which are primary data and secondary data. In this case, the primary data was obtained directly from the respondents through a questionnaire (list of questions) related to organizational culture on employee performance. Secondary data was obtained from data on the main tasks and functions of employees at the Nabire Regency Regional AIDS Commission Office and its management members as well as other published secondary data in the form of company performance reports.

The total population in this study was 111 people, all of whom were employees at the Nabire Regency Regional AIDS Commission Office. From the total population, it was determined that there were 77 people as samples from echelon II, III, IV and non-echelon. In this case, the sampling technique used is a proportionate stratified random sampling technique. Data collection was carried out directly through several techniques that were used appropriately and accurately, including through library research, observation, questionnaires and interviews.

After the data is collected, then the data is analyzed using descriptive qualitative and quantitative analysis methods. Descriptive data analysis was carried out by describing the data in the form of percentage tabulations. Meanwhile, quantitative data analysis is a parameter test by measuring sample data in nominal and ordinal form consisting of statistical analysis methods, testing of data collection tools, testing of linear regression model analysis tools and data analysis for hypothesis testing. Hypothesis testing using the F test, t test and analysis of the frequency distribution. Hypothesis testing uses the F test to test the effect of the independent variables simultaneously on the dependent variable. The steps in carrying out the F test by formulating a theoretical hypothesis (H_0) and a research hypothesis (H_a), namely:

- $H_0: \beta_1 = \beta_2 = \beta_3 = 0$, meaning that both organizational culture (X1), employee commitment (X2) and career development (X3) variables have no effect on employee performance (Y) at the Nabire Regency Regional AIDS Commission Office;
- $H_a : \beta_1 = \beta_2 = \beta_3 \neq 0$, meaning that the variables of organizational culture (X1), employee commitment (X2) and career development (X3) simultaneously affect employee performance (Y) at the Nabire Regency Regional AIDS Commission Office. Determine the significance level α (alpha) = 5% with degrees of freedom (k-1) and (nk) where n is the number of 86 observations and k is the number of variables as many as 4 variables with a two-tailed test. Comparing the value of F_{count} with F_{table} .

If $F_{count} < F_{table}$, it means that H_0 is accepted and H_a is rejected. Furthermore, if $F_{count} > F_{table}$, it means that H_0 is rejected and H_a is accepted.

Testing the second hypothesis using the t test, which is to see the effect of each independent variable on the dependent variable partially. The steps in conducting the t test are by formulating a theoretical hypothesis (H_0) and a research hypothesis (H_a), namely:

- $H_0: \beta_1, \beta_2, \beta_3 = 0$, meaning that both organizational culture (X1), employee commitment (X2) and career development (X3) partially have no significant effect on employee performance (Y) at the AIDS Commission Office Nabire Regency area;
- $H_a : \beta_1, \beta_2 \neq 0$, meaning that both organizational culture (X1), employee commitment (X2) and career development (X3) partially have a significant influence on employee performance (Y) at the Nabire Regency Regional AIDS Commission Office. To determine the significance level α (alpha) = 5% with degrees of freedom (nk-1) where n is 86 observations and k is the number of variables as many as 4 variables with a one-tailed test. Comparing t_{count} with t_{table} . If $t_{count} < t_{table}$, it means that H_0 is accepted and H_a is rejected. Furthermore, if $t_{count} > t_{table}$, then H_0 is rejected and H_a is accepted.

While the analysis of frequency distribution as a descriptive analysis tool is used in analyzing organizational culture (X) (independent variable) and employee performance (Y) at the Regional AIDS Commission Office of Nabire Regency Nabire Regency (dependent variable).

RESULTS AND DISCUSSION

The number of employees at the Nabire Regency Regional AIDS Commission Office based on education level can be described in table 1.

Table 1 – Condition of Employees Based on Education Level

No	Educational level	F	%
1	S2	2	3
2	S1	3	4
3	D3	24	31
4	high school	40	51
5	junior high school	6	8
6	SD	2	3
<i>Amount</i>		77	100

Source: Processed Data, 2009.

Condition of Employees by Gender

The condition of the number of employees at the Nabire Regency Regional AIDS Commission Office according to gender can be seen in Table 2.

Table 2 – Conditions of Employees Based on Gender

No	Gender	F	%
1	Man	42	
2	Woman	35	
<i>Amount</i>		77	100

Source: Processed Data, 2009.

The condition of the number of employees at the Nabire Regency Regional AIDS Commission Office according to years of service, can be seen in Table 3.

Frequency distribution analysis is a perceptual or predictive consideration to analyze each research variable, i.e. organizational culture (X1) as a variable (X = independent) effect on employee performance variable (Y = dependent variable) employee at the Office of the Regional AIDS Commission for Nabire Regency.

Table 3 – Conditions of Employees Based on Years of Service

No.	Years of service (Year)	F	(%)
1	>20	-	-
2	16 – 20	-	-
3	11 – 15	-	-
4	6-10	20	26
5	0 – 5	57	74
<i>Amount</i>		77	100

Source: Processed Data, 2009.

Table 4 – Frequency Distribution Analysis

Statistics			
		KinerjaPegawai	Budaya Organisasi
N	Valid	77	77
	Missing	0	0
Mean		3.2175	3.0057
Std. Error of Mean		.08298	.08400
Median		3.5000	2.7500
Mode		2.50	2.50
Std. Deviation		.72814	.73708
Variance		.530	.543
Skewness		.355	.267
Std. Error of Skewness		.274	.274
Kurtosis		-.960	-.765
Std. Error of Kurtosis		.541	.541
Range		2.50	3.00
Minimum		2.25	1.63
Maximum		4.75	4.63
Sum		247.75	231.44
Percentiles	10	2.4500	2.2000
	20	2.5000	2.5000
	25	2.5000	2.5000
	30	2.5000	2.5000
	40	2.7500	2.6300
	50	3.5000	2.7500
	60	3.5000	3.2500
	70	3.6500	3.4520
	75	3.7500	3.5000
	80	3.7500	3.8800
	90	4.2500	4.1300

Source: Processed Data, 2009.

In table 4, it can be explained that the results of the research analysis show that the number of respondents (N) who have valid data (legal for processing) is 77 employees at the Nabire Regency Regional AIDS Commission Office, while the missing data is zero. This means that all data has been processed in the frequency tabulation analysis. Meanwhile, the organizational culture variable (X1) at the Nabire Regency Regional AIDS Commission Office is an accumulation of question items, namely: innovation, accuracy, achievement of results, and work activities. The results of the descriptive analysis show that the average or mean value is 3.00 using a standard error of mean of 0.084 with a 95% confidence level. The median or midpoint indicates if the data is sorted and divided by the same value. This can be proven by the median number of 2.75, the maximum value is 4.63, the minimum value is 1.63 and the average ratio is 64.79% indicating that the respondents have a fairly high employee work ability. The standard deviation value of 0.737 indicates that the greater the standard deviation value, the more variable the organizational culture variable data is (Tepeci, 2002; Ooi, 2006; Vo, 2011; Basri et al., 2019). The Skweness Ratio is 0.267, this is in accordance with the guidelines, if the Skweness Ratio is between -2 to +2, it can be said that the data distribution is normal. While the position of the Kurtosis Ratio of -0.765 lies in the value -2 to +2, it is also concluded that the data distribution is also normal. Thus it can be

explained that the organizational culture (X1) at the Nabire Regency Regional AIDS Commission Office needs to pay attention to several things,

The instrument in each indicator for each variable in this study is standardized so that it can be said to be valid and reliable. If the results of the validity test (a condition that describes the level of the instrument in question is able to measure what is measured) and the reliability test (splitting the entire instrument into two equal parts) on the measuring instrument are positive and close to the value of 1 (one). To fulfill this purpose, before the data is processed and analyzed, it is first tested the data using the technique of testing the validity (test of validity) and testing of reliability (test of reliability) (Kimberlin, 2008; Jones, 2009; Cypress, 2017).

The validity test is used to determine the feasibility of research indicators and sub-indicators which are translated into a list of questions to define the dependent variable (Y = employee performance) and the independent variable (X1 = organizational culture) in Office of the Regional AIDS Commission for Nabire Regency. Testing the validity of each research instrument was carried out by calculating the product moment correlation coefficient by assessing the corrected item and total correlation (correlation > r-table). After the measuring instrument used in this study is declared valid, the next step is reliability testing. The test results with a total of 77 respondents, the r-table value can be obtained through df (degree of freedom): $77 - 1 = 76$, then the r-table at product moment $77 = 0.224$ at a significant level of 5%. For more details can be seen in table 5.

Table 5 – Result Test Validity Variable Research Corrected Item-Total Correlation

No.	Description	Value Decision	Conclusion
01.	Employee Performance (Y)	0.921 > 0.224	Valid
02.	Organizational Culture (X1)	0.974 > 0.224	Valid

Source: Data Processing Results, 2009.

The results of the analysis in table 5 show that all the questions on the research variables can be used and meet the validity requirements.

Testing the reliability of research variable instruments using the Cronbach's Alpha technique internal consistency method. This is because this model only requires one test, and the problems arising from repeated tests can be avoided. Based on the results of testing the reliability of this research instrument, the value of α (alpha) was $0.97 > 0.70$, at a significance level of $p = 0.000 < \alpha = 0.05$, so it can be said that the instrument used is reliable.

After the results of testing the research instrument meet the valid and reliable criteria, the next step is to test the linear regression model analysis tool. The steps to analyze the data related to this model will be developed by an estimating equation (regression equation), which is a formula that looks for the value of the dependent variable from the known value of the independent variable.

To find out whether the independent variables are linearly correlated or not with the dependent variable, the test is carried out by comparing the significance level of the deviation of linearity with the significance level of linearity at the 5% alpha level ($\alpha = 0.05$). Based on the results of the independent variable (X) linearity test on the dependent variable (Y), it can be summarized in table 6 as follows:

Table 6 – Linearity Test Results

Variable Independent	F level of significance		Coefficient	
	Linearity	Deviation from Linearity	Correlation (r)	Determination (R ²)
X1	0.000	0.000	0.863	0.745

Source: Processing Results, 2009.

Based on table 6 above, it can be seen that the linear relationship between the independent variables and the dependent variable fulfills the assumption of linearity if the linearity significance is less than df 3 ; 77, ttable 2.008 ($\alpha = 0.05$) and ttable 2.640 ($\alpha = 0.01$)

at a significant level $p = 0.000$. This means that the results of the linearity test in the table above show that the independent variable does not deviate from the assumption of linearity at $\alpha = 0.05$, which is indicated by the significance of linearity $p = 0.000 < \alpha = 0.05$ for the independent variable organizational culture (X1).

It can be concluded that all independent variables in the regression equation are linear or fulfill the assumption of linearity. (Ray et al., 2004; Rosen-Grandon et al., 2004; Ojala, 2007; Carrasco et al., 2008; Hanmer, 2013; Suchyadi, 2018) This is also supported by the closeness of the correlation between the independent variables and the dependent variable as follows: the correlation coefficient (r) for employee performance (Y) on organizational culture (X1) is 0.863 which is very strong at Office of the Regional AIDS Commission for Nabire Regency. As for the accuracy of the regression line of each independent variable on the dependent variable, it is shown by the coefficient of determination (R²) of employee performance (Y) on organizational culture (X1) of 0.745. This situation shows that the position of every civil servant at Office of the Regional AIDS Commission for Nabire Regency must understand: 1) important work functions and have expectations to be carried out, especially in community service systems, 2) always think about how the work carried out can contribute to the institution, and 3) carry out education, training, and work experience programs in the use of methods - quality and appropriate methods in providing feedback (feed back) regarding work performance.

Hypothesis testing is one of the goals that will be proven in this study. Assuming that organizational culture (X1) has an effect on employee performance (Y) on Office of the Regional AIDS Commission for Nabire Regency.

The results of testing by partial test in this study is that organizational culture (X1) has a significant effect on productivity employee on Nabire Regency Regional AIDS Commission Office, shows that b Organizational culture (X1) has a positive value t count of 9.723 > t table 2.008 $\alpha = 0.05$ indicating that the higher the organizational culture, the higher performance employee on Office of the Regional AIDS Commission for Nabire Regency.

Based on the results of the discussion above, it can be said that this study succeeded in proving the research hypothesis as follows:

- accept the first hypothesis (Ha1), where conjecture that simultaneously organizational culture factor (X1) has a significant effect on performance employee on Office of the Regional AIDS Commission for Nabire Regency;
- Accept the second hypothesis (Ha2), which suspects that partially organizational culture factors (X1) t count 9,723, have a dominant effect on performance employee at the Office of the Regional AIDS Commission for Nabire Regency.

DISCUSSION OF RESULTS

With an increase in education, it is hoped that there will be awareness among employees at the Nabire Regency Regional AIDS Commission Office yapurato be able to control oneself and be able to show a high mental and moral attitude in carrying out their duties and responsibilities effectively. The application of employee education can regulate the desire and awareness to comply with regulations, work procedures, and social norms (Billett, 2004; Baumeister et al., 2006; Hadwin, 2011; Raufflet et al., 2014; Afhami, 2021).

The level of education possessed by each employee at the Nabire Regency Regional AIDS Commission Office in managing empowerment funds can be supported by a positive contribution to work (creative, imaginative, and innovative), and having the power to realize their potential.

Its application will have a positive impact on the performance of employees at the Nabire Regency Regional AIDS Commission Office in managing empowerment funds, including: 1) achieving the programmed targets, 2) being able to build strength to solve any problems that arise in the implementation of work evaluations, and 3) the management process is consciously included in corporate planning which is carried out periodically, directed and programmed.

CONCLUSION

Based on the results of the descriptive and inferential analyzes that have been carried out on all variables organizational culture (X1), employee commitment (X2), and career development (X3) have a significant effect on performance employee on Office of the Regional AIDS Commission for Nabire Regency. Then it can be concluded that the results of the analysis of the test are statistics show that simultaneously organizational culture factors (X1) has a more dominant influence on the Office of the Regional AIDS Commission for Nabire Regency. This is evidenced by the multiple regression coefficient of 1,132 and a tcount of 9.723 at a significance level of 0.000 which is less than alpha (α) equal to 0.05.

REFERENCES

1. Afhami, S. (2021). Role of legal consultants education on corporate social responsibility and social impact. *Journal of Social Studies Education Research*, 12(2), 152-179.
2. Agnew, J. (2005). Sovereignty regimes: Territoriality and state authority in contemporary world politics. *Annals of the association of American geographers*, 95(2), 437-461.
3. Agrawal, N. M. (2019). Modeling Deming's quality principles to improve performance using interpretive structural modeling and MICMAC analysis. *International Journal of Quality & Reliability Management*.
4. Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2015). Employee engagement, human resource management practices and competitive advantage: An integrated approach. *Journal of Organizational Effectiveness: People and Performance*.
5. Basri, T. H., Muda, I., & Lumbanraja, P. (2019). The Effect of Professionalism, Organizational Culture, Leadership Style, Independence Auditors on Auditor Performance with Intelligence Spiritual as a Variable Moderating on Office Public Accountants in Medan. *International Journal of Research and Review (IJRR)*, 6, 163-179.
6. Baumeister, R. F., Gailliot, M., DeWall, C. N., & Oaten, M. (2006). Self-regulation and personality: How interventions increase regulatory success, and how depletion moderates the effects of traits on behavior. *Journal of personality*, 74(6), 1773-1802.
7. Billett, S. (2004). Workplace participatory practices: Conceptualising workplaces as learning environments. *Journal of workplace learning*, 16(6), 312-324.
8. Blind, P. K. (2007, June). Building trust in government in the twenty-first century: Review of literature and emerging issues. In 7th global forum on reinventing government building trust in government (Vol. 2007, pp. 26-29). Vienna: UNDESA.
9. Carrasco, J. A., Miller, E. J., & Wellman, B. (2008). How far and with whom do people socialize? Empirical evidence about distance between social network members. *Transportation Research Record*, 2076(1), 114-122.
10. Cohen, M. M., Eustis, M. A., & Gribbins, R. E. (2003). Changing the culture of patient safety: leadership's role in health care quality improvement. *The Joint Commission Journal on Quality and Safety*, 29(7), 329-335.
11. Cypress, B. S. (2017). Rigor or reliability and validity in qualitative research: Perspectives, strategies, reconceptualization, and recommendations. *Dimensions of critical care nursing*, 36(4), 253-263.
12. Davies, W. (2014). The limits of neoliberalism: Authority, sovereignty and the logic of competition. *The Limits of Neoliberalism*, 1-240.
13. Groene, O., Klazinga, N., Wagner, C., Arah, O. A., Thompson, A., Bruneau, C., ... & DUQuE Research Project. (2010). Investigating organizational quality improvement systems, patient empowerment, organizational culture, professional involvement and the quality of care in European hospitals: the'Deepening our Understanding of Quality Improvement in Europe (DUQuE)'project. *BMC health services research*, 10, 1-10.
14. Hadwin, A., & Oshige, M. (2011). Self-regulation, coregulation, and socially shared regulation: Exploring perspectives of social in self-regulated learning theory. *Teachers College Record*, 113(2), 240-264.

15. Hanmer, M. J., & Ozan Kalkan, K. (2013). Behind the curve: Clarifying the best approach to calculating predicted probabilities and marginal effects from limited dependent variable models. *American Journal of Political Science*, 57(1), 263-277.
16. Heberer, T. (2009). Evolvement of citizenship in urban China or authoritarian communitarianism? Neighborhood development, community participation, and autonomy. *Journal of Contemporary China*, 18(61), 491-515.
17. Jackson, S. E., Renwick, D. W., Jabbour, C. J., & Muller-Camen, M. (2011). State-of-the-art and future directions for green human resource management: Introduction to the special issue. *German Journal of Human Resource Management*, 25(2), 99-116.
18. Jayne, M. E., & Dipboye, R. L. (2004). Leveraging diversity to improve business performance: Research findings and recommendations for organizations. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 43(4), 409-424.
19. Jebessa, K. D. (2016). Decentralization of power and local good governance in Ethiopian federal system: A look at two decades experiment. *Urban and Regional Planning*, 1(3), 45-58.
20. Jerome, N. (2013). Application of the Maslow's hierarchy of need theory; impacts and implications on organizational culture, human resource and employee's performance. *International journal of business and management invention*, 2(3), 39-45.
21. Jerome, N. (2013). Application of the Maslow's hierarchy of need theory; impacts and implications on organizational culture, human resource and employee's performance. *International journal of business and management invention*, 2(3), 39-45.
22. Jones, P. W., Harding, G., Berry, P., Wiklund, I., Chen, W. H., & Leidy, N. K. (2009). Development and first validation of the COPD Assessment Test. *European Respiratory Journal*, 34(3), 648-654.
23. Kimberlin, C. L., & Winterstein, A. G. (2008). Validity and reliability of measurement instruments used in research. *American journal of health-system pharmacy*, 65(23), 2276-2284.
24. Levin, I., & Gottlieb, J. Z. (2009). Realigning Organization Culture for Optimal Performance: Six principles & eight practices. *Organization development journal*, 27(4).
25. Lin, Y., & Orvis, B. (2016). Principles of management efficiency and organizational inefficiency. *Kybernetes*, 45(8), 1308-1322.
26. London, M., & Smither, J. W. (2002). Feedback orientation, feedback culture, and the longitudinal performance management process. *Human Resource Management Review*, 12(1), 81-100.
27. Mansour, H., Aziz, W., & Said, E. L. (2018). Influence of quality management principles on employees' performance in first class hotels: a research in Alexandria City. *International Journal of Heritage, Tourism and Hospitality*, 12(2), 442-461.
28. Nieva, V. F., & Sorra, J. (2003). Safety culture assessment: a tool for improving patient safety in healthcare organizations. *BMJ quality & safety*, 12(suppl 2), ii17-ii23.
29. Ojala, A., & Tyrväinen, P. (2007). Market entry and priority of small and medium-sized enterprises in the software industry: An empirical analysis of cultural distance, geographic distance, and market size. *Journal of International Marketing*, 15(3), 123-149.
30. Ooi, K. B., & Arumugam, V. (2006). The influence of corporate culture on organizational commitment: case study of semiconductor organizations in Malaysia. *Sunway Academic Journal*, 3, 99-115.
31. Raharjo, K., Nurjannah, N., Solimun, S., & Fernandes, A. A. R. (2018). The influence of organizational culture and job design on job commitment and human resource performance. *Journal of Organizational Change Management*.
32. Raufflet, E., Cruz, L. B., & Bres, L. (2014). An assessment of corporate social responsibility practices in the mining and oil and gas industries. *Journal of Cleaner production*, 84, 256-270.

33. Ray, G., Barney, J. B., & Muhanna, W. A. (2004). Capabilities, business processes, and competitive advantage: choosing the dependent variable in empirical tests of the resource-based view. *Strategic management journal*, 25(1), 23-37.
34. Rosen-Grandon, J. R., Myers, J. E., & Hattie, J. A. (2004). The relationship between marital characteristics, marital interaction processes, and marital satisfaction. *Journal of counseling & Development*, 82(1), 58-68.
35. Salam, R. (2021). The Implementation of Good Governance with a View to Improving the Competence of State Civil Apparatus in the Regional Government. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 4(1), 1198-1206.
36. Suchyadi, Y. (2018). Relationship between principal supervision in increasing the job satisfaction of private junior high school teachers in east Bogor district. *JHSS (Journal of Humanities and Social Studies)*, 2(1), 26-29.
37. Sulaiman, S., Nizam, A., Farid, F., Kesuma, T. M., Madjid, I., & Siregar, R. (2019, January). The role of good government governance principles in enhancing the performance of public organization in Aceh, Indonesia. In *1st Aceh Global Conference (AGC 2018)* (pp. 731-738). Atlantis Press.
38. Tepeci, M., & Bartlett, A. B. (2002). The hospitality industry culture profile: a measure of individual values, organizational culture, and person–organization fit as predictors of job satisfaction and behavioral intentions. *International journal of hospitality management*, 21(2), 151-170.
39. Vo, T. Q., & Nguyen, D. K. (2011). Corporate ownership structure and organizational culture in a transition economy: The case of Vietnam. *International Journal of Economics and Finance*, 3(4), 36-47.
40. Yahya, S., & Goh, W. K. (2002). Managing human resources toward achieving knowledge management. *Journal of knowledge management*, 6(5), 457-468.