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The Influence of Organizational Culture and Personality on the Performance of Wahana Kalpika Jakarta Cooperative Microtrans Drivers with Job Satisfaction as an Intervening Variable

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ABSTRACT

This study aims to analyze the influence of organizational culture and personality on the performance of Mikrotrans drivers, with job satisfaction as an intervening variable, at the Wahana Kalpika Cooperative in Jakarta. The approach used is quantitative with a survey method. The sampling technique used simple random sampling, with a research sample of 330 Mikrotrans KWK drivers in East Jakarta, considered representative of the population. Data was collected thru questionnaires and analyzed using SmartPLS software version 4 with the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method. The research results indicate that organizational culture and personality have a positive and significant impact on driver performance. Job satisfaction has a positive but non-significant effect on performance. Additionally, organizational culture has a positive and significant effect on job satisfaction, while personality has a positive but non-significant effect on job satisfaction. Indirectly, organizational culture significantly affects performance thru job satisfaction, while personality does not show a significant mediating effect thru job satisfaction.

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1. INTRODUCTION

The development of an integrated urban public transportation system requires not only infrastructure and technological readiness, but also the quality of human resources (HR) as the main service providers. In the context of micro-transportation in Jakarta, Mikrotrans drivers who are part of the JakLingko system play a strategic role in ensuring the safety, punctuality, and satisfaction of service users. Driver performance is a key indicator of the success of public transportation services because it is directly related to service quality and the image of the transportation provider [24].

However, in practice, the performance of Mikrotrans drivers still faces various challenges. The high operational demands, long working hours, and intensive interaction with passengers are often not

matched by an adequate human resource management system. These conditions have the potential to decrease work motivation, increase fatigue, and impact the quality of service. The decline in driver performance not only affects operational effectiveness but also impacts public satisfaction and the sustainability of public transportation integration programs.

This phenomenon is reflected in the conditions of Mikrotrans drivers at the Wahana Kalpika Cooperative (KWK) in Jakarta, which show an uneven distribution of routes, minimal performance feedback, and a suboptimal system for evaluating and training drivers. This condition has contributed to the high driver turnover rate in recent years. Data shows that the turnover rate of KWK drivers is above the recommended normal limit of 10% per year, indicating low organizational commitment and job satisfaction among drivers [26]. High turnover not only increases the organization's operational costs but also disrupts the stability of public transportation services.

Additionally, the decline in driver performance also impacts public satisfaction levels. The Community Satisfaction Index (IKM) for Mikrotrans KWK services shows that some operational units have not been able to achieve the set targets. This indicates that sub-optimal driver performance has a direct impact on users' perception and satisfaction with transportation services. In the public service sector, individual performance is a crucial determinant in building public trust and loyalty.

Driver performance is not inherently independent; rather, it is influenced by various psychological and organizational factors. Organizational culture is one of the important factors that shapes work behavior patterns, attitudes toward rules, and commitment to service quality. A strong, transparent, and participatory organizational culture can foster employee engagement and improve motivation and performance [7]. Conversely, an uncondusive work culture tends to decrease productivity and job satisfaction.

Beside organizational culture, individual personality also plays a significant role in determining driver performance. Personality reflects relatively stable patterns of thinking, attitudes, and behavior, which influence how individuals cope with work stress, interact with passengers, and adhere to operational standards. A personality characterized by conscientiousness, emotional stability, and openness to experience will support more professional and adaptive performance [15].

Another equally important factor is job satisfaction. Job satisfaction reflects the extent to which individuals feel satisfied with their work, work environment, compensation system, and interpersonal relationships within the organization. Employees with high job satisfaction tend to show better performance, stronger loyalty, and lower turnover intention [19]. Job satisfaction is viewed not only as an outcome variable, but also as a psychological mechanism that mediates the influence of organizational culture and personality on performance.

Based on these empirical conditions and theoretical studies, research on the influence of organizational culture and personality on driver performance with job satisfaction as an intervening variable is relevant to conduct. This research is expected to provide a more comprehensive understanding of the factors influencing the performance of Mikrotrans drivers at the Wahana Kalpika Cooperative in Jakarta. The research findings are expected to serve as a basis for public transportation managers in formulating more effective, sustainable, and people-oriented human resource management policies aimed at improving service quality for the public.

2. METHOD

This research uses a quantitative approach with descriptive and explanatory research designs. The quantitative approach was chosen because this study aims to test the causal relationship between variables that have been theoretically formulated thru numerical data measurement and statistical analysis. The descriptive design was used to describe the characteristics of the research variables as they exist in the field, while the explanatory design was used to explain the influence of organizational culture and personality on job satisfaction and its implications for driver performance.

This research was conducted at the Wahana Kalpika Cooperative (KWK) located in East Jakarta. The location was chosen based on the consideration that East Jakarta has the highest number of KWK Mikrotrans drivers compared to other administrative regions in DKI Jakarta, making it representative of the study population's conditions. The research will be conducted over six months, from February to August 2025, and will include preparation, data collection, data processing, and the preparation of the research report.

The population includes all elements that are intended to be studied or analyzed, so that the research results can be generalized to the entire group [21]. The population in this study consists of all Mikrotrans drivers who are members of the Wahana Kalpika Cooperative (KWK) in the DKI Jakarta area.

Table 1. Total of KWK Mikrotrans Driver Population
By Administrative City of DKI Jakarta

No	Administrative City	Total of Drivers
1	Central Jakarta	249
2	East Jakarta	330
3	South Jakarta	284
4	West Jakarta	310
5	North Jakarta	262
Total		1.435

Based on data from the DKI Jakarta Transportation Agency in 2024, the total population of KWK Mikrotrans drivers is recorded at 1,435 people. The research sample is focused on KWK Mikrotrans drivers operating in East Jakarta, with a population of 330 people.

A sample is a portion of the total individuals or objects in a population selected to represent the general characteristics of that population [21]. The sample size was determined using Slovin's formula with a 5% margin of error. Based on this calculation, the sample size obtained was 181 respondents. The sampling technique used was simple random sampling, which is a random sampling technique where every member of the population has an equal chance of being selected as a respondent.

This research uses two types of data: primary and secondary data. Primary data was obtained directly from respondents thru the distribution of structured questionnaires containing statements related to organizational culture, personality, job satisfaction, and performance variables. Secondary data was obtained from various supporting sources such as textbooks, scientific journals, reports from relevant agencies, and official documents relevant to the research topic.

The data collection technique in this study was carried out using a closed questionnaire with a five-point Likert scale. This scale was used to measure the respondents' level of agreement with each statement presented. The use of closed-ended questionnaires was chosen because it can improve the efficiency of data collection and simplify the process of quantitative data processing and analysis.

The data analysis technique used in this study is Partial Least Squares–Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS software. The PLS-SEM method was chosen because it can simultaneously analyze the relationships between latent variables and does not require normal data distribution [4].

Data analysis was conducted in two main stages: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model). Outer model evaluation included testing for convergent validity, discriminant validity, and construct reliability. Inner model evaluation was performed by examining the path coefficient values, the coefficient of determination (R^2) values, and the significance of the relationships between variables.

Next, hypothesis testing was conducted to determine the direct and indirect effects between the research variables. The criteria for hypothesis testing are based on the t-statistic value and the p-value. According to Ghazali & Latan [5], a hypothesis is accepted if the t-statistic value is greater than 1.96 and the p-value is less than 0.05 at a 5% significance level. The results of the hypothesis testing are then used as the basis for drawing conclusions and discussing the research findings.

3. RESULT AND DISCUSSION

3.1 The Direct Influence of Organizational Culture on the Performance of Microtrans Drivers in DKI Jakarta

The test results show an original sample (O) value of 0.476, a t-statistic of 8.871, and a p-value of 0.000, which means Organizational Culture has a positive and significant influence on the performance of Mikrotrans drivers. This finding indicates that the stronger the values, norms, and work rules implemented at Wahana Kalpika Cooperative, the more optimal the work behavior and service quality displayed by the drivers. A good organizational culture fosters discipline, adherence to operational standards, effective communication, and a sense of responsibility toward public service. Thus, the results of this study confirm that work culture not only influences individual behavior but also serves as the foundation for overall operational performance improvement.

Theoretically, these findings align with the opinion of Robbins and Judge [15], who stated that organizational culture serves as a shared system of meaning that shapes the behavior of members in the work context. Luthans [9] explains that a strong culture fosters commitment, clarity of purpose, and cohesion, which impacts improved performance.

Sedarmayanti [18] also emphasizes that organizational culture has a direct relationship with performance effectiveness, as the work values adopted by the organization will determine the quality of employe work behavior, patterns of interaction between individuals, and the quality of service provided to service users. A strong and positive organizational culture will foster disciplined, responsible, and performance-oriented work attitudes, indirectly contributing to increased productivity and overall organizational performance quality. A healthy work culture will promote discipline, boost work ethic, and strengthen employees' professionalism. This condition ultimately has a direct impact on improving the quality and quantity of individual work output, as employees are encouraged to work more purposefully, responsibly, and consistently in achieving the performance targets set by the organization.

The findings of this study are consistent with empirical evidence from previous research. Sari and Abdullah [16] proved that organizational culture significantly influences employe performance, particularly by strengthening goal-oriented work behavior, improving inter-employee coordination, and creating more effective and efficient work patterns to achieve organizational goals. Situmorang et al.'s [20] research shows that the stronger the organizational values and norms, the higher the level of employe productivity and adherence to work procedures.

3.2 The Direct Influence of Driver Personality on Microtrans Driver Performance in DKI Jakarta

The test results show an original sample (O) value of 0.391, a t-statistic of 4.988, and a p-value of 0.000, thus proving that personality has a positive and significant effect on the performance of Mikrotrans drivers. Thus, hypothesis 2 is accepted. This finding explains that personality aspects such as discipline, sense of responsibility, emotional control, the ability to interact with passengers, and the tendency to work professionally are internal factors that determine the quality of performance. Drivers with stable, consistent characters and the ability to manage pressure tend to show better work performance, including adherence to SOPs, providing courteous service, and maintaining safe driving

practices. This finding confirms that personality is not just a psychological attribute, but a fundamental element influencing daily work behavior.

Robbins and Judge [15] stated that personality is a relatively stable pattern of traits that influences how a person responds to work situations, thus having a direct impact on performance. According to Luthans [9], personality plays an important role in determining productive work behavior, particularly thru the dimensions of conscientiousness, emotional stability, and agreeableness.

Strong personal character is an important predictor of performance, especially in jobs that require social interaction, such as transportation services. Rivai [14] also revealed that a positive personality creates internal motivation capable of improving work quality. Meanwhile, Mangkunegara [10] stated that personality directly contributes to work effectiveness because individual traits determine the accuracy of actions and the consistency of behavior in carrying out tasks.

The findings of this study are also consistent with the results of previous studies. Suharyat [22] found that personality significantly influences employe performance, particularly thru the dimensions of discipline and emotional stability, which can enhance the ability to cope with work stress. Research by Fitriana and Nasution [3] shows that a good personality promotes productive work behavior and adherence to organizational standards, thus impacting improved performance quality.

3.3 The Direct Influence of Organizational Culture on Job Satisfaction of Mikrotrans Drivers in DKI Jakarta

The test results show an original sample (O) value of 0.290, a t-statistic of 3.094, and a p-value of 0.002, thus proving that organizational culture has a positive and significant influence on the job satisfaction of Mikrotrans drivers. Therefore, hypothesis 4 is accepted. These findings indicate that a conducive work environment, structured work values, and good interpersonal relationships within an organization make a significant contribution to drivers' job satisfaction. When a work culture promotes openness, role clarity, and inter-member support, drivers tend to feel comfortable, valued, and more motivated in their daily tasks. A healthy culture creates a positive work environment that fosters a sense of belonging and loyalty to the organization.

Theoretically, this result aligns with the views of Robbins and Judge [15], who explain that a strong organizational culture shapes positive perceptions of the work environment, thereby increasing employe job satisfaction. According to Luthans [9], organizational culture influences attitudes and behaviors, including satisfaction, because shared values create consistency in work interactions.

An adaptive organizational culture can create a better work experience, leading to increased psychological satisfaction. A culture that emphasizes social support, clear rules, and internal recognition plays a crucial role in creating satisfying working conditions. Additionally, a good organizational culture provides certainty in work, creates a sense of security, and increases employe job satisfaction levels.

This finding is supported by previous empirical research. Wulandari and Erdiansyah's study [25] found that organizational culture has a significant influence on job satisfaction because shared work values can create psychological comfort for employes. Kosvera's research [8] also showed that a strong organizational culture can increase job satisfaction thru a harmonious work environment and clear work structure. Additionally, research by Rahmania [13] proves that a good organizational culture directly contributes to increased job satisfaction, especially in the service sector, which requires regular interaction among organizational members.

3.4 The Direct Influence of Driver Personality on Job Satisfaction of Mikrotrans Drivers in DKI Jakarta

The test results show an original sample (O) value of 0.106, a t-statistic of 0.941, and a p-value of 0.347, indicating that Personality has a positive but non-significant effect on the job satisfaction of Mikrotrans drivers because the p-value is > 0.05 . Thus, hypothesis 5 is accepted. This finding indicates that personal characteristics such as discipline, assertiveness, friendliness, and emotional stability have not yet made a significant direct contribution to drivers' job satisfaction levels. When working conditions are more influenced by organizational structural factors, operational systems, fleet management policies, and the social environment within the cooperative, individual personality tends to play a less significant role in determining whether drivers are satisfied with their jobs. In other words, while personality can influence how drivers perform tasks, it doesn't automatically increase satisfaction unless situational factors are supportive.

Theoretically, these results are consistent with the views of Robbins and Judge [15], who stated that personality is not always directly related to job satisfaction because situational factors often have a more dominant influence. Luthans [9] explains that job satisfaction is an affective response to the work environment, so external conditions such as supervision, compensation, and organizational culture play a more significant role than individual characteristics.

Work experience is largely shaped by organizational values and prevailing systems, not solely by personal character. Job satisfaction is greatly influenced by work structure, interpersonal relationships, and organizational climate. Job satisfaction is more likely to arise when working conditions meet employee expectations, rather than due to variations in individual character.

This finding is also supported by the results of empirical research. Farida's study [2] found that personality did not significantly affect job satisfaction because work environment factors and reward systems were more decisive in employees' perceptions of satisfaction. Utami and Fadillah's research [23] showed that personality only influenced work behavior, but not satisfaction when the organizational structure was less supportive of employee comfort.

Additionally, Dewi's research [1] proves that the influence of personality on job satisfaction becomes weak in jobs with operational pressure, strict rules, and high external interaction, conditions also experienced by public transportation drivers.

3.5 The Direct Influence of Job Satisfaction on Mikrotrans Driver Performance in DKI Jakarta

The test results show an original sample (O) value of 0.074, a t-statistic of 0.549, and a p-value of 0.583, indicating that job satisfaction has a positive but non-significant effect on Mikrotrans driver performance because the p-value is > 0.05 . Thus, hypothesis 3 is accepted. This finding indicates that although drivers feel comfortable, are quite satisfied, and have no significant complaints about their jobs, this condition does not correlate directly with improved work performance. In direct service-based jobs like Mikrotrans drivers, operational factors such as vehicle condition, passenger flow, time pressure, travel routes, and cooperative policies often determine performance more than psychological satisfaction. In other words, the job satisfaction felt by drivers has not yet become the main driver for improving effectiveness, productivity, or the quality of service provided.

Theoretically, these findings align with Robbins and Judge's [15] explanation that the relationship between satisfaction and performance is not automatic because performance is heavily influenced by organizational support, work facilities, and workload. According to Luthans [9], job satisfaction is an affective attitude toward work, while performance requires situational conditions that allow individuals to demonstrate their best abilities. Performance behavior is more influenced by task structure, job rules, and control systems than by emotional aspects such as satisfaction. Performance is influenced by factors such as motivation, ability, and workplace support, so satisfaction does not always lead to high work output. Performance is more closely related to discipline, competence, and incentives, not just a feeling of satisfaction.

This finding is consistent with various empirical studies. Rahardjo's study [12] shows that job satisfaction does not have a significant impact on performance in jobs with high operational demands, as performance is more dependent on daily working conditions. Sari and Nugroho's [17] research found that in the transportation and public service sectors, job satisfaction does not always improve performance due to external variables such as route pressure, customer characteristics, and operational policies. The relationship between job satisfaction and performance weakens when work is highly regulated by systems, SOPs, and operational targets, leaving individuals with little room to demonstrate performance variation based on feelings of satisfaction.

3.6 The Indirect Influence of Organizational Culture on Mikrotrans Driver Performance Thru Job Satisfaction

The test results show an original sample (O) value of 0.235, a t-statistic of 2.557, and a p-value of 0.008, thus Organizational Culture is proven to have an indirect effect on performance thru Job Satisfaction. Because the p-value is < 0.05 , hypothesis 6 is accepted. This finding indicates that a strong organizational culture is capable of increasing job satisfaction, and ultimately, some of this increased satisfaction drives the performance of Mikrotrans drivers. In other words, a supportive work culture, clear shared values, and a positive organizational climate create psychological comfort for drivers, which in turn impacts work quality. Nevertheless, this indirect effect remains smaller than the direct influence of organizational culture on performance, making organizational culture the primary factor in shaping drivers' overall work performance.

Theoretically, these results are relevant to the views of Robbins and Judge [15], who explain that a strong organizational culture builds positive attitudes toward work and creates conditions that support performance thru increased satisfaction. Luthans [9] asserts that job satisfaction is one of the mediating mechanisms that can strengthen the influence of organizational values on performance. Organizational culture determines the daily work experience, so individuals who are psychologically comfortable tend to show better performance responses. A conducive work climate increases satisfaction, thereby influencing employees' productive behavior. A positive work culture creates a sense of security, engagement, and loyalty, all of which are the foundation for increased satisfaction and performance.

This result aligns with empirical research confirming the indirect influence of organizational culture on performance thru job satisfaction. Setiawan's [19] research indicates that job satisfaction acts as a mediator in the relationship between organizational culture and employee performance in the service sector. A strong work culture increases satisfaction, which in turn contributes to improved performance.

3.7 The Indirect Influence of Personality on Mikrotrans Driver Performance Thru Job Satisfaction

The test results show an original sample (O) value of 0.029, a t-statistic of 0.499, and a p-value of 0.618, therefore p-value > 0.05 . Thus, there is a non-significant indirect positive effect of personality on performance thru Job Satisfaction, and hypothesis 7 is accepted. This finding suggests that even if a driver possesses positive characteristics such as emotional stability, discipline, and responsibility, these traits do not automatically increase their job satisfaction. Since job satisfaction does not increase significantly due to personality, it is also unable to serve as a mediating path bridging the relationship between personality and driver performance. In the context of operational jobs like Mikrotrans drivers, external factors such as work rules, field conditions, incentive systems, and work relationships are proving to be more dominant in shaping satisfaction than individual personality factors.

Theoretically, these findings align with Robbins and Judge [15], who explain that personality does influence behavior, but it is not always directly related to job satisfaction, especially in jobs that

are highly dependent on external situations. Luthans [9] also stated that the contribution of personality to job satisfaction is relative and is often influenced by contextual factors of the job. Job satisfaction is more influenced by daily work experience and organizational dynamics than by personal characteristics. Additionally, situational variables such as workload, supervisory system, and work environment have a greater influence on satisfaction than personality. Job satisfaction is determined by structural factors such as compensation, working conditions, and work relationships, not by individual character.

This finding is supported by various empirical studies. Sari's research [17] shows that personality has no significant influence on job satisfaction in routine and procedural jobs. Similar results were shown by Hendrawan and Dewi [6], who found that the relationship between personality and performance was not mediated by job satisfaction because satisfaction was more influenced by organizational conditions. Additionally, Putra's study [11] confirmed that job satisfaction failed to be a mediator in the relationship between personal factors and employee performance in the transportation sector because the satisfaction variable was predominantly influenced by operational systems and the work environment.

4. CONCLUSION

Based on the results of data analysis and discussion regarding the influence of organizational culture and personality on the performance of Mikrotrans drivers at the Wahana Kalpika Cooperative, both directly and thru job satisfaction as a mediating variable, it can be concluded that organizational culture and personality have different roles in shaping driver performance.

Organizational culture has proven to be the most dominant factor in improving driver performance. A conducive work culture, clear organizational values, and harmonious interaction patterns among organizational members can encourage drivers to work more optimally. Beside directly influencing performance, organizational culture also has a positive and significant impact on job satisfaction, which ultimately indirectly strengthens driver performance. This finding suggests that organizational culture not only directly shapes work behavior but also creates psychological conditions that support improved performance.

Driver personality has also been proven to have a positive and significant influence on performance. Individual characteristics such as discipline, responsibility, and emotional stability directly contribute to a driver's ability to perform their duties effectively. However, personality did not significantly influence job satisfaction, so job satisfaction did not act as a mediator in the relationship between personality and performance. This indicates that although drivers may have good personalities, this factor does not necessarily determine their level of job satisfaction.

Job satisfaction in this study was not proven to have a significant impact on driver performance. This finding suggests that job satisfaction does not necessarily directly drive improved work performance, possibly due to work demands, evaluation systems, or operational standards that must be met regardless of individual satisfaction levels.

Overall, this study confirms that improving the performance of Mikrotrans drivers at the Wahana Kalpika Cooperative is more effectively achieved thru strengthening a positive organizational culture, compared to solely relying on aspects of job satisfaction or individual characteristics. Thus, cooperative managers need to prioritize the development of an organizational culture that supports professionalism, cooperation, and work commitment in order to sustainably improve driver performance.

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