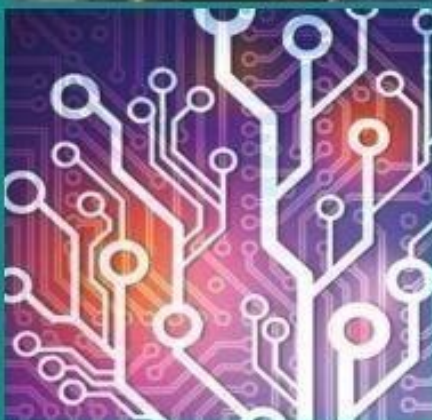
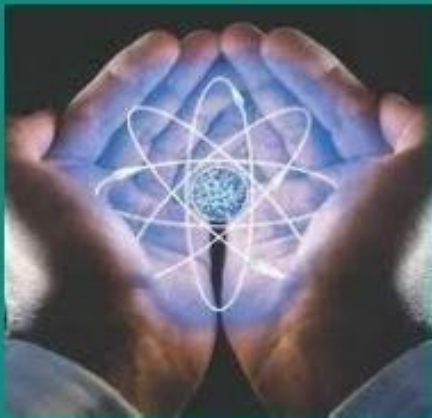


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# Academia Open



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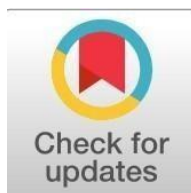
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# **Human Resource Quality and Organizational Culture in Employee Performance Assessment: Kualitas Sumber Daya Manusia dan Budaya Organisasi dalam Penilaian Kinerja Karyawan**

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## **Abstract**

**Background:** Employee performance remains a central concern in Islamic banking institutions operating in increasingly competitive service environments. **Specific background:** At PT Bank Riau Kepri Syariah Batam Branch, variations in employee competencies and internal organizational practices have raised questions regarding performance assessment outcomes. **Knowledge gap:** Existing studies tend to address human resources and organizational culture in general terms, with limited attention to concrete internal conditions such as educational mismatch, uneven technical skills, and reward practices in Islamic financial institutions. **Aims:** This study examines employee performance assessment by focusing on human resource quality and organizational culture within the institutional context. **Results:** Quantitative analysis using census data from 50 employees shows that human resource quality is prominently reflected in performance assessment results, while organizational culture does not demonstrate standalone statistical relevance, although both variables jointly account for a substantial proportion of performance variation. **Novelty:** The study emphasizes specific internal conditions that are often overlooked in prior research. **Implications:** The findings provide empirical insight for managerial evaluation of competency alignment and internal work systems to support sustainable employee performance assessment.

## **Highlights:**

- Human resource quality is prominently reflected in employee performance assessment results.
- Educational mismatch and uneven technical skills remain internal organizational challenges.
- Combined internal factors explain a limited proportion of overall performance variation.

**Keywords:** Human Resource Quality, Organizational Culture, Employee Performance, Islamic Banking, Performance Assessment

**Published date:** 2025-12-27

## Introduction

Sharia banks are banks that operate based on Sharia principles and whose legal provisions are based on the Quran and Hadith. Sharia banks were founded by the Muslim community in Indonesia, recognizing that interest charged in conventional banks is forbidden. In conventional banks, borrowers must repay their loans according to the initial agreement, even if the borrower incurs losses. Sharia banks, on the other hand, employ a profit-sharing system: if the borrower makes a profit, the bank also makes a profit, and if the borrower suffers a loss, the bank also shares the loss [1].

Currently, Islamic banks are experiencing significant growth due to their diverse product offerings, which are attractive to the public. The potential for Islamic banking in Indonesia remains significant, as Indonesia is one of the countries with significant influence on global Islamic business. However the contribution of Indonesia Islamic business assets remain relatively low compared to global Islamic assets. This is evidenced by the larger Islamic Business assets in Saudi Arabia and Malaysia than in Indonesia [2].

Riau Bank Kepri Syariah Batam Branch is a Sharia compliant financial institution operating in a highly competitive banking market. The bank's ability to serve the community depends heavily on the quality of its human resources. Human resources are a critical factor in determining an organization's effectiveness in meeting its planned objectives. In the banking business, human resources quality is critical since it is directly tied to the quality of service delivered to clients.

A key principle in business is that the better an organization's human resources are, the better its performance. Conversely, the poorer the quality of an organization's human resources, the lower the organization's performance, and eventually the organization would fail [3]. Human resources are one of an organization's resources, including all of the individuals who perform tasks. Meanwhile, human resource management is concerned with the development, utilization, and protection of human resources [4].

Employee performance is a key indicator in assessing the effectiveness of human resource management within an organization. According to (Laras, T., & Susanti, 2021), employee performance can be assessed based on several indicators, such as insight, creativity and innovation, interdependence with other employees, and work initiative. Therefore, improving employee performances is a primary focus in modern organizations, including Islamic financial institutions. Islamic banking is required to maintain competitive service quality, given the competition with both conventional and Islamic banks. This situation makes human resources a key factor in maintaining company stability and growth [5].

One of the duties of Bank Riau Kepri Syariah is to provide services to the public related to banking activities such as savings, deposits, credit applications, transfers and others. In this case, the factor used to measure employee performance in this company is the implementation of tasks achieved, which is the main goal of every company in an effort to achieve work targets optimally. Bank Riau Kepri Syariah Batam Branch Office can be seen from the following employee performance assessment results:

**Table 1.** *Employee Performance Assessment on Bank Kepri Syariah Batam Branch Office Year 2019-2024 Riau*



<b>Assessment Score</b> <b>Performance</b>	<b>Year</b>		
	<b>2022</b>	<b>2023</b>	<b>2024</b>
0-50	0	0	0
51-70	4	0	2
71-90	46	48	51
91-100	5	8	7
Number of employees	55	56	60

Source: Bank Riau Kepri Syariah Batam, 2024

Based on table 1, it can be seen that the number of employees is 60 people in 2024. Then, looking at the results of employee performance assessments, it can be seen that most employees received scores between 71-90 or categorized as Good, as many as 46 people in 2022, 48 people in 2023 and 51 people in 2024. A total of 5 people with a score of 91-100 or the Very Good category, but there are 2 employees who received an assessment score of 51-70 or the Sufficient category. This means that the performance of most employees is good but needs to be improved further so that no more employees receive a performance assessment in the Sufficient category [6].

Human resource quality encompasses technical competence, professional knowledge, work experience, and work attitude. At Bank Riau Kepri Syariah's Batam Branch, it was discovered that several employees lacked educational backgrounds relevant to their field of work. This mismatch slowed down the work process, as employees needed more time to understand their tasks. Furthermore, technical skills, such as mastery of the bank's operational systems, were not evenly distributed among all employees. This potentially reduced the efficiency of customer service. Therefore, the diverse quality of human resources can significantly impact employee performance.

In addition to the quality of human resources, organizational culture also has a significant influence on employee behavior and performance. Organizational culture consists of values, norms, and customs implemented within the company and serves as a guideline for carrying out work. At Bank Riau Kepri Syariah, the Batam Branch, a work culture has been implemented, but it has not been implemented optimally [7]. This is evident in the low level of employee rewards, particularly in the credit department. Lack of appreciation can reduce motivation and work enthusiasm. Low motivation gradually impacts the quality of service provided.

A strong organizational culture can create a conducive work environment and support performance. When company values are well understood and implemented, employees tend to feel a sense of belonging to the organization. However, observations indicate that employee engagement in organizational culture is still suboptimal. Some employees feel that organizational culture is merely a formality without concrete action from management. This situation can reduce the effectiveness of the work culture, which should guide behavior. Therefore, improving organizational culture is crucial. Consistent implementation of this culture



can strengthen motivation and lead to better performance. Employee performance, as the dependent variable in this study, reflects employee's ability to achieve company set targets [8].

Employee performances scores over the past few years have shown fluctuations that warrant attention. While most employees achieved their targets, some groups received average scores, indicating a need for improvement. This situation demonstrates that individual and organizational factors influence that quality of work output. Furthermore, the ever changing banking landscape demands that employees continually improve their competencies and adaptability.

The phenomenon related to Human Resources quality and organizational culture at Bank Riau Kepri Syariah Batam Branch indicates challenges in managing employee performance. Competency imbalances, uneven technical skills, and a lack of recognition are issues that require serious attention.

Furthermore, customer complaints persist regarding slow service at certain times. This indicates that Human Resources development and strengthening of organizational culture have not been running as expected. The longterm impact of this condition can affect the bank's image in the eyes of the public. Therefore, this study was conducted to further examine the relationship between Human Resources quality, organizational culture, and employee performance.

The novelty of this research lies in its focus on human resource quality, measured not only by technical competency but also by specific issues such as mismatch between educational background and field of work and the lack of a reward system that impacts motivations and performance. These findings have rarely been the focus of previous research, as most studies only highlight the general influence of human resource quality and organizational culture without delving into these specific factors in depth [9].

Furthermore, this research offers clear practical contributions to the management of Bank Riau Kepri Syariah, Batam Branch, through strategic recommendations that can be used to sustainably improve employee performance. The focus on the context of Islamic financial institutions with their unique work dynamics makes this research even more relevant and possesses strong novelty.

## Review of Literature

(Adha, H. L., Asyhadie, Z., & Kusuma, 2020) defines employee performance as the quality and quantity of work results achieved by an employee while carrying out their job [10]. Employee performance, according to (Aan Putra, & Andriani, 2021), is defined as a person's achievement or accomplishment in relation to the responsibilities entrusted to them [11]. (Widodo, A., 2022) defines employee performance as an employee's level of success in carrying out their duties. As a result of the above experts' views, it is possible to conclude that performance is the achievement made by an individual or group of individuals in an organization in order to realize the organization's goals [12].

Employee performance is the quality and quantity of work completed while carrying out tasks in accordance with the responsibilities assigned to them. Performance is someone's ability to carry out duties while paying attention to time and available opportunities in order to contribute financially to an organization. Employee performance is directly linked to the amount of work they do for the organization.

Individual and group performance are prioritized in order to improve organizational performance. Basically, every organization has identified that achievement planning and the creation of organizational achievements are related to the individual achievements of employees. Employee performance assessments are carried out to assess employee work results so that employees can see what they are like and know what kind of performance improvements are needed. Employee performance assessments are carried out to improve the quality of human resources in a company which will be carried out according to the existing organizational culture in the company.

A company's image is heavily influenced by the quality of its human resources. According to (Ali, 2021), human resource quality is achieved through a process of obtaining, training, appraising, and compensating personnel, as well as handling labor relations, health and safety, and fairness issues. The level of talent and willingness defines the quality of human resources [13]. Contrary to (Nita, 2024) belief, human resource quality is determined by factors such as an individual's level of education, knowledge, experience, maturity, attitude, and values, as well as physical strength and skills [14].

(Setiawan, A., Saputra, H.A. and Fridayani, 2021) define organizational culture as a set of common meanings shared by its members that distinguishes the organization from others. Meanwhile, Sam et al. (2022) define organizational culture as a set of shared and implicitly accepted ideas held by a group that influence how it perceives, thinks, and behaves to various contexts [15].

## Method

This study took a quantitative approach to research. Researchers distributed questionnaires, conducted observations to validate the findings, and conducted a literature study. The questionnaire was designed with specified markers and a Likert scale. SPSS for Windows version 27 was used to analyze data, including simple linear regression, t-test, f-test, and coefficient of determination ( $R^2$ ). Population is a broad category of things or persons that have specific attributes and characteristics that academics have chosen to study and develop conclusions about [16]. This study includes all 50 employees of PT Bank Riau Kepri Syariah Branch, Jalan Laksamana Bintan Block C No. 14, Sungai Panas, Batam Kota District, Batam City, Riau Islands. A sample, as described by (Sugiyono, 2017), is a subset of the population's entire number and attributes. The census approach will be utilized to obtain samples from the whole population of 50 employees. As a result, the sample includes all 50 employees [16].

### 1. Research Hypothesis

Finding the true relationship between variables in research is very important, and a hypothesis is a tentative investigation or the most logical guess. The hypothesis put forward previously can be formulated as follows:

H1 : Does Human Resource Quality Have a Significant Influence on Employee Performance at PT. Bank Riau Kepri Syariah Batam Branch?

H<sub>0</sub> : Does Human Resource Quality have no significant effect on Employee Performance at PT. Bank Riau Kepri Syariah, Batam Branch?

H<sub>2</sub> : Does Organizational Culture have a significant influence on Employee Performance at PT. Bank Riau Kepri Syariah, Batam Branch?

H<sub>0</sub> : Does Organizational Culture have no significant effect on Employee Performance at PT. Bank Riau Kepri Syariah Batam Branch?

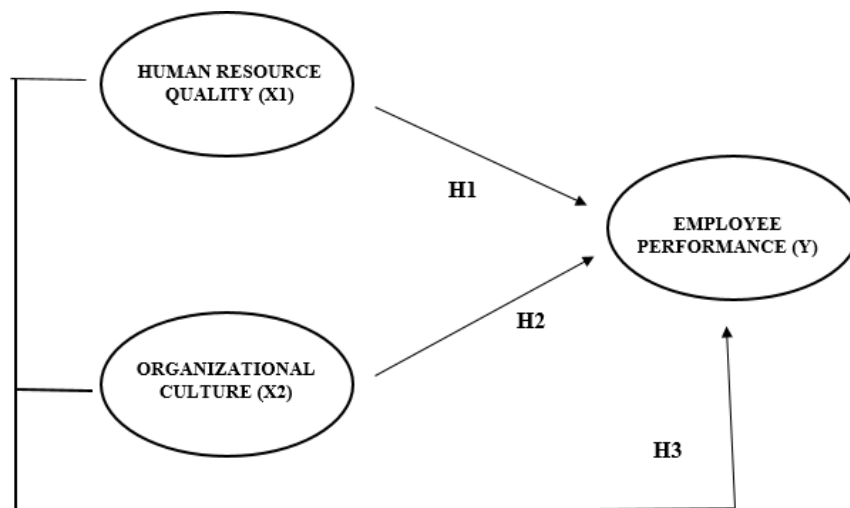
H<sub>3</sub> : Do Human Resources and Organizational Culture Have a Significant Influence on Employee Performance at PT. Bank Riau Kepri Syariah, Batam Branch?

H<sub>0</sub> : Do Human Resources and Organizational Culture have no significant influence on Employee Performance at PT. Bank Riau Kepri Syariah, Batam Branch?

## 2. Research Model

A causal relationship is implied by the type of variable relationship. When one variable can influence another variable, so that the independent variable is the quality of human resources (X<sub>1</sub>) and organizational culture (X<sub>2</sub>), and the dependent variable is performance (Y).

Based on the problem formulation stated above, it can be described as follows :



**Figure 1.** *Framework of Thought*

Source: Processed Data, 2025

## Results And Discussion

The following are the research results obtained from the analysis using SPSS, namely:

### A. Multiple Linear Regression Analysis Test Results

The purpose of this test is to determine how the factors Human Resource Quality (X1) and Organisational Culture (X2) influence Employee Performance (Y) at the PT Bank Riau Kepri Syariah, Batam branch. The table below shows the findings of the researcher's test.

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.624	5.698		3.268	.002
	Human Resources	.720	.121	.646	5.940	.000
	Culture Organization	-.251	.214	-.128	1.177	.245

a. Dependent Variable: Employee Performance

**Table 2.** Multiple Linear Regression Test Results

Source: SPSS 27 Data Processing Results, 2025

The formula below shows how the results of the multiple linear analysis test are arranged:

$$Y = 18.624 + 0.720X_1 - 0.251X_2$$

The explanation for the formula equation above is as follows:

- The constant value = 18.624, this shows a constant value, when the Human Resources (X1) and Organizational Culture (X2) variables both have a value of 0, then Employee Performance at PT. Bank Riau Kepri Batam Branch shows a decrease of 18.624.
- The Human Resources variable has a coefficient of 0.720, indicating a positive relationship with the Employee Performance variable. In other words, a 1-point (1%) increase in Human Resources will result in a 72% increase in Employee Performance.
- The Organizational Culture variable has a coefficient of -0.251, indicating a negative relationship with the Employee Performance variable. In other words, a 1-point or 1% decrease in Organizational Culture will result in a 25.1% decrease in Employee Performance.

## B. T Test

By comparing the calculated t-value and the t-table value, the researchers conducted a ttest. The table below displays the findings the researchers obtained:

Coefficients <sup>a</sup>						
Model		Unstandardized		Standardized		Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	
1	(Constant)	18.624	5.698		3.268	.00
	Human Resources	.720	.121	.646	5.940	.00
	Culture Organization	-.251	.214	-.128	-1.177	.245
a. Dependent Variable: Employee Performance						

**Table 3. T Test Results**

Source: SPSS 27 Data Processing Results, 2025

According to the table above, the Human Resources variable has a calculated t-value of 5.940. which is more than t-table value of 2.013, and a significance level of 0.000, which is less than 0.05. this demonstrates that Ha meets the criteria for the Human Resources variable to be deemed to have a significant impact on employee performance. This demonstrates that Ha meets the criteria for the Human Resources variable to be deemed relevant to Employee Performance.

Meanwhile, the estimated t value for Organizational Culture is -1.177, which is less than the t table's 2.013, and the significance value is 0.245, which is greater than 0.05. This reveals that Ha does not meet the criteria for the Organizational Culture variable to be considered relevant for Employee Performance.

## C. F Test

The F-test is used to determine if the independent and dependent variables have an equal impact. When the significance threshold is less than 0.05, the hypothesis is accepted; when it exceeds 0.05, it is

rejected. To determine the degrees of freedom in the numerator and denominator, use the following formula to compute the F-value:

$$df(\text{numerator}) = k - 1$$

$$= 3 - 1 = 2$$

$$Df(\text{denominator}) = n - k$$

$$= 50 - 3 - 1 = 46$$

This study included 50 participants and three parameters. (k). This study's F test yielded the following results: The following are the findings of the F test created by comparing the estimated F value to the F table, which are shown in the table below:

#### D. F Test Results

ANOVA <sup>a</sup>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	264.949	2	132.474	19.097	.000 <sup>b</sup>
	Residual	326.031	47	6.937		
	Total	590.980	49			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Human Resources, Culture Organization						

**Table 4.** *F Test Results*

Source: SPSS 27 Data Processing Results, 2025

The table shows that the regression model's F-value is 19.097, whereas the F-value The table value is 2.80, and the significance level is 0.000. This degree of significance indicates that the study data hypothesis is supported. Furthermore, because the F-count value is higher than the F-table ( $19.097 > 2.80$ ), the Human Resources and Organizational Culture factors have a significant impact on impulsive purchase. As a result,  $H_a$  is accepted, but  $H_o$  is denied. Consequently, these factors have a significant impact on staff performance, particularly at the PT. Bank Riau Kepri Batam Branch.

#### E. Coefficient of Determination ( $R^2$ )

The coefficient of determination analysis is used to determine the proportion or quantity of the joint influence between the independent and dependent variables; the test results are shown in the table below.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.670a	.448	.425	2.634
a. Predictors: (Constant), Human Resources, Organizational Culture				

**Table 5.** *Results of the Determination Coefficient Analysis*

Source: SPSS 27 Data Processing Results, 2025

This table shows that the R Square ( $R^2$ ) value is 0.425. Human Resources and Organizational Culture variables have a 42.5% influence on Employee Performance. Furthermore, the remaining 57.5% are variables not discussed in this study.

## F. Discussion

### a. The Influence of Human Resource Quality on Employee Performance

The regression results suggest that the Human Resource Quality variable has a positive and significant impact on employee performance with a coefficient value of 0.720 and a significance level of  $0.000 < 0.05$ .

The t-test results show that the calculated t-value of 5.940 is greater than the t-table, implying that hypothesis H1 is accepted. These findings imply that the higher the quality of human resources in terms of skills, knowledge, education, discipline, honesty, tolerance, and work ethic, the better the employee's performance. This is consistent with the field, where poor human resource quality is to blame for a wide range of issues, including slow service delivery, expensive administrative processes, and failed funding targets.

The study's findings support a number of prior studies, including those by Sucipto et al. (2016) and Natallini (2022), which both suggest that human resource quality has a considerable impact on employee performance. This shows that strengthening HR competencies is the main strategy to improve performance at PT Bank Riau Kepri Syariah Batam Branch.

### b. The Influence of Organizational Culture on Employee Performance

The results of the study show that the Organizational Culture variable has coefficient  $-0.251$  with a significance value of  $0.245 > 0.05$ , so it has no significant effect on employee performance. The t-count value is  $-1.177 < t\text{-table}$ , so H2 is rejected.



A negative coefficient indicates that employee perceptions of culture The current organization is not conducive to driving performance. This phenomenon is evident from minimal awards, especially for the Credit section which must meet the distribution target of IDR 3-5 billion but does not receive any reward. This condition reduces motivation and results in a work culture that does not support the achievement of optimal performance.

This result differs from some previous studies which found an influence The positive impact of organizational culture on performance indicates that organizational culture at Bank Riau Kepri Syariah, Batam Branch, needs to be strengthened to serve as a performance driver. These findings indicate the need for improvements to organizational culture, particularly in relation to internal communication, rewards, and the enforcement of work values so that they can function as performance drivers.

c. The Simultaneous Influence of Human Resource Quality and Organizational Culture

The F-test shows that the F-value is 19.097 with a significance level of 0.000, which means that X1 and X2 simultaneously have a significant effect on employee performance. Thus, H3 is accepted.

Although organizational culture was partially insignificant, when examined in conjunction with human resource quality, both still played a role in influencing performance. This suggests that employee performance is influenced not only by individual abilities but also by the prevailing work environment. Thus, improvements to the work system must be carried out in an integrated manner, not only from the HR aspect but also from the organizational culture aspect that shapes work behavior.

d. The magnitude of the influence of independent variables on performance

The Adjusted R<sup>2</sup> score of 0.425 indicates that HR quality and organizational culture explain 42.5% of the variation in employee performance improvements. Meanwhile, 57.5% was influenced by other factors beyond the research, such as motivation, compensation, leadership, work environment, and workload. These findings emphasize the need for companies to expand their managerial focus on these factors to optimize performance improvements. Furthermore, the link between statistical test results and managerial implications needs to be strengthened to ensure that the recommendations truly address the performance issues identified earlier in the study.

## Conclusion

Based on the results of research conducted at PT Bank Riau Kepri Syariah Batam Branch, it can be concluded that human resource quality has a positive and significant impact on employee performance. This means that the higher the employee's skills, knowledge, attitude, and discipline, the better the performance. Meanwhile, organizational culture did not significantly impact performance, indicating that the current value system and work patterns are not yet capable of driving performance improvement due to the weak reward system and reinforcement of work values within the company. Nevertheless, simultaneously, human resource

quality and organizational culture still have a significant influence on employee performance. This confirms that the combination of individual competencies and work culture conditions remains a crucial foundation for achieving optimal performance. These two variables contribute 42.5% to performance, leaving other factors influencing employee performance at 57.5%. This finding reinforces the initial research problem that performance is suboptimal because internal company factors are not working synergistically. Therefore, the company needs to evaluate other managerial aspects such as motivation, leadership, communication, and reward systems to improve performance more comprehensively.

## Acknowledgements

The authors would like to thank PT. Bank Riau Kepri Syariah, Batam Branch, and all employees for their support and cooperation in collecting the research data. They also express their gratitude to their supervisor for their valuable guidance and input. Hopefully, this article will be helpful in improving out understanding of the factors influencing employee performance.

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