

Organizational Culture Dynamics and Work Motivation in Improving Employee Performance at PT. Telkom Indonesia

Yuli Anika Putri¹, Rachel Dwi Samtani², Sentot Imam Wahjono³

^{1,2,3} Department of Management, Faculty of Economics and Business, Universitas Muhammadiyah Surabaya, Surabaya, Indonesia. Email: yulianikaputri1407@gmail.com¹, dwirachel222@gmail.com², sentotimamwahjono@um-surabaya.ac.id³

ARTICLE HISTORY

Received: April 26, 2025

Revised: June 26, 2025

Accepted: June 30, 2025

DOI

<https://doi.org/10.52970/grdis.v5i3.1260>

ABSTRACT

This study aims to analyze how PT Telkom Indonesia's organizational culture and work motivation affect employee performance. A literature study using a descriptive qualitative approach found that applying corporate values and implementing a performance and welfare-based work motivation system have significantly increased employee loyalty and productivity through cultural transformation. A structured competency and performance evaluation system based on the Individual Performance System (IPS) also improves the achievement of organizational goals. By combining these three components, beneficial synergies were created that helped the digital transformation of the business succeed and provide a long-term competitive advantage. The results of this study highlight the importance of a comprehensive approach to HR management to meet the changing demands of the telecommunications sector.

Keywords: Organizational Culture, Work Motivation, Employee Performance, Telecommunication Industry.

I. Introduction

Seeing the rapid development of the telecommunications sector, digital service providers must continue to look for new ideas and ways to become more competitive. As a state-owned company engaged in the information and communication technology (ICT) sector, PT Telkom plays a strategic role in answering the challenges of the digital era. Both people in urban and rural areas today rely heavily on telecommunication services to support their daily activities. HR (Human Resources) management needs to be maximized (Permatasari, 2020). According to Werther and Davis in Sutrisno (2016), human resources are employees who are ready, able, and alert to achieve organizational goals. Therefore, organizations must manage and maximize their human resources to get trustworthy employees who can do their jobs appropriately and responsibly, and improve organizational performance effectiveness. As a result, the goods and services produced by the company can be of higher quality (Nadhira & Rustono, 2018).

Organizational culture and employee motivation are two elements that influence the position of human resource improvement. Organizational culture is a system of meanings or values that all organization members share. Organizational culture can influence the way employees behave. Although a company's organizational culture is difficult to measure and define precisely, its human resources can feel it. A strong culture will foster a sense of inclusion and loyalty to the company.

On the other hand, motivation is one of the factors that can influence other factors besides organizational culture. Since motivation is the force that drives employees to perform tasks assigned by their superiors, it has a significant impact on their performance. In addition, motivational factors also play an important role as a driving force that affects individual morale and productivity. Both are important factors that can encourage optimal employee performance (Wahjono et al., 2021)

Employee performance results from the work a person achieves in completing the assigned tasks; skills, experience, sincerity, and time determine these tasks. Employee capacity and interest, ability and acceptance of task and role delegation explanations, and employee motivation levels are three key components of this performance (Hasibuan, 2011). The higher the three factors above, the greater the employee's performance. Therefore, human resource performance appraisals are carried out to ensure the proportion of company goals that have been successfully realized within a specific period (Muis et al., 2018), and PT Telkom Indonesia plans to carry out fundamental and widespread reforms, in line with the development of the telecommunications sector both nationally and internationally. These changes will include transforming the company's business and portfolio, infrastructure and systems, organization and human resources, and organizational culture. Based on this description, this article examines organizational culture and work motivation dynamics to improve employee performance, focusing on a case study at PT Telkom Indonesia through a literature study approach and a synthesis of previous research results.

II. Literature Review

2.1 Organizational Culture

Definition of Culture According to Alisyahbana, culture is a manifestation of mindset, so culture includes various kinds of behavior, including feelings, because the mind also requires feelings. Then Peruci and Hamby also defined that everything that people in a society do, think, and produce is considered culture, which also includes the historical accumulation of objects or behaviors carried out over time (Liow et al., 2020). Organizational culture is a set of values that organizations and individuals use to solve problems and adapt when they join an institution, so that everyone in the organization is aware and understands everything that guides behavior (Erwantiningsih, 2019). Organizational culture is a system that describes the common ideas held by members of an organization that distinguishes it from others (Wahjono et al., 2020). Indicators of forming organizational culture consist of at least seven principal components, namely:

1. Innovation and risk-taking, specifically support for employee creativity and their courage to take measurable risks.
2. Attention to detail, namely the extent to which personnel are expected to emphasize truth and accuracy, analytical, and attention to detail, individually and in groups.
3. The extent to which management prioritizes results over the methods and strategies used to achieve them is known as results-based orientation.
4. People orientation is the extent to which management choices consider how results will affect individuals within the company.
5. The main idea behind group and team orientation is how much work is done in teams and groups, rather than one-on-one.
6. Aggressiveness is the extent to which workers are competitive and aggressive, rather than relaxed.
7. The extent to which organizational operations prioritize maintaining the status quo under the best conditions over changes that have no clear positive direction or may be dangerous is known as steadiness. (Wahjono et al., 2021)

It is impossible to overstate the strategic significance of organizational culture. Organizational culture heavily influences how companies engage their workforce, adjust to change, and maintain their competitive

advantage. Furthermore, according to PT Telkom Indonesia, the company's transition to the digital era is based on its organizational culture.

2.2 Work Motivation

Motivation is a factor that can encourage people to take actions that are not only internal or external, which can have a positive or negative impact on a leader's agility (Ardana, 2012). Meanwhile, according to Erwantiningsih (2019), the internal and external forces that encourage people to meet predetermined standards and goals are known as motivation. In an organizational context, motivation can also refer to the process that persuades individuals or other workers to engage in activities and complete their tasks by predetermined goals. Thus, the relationship between incentives, willingness, and encouragement is the fundamental element that best describes the motivation process. (Permatasari, 2020) In general, management experts agree that motivation is a series of efforts to change the behavior of others by first understanding what motivates them. However, people move for two reasons: motivation and ability. In addition to the biological and psychological reaction movements inherent to human nature, ability is also influenced by habits developed through education, training, and experience. This shows that motivation and ability are complementary.

The development of motivation theory has undergone significant evolution since the 1950s. A minimum of six theories will be examined to understand the meaning of motivation. Each theory will attempt to explain how individuals are and can be. As such, the content of a motivation theory is a specific perspective on people. The substance of motivation theory describes how managers and employees interact with each other regularly, which helps our understanding of the dynamic world of engagement in which businesses function. Since motivation theory focuses on human growth, its ideas also assist managers and staff in understanding how organizations work. The following is an explanation of three early classical theories of motivation, namely Maslow's needs theory, McGregor's X and Y theory, and Herzberg's two-factor theory, as well as contemporary motivation theories, which include Alderfer's ERG theory and McClelland's three needs theory, to provide a more comprehensive understanding.

2.3 Classical Motivation Theories

1. Maslow's Levels of Needs Theory

According to Maslow's (1970) theory, humans have five levels of needs. Humans have several basic desires, ranging from physiological physical fulfillment such as eating, drinking, and sex, to the desire for security, social interaction, and the need for appreciation, to the highest desire for self-actualization. At the highest level of self-actualization, the needs above come to the surface only when the demands below have been met.

2. Theory X and Theory Y

Two very different types of people were described by Douglas McGregor (1960, 1967, in Robbins, pp. 210-214): the working type, represented by theory Y, and the lazy type, represented by theory X. These assumptions will impact managers' attitudes towards their staff members. These assumptions will impact managers' attitudes and actions towards their staff members. Therefore, a manager must understand the types of employees and motivate them in appropriate situations to encourage them effectively.

3. Herzberg's Two-Factor Theory

Herzberg's (1959, 1966, 1968 in Robbins, p. 212) approach is also often called the motivation-hygiene theory. Opportunity for growth, promotion, recognition, accountability, and actual work that affects job happiness are examples of need motivators. Supervisors, work environment, salary, interpersonal interactions, and company policies are hygiene elements that affect job happiness. To effectively encourage employees, it is important to be thoroughly aware of the elements that motivate and

sustain them. According to Herzberg, wages and salaries serve as maintainers rather than motivators; therefore, they should not be used to encourage staff members. Someone who receives a pay rise may try harder as a form of motivation, but this will not last. (Mubarrok et al., 2024).

2.4 Contemporary Motivation Theories

1. Alderfer's Existence, Relatedness, and Growth (ERG) Theory

Clayton P. Alderfer (1972, in Gibson et al., 1996, pp. 193–197) revised Maslow's level of needs by conducting empirical research. As a result, Maslow's level of needs was summarized into only three core human needs: existence needs, which consist of Maslow's security needs and physical needs; relatedness, which indicates the need to maintain interpersonal relationships and is roughly equivalent to Maslow's social needs; and growth, which describes the human need to evolve and is roughly equivalent to the level of need for achievement, appreciation, and self-actualization. ERG theory differs from Maslow's tiered theory in that the need to self-actualize will arise before social needs are satisfied, and the need to maintain positive interpersonal relationships does not need to wait for security and physical needs to be satisfied.

2. McClelland's 3 Needs Theory

Three human needs are the focus of the theory proposed by McClelland (1969, in Gibson et al., 2007): the need for affiliation, power, and achievement. High achievers (Ach) do not rely on luck or outside help; instead, they accept personal responsibility for their success or failure and enjoy solving problems. They choose projects with moderate difficulty and a good chance of success (Wahjono et al., 2020). We can conclude that each theory of motivation has advantages and disadvantages after reading the explanations of some of the theories mentioned above. Although Maslow's (1970) hierarchy of needs theory offers a thorough framework for understanding how human desires evolve gradually, it has been criticized for being too strict in requiring needs to be met in a particular order. McGregor's (1960) X and Y theory reduces employee motivation to two categories (passive vs. active), but this theory is too simplistic as it does not consider individual differences. Herzberg's (1959) two-factor approach distinguishes between motivators and hygiene but ignores the cultural background that shapes employee attitudes.

Although less favored in real-world applications, Alderfer's (1972) ERG theory overcomes Maslow's shortcomings by allowing needs to arise simultaneously. In contrast, McClelland's (1969) three needs theory tends to ignore outside variables such as organizational reward structures and concentrates more on three quantifiable desires: achievement, affiliation, and power. Overall, newer theories such as ERG and McClelland provide greater adaptability for today's dynamic work context, but classic theories such as Maslow and Herzberg remain relevant as a conceptual foundation.

2.5 Employee Performance

The comparison of actual results with predetermined job standards is called performance. (Simamora, 2006). According to Erwantiningsih (2019), performance results from an employee's work, which is observed to have the same quality as the job criteria, the workload given, and modified with the desired target to meet organizational goals on time. Meanwhile, according to Purba & Gunawan (2018), performance describes the level of success or failure of an organization in carrying out its activities to fulfill its vision, mission, goals, and objectives. Performance also refers to the amount and quality of work individuals or groups perform to achieve specific goals. (Permatasari, 2020). According to Mangkunegara (2011), performance is defined as the quality and numerical results of work an employee achieves when performing tasks based on their responsibilities. Dessler (2009) also defines performance as an assessment of an employee's current or previous work relative to his or her achievement standards. In addition, there is an opinion about performance

(Riani, 2013), which is defined as the results achieved by a person based on standards relevant to their position. According to Hasibuan (2017), performance (work performance) is the result of an effort achieved by a person to complete the tasks assigned to them by their skills, experience, sincerity, and time. Employee performance can be evaluated using various performance criteria. The following are indicators for evaluating individual employee performance, according to Mathis and Jackson (2011):

1. Quantity of results
2. Quality of results
3. Results delivered on time
4. Attendance
5. Ability to cooperate

Performance evaluation is required as a result of many organizational actions. Performance evaluation is necessary because it involves assessing and evaluating the performance of each employee. It is expected that this exercise will improve employee performance in addition to other benefits, such as:

1. Modification of compensation
2. Decisions about placement,
3. The need for training and development,
4. Career planning and development,
5. Recognizing shortcomings regarding unfair employment opportunities, job design errors, misinformation, anomalies in the staffing process, and other external problems (Wahjono et al., 2020), and to improve organizational performance, employees must understand the factors that affect performance. These factors include staff training, organizational culture, and motivation.

Nur & Winarno (2023). Through integrative analysis, this study contributes to the dynamic relationship between organizational culture, work motivation, and employee performance at PT Telkom Indonesia, by creating a conceptual framework that combines seven indicators of organizational culture with five classical and contemporary theories of motivation, and adapting them to the context of the company's digital transformation.

III. Research Method

This research uses a systematic literature study method with a descriptive qualitative approach to analyze the dynamics of organizational culture, work motivation, and employee performance at PT Telkom Indonesia. The selection of this method is based on its ability to enable comprehensive thematic synthesis of various secondary sources without the involvement of primary data. The aim is to examine the relationship between variables based on theoretical studies and previous empirical results relevant to the context of the telecommunications sector.

Data sources in this study were collected from various types of publications, including national and international scientific journals that discuss organizational culture, work motivation, and employee performance; trusted reference books that contain fundamental and contemporary theories; official documents of PT Telkom Indonesia such as annual reports, internal publications, and "The Telkom Way" cultural transformation materials; as well as previous research on the telecommunications sector and similar case studies in similar companies.

The data collection process was conducted through literature selection with inclusion criteria: publications published from 2015 to 2024 to maintain temporal relevance; sources indexed in Scopus, SINTA, or official company publications; and topics that directly address organizational culture, work motivation, or employee performance. To increase validity, source triangulation was conducted by comparing findings from

different types of literature, such as academic journals, company documents, and theory books. The data analysis technique combines content analysis and thematic synthesis methods. Content analysis was used to identify patterns of main themes, such as applying "The Telkom Way" cultural values, a performance-based motivation system, and performance indicators. Thematic synthesis was conducted to integrate various findings from the literature to answer the research questions as a whole. However, this research makes an original contribution as a critical synthesis of the relationship between organizational culture, motivation, and performance. The contribution is seen in the attempt to link the empirical findings from PT Telkom Indonesia with classical and contemporary theories of motivation and in the delivery of practical recommendations for HR management relevant to the telecommunications sector in the digital transformation era.

IV. Results and Discussion

4.1 Organizational Culture at PT Telkom Indonesia

PT Telkom Indonesia embarked on a transformation process to anticipate difficulties in the business environment and maintain a competitive advantage. In the history of the telecommunications sector, PT Telkom Indonesia is probably one of the largest single change agents. Not only that, but business transformation, infrastructure transformation, organizational transformation, and human resources and culture transformation are the four operational aspects that PT Telkom Indonesia has transformed. The cultural transformation began with a change in brand identity, which was achieved through a logo change. This change aligns with PT Telkom Indonesia TIME's business portfolio development. Furthermore, "Life Confident" is TELKOM's brand positioning statement in this transition period, and this is demonstrated through the brand values (Expertise, Empowering, Assured, Progressive, and Heart) and PT Telkom Indonesia's tagline, "The World in Your Hand". The Telkom Way is now a corporate culture that aims to integrate all aspects of the business to provide the best value for every stakeholder. The Telkom Way refers to the value system and work culture developed by PT Telkom Indonesia, including:

1. Customer First,
2. Excellence,
3. Respect, and
4. Integrity,

These values have been implemented through a cultural transformation program since 2019. The following components are part of creating a business culture:

- a. Basic Belief: Committed 2 U. In a nutshell, the company and all its employees are dedicated to consistently providing the best possible service to stakeholders by adhering to seven ethical standards: honesty, transparency, dedication, cooperation, discipline, caring, and responsibility.
- b. Corporate Values: TELKOM's 5Cs. The values are fundamental beliefs and the main principles TELKOM employees uphold. These values are:
 - Commitment to the long term
 - Customer first
 - Caring Meritocracy
 - Co-creation of win-win partnerships, and
 - Collaborative innovation
- c. Key Behaviors: 15 Key Behaviors. These include measurable cultural norms, such as excellent behavior, that every TELKOM employee should possess (Utami & Noviyanti, 2018).

Implementing the strategic values to PT TELKOM's approximately 28,000 employees proved challenging. Implementing an organizational culture cannot be done overnight; it also takes time. Otherwise, what you see is usually resistance from employees. To get past that resistance. There are different stages of socialization for PT TELKOM. Stages, from Awareness to Internalization. Meanwhile, a study from Yudho et al. (2018) revealed that the cultural transformation process at PT Telkom Indonesia includes stages:

- Awareness: The stage of introducing new cultural values to all employees
- Understanding: Stage of in-depth understanding of the philosophy and application of values
- Acceptance: The stage of accepting the values as part of the organization's identity
- Commitment: The stage of attachment to the implementation of values in work
- Internalization: The stage of embodying values in daily work behavior, and a study from Nugroho and Hamdani (2019) states that adopting PT Telkom Indonesia's organizational culture has successfully encouraged a more innovative workplace and increased team cohesion.

This is demonstrated by the fact that, according to the company's innovation program, employees generated more creative ideas in 2018, from 450 ideas in 2015 to more than 800 ideas in 2018.

4.2 Motivation Strategies at PT Telkom Indonesia

PT Telkom Indonesia implements various work motivation strategies to increase employee productivity and engagement. Specifically, based on a study conducted by Pratama and Sagala (2018), the work motivation system at PT Telkom Indonesia can be categorized into several dimensions:

1. Performance-Based Compensation System

PT Telkom Indonesia has a salary structure includes fixed and variable pay components linked to individual and company performance objectives. According to Risman et al. (2019), this system motivates staff members to meet performance goals and support the organization's strategic goals. The compensation model implemented includes:

- Competitive base salary compared to similar industries
- Quarterly performance incentives based on KPI achievement
- Annual bonus linked to company profitability
- Welfare benefits (health, education, and housing)

2. Career Development Program

A clear and organized career development program increases employee intrinsic motivation. As stated by Zakaria and Sukmawati (2020), PT Telkom Indonesia employees, especially those in middle management, feel that having a clear career path is a significant source of motivation. The career development program includes:

- Talent management system that identifies and develops high-potential employees.
- Rotation program to broaden experience and competencies
- Leadership development program to prepare future leaders
- Knowledge management system to share knowledge and best practices

3. Recognition and Reward Programs

In addition to financial compensation, PT Telkom Indonesia implements various recognition and reward programs to motivate employees. Based on research by Suharyanto et al. (2018), non-financial

reward programs have proven effective in increasing job satisfaction and employee engagement. Recognition and reward programs can be in the form of:

- The Best Employee Award for outstanding employees
- Innovation Award for the best ideas and innovations
- Long Service Award for loyalty and dedication
- Special Achievement Award for outstanding achievement

4. Work-Life Balance and Employee Wellbeing

Employee well-being is a significant concern for PT Telkom Indonesia's work motivation strategy. Facilities and programs that support work-life balance are proven to increase employee motivation and productivity (Hidayat & Mulyani, 2020). Programs implemented include:

- Flexible working arrangements that allow employees to work from different locations
- Health and wellness programs to maintain physical and mental health
- Recreation and sports facilities in the work environment
- Counseling and psychological support programs

Based on internal data (Telkom Indonesia, 2020), PT Telkom Indonesia's employee engagement rate grew from 78% in 2016 to 85% in 2020 due to implementing an effective end-to-end motivation system. This shows how well this motivation method has improved employee loyalty and performance.

4.3 Employee Performance of PT Telkom Indonesia

PT Telkom Indonesia implements a comprehensive employee performance appraisal system to ensure the company's strategic goals are achieved. Specifically, this performance appraisal system uses two primary methods:

4.3.1. Individual Performance System (SKI)

Each employee must create a work program with time and output targets as part of the SKI performance evaluation. Suharyanto and Soeling's research (2019) states that SKI uses a Management by Objectives (MBO) strategy that aligns personal and company goals. In its application, SKI at PT Telkom Indonesia includes several components, namely:

- Key Performance Indicators (KPIs) related to functions/positions
- Agreed on quantitative and qualitative targets
- Assessment weight for each KPI based on priority level
- Assessment of achievement based on results (outcome-based evaluation)

Although effective, the implementation of SKI faces several challenges, as identified by Rahman and Kistyanto (2019), some of the obstacles faced include:

- Determining the weight of work programs that do not yet have a standard method
- Difficulty in giving weight to complex work programs
- An additional task assessment system that has not been clearly defined

4.3.2. Competency-Based Assessment

In addition to SKI, competency-based assessments are also used by PT Telkom Indonesia to measure staff abilities using predetermined competency standards. According to Hamdani et al. (2018), this competency assessment helps identify personnel development requirements and skill gaps. Competency assessment includes the following aspects:

- Technical competency by the expertise required in the position
- Leadership competency for the managerial level
- Core competencies related to company values
- Soft skills such as communication, collaboration, and adaptation skills

To improve the effectiveness of the performance appraisal system, PT Telkom Indonesia has introduced several improvements, such as:

1. Performance Management Information System

An integrated information system that makes it easy to set goals, track progress, and assess performance in real time. Based on the findings of Sutrisno and Sugiarto (2020), adopting this system has increased the objectivity and transparency of performance evaluation.

2. 360-Degree Feedback

A multi-source appraisal system is used by PT Telkom Indonesia involving coworkers, superiors, subordinates, and internal customers. This method offers a more holistic view of employee performance (Nugroho et al., 2020).

3. Coaching for Performance

4. Direct supervisors run an ongoing performance coaching program to assist staff members in improving their performance levels. According to Wibowo and Satrya (2019), this coaching method successfully identifies performance barriers and creates improvement options.

Empirical data (Telkom Indonesia, 2020) shows that the results of the implementation of this performance appraisal system can be seen from the increased productivity of PT Telkom Indonesia employees, which is shown through the revenue per employee indicator, which increased from IDR 2.3 billion in 2017 to IDR 3.1 billion in 2020. In addition, the employee turnover rate also decreased from 5.2% in 2016 to 3.8% in 2020, showing the effectiveness of the performance management system in retaining the best talent.

4.4 Integration of Organizational Culture, Work Motivation, and Employee Performance

The analysis results reveal PT Telkom Indonesia's substantial correlation to the dynamics of the three variables. According to a public sector study by Syam et al. (2024), work motivation predicts employee performance. However, due to the dynamic and innovation-oriented nature of the telecommunications industry, the cultural shift of "The Telkom Way" becomes more significant in the context of PT Telkom. This aligns with Schein's (2010) theory, which states that organizational culture is the foundation for adapting in technology-based sectors. The Telkom Way's core values, such as "Collaborative Innovation" and "Customer First", not only naturally inspire employees but also create a behavioral framework that drives alignment with the digital transformation of the business (Syam et al., 2024).

On the other hand, a comprehensive work motivation system strengthens the internalization of corporate culture values. According to a study by Kurniawan et al. (2020), PT Telkom Indonesia's career development program and incentive system have increased employee commitment to company ideals, which benefits individual and team performance.

The integration of these three variables forms a positive reinforcement cycle:

1. First, an adaptive organizational culture shapes the mindset and behavior of employees aligned with the company's vision and mission.
2. Second, an effective motivation system encourages employees to implement cultural values in their daily work.
3. Third, a comprehensive performance appraisal system ensures employees contribute to achieving the company's strategic goals.
4. Fourth, achieving good performance strengthens organizational culture and increases employee motivation.

Hidayat and Mulyani (2020) also stated that PT Telkom Indonesia's ability to transition from a traditional telecommunications company to a digital company with stable revenue growth in the face of industry changes shows the beneficial impact of integrating these three factors.

V. Conclusion

PT Telkom Indonesia has effectively built an organizational culture, work motivation, and performance appraisal system as an integral part of its HR strategy. A collective identity aligned with the company's mission is generated through cultural transformation through The Telkom Way. A motivation system that combines financial (performance-based compensation) and non-financial (career development) incentives, and performance appraisals that use digital-based SKI for objectivity. This study's results align with the research of Ananda & Sentoso (2022) and Wahjono (2021), which confirms the influence of culture and motivation on performance, and is relevant to classical-contemporary motivation theory. However, this study has limitations as it only relies on a literature review without primary data, such as surveys or direct interviews with PT Telkom Indonesia employees, which causes a less thorough analysis of individual perspectives. In addition, the period of the data may not reflect current conditions in the dynamic telecommunications industry. For future research, it is recommended to use mixed methods (a combination of literature and field data) to obtain a more holistic and accurate understanding.

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