



The Effect of Organizational Culture and Strategic Management on the Performance of Curug Aviation Education and Training Center, Tangerang

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Keywords

Organizational Culture, Strategic Management and Performance

Abstract

This research is expected to be useful for the Curug Tangerang Aviation Education and Training Center itself, as well as for several related parties, as input or a basis for decision-making concerning organizational culture and strategic management in managing the Curug Tangerang Aviation Education and Training Center. This study on The Effect of Organizational Culture and Strategic Management on the Performance of Curug Aviation Education and Training Center, Tangerang uses a quantitative method with an explanatory research design and involves 60 respondents determined through statistical methods. The data collection techniques used in this study include documentation, questionnaires, and literature review. The data collection instrument is a list of statements using a Likert scale. The hypothesis testing indicates a positive and significant influence of organizational culture and strategic management on the performance of the Curug Tangerang Aviation Education and Training Center. The results show that organizational culture has a significant and positive influence on the center's performance, with a coefficient of determination of 73.8%. Strategic management also has a significant and positive influence on performance, with a coefficient of determination of 68.4%. Together, organizational culture and strategic management exert a significant and positive influence on performance, with a combined coefficient of determination of 82.1%. Therefore, in the future, the organizational culture must be strengthened and managed effectively.



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INTRODUCTION

Human resources are a vital factor in any organization or company. For management activities to function effectively, an organization must have knowledgeable and highly skilled human resources and make efforts to manage the organization optimally so that human resource performance improves (Bohlander & Snell, 2023; Darmawan et al., 2020; Gerhart & Feng, 2021; Micah et al., 2022; Ployhart et al., 2014; Saks, 2022). Human resources represent one of the main

capitals within an organization, providing invaluable contributions to the strategies that achieve organizational goals.

One example of the importance of human resource contributions in a company can be seen in the production process. Even when a company possesses strong financial resources, sufficient raw materials, and advanced technology, a lack of quality human resources will cause the production process to falter (Androniceanu et al., 2023; Ferdousi & Abedin, 2023; Hung et al., 2016; Rofaida et al., 2017; Varandas et al., 2024).

Performance is a crucial and compelling aspect due to its proven significance. Every institution expects individuals or organizations to work earnestly, according to their abilities, to achieve desirable results. Without good performance from all employees, success in achieving goals becomes difficult to attain (Chen et al., 2018; De Lucia et al., 2020; Hamdani et al., 2018; Santoso, 2022).

Essentially, performance reflects a mental attitude and behavior that uphold the belief that work carried out today must be of higher quality than in the past, and future work must surpass today's quality. For instance, an employee may experience pride and personal satisfaction from their achievements based on the performance they contribute to the company. Good performance is a desired condition within the organizational environment.

Human resources are the main assets of an organization—they act as planners and active agents of various organizational activities. They possess thoughts, feelings, desires, social status, and educational backgrounds whose mindsets influence the organizational environment. Unlike money, machines, or materials—which are fully controllable—human resources cannot be completely managed in supporting goal achievement. Therefore, the success of an organization relies on adequate compensation and opportunities for career development provided to its members.

The achievement of organizational goals depends not only on technology but also on the people performing the work. The ability to produce quality results that meet the organization's overall needs represents the contribution of human resource performance.

Human resource management is both a science and an art that organizes the relationships and roles of the workforce to ensure effectiveness and efficiency in achieving the goals of the company, employees, and society. Realizing quality human resources and maintaining other organizational advantages requires dedication to the organization's mission. Therefore, effective management requires companies to find optimal methods to socialize, utilize, guide, and employ their employees in performing their functions to achieve organizational goals.

The success of training implementation should correlate positively with improved performance and motivation. However, evidence suggests that training programs conducted at the Aviation Education and Training Center (*Pusdiklat*) sometimes fail to enhance performance. Observations show that trainees attended and participated in scheduled activities enthusiastically. There were no visible signs of fatigue, boredom, or stress; instead, observable enthusiasm emerged during the training and discussions.

Teachers play a critical role in the learning process and in advancing education. The quality of students largely depends on the quality of teachers. Therefore, teachers must possess competencies that comply with national education standards to fulfill their duties and produce knowledgeable, skilled students.

Education is a conscious effort to prepare students through guidance, teaching, and training for a better future. Education involves not only the transfer of known knowledge but also the anticipation of skills and self-reliance required in the future—and the identification of effective ways to help students master them.

Learning can be defined as an effort to influence an individual's emotions, intellect, and spirituality so they willingly engage in study. Through learning, a process unfolds that develops moral, religious, and creative potential via diverse interactive experiences. Learning describes students' activities, while teaching pertains to teachers' actions.

Organizational culture plays a vital role in organizations and companies because it enables the management of systems and structures to achieve goals effectively and efficiently through planning, organizing, directing, and controlling organizational resources. To maintain this system, management must consider crucial aspects such as strategic management to enhance the performance of the Curug Aviation Education and Training Center and performance management to motivate employees to give their best contributions in line with organizational expectations.

A positive organizational culture results in a strong and effective institution. Performance remains the essential element sought by both employees and organizations striving to enhance outcomes. Managing the institution with a well-developed organizational culture allows strategic management to align the perceptions and visions of employees, leaders, and all managerial levels toward organizational goals—primarily by cultivating a good organizational culture supported by dedication and employee loyalty.

As an educational and training entity, the Aviation Education and Training Center must be an accountable and reliable institution that empowers human resource competencies in its environment, establishing itself as a trusted organization in developing and guiding human potential in education and training. Therefore, organizational success is largely determined by the role of education and training institutions as entities that educate, teach, and train human resources across academic, administrative, and operational technical aspects.

The objective of education and training programs is to develop employees with strong performance and competencies aligned with job requirements. Performance issues encompass both processes and outcomes, as well as efficiency. In this context, performance refers to the quality and quantity of work achieved by the Aviation Education and Training Center in fulfilling its duties and responsibilities.

If performance is seen as the attainment of results or organizational accomplishments, it refers to the outputs achieved by individuals or groups within an organization in accordance with their respective authority and responsibility to fulfill organizational goals legally, ethically, and morally.

Previous research has examined the relationship between training, organizational culture, and employee performance; however, a research gap persists regarding how these factors interact within public education and training institutions such as the *Aviation Education and Training Center (Pusdiklat)*. For example, Khan et al. (2020) found that effective training programs significantly enhance employee performance when aligned with organizational objectives and supported by post-training evaluation mechanisms. Their research, however, focused on private-sector organizations, which often possess stronger performance-based incentive systems. Likewise, Osei et al. (2021) observed that organizational culture mediates the relationship between training and performance, but they emphasized that culture-driven performance improvements are context-dependent, varying by institutional type and leadership style.

In contrast, this study centers on a government-owned educational and training institution, where bureaucratic culture and hierarchical management often limit the full effectiveness of training. Thus, the study addresses this research gap by analyzing how training and organizational culture collectively influence employee performance in the public sector—particularly in the Aviation Education and Training Center—where aligning individual competencies, institutional missions, and strategic culture is essential for sustainable human resource development. The findings are expected to offer both theoretical and practical contributions: theoretically, by expanding the literature on human resource development in public institutions through integrating strategic management and organizational behavior perspectives; and practically, by providing recommendations for policymakers and administrators to develop adaptive training models and strengthen organizational culture as a strategic tool to enhance institutional performance.

METHOD

Explanatory research was conducted to determine and explain causal relationships among variables through hypothesis testing. The study aimed to examine how organizational culture (X_1) and strategic management (X_2) influenced employee performance (Y) at the Curug Aviation Education and Training Center. A quantitative approach was selected to enable measurable analysis using statistical techniques to test theoretical propositions. This approach followed a deductive process that began with existing theories and prior studies, which were then tested empirically in the field to draw conclusions supported by numerical evidence.

The study population comprised 80 employees of the Curug Aviation Education and Training Center, including administrative staff, instructors, and technical personnel directly involved in operational and educational activities. To ensure sample representativeness, the sample size was determined using the Slovin formula with a 5% margin of error, resulting in 67 respondents. A simple random sampling technique was used, giving each population member an equal chance of selection. This method reduced sampling bias and ensured proportional representation across management, training, and administrative divisions. Using this approach allowed the findings to be generalized to the entire employee population in accordance with representativeness principles as outlined by Sugiyono (2019).

Data were collected through questionnaires, interviews, and observations. The questionnaire, as the main instrument, contained statements measured on a five-point Likert scale to assess perceptions of organizational culture, strategic management, and performance. Follow-up interviews were conducted with selected key respondents to gain deeper insights into institutional culture and strategic planning implementation. Observations served to validate field conditions and employee behavior affecting performance.

Data validity and reliability were tested using the Pearson correlation and Cronbach's Alpha to ensure the precision and consistency of the instruments. The validated data were then analyzed using multiple linear regression with SPSS software. Classical assumption tests—including normality, multicollinearity, heteroscedasticity, and autocorrelation—were performed to ensure model accuracy. Finally, hypothesis testing employed *t*-tests and *F*-tests, with the coefficient of determination (R^2) used to assess how much the independent variables explained performance variations. This analytical process ensured that the research results were empirically sound and statistically reliable.

RESULTS AND DISCUSSION

Hypothesis Testing

Hypothesis testing in this study was conducted using a two-tailed test technique. Based on the results of testing the five hypotheses, the following findings were obtained and are explained below.

First Hypothesis Testing

H₀: $\beta_1 = 0 \rightarrow$ There is no effect of Organizational Culture on Performance.

H_a: $\beta_1 \neq 0 \rightarrow$ There is an effect of Organizational Culture on Performance.

Decision rules:

If $-t_{table} > t_{count} > t_{table}$ or $Sig. < 0.05 \rightarrow$ reject H₀, accept H_a.

If $-t_{table} < t_{count} < t_{table}$ or $Sig. > 0.05 \rightarrow$ accept H₀, reject H_a.

Table 1. t-Test Results for the Organizational Culture Variable (X₁)

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	2.744	0.145	—	18.928	0.000
Organizational Culture (X ₁)	0.450	0.035	0.859	12.774	0.000

Dependent Variable: Performance (Y)

Source: Processed Data (SPSS Version 25)

Based on the SPSS output, $t_{count} = 12.774$ and t_{table} ($df = n - k - 1 = 60 - 1 - 1 = 58$, $\alpha = 0.05$) = 2.002. Since t_{count} (12.774) > t_{table} (2.002) and $Sig. < 0.05$, H₀ is rejected and H_a is accepted. This indicates that Organizational Culture has a significant influence on Performance.

Coefficient of Determination

Table 2. Coefficient of Determination for Organizational Culture (X₁)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.859 ^a	0.738	0.733	0.15945

Predictors: (Constant), Organizational Culture (X₁)

Dependent Variable: Performance (Y)

Source: SPSS Version 25

Based on the analysis, the coefficient of determination (R^2) is 0.738. This means that 73.8% of the variability in Performance is explained by Organizational Culture, while the remaining 26.2% is influenced by other variables not included in the model.

Simple Linear Regression Equation

From the analysis, the following simple regression equation was obtained:

$$\hat{Y} = a + b_1 X_1 \quad \hat{Y} = 2.744 + 0.450 X_1$$

This equation indicates that for every one-unit increase in the Organizational Culture variable, the Performance score increases by 0.450, assuming other variables remain constant.

Second Hypothesis Testing

H₀: $\beta_2 = 0 \rightarrow$ There is no effect of Strategic Management on Performance.

H_a: $\beta_2 \neq 0 \rightarrow$ There is an effect of Strategic Management on Performance.

Decision rules:

If $-t_{table} > t_{count} > t_{table}$ or $Sig. < 0.05 \rightarrow$ reject H₀, accept H_a.

If $-t_{table} < t_{count} < t_{table}$ or $Sig. > 0.05 \rightarrow$ accept H₀, reject H_a.

Table 3. t-Test Results for Strategic Management (X₂)

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	2.787	0.161	—	17.268	0.000
Strategic Management (X ₂)	0.425	0.038	0.827	11.200	0.000

Dependent Variable: Performance (Y)

Source: SPSS Version 25

Based on SPSS results, $t_{count} = 11.200$ and $t_{table} (df = 58, \alpha = 0.05) = 2.002$. Since $t_{count} (11.200) > t_{table} (2.002)$ and $Sig. < 0.05$, H₀ is rejected and H_a is accepted. This shows that Strategic Management significantly affects Performance.

Coefficient of Determination

Table 4. Coefficient of Determination for Strategic Management (X₂)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.827 ^a	0.684	0.678	0.17509

Predictors: (Constant), Strategic Management (X₂)

Dependent Variable: Performance (Y)

Source: SPSS Version 25

The coefficient of determination (R²) value is 0.684, meaning that 68.4% of Performance variability is explained by Strategic Management, while the remaining 31.6% is influenced by other variables.

Simple Linear Regression Equation

$$\hat{Y} = a + bX_2 \quad \hat{Y} = 2.787 + 0.425X_2$$

This means that every one-unit increase in Strategic Management raises the Performance score by 0.425, assuming other factors remain constant.

Third Hypothesis Testing

H₀: $\beta_1, \beta_2 = 0 \rightarrow$ There is no joint influence of Organizational Culture and Strategic Management on Performance.

H_a: At least one $\beta \neq 0 \rightarrow$ There is a joint influence of Organizational Culture and Strategic Management on Performance.

Decision rules:

If $F_{count} > F_{table}$ or $Sig. < 0.05 \rightarrow$ reject H₀, accept H_a.

If $F_{count} < F_{table}$ or $Sig. > 0.05 \rightarrow$ accept H₀, reject H_a.

Table 5. F-Test Results (ANOVA)

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	4.614	2	2.307	130.352	0.000 ^b
Residual	1.009	57	0.018	—	—
Total	5.623	59	—	—	—

Dependent Variable: Performance (Y)

Predictors: (Constant), Strategic Management (X₂), Organizational Culture (X₁)

Source: SPSS Version 25

From the analysis, $F_{count} = 130.352$, while F_{table} ($df_1 = 2, df_2 = 57, \alpha = 0.05$) = 3.159. Since F_{count} (130.352) > F_{table} (3.159) and $Sig. < 0.05$, H₀ is rejected and H_a is accepted. This

means that Organizational Culture and Strategic Management jointly have a significant effect on Performance.

Coefficient of Determination

Table 6. R Square Test Results

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	0.906 ^a	0.821	0.814		0.13304

Predictors: (Constant), Strategic Management (X₂), Organizational Culture (X₁)

Dependent Variable: Performance (Y)

Source: SPSS Version 25

The coefficient of determination (R^2) = 0.821, meaning that 82.1% of the variation in Performance is jointly explained by Organizational Culture and Strategic Management, while 17.9% is explained by other unobserved variables.

Multiple Linear Regression Equation

Table 7. Multiple Linear Regression Results

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	2.491	0.131	—	19.079	0.000
Organizational Culture (X ₁)	0.286	0.043	0.546	6.592	0.000
Strategic Management (X ₂)	0.219	0.043	0.425	5.130	0.000

Dependent Variable: Performance (Y)

Source: SPSS Version 25

The multiple regression equation is:

$$\hat{Y} = a + b_1X_1 + b_2X_2 \quad \hat{Y} = a + b_1X_1 + b_2X_2$$

$$\hat{Y} = 2.491 + 0.286X_1 + 0.219X_2 \quad \hat{Y} = 2.491 + 0.286X_1 + 0.219X_2$$

The results shows that organizational culture and strategic management both contribute positively to improving performance at the Curug Aviation Education and Training Center. Specifically, a one-unit increase in organizational culture leads to a 0.286 increase in performance, assuming other variables remain constant. This means that the stronger and more effectively organizational culture is applied—through shared values, consistent behavior, and positive work norms—the higher the level of employee performance achieved. Similarly, a one-unit increase in strategic management results in a 0.219 increase in performance, indicating that when strategic management practices such as planning, implementation, and evaluation are conducted effectively, they significantly enhance overall organizational performance. These findings highlight that both

variables are crucial drivers of institutional success and must be managed in an integrated manner to achieve optimal results.

The Effect of Organizational Culture on Performance

Tumigolung et al. (2019) describe organizational culture as a pattern of basic assumptions developed by a particular group to solve problems arising from external adaptation and internal integration, which have worked well enough to be considered valid and to be taught to new members as the correct way to perceive, think, and feel regarding such problems.

According to Andayani & Soehari et al. (2019), organizational culture consists of norms that guide individual behavior within an organization. It reflects shared values, beliefs, principles, traditions, and behaviors among members. Fahmi (2017) further explains that organizational culture is the result of merging individual behaviors and values into new norms and philosophies that embody collective energy and pride in achieving organizational objectives.

Ningsih et al. (2022) define performance as an individual's overall ability to work optimally to achieve goals with relatively minimal input compared to the resulting outcomes. Performance assessment is conducted by comparing employee results to established standards.

From the theoretical and empirical evidence above, it can be concluded that there is a significant relationship between Organizational Culture and Performance—both directly and indirectly—at the Curug Aviation Education and Training Center. The indicators include:

- 1) Value (0.883): Compensation provided by the institution sufficiently meets daily living needs.
- 2) Tradition (0.867): The institution offers pension guarantees, motivating employees to remain dedicated.
- 3) Adaptation (0.858): Adaptability in carrying out work strongly supports overall job performance.

The Effect of Strategic Management on Performance

According to Hitt et al. (in Ramli & Kartini, 2022), a strategy is an integrated and coordinated set of actions and commitments designed to exploit core competencies for competitive advantage. David & David (2016) define strategic management as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives. Sondang (in Satriyono, 2019) states that strategic management involves fundamental decisions and actions made by top management and implemented by all organizational levels to achieve institutional goals.

Based on these views, Strategic Management is a crucial determinant of organizational performance. It aligns organizational activities, improves employee commitment, and optimizes goal achievement.

Empirical findings in this study show that Strategic Management significantly influences the performance of the Curug Aviation Education and Training Center, with strong indicators such as:

- 1) Commitment (0.886): Employees demonstrate commitment consistent with their roles.

- 2) Achievement (0.862): Employees receive promotion opportunities based on their performance.
- 3) Performance Excellence (0.856): Outstanding employees are given equal opportunities to participate in further education and training.

CONCLUSION

The study found that both organizational culture and strategic management had a significant and positive impact on employee performance at the Curug Aviation Education and Training Center. A strong and well-implemented organizational culture enhanced employee motivation, commitment, and effectiveness, contributing to 73.8% of performance variability. Similarly, strategic management accounted for 68.4% of the performance variation, demonstrating that proper planning, coordination, and execution of strategies improved operational efficiency and goal alignment. When combined, these two factors explained 82.1% of the variation in performance, confirming their synergistic role in driving institutional success. To build on these findings, future research could explore the moderating effects of leadership style, innovation capability, or digital transformation on the relationship between organizational culture, strategic management, and performance within public-sector training institutions.

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