

THE INFLUENCE OF LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE MEDIATED BY WORK MOTIVATION AT MULTINATIONAL COMPANY PT. GERMAN ETA IN INDONESIA

ABSTRACT

PT. ETA is a foreign industry in Indonesia that must always innovate continuously to improve the performance of its employees. Employee performance includes not only individual productivity but also their contribution to achieving the organization's strategic goals. This research aims to determine how leadership style and organizational culture influence employee performance through the mediation of work motivation. The sample taken using a saturated sampling technique amounted to 35 respondents from the total management team from 11 departments in the PT company. ETA. Data analysis used in research uses Path Analysis. The results of data analysis show that leadership style has a significant effect on performance, while organizational culture does not affect performance. Meanwhile, leadership style and organizational culture influence work motivation. There is no discernible impact from the investigation of mediating variables on the relationship between work motivation and organizational culture and leadership style and performance.

1. INTRODUCTION

In the era of globalization and rapidly developing information technology, competition in the electronics industry sector is increasingly fierce. Companies around the world are trying to stay relevant and compete effectively in this ever-changing marketplace. PT ETA Indonesia is one of the main players in this industry, located amidst significant challenges and opportunities

PT. ETA Indonesia is a foreign capital company from Germany that is engaged in manufacturing electrical components such as circuit breakers, relays, and sockets, and also produces various kinds of circuit breakers ranging from home, industrial, automotive to aerocrafts such as Airbus and Boeing, etc. In Indonesia, ETA was founded in 1997 under the name PT. ETA Indonesia was first located in Pasuruan Regency, East Java. PT. ETA Indonesia wants to meet market needs which are increasing sharply, especially in the Southeast Asia region. ETA Indonesia expanded its production once more and opened a new office and facility in 2008, this time in Berbek Industri, Sidoarjo Regency, East Java. The majority of the business's administration and production procedures were transferred to Berbek Industri. (<https://www.eta.co.id/home/>)

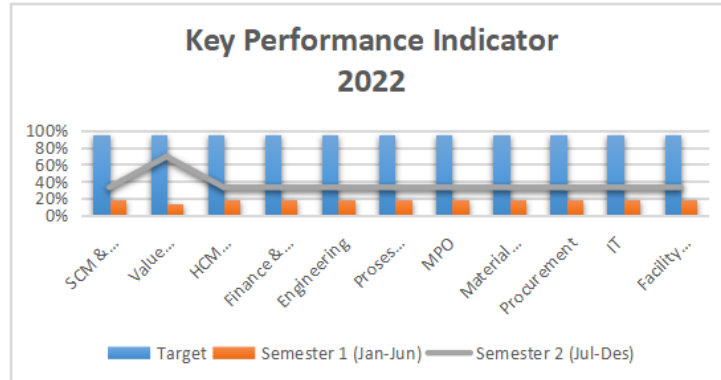
PT. ETA is a foreign industry in Indonesia that must always innovate continuously and improve the performance of its employees. Employee performance includes not only individual productivity but also their contribution to achieving the organization's strategic goals. In a time when business is constantly altering due to fast changing technology and a more complex worldwide environment, it's critical to comprehend what influences employee performance and how companies can raise it.

One of the methods used by PT. ETA to determine employee performance is to apply KPI (Key Performance Indicator) standards. KPI is a tool used to measure how effective a company is in achieving its business goals. Simply put, Key Performance Indicator is a term used to refer to the main performance indicators that

need to be implemented by various organizations.
<https://www.gramedia.com/literasi/key-performance-indicator/>

The following is a graph of the Key Performance Indicator achievements of PT employees. ETA Indonesia in 2022.

Fig 1 Key performance indicator 2022



Based on this graph, it can be seen that the achievements are based on key performance indicators for 2022 PT. ETA Indonesia shows that the performance of its employees is still not optimal and is still far from the company's targets.

To overcome the phenomenon mentioned above, researchers created a measurement model to assess variables using the indicators that form these variables. The variables studied in the measurement model are leadership style, organizational culture, employee performance, and work motivation.

To enhance staff performance, it is crucial to identify a leader with the appropriate leadership style in the morning PT. ETA, according to Kartono (2002). Khairizah et al. (2016) define leadership style as the manner in which a leader instructs their subordinates on how to complete tasks. Tjiptono (2006: 161) defines leadership style as "a method used to carry out communication with his subordinates," in contrast to Hersey (2004: 29) who defines it as "a pattern of behavior (words and actions) of a leader that is felt by other people."

Prior studies by Khan et al. (2020), Lai et al. (2020), Erri et al. (2021), Rivai (2020), and Batubara (2020) that looked at the relationship between leadership style and employee performance came to the same conclusion. Elyana et al. (2019), Mardiani and Sepdiana (2021), and Hendri and Kirana (2021) presented differing findings and came to the conclusion that employee performance is unaffected by a leader's style.

Organizational culture, together with leadership style, is the most important component that is considered to influence employee performance. According to William Stern (Mangkunegara, 2014), the two elements that determine individual performance are the individual and the organizational work environment. According to Anthony & Govindarajan (2005), organizational culture consists of shared beliefs, life values, behavioral norms, and assumptions that are accepted indirectly and demonstrated throughout the organization. In addition, Anthony & Govindarajan (2005) stated that these elements are the basis for observing employee behavior, their thinking, collaboration, and their interactions with their environment. If the organizational culture is good, employee work performance can be improved and contribute to the company's success.

According to Sule and Saefullah (2019), organizational culture is defined as the principles and habits adopted and implemented by an organization that is related

to the environment in which it operates. Many experts say that company culture can serve as a foundation for change and success. Therefore, much research has been conducted to discover the values or standards of behavior that can greatly influence a company's success, Abdul et al. (2003:708).

Prior studies by Paaisi and Josep (2020), Aryani et al. (2021), Mukmin (2021), Pratama and Elistia (2020), and Sitio (2021) examined the impact of organizational culture style on employee performance and found a substantial influence. Sugiono and Rahajeng (2022) and Sabuharia et al. (2019) came to the conclusion that employee performance is unaffected by corporate culture.

The leadership style of PT. The ETA will have a significant impact on workers' motivation. How well a leader develops each employee's motivation will determine how well he or she uses their leadership style to inspire others to accomplish a goal. Kartono (2018) asserts that a leader's communication style might affect how motivated their team members are at work if they can inspire their team members to

Work motivation is something that can encourage employees to work optimally for the company. Winardi (2004) states that employees who have high motivation at work will try to fulfill their needs to produce maximum performance. One of the things that can encourage employees to do their best for the company is work motivation. Highly motivated employees will try to fulfill their needs to achieve the best level of performance, according to Winardi (2004). Gary (2016) states that work motivation comes from several internal or external processes that produce an attitude of enthusiasm.

At PT. ETA Indonesia, study was done on the impact of organizational culture and leadership style on employee performance, with work motivation acting as a mediating factor, based on the aforementioned phenomena and empirical studies already in existence. Finding out how organizational culture and leadership style affect worker performance is the aim of this study.

2. THEORETICAL REVIEW

2.1 Leadership Style

Leaders use an opinion-based leadership style (Kartono 2002, p.62) to teach their employees how to do the work they are given. According to Tjiptono (2006:161) in (Hadiwijaya, Hendra, 2012), "leadership style is a method used to communicate with subordinates". Another opinion was also expressed by (Hersey, 2004: 29) in (Hadiwijaya, Hendra, 2012) that "leadership style is a pattern of behavior (words and actions) actions of a leader that is felt by others".

2.2 Organizational culture

Schenider (in Cahyono, 2010) said that organizational culture is rooted in the history of the organization, is mutually trusted, and is not easily changed. According to Andrew Brown (in Wirawan, 2010), belief patterns, values and ways of learning emerge from experiences that have been developed throughout the history of the organization. The behavior of organizational members also shows this. Therefore, it can be said that organizational culture is a pattern of beliefs and values instilled by all employees in carrying out their work as the right way to think, understand, and feel about related problems. In the end, this culture becomes the values or standards in the organization.

2.3 Employee performance

According to Sinambela et al. (2012), employee performance refers to a worker's capacity to carry out specific activities. Employee performance is crucial since it demonstrates an employee's capacity to finish the duties they are given. Establishing precise, quantifiable, and broadly specified reference standards is required to do this. Mangkunegara (2011) defines employee performance as the outcome of the quantity and quality of work completed by an employee in the course of performing their obligations and responsibilities.

According to Mangkunegara (2003), performance is the execution of an employee's duties and the attainment of work outputs that meet the standards of both quality and quantity inside the organization. According to Simanjuntak, performance is the degree to which objectives are met in order to provide the desired outcomes (2010:1). Performance, in the words of Rivai (2022–29), is the actual conduct that each individual presents as a result of their function in the organization. The degree of achievement determines the performance of the company.

2.4 Work motivation

Motivation is what drives someone to do something, according to Edy (2009). Therefore, motivation is often referred to as a driver of someone's behavior. According to Rivai (2013), motivation is a collection of attitudes and values that influence a person to achieve certain goals. Maslow (Edi, 2009), there are five levels of the hierarchy of needs, each shown as an indicator of motivation. The first is physiological needs, which include the needs for life after death, such as food, drink, housing, clothing, rest, and others, which are the most basic needs that a person must fulfill to survive. The second need is the need for security, which includes the need for protection

3. RESEARCH METHODS

3.1 Population and Sample

The sample taken using a saturated sampling technique amounted to 35 respondents from the total management team from 11 departments in the PT company. ETA.

Table 1 The details of the management team

No	Division/Department	Number of Teams
1	SCM Business Development	5
2	Value Creation	3
3	Human Capital Management	2
4	Finance and Administration	3
5	Engineering	2
6	Process Optimization	4
7	Production and Operations Management	5
8	Material Handling	3
9	Procurement	3
10	Information Technology	2
11	Facilities Management	3

3.2 Operational Definition and Variable Measurement

This research was conducted as an empirical investigation.

Table 2: Systematic testing of the proposed hypotheses and operational variables

Variable	Indicator	Items	Source
Leadership Style (X1)	1. Initiative Structure	1. Arranging work sections 2. Work relationship 3. Work Objectives	Busro (2018:251)
	2. Consideration	4. Trust 5. Taking ideas 6. Level of Concern	
Organizational Culture (X2)	1. Self-awareness of organizational members	7. Members get satisfaction from their work 8. Members strive to develop themselves and their abilities 9. Members comply with existing rules and regulations	Edilson (2016)
	2. Aggressiveness of organizational members	10. Members are full of initiative and do not always depend on leadership instructions 11. Members set plans and strive to complete them well	
	3. Personality of organizational members	12. Each member respects and greets each other when they meet 13. Members help each other 14. Each member respects each other's differences of opinion	
	4. Performance of organizational members	15. Members always prioritize quality in completing their work 16. Members are always innovating to find new and useful things 17. Every member always tries to work effectively and efficiently	
	5. Team orientation of organizational members	18. Each team task is carried out with discussion and synergy 19. Every time there is a problem in the work team, it is always resolved well	
Employee Performance (Y2)	1. Job Performance	20. Skills at work 21. Potential for developing knowledge through training 22. Completion of work on time	Sedarmayanti (2010)
	2. Expertise	23. Employee abilities 24. Educational background	
	3. Behavior	25. Employee attitude at work 26. Employee Loyalty 27. Relations with employees	
	4 Leadership	28. Leadership relationship with employees 29. Leadership participation	
Work Motivation (Y1)	1. The need for achievement	30. Take personal responsibility in making decisions 31. Enthusiastic about high achievement 32. Consistency in carrying out tasks in accordance with agreed decisions	Hasibuan (2016)
	3. Affiliate needs	33. Desire to work with others 34. Willingness to take risks 35. Desire to work better than others	

The Likert scale paradigm was used to assess research variables. This method measures the respondent's attitude by indicating whether they agree or disagree with the questions asked on a scale of 1–5. Specifically, a score of 5 indicates “Strongly

Agree” (SS), “Agree” (S), “Neutral” (N), “Disagree” (TS), and “Strongly Disagree” (STS).

3.3 Analysis Method

Path Analysis is a data analysis technique used in research. Path diagrams are used as a guide for intricate hypothesis testing in path analysis, a type of multiple regression application. This path analysis can be used to calculate the direct and indirect influence's magnitude.

RESULTS

3.4 Path Analysis Results

Table 3: The researcher concluded the proportion of variation in the dependent variable explained by the independent variable based on the results of the analysis route shown

Table 3. Proportion of variation in the dependent variable

Influence Between Variables	Path Coefficient	Cr	P-Value	Note
Leadership style→ Employee performance	0.492	3,353	0.002	significant
Organizational culture→ Employee performance	0.192	1,060	0.297	Not significant
Leadership style → Work motivation	-0.362	-2,483	0.008	significant
Organizational culture→ Work motivation	0.690	5,418	0,000	significant
Work motivation→ Employee performance	0.406	2,233	0.033	significant

Table 3 shows the coefficient for the leadership style variable (X1) of 0.492, or 49.2%, which indicates that better performance will be followed by a better leadership style. Meanwhile, the coefficient for the organizational culture variable (X2) is 0.192, or 19.2%, which indicates that improving organizational culture will be followed by better performance from employees. And the coefficient for the work motivation variable (Y1) is 0.406 or 40.6%. This shows that an increase in work motivation will be followed by performance improvement.

The significance value of the leadership style variable (X1) is 0.002, and work motivation (Y1) is 0.033, which is smaller than the error rate (α) of 0.05. This provides the conclusion that leadership style and work motivation have a significant effect on performance. Meanwhile, the organizational culture (X2) of 0.297 is greater than the error rate (α) of 0.05. This leads to the conclusion that organizational culture does not have a significant effect on employee performance.

The leadership style variable (X1) has a coefficient of -0.362, or -36.2%, according to Table 3's regression result. This demonstrates the idea that employees' motivation to work would decrease as the leadership style increases. In the meantime, 69%, or 0.690, is the coefficient for the organizational culture variable (X2). This demonstrates the idea that raising work motivation will come after enhancing corporate culture.

The significance value of the leadership style variable (X1) is 0.008 which is greater than 0.05. This can be concluded that leadership style (X1) has no significant effect on work motivation (Y1). Meanwhile, the significance value of organizational

culture (X2) is 0.000, which is greater than 0.05. It can be concluded that organizational culture (X2) has no significant effect on work motivation (Y1).

3.5 Sobel Test Results

Baron and Kenny (1986) call a variable mediating if the variable influences the relationship between exogenous variables and endogenous variables. The mediation model has the hypothesis that exogenous variables influence the mediator variable, which in turn influences the endogenous variable.

Table 4 :Influence between variables

Influence Between Variables	Path Coefficient	Cr	P - Value	Note
Leadership style → Work motivation → Employee performance	0.172	-0.493	0.343	Not significant
Organizational culture → Work motivation → Employee performance	0.162	0.983	0.325	Not significant

Table 4's Sobel test results demonstrate that work motivation mediates the effect of leadership style on performance, with a p-value of 0.343, higher than the statistical significance level of $\alpha = 5\%$. Furthermore, work motivation acts as a mediating factor between the value of the organizational culture variable and performance, with a p-value of 0.325 that is higher than the statistical significance value at $\alpha = 5\%$. The study's findings thus indicate that corporate culture and leadership style cannot influence worker performance through work motivation.

4. DISCUSSION

Leadership style plays a crucial role in shaping employee performance. Leadership that is supportive, motivating, and provides clear direction can increase employee productivity and job satisfaction. Paying attention to positive relationships, providing recognition for employee achievements, and creating a conducive work environment can increase motivation and loyalty, directly influencing better performance. On the other hand, authoritarian or unsupportive leadership may create discomfort in the workplace, harming employee morale and performance. Therefore, understanding and applying appropriate leadership styles plays an important role in improving employee performance in an organization.

The analysis's findings demonstrated that PT employees' performance is impacted by a leader's style. ETA in Indonesia. PT workers. ETA is typically more appropriate for group leaders who take the initiative to start and direct tasks and activities. This type of leader usually assigns tasks precisely, establishes roles and duties, and gives clear instructions. A leadership style that focuses on organization, planning, and achieving goals. Leaders with an Initiative Structure style play an important role in providing a framework and clarity in carrying out tasks, helping the group achieve efficiency, and directing team members toward common goals.

Organizational culture has a crucial role in shaping employee performance. A culture that supports collaboration, innovation, and positive values can increase employee motivation and engagement, thereby having a positive impact on productivity and quality of work. Conversely, a culture that is not in line with or does not support organizational values can lead to dissatisfaction, conflict, and decreased performance. Therefore, organizations need to build and maintain a motivating culture, strengthen a shared identity, and create a positive work environment to improve employee performance holistically.

The analysis's findings provided evidence that company culture has little bearing on PT workers' performance. ETA in Indonesia. This happens because there is a lack of aggressiveness in organizational members, including a lack of initiative

and always depending on the leadership's instructions, employees are less able to set plans and make less effort to complete the work well. Apart from that, there is also a lack of awareness of the importance of organizational culture among members of the organization, such as employees not getting satisfaction with their work, making less effort to develop themselves and their abilities, and not obeying existing regulations.

High level of motivation from PT leadership. ETA can encourage employees to pursue their goals with full dedication, increase productivity, and create quality work results. Motivation comes from internal factors of PT employees. ETAs such as personal satisfaction, sense of accomplishment, and identification with organizational goals tend to have a more sustainable impact than external motivation. Management of PT. ETAs that can understand employees' individual needs and expectations, and provide recognition for their achievements, can create a work environment that spurs motivation and positively influences employee performance.

The analysis's findings provided proof that ETA staff' performance is influenced by their work motivation. ETA in Indonesia. This demonstrates that there is a reasonable amount of need for achievement, which includes the need to fulfill obligations and meet goals at work as well as the bravery to take chances. This drive takes precedence over the urge to fit in and the urge to become an expert at a certain task.

Work motivation acts as a mediator that connects leadership style with employee performance. An effective leadership style will inspire PT employees. ETAs and providing positive encouragement can trigger high levels of motivation among employees. This motivation then becomes the main driver for increasing the performance of PT employees. ETA, results in better dedication, creativity, and productivity. Thus, work motivation functions as an important bridge that connects the direct influence of leadership style with optimal performance results.

However, the results are different from the results of data analysis, the results of the analysis found evidence that work motivation cannot mediate leadership style on the performance of PT employees. ETA Indonesia. Work motivation as mediation provided by the leadership does not contribute to the influence of leadership style on employee performance. PT. ETA.

PT's organizational culture. ETA should support positive values and provide space for individual growth and development to stimulate employee motivation. This motivation, in turn, becomes the main driver for improving performance, creating a productive work environment, and having a positive impact. Therefore, PT. ETAs who wish to improve employee performance should focus on building a motivating organizational culture, along with efforts to encourage and maintain individual motivation within the context of company values.

These findings differ from those of the data analysis, which indicated that work motivation was not a mediating factor in the impact of company culture on PT employees' performance. ETA Indonesia. The impact of company culture on PT staff performance is mediated by work motivation. Employee performance is not impacted by corporate culture in any way by ETA. ETA for PT.

5. CONCLUSION

Based on data analysis and discussion related to the problem of how to improve the performance of PT employees. ETA Indonesia through leadership style, organizational culture, and work motivation, the conclusion is employee performance through leadership style at PT. ETA Indonesia. Leadership style as an initiative structure can better improve performance. Leaders with this style tend to provide clear directions, define roles and responsibilities, and organize tasks in detail. A leadership

style that focuses on organization, planning, and achieving goals. Leaders with an Initiative Structure style play an important role in providing a framework and clarity in carrying out tasks, helping the group achieve efficiency, and directing team members toward common goals.

Employee performance through organizational culture at PT. ETA Indonesia. The current organizational culture at PT. ETA does not contribute to improving employee performance, so leaders can remain focused on other factors that can increase organizational productivity and effectiveness. Leaders can consider evaluating and strengthening elements such as organizational structure, reward and recognition systems, employee skills development, and internal communications strategies.

Work motivation on PT employee performance. ETA Indonesia. Motivational factors such as the need for achievement, the need for affiliation, and the need to master a particular job can increase employee enthusiasm and commitment to improving performance. Leaders need to understand employee needs and expectations and create motivation strategies that suit team characteristics and organizational goals. By building a work culture that supports motivation, leaders can effectively improve employee performance and achieve better results for the organization as a whole.

Work motivation cannot mediate leadership style and organizational culture on PT employee performance. ETA Indonesia. Organizational leaders and management need to understand the dynamics and relationships between these variables to design appropriate strategies. Further research may be needed to understand the role of each element and variable influencing employee performance in the specific context of the organization. With a deeper understanding, leaders can identify effective steps to improve performance without using work motivation as an intermediary.

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