

# **THE INFLUENCE OF LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE MEDIATED BY WORK MOTIVATION IN THE 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 does not only include individual productivity but also their contribution to achieving the organization's strategic goals. This research aims to find out how leadership style and organizational culture influence employee performance through the mediation of work motivation. The sample taken using a saturated sampling technique consisted of 35 respondents from the total team management of 11 departments in the company PT. 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 has no effect on performance. Meanwhile, leadership style and organizational culture influence work motivation. There is no visible impact from investigating mediating variables on the relationship between work motivation and organizational culture as well as leadership style and performance.

***Keywords: Leadership Style, Organizational Culture, Employee Performance, Work Motivation***

## **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 market. PT ETA Indonesia is one of the main players in this industry, which is amidst significant challenges and opportunities

PT. ETA Indonesia is a foreign capital company from Germany which is engaged in manufacturing electrical components such as circuit breakers, relays and sockets, and produces various types of circuit breakers ranging from household, industrial, automotive to aircraft 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 the sharply increasing market needs, especially in the Southeast Asia region. ETA Indonesia again expanded its production and opened new offices and facilities in 2008, this time in Berbek Industri, Sidoarjo Regency, East Java. The majority of business 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 not only includes individual productivity but also their contribution to achieving the organization's strategic goals. At a time when business continues to change due to rapid technological changes and an increasingly complex world environment, it is important to understand what influences employee performance and how companies can improve 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-kinerja-indikator/>

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

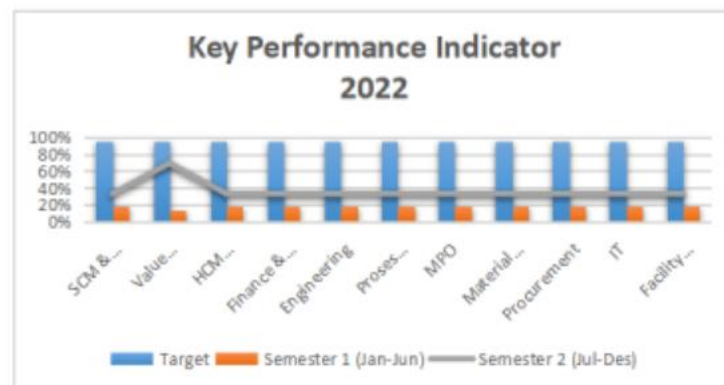


Fig 1: Key Performance Indicator 2022

Based on this graph, we can see the achievements based on PT's 2022 key performance indicators. 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 improve staff performance, it is critical to identify a leader with the right leadership style in the morning PT. ETA, according to Kartono (2002)[1]. Khairizah et al. (2016)[2] defines leadership style as the way a leader instructs his subordinates on how to complete a task. Tjiptono (2006: 161)[3] defines leadership style as "a method used to communicate with subordinates", in contrast to Hersey (2004: 29)[4] which defines it as "a leader's pattern of behavior (words and actions) that is perceived by others."

Previous research by Khan et al. (2020)[5], Lai et al. (2020)[6], Erri et al. (2021)[7], Rivai (2020)[8], and Coal (2020)[9] who looked at the relationship between leadership style and employee performance came to the same conclusion. Elyana et al. (2019)[10], Mardiani and Sepdiana (2021)[11], and Hendri and Kirana (2021) presented different findings and came to the conclusion that employee performance is not influenced 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)[12], the two elements that determine individual performance are the individual and the organizational work environment. According to Anthony & Govindarajan (2005)[12], organizational culture consists of shared beliefs, life values, behavioral norms, and assumptions that are indirectly accepted and demonstrated throughout the organization. Additionally, Anthony & Govindarajan (2005)[12] states that these elements are the basis for observing employee behavior, thinking, collaboration, and interaction with their environment. If the organizational culture is good, employee work performance can increase and contribute to the company's success.

According to Sule and Saefullah (2019)[13], organizational culture is defined as the principles and habits adopted and implemented by an organization that are related to the environment in which it operates. Many experts say that company culture can be the basis for change and success. Therefore, a lot of research has been carried out to find values or standards of behavior that can greatly influence the success of a company, Abdul et al. (2003:708).

Previous research by Paaisi and Josep (2020)[14], Aryani et al. (2021)[15], Believers (2021)[16], Pratama and Elistia (2020)[17], and Sitio (2021)[18] tested the impact of organizational culture style on employee performance and found that there was quite a large influence. Sugiono and Rahajeng (2022)[19] and Sabuharia et al. (2019)[20] came to the conclusion that employee performance is not influenced by company culture.

PT leadership style. ETA will have a significant impact on employee motivation. How well a leader develops each employee's motivation will determine how well he or she uses his or her leadership style to inspire others to achieve a goal. Cartono (2018)[21] confirms that a leader's communication style can influence how motivated his team members are at work if they can inspire their team members to work.

Work motivation is something that can encourage employees to work optimally for the company. Winardi (2004)[22] states that employees who have high work motivation will try to fulfill their needs to produce maximum performance. One of the things that can encourage employees to give 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)[22]. Gary (2016) states that work motivation comes from several internal or external processes that produce an enthusiastic attitude.

At PT. ETA Indonesia, conducted a study on the influence of organizational culture and leadership style on employee performance, with work motivation as a mediating factor, based on the phenomena mentioned above and existing empirical studies. The purpose of this research is to find out how organizational culture and leadership style influence employee performance.

## **2. THEORETICAL REVIEW**

### **2.1 Leadership style**

Leaders use an opinion-based leadership style (Kartono 2002, p.62)[1] to teach its employees how to do the work assigned to them. According to Tjiptono (2006:161)[23], "leadership style is a method used to communicate with subordinates". Another opinion was also expressed by (Hersey, 2004: 29)[24] that "leadership style is a pattern of behavior (words and actions) where a leader's actions can be felt by others".

### **2.2. Organizational culture**

Schenider (in Cahyono, 2010)[19] said organizational culture is rooted in organizational history, mutual trust, and is not easily changed. According to Andrew Brown (in Wirawan, 2010)[19], patterns of beliefs, values and ways of learning emerge from experiences that have developed throughout an organization's history. The behavior of organizational members also shows this. Therefore, it can be said that organizational culture is a pattern of beliefs and values that are instilled by all employees in carrying out their work as a correct way of thinking, understanding and feeling 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)[19], employee performance refers to the worker's capacity to carry out certain activities. Employee performance is very important because it shows the employee's ability to complete the assigned tasks. To achieve this, it is necessary to establish appropriate, measurable and widely defined reference standards. Mangkunegara (2011)[19] defines employee performance as the result of the quantity and quality of work completed by an employee in carrying out his obligations and responsibility

According to Mangkunegara (2003)[25], performance is the implementation of employee duties and the achievement of work results that meet quality and quantity standards in the organization. According to Simanjuntak, performance is the extent to which goals are met to provide the desired results (2010:1)[25]. Performance, in the words of Rivai (2022–29), is the actual behavior displayed by each individual as a result of their function in the organization. The degree of achievement determines the company's performance.

### 2.4. Work motivation

Motivation is something that encourages someone to do something, according to Edy (2009)[25]. Therefore, motivation is often referred to as driving a person's behavior. According to Rivai (2013)[25], motivation is a collection of attitudes and values that influence a person to achieve certain goals. Maslow (Edi, 2009)[25], there are five levels of the hierarchy of needs, each of which is displayed as an indicator of motivation. The first is physiological needs, which include the needs of life after death, such as food, drink, housing, clothing, rest, etc., 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. 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. Details of the management team can be seen in Table 1 as follows:

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. Systematic testing of the proposed hypotheses and operational variables will be presented in Table 2.

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 complex hypothesis testing in path analysis, a type of multiple regression application. This path analysis can be used to calculate the magnitude of direct and indirect effects.

#### 4. RESULTS

##### 3.4. Path Analysis Results

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

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 of the leadership style variable (X1) of 0.492 or 49.2%, which shows that the better the performance, the better the leadership style. Meanwhile, the coefficient for the organizational culture variable (X2) is 0.192 or 19.2%, which shows that the better the organizational culture, the better the employee performance will be. And the coefficient for the work motivation variable (Y1) is 0.406 or 40.6%. This shows that increasing work motivation will be followed by increasing work motivation and increasing performance.

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 ( $\alpha$ ) of 0.05. This provides the conclusion that leadership style and work motivation have a significant effect on performance. Meanwhile, organizational culture (X2) of 0.297 is greater than the error rate ( $\alpha$ ) of 0.05. This results in the conclusion that organizational culture has no significant effect on employee performance.

The leadership style variable (X1) has a coefficient of -0.362 or -36.2% based on the regression results in Table 3. This shows that there is an assumption that employee work motivation will decrease as leadership style increases. Meanwhile, the coefficient for the organizational culture variable (X2) is 69% or 0.690. This shows the idea that increased work motivation will occur after improving corporate culture.

The significance value of the leadership style variable (X1) is 0.008, greater than 0.05. It 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)[26] call a mediating variable 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.

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

Sobel test results in Table 4 show that work motivation mediates the influence 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 organizational culture variables and performance, with a p-value of 0.325 which is higher than the statistical significance value at  $\alpha = 5\%$ . The research findings indicate that company culture and leadership style cannot influence employee performance through work motivation.

## 5. DISCUSSION

Leadership style plays an important 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, thereby directly influencing better performance. On the other hand, authoritarian or unsupportive leadership can cause discomfort in the workplace, thereby harming employee morale and performance. Therefore, understanding and applying appropriate leadership styles plays an important role in improving employee performance in an organization.

The results of the analysis show that the performance of PT employees is influenced by the style of a leader. ETA in Indonesia. PT workers. ETA is usually more appropriate for group leaders who take the initiative to initiate and direct tasks and activities. This type of leader usually assigns tasks precisely, defines roles and tasks, and gives clear instructions. A leadership style that focuses on organizing, planning, and achieving goals. Leaders with an Initiative Structure style play an important role in providing framework and clarity in carrying out tasks, helping the group achieve efficiency, and directing team members towards common goals. Organizational culture has an important 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 work quality. On the other hand, a culture that is not in line with or does not support organizational values can give rise to dissatisfaction, conflict and decreased performance. Therefore, organizations need to build and maintain a culture of motivation, strengthen shared identity, and create a positive work environment to improve employee performance holistically.

The analysis findings provide evidence that company culture does not have much influence on the performance of PT workers. ETA in Indonesia. This occurs due to a lack of aggressive nature in members of the organization, 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 being satisfied with their work, not making enough 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 the needs and expectations of individual employees, and provide recognition for their achievements, can create a work environment that spurs motivation and has a positive influence on employee performance.

The analysis findings provide evidence that ETA staff performance is influenced by their work motivation. ETA in Indonesia. This shows that there is a reasonable need for achievement, which includes the need to fulfill obligations and achieve goals at work as well as the courage to take risks. This drive takes precedence over the desire to conform and the desire to become an expert at a particular task.

Work motivation acts as a mediator that connects leadership style with employee performance. An effective leadership style will inspire PT employees. ETA and providing positive encouragement can trigger high 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 leader does not contribute to the influence of leadership style on employee performance. PT. ETA.

PT 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 providing a positive impact. Therefore, PT. ETAs seeking 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.

This finding is different from the results of data analysis which shows that work motivation is not a mediating factor in the influence of company culture on the performance of PT employees. ETA Indonesia. The influence of corporate culture on PT employee performance is mediated by work motivation. Employee performance is not influenced by company culture in any way by ETA. ETA for PT.

## 6. CONCLUSION

Based on data analysis and discussion regarding the problem of how to improve the performance of PT employees. ETA Indonesia through leadership style, organizational culture and work motivation, in conclusion employee performance through leadership style at PT. ETA Indonesia. Leadership style as an initiative structure can further improve performance. Leaders with this style tend to provide clear directions, assign roles and responsibilities, and organize tasks in detail. A leadership style that focuses on organizing, planning, and achieving goals. Leaders with an Initiative Structure style play an important role in providing framework and clarity in carrying out tasks, helping the group achieve efficiency, and directing team members towards common goals.

Employee performance through organizational culture at PT. ETA Indonesia. The organizational culture that exists 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 in 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 specific organizational contexts. With deeper understanding, leaders can identify effective steps to improve performance without using work motivation as an intermediary.

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