

Situational Leadership, Work Culture, and Intrinsic Motivation towards Employee Performance PT. PLN (Perusahaan Listrik Negara) Persero Labuhan Batu Regency Area

Mhd. Husaini Annasri Lubis¹, Siti Lam'ah Nasution², Abd. Halim³

^{1,2,3}Faculty of Economics and Business, Universitas Labuhanbatu, Indonesia

mhyusaini10nasri@gmail.com, sitinasution81@gmail.com, abdulhalimpsr89@gmail.com

Abstract

This study aims to analyze situational leadership, work culture, and intrinsic motivation on employee performance at PT PLN (State Electricity Company) Persero Area Labuhanbatu Regency. This research uses quantitative methods, with analytical tools Software IBM SPSS 25. The analysis techniques used include classical assumption test, multiple linear regression, hypothesis testing, and coefficient of determination. The results of the t test in this study indicate that the value of count situational leadership variable (X1) $4,09 > t_{table} 1,68$ with a significant value of $0,000 < \text{from a probability value of } 0,05$ so it can be concluded that the situational leadership variable has a positive and significant effect on employee performance. Marktcoun work culture variable (X2) $3,07 > t_{table} 1,68$ with a significant value of $0,004 < \text{from a probability value of } 0,05$ so it can be concluded that the work culture variable has a positive and significant effect on employee performance. Marktcoun intrinsic motivation variable (X3) $6,26 > t_{table} 1,68$ with a significant value of $0,000 < \text{from a probability value of } 0,05$ so it can be concluded that the intrinsic motivation variable has a positive and significant effect on employee performance. Simultaneously, the variables of situational leadership, work culture, and intrinsic motivation have a positive and significant influence on employee performance. This means that the hypothesis in this study is accepted, as evidenced by the value of $F_{count} > F_{table} (25,19 > 2,86)$.

Keywords

situational leadership; work culture; intrinsic motivation; employee performance



I. Introduction

Over time, every organization continues to strive to maintain its existence in the organization's business environment. This places great demands on the organization to be able to improve the quality of its human resources. Human resources are very influential in achieving organizational goals in terms of performance. Employee performance refers to how employees behave at work and how employees can do the work assigned to them by the leadership, organizations usually set performance targets for each employee as a whole (Joy, et al, 2020: 62). Employee performance is inseparable from the influence of the leadership style applied in the organization. Leadership is the process by which an individual interacts with the employees of the organization, motivate them and help them in achieving their targets (Kalsoom, et al, 2018: 23). Mattalatta (2019: 36) states that leadership style has a close involvement in improving employee performance, this is due to the nature of tolerance that must be embraced by every leader who wishes to exceed work targets, both in terms of

time and things to be achieved in a work organization. so that the performance of each individual who is responsible for the organization, it is obligatory to receive guidance from superiors as stated in the leadership system he adheres to. One of the most widely used leadership styles in organizations is situational leadership. Situational leadership is a theory which states that a leader has the ability to change his leadership style to adapt to the needs of his subordinates, with the aim of being able to communicate adequately with his subordinates (Al-Khamaiseh, et al, 2020: 580). On PT. PLN (Perusahaan Listrik Negara) Persero Area Labuhanbatu Regency There is a phenomenon related to situational leadership. From the results of the presurvey, it can be concluded that the leadership of the organization cannot adjust the way of leading it to what is needed by its subordinates, for example, the leader who always forces his subordinates to work faster and exceeds the predetermined time target, while the employees do not get more rewards than that, thus making their subordinates feel unsatisfied at work which then has a bad influence on their performance. According to Yani in Syardiansyah (2020) performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time. This means that in work contains elements of the standard that achievement must be met, so, for those who reach the standards set means good performance (Wahjudewanti, 2021). According to Ivancevich, Konopaske and Matteson (Busro in Edward, 2020) that performance shows the ability and skills of workers. Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities (Wulandari, 2021).

In addition to leadership, work culture also has an influence on employee performance in an organization. Work culture is assumed to be a work activity in which there are elements of sensitivity, freedom, courage, and openness. Work culture is a social order that is used as a group norm in an organization, work culture can shape employee attitudes and behavior which is then used as a good or bad habit by employees (Santhanam, 2020: 13823). Work culture consists of shared values, beliefs, attitudes, and behaviors that employees use every day in doing work, work culture determines how employees describe how employees work, understand the organization, and how employees take part in an organization. , besides that, work culture can also encourage decision-making, action, and ultimately overall performance in the organization (Ali, et al, 2015: 162). Based on the results of presurvey on PT. PLN (Perusahaan Listrik Negara) Persero Area Labuhanbatu Regency there are several problems related to work culture, such as there are some employees who have a lazy habit, work only based on experience, without exploring the creativity that is in them to do a better job, there are also several employees who work individually, without doing anything. cooperation which is basically with cooperation, the work done will be easier to complete.

Another factor that can affect employee performance is motivation. Work motivation is a process that explains individual intensity, direction, and persistence of effort in achieving goals, the existence of motivation in the organization can encourage employees to work together and use their abilities to achieve organizational goals (Santoso, et al, 2020: 562). Providing structured motivation with a good system can make the talents of an employee develop and allow employees to work optimally, this can then affect employee work efficiency, morale and job satisfaction (Pang, et al, 2018: 37). Employee performance is inseparable from the influence of skills, education, and most importantly the level of motivation, therefore organizations are currently more focused on motivation, Motivated employees can create competitiveness and provide benefits for the organization (Jaiswal, 2019: 26). Pang, et al (2018: 37) state that motivation in an organization can be divided into financial-non-financial, and intrinsic and extrinsic. Intrinsic motivation is an action that can increase a sense of satisfaction related to the desired basic psychosomatic needs for

professional competence and improve performance that arises from within employees (Kalohoro, et al, 2017: 122). On Intrinsic motivation is an action that can increase a sense of satisfaction related to the desired basic psychosomatic needs for professional competence and improve performance that arises from within employees (Kalohoro, et al, 2017: 122). On Intrinsic motivation is an action that can increase a sense of satisfaction related to the desired basic psychosomatic needs for professional competence and improve performance that arises from within employees (Kalohoro, et al, 2017: 122). On PT. PLN (Perusahaan Listrik Negara) Persero Area Labuhanbatu Regency, there are phenomena related to intrinsic motivation, such as the lack of appreciation from the leadership for the achievement of the performance of their subordinates and not carrying out career development such as promotions, this makes employees less motivated to work and carry out their responsibilities in accordance with the provisions of the organization, without trying to improve their performance.

Situational leadership is a combination of task behavior, employee commitment and work behavior, by combining these components it can allow openness between leaders and members in addition to ensuring competence in employee decisions (Ghazawi, et al, 2017: 103). Situational leadership focuses on how a leader is able to motivate and influence subordinates in one condition (Cote, 2017: 2). According to Thompson and Vecchio cited by Wuryania, et al (2021: 366) situational leadership can be measured through several indicators such as effective two-way communication (between subordinates and superiors), encouragement to improve employee performance, support subordinates in work while taking risks, appreciate every work produced by subordinates,

Work culture is a habit that is inherent in every employee in an organization, in terms of building a work culture, it means that leaders improve and maintain good habits that exist in their employees, and apply new habits that are better than before (Widyaningrum, 2020: 53). Work culture is also used as a differentiator between each organization. Work culture can be measured through several indicators such as: 1) the creativity of employees; 2) employee persistence in work; 3) the attitude of cooperation between employees in completing the work; 4) employee integrity; 5) the nature of rationality possessed by employees (Sanjaya, 2021: 73).

Intrinsic motivation is an action that can increase satisfaction related to the desired basic psychomatic needs for professional competence and increase the performance produced by employees (Kalohoro, et al, 2017: 122). Intrinsic motivation is defined as the desire to exert effort based on the interests, abilities, and satisfaction of the individual (employee) without any encouragement from other things (Hai, et al, 2021: 14). Employees with high intrinsic motivation tend to be more active, persistent, and productive at work, because they enjoy the process of completing tasks related to their work (Hai, et al, 2021: 14). Intrinsic motivation can be measured through several dimensions, such as; 1) Confession, the indicators are the recognition given by the leader for the work that has been achieved by his subordinates, the existence of rewards to his subordinates for their performance, the leader appreciates every work done by his subordinates; 2) Development, the indicator is that the leader provides opportunities for promotion to employees whose performance continues to increase, the leader provides more work than usual in order to develop the abilities of his subordinates (Widyaputra, et al, 2018: 90-91).

Employee performance is the capacity possessed by an individual in doing work and achieving certain goals (Kalsoom, et al, 2018: 25). Kalogiannidis (2020: 2) also defines employee performance as the behavior shown by an employee when carrying out certain tasks given by the organizational leadership. Employee performance is described as the extent to which employees are able to do the work that is their responsibility (Yucel, 2021: 7). In the opinion of Yiing, et al, quoted by Kalsoom (2018: 25) employee performance can

be measured through 2 dimensions, including: 1) task performance, the indicator is that employees carry out activities related to organizational services, employees are able to apply technical procedures in organization, employees are able to implement core technical development within the organization; 2) Contextual performance, the indicator is an employee's interpersonal skills, employees have broader knowledge about the social environment in the organization.

II. Research Methods

This research was conducted at PT. PLN (State Electricity Company) Persero Area Labuhanbatu Regency. PT. PLN (State Electricity Company) Persero Area Labuhanbatu Regency has 40 employees, then all employees are made into the population in this study. The sample in this study uses non-probability sampling with saturated sampling technique, where the entire population is used as a sample. Data acquisition can be done through distributing questionnaires, observing, and also conducting interviews with related employees. The data from this study were then tested using several analytical techniques such as classical assumption test, multiple linear regression test, hypothesis testing, and coefficient of determination.

III. Discussion

3.1 Results

The distribution of questionnaires was carried out in order to obtain data which would then be analyzed to prove the truth of the hypothesis of this study. Before the questionnaires are distributed, testing is done on the question items contained in the questionnaire through validity and reliability tests. The validity test was carried out at the Civil Service Police Unit of Labuhanbatu Regency by making 30 employees as samples. Questionnaire items are said to be valid if they have a total correlation value of > 0.5 (Ghazali, 2018: 51). The results of the validity of this research can be contained in Table 1:

Table 1. Validity Test Results

Variable Indicator Items	Total Correlation	Sig Criteria	Description
X1.1	,648	0.5	Valid
X1.2	,765	0.5	Valid
X1.3	,587	0.5	Valid
X1.4	,538	0.5	Valid
X1.5	,633	0.5	Valid
X2.1	,833	0.5	Valid
X2.2	,516	0.5	Valid
X2.3	,862	0.5	Valid
X2.4	,755	0.5	Valid
X2.5	,862	0.5	Valid
X3.1	,862	0.5	Valid
X3.2	,755	0.5	Valid
X3.3	,516	0.5	Valid
X3.4	,758	0.5	Valid
X3.5	,538	0.5	Valid
Y.1	,758	0.5	Valid
Y.2	,641	0.5	Valid
Y.3	,779	0.5	Valid

Variable Indicator Items	Total Correlation	Sig Criteria	Description
Y.4	,696	0.5	Valid
Y.5	,903	0.5	Valid

Description: *Sig Criteria < 0.5
Source: Research Results, 2021.

Reliability tests were carried out to find out the results of consistent measurements when the same measuring instrument was measured, an indicator in the questionnaire could be accepted if the alpha coefficient had a value > 0.6 (Sugiyono, 2016: 130). The results of the reliability test of this study can be contained in Table 2:

Table 2. Reliability Test Results

Variable	Croanbach Alpha (CA)	Description
Situational Leadership	,806	Reliable
Work Culture	,752	Reliable
Intrinsic Motivation	,752	Reliable
Employee Performance	,802	Reliable

Description: *Criteria CA > 0.6.
Source: Research Results, 2021

Based on Table 1, the results of the validity test and Table 2, the results of the reliability test, it can be stated that all question items are valid and reliable, and the questionnaire is feasible to be distributed. Furthermore, the classical assumption test analysis was carried out on the data from the research questionnaire.

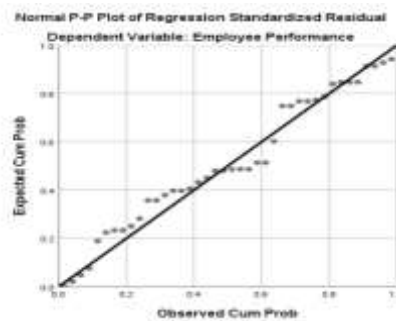


Figure 1. Graphics P-Plot Normality test
Source: Research Results, 2021

Figure 1 shows the residual points of the regression model that spread along a diagonal line, it shows that the regression model in this study is normally distributed. Classical assumption test with multicollinearity analysis is presented in Table 3:

Table 3. Multicollinearity Test Results

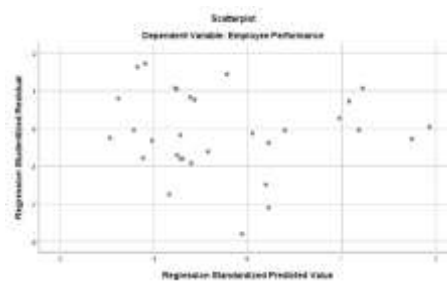
Model	Sig.	Collinearity Statistics	
		Tolerance	VIF
1 (Constant)			
Situational Leadership	.000	.923	1.083
Work Culture	.004	.962	1.039
Intrinsic Motivation	.000	.956	1.046

a. Dependent Variable: Employee Performance

Description: *p< 0.05.

Source: Research Results, 2021.

Table 3 proves that the independent variable has a VIF value < 10 and a tolerance value > 0.1. This proves that the data in this study did not experience symptoms of multicollinearity. The results of the heteroscedasticity test are shown in Figure 2:

**Figure 2. Graphics Scatterplot**

Source: Research Results, 2021

Based on Figure 2, it can be concluded that the data in this study did not experience symptoms of heteroscedasticity, as evidenced by the spread of the points above and below the number 0 on the Y axis, and did not have a clear pattern. Furthermore, multiple linear regression analysis was performed on the research data. The results of multiple linear regression analysis are contained in the following table:

Table 4. Multiple Linear Regression Test Results

Model	Coefficients ^a				
	B	Std Error	Beta	T	Sig.
1 (Constant)	14,963	4.957		3.019	.005
Situational Leadership	.470	.115	.404	4.095	.000
Work Culture	.489	.159	.297	3.075	.004
Intrinsic Motivation	.676	.108	.606	6.262	.000

Description: *p< 0.05

Source: Research Results, 2021.

Table 4, the results of multiple linear regression test show the value of B on situational leadership (B1) of 0.470. The value of work culture (B2) is 0.489. The value of intrinsic motivation (B3) is 0.676. And the constant value (a) is 14,963. Based on this value,

the following multiple linear regression equation was obtained: $Y=14963+0.470X1+0.489X2+0.676X3$. The description of the multiple linear regression equation shows that the variables of situational leadership, work culture and intrinsic motivation have a positive direction coefficient on employee performance.

Hypothesis test consists of t test and F test. The t-test was conducted to analyze the effect of the independent variables, namely situational leadership (X1), work culture (X2) and intrinsic motivation (X3) partially on the dependent variable, namely employee performance (Y). The basis for decision making on the t test is: If $t_{count} > t_{table}$, then H_a is accepted and H_o is rejected, meaning that situational leadership, work culture and intrinsic motivation have a positive and significant effect on employee performance. If $t_{count} < t_{table}$, then H_a is rejected and H_o is accepted, meaning that situational leadership, work culture and intrinsic motivation have no positive and significant effect on employee performance. The equation for determining the value of t_{table} can be used as follows: $df = nk-1 = 40-3-1 = 36$. After being calculated using this equation, the value of t_{table} is 1.68. The results of the t test are listed in table 5:

Table 5. T Test Results

Coefficients ^a					
Model	B	Std. Error	Beta	T	Sig
1 (Constant)	14,963	4.957		3.019	.005
Situational Leadership	.470	.115	.404	4.095	.000
Work Culture	.489	.159	.297	3.075	.004
Intrinsic Motivation	.676	.108	.606	6.262	.000

a. Dependent Variable: Employee Performance

Description: * $p < 0.05$

Source: Research Results, 2021.

The situational leadership variable (X1) has a value of t_{count} (4.09) $>$ t_{table} (1.68) which means H_a is accepted and H_o is rejected. While the significant value is smaller than the probability value of 0.05 or a significant value of $0.000 < 0.05$. Thus it can be concluded that the situational leadership variable (X1) has a positive and significant effect on employee performance. Work culture (X2) has a value of t_{count} (3.07) $>$ t_{table} (1.68) which means H_a is accepted and H_o is rejected. While the significant value is smaller than the probability of 0.05 or $0.004 < 0.05$. Thus it can be concluded that work culture (X2) has a positive and significant effect on employee performance. Intrinsic motivation (X3) has a value of t_{count} (6,26) $>$ t_{table} (1.68) which means H_a is accepted and H_o is rejected. While the significant value is smaller than the probability of 0.05 or $0.000 < 0.05$. Thus, it can be concluded that intrinsic motivation (X3) has a positive and significant effect on employee performance.

The F test was conducted to test the independent variables, namely situational leadership (X1), work culture (X2) and intrinsic motivation (X3) simultaneously having a significant relationship or not to the dependent variable, namely employee performance (Y). The basis for making F-Test decisions are: If $F_{count} > F_{table}$, then H_a is accepted and H_o is rejected, meaning that situational leadership, work culture and intrinsic motivation have a positive and significant effect on employee performance. If $F_{count} < F_{table}$, then H_a is rejected and H_o is accepted, meaning that situational leadership, work culture and intrinsic motivation have no positive and significant effect on employee performance. As for determining the value of F_{table} , the following equation can be used: $df = k; n - k = 3; 40 - 3 = 3; 37$. After calculating using this equation, the value of F_{table} is 2.86. The results of the F test in this study can be contained in Table 6:

Table 6. F. Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	244,922	3	81,641	25,190	.000 ^b
	Residual	116,678	36	3,241		
	Total	361,600	39			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Intrinsic Motivation, Work Culture, Situational Leadership

Description: *p< 0.05

Source: Research Results, 2021.

Based on Table 6, it is known that the value of F_{count} of 25.19 > F_{table} 2.86 with a significance value of 0.000 < 0.05. From these results, it can be concluded that situational leadership (X1), work culture (X2) and intrinsic motivation (X3) simultaneously have a positive and significant effect on employee performance (Y).

The coefficient of determination was carried out to analyze the contribution of the influence of the independent variables, namely situational leadership (X1), work culture (X2) and intrinsic motivation (X3) to the dependent variable, namely employee performance (Y). If the value of the coefficient of determination is getting closer to the value of 1, it shows the stronger the relationship between the independent variables and the dependent variable, and vice versa. The results of the coefficient of determination test can be contained in Table 7:

Table 7. Coefficient of Determination Test Results

Model Summary ^b				
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.823 ^a	.677	.650	1,800

a. Predictors: (Constant), Intrinsic Motivation, Work Culture, Situational Leadership

b. Dependent Variable: Employee Performance

Description: *p< 0.05

Source :Research Results, 2021.

Table 7. The results of the coefficient of determination test show that the Adjusted R Square value of 0.650 means that employee performance can be explained by the variables of situational leadership (X1), work culture (X2) and intrinsic motivation (X3) of 65.0%, while the remaining 35% can be explained by other variables not examined in this study.

3.2. Discussion

The situational leadership variable (X1) has t_{count} (4.09) > t_{table} value (1.68) which means H_a is accepted and H_o is rejected, with a significantly smaller value than the probability value of 0.05 or 0.000 < 0.05, thus it can be stated that the situational leadership variable has an effect positive and significant impact on employee performance at PT. PLN (State Electricity Company) Persero Area Labuhanbatu Regency. The results of this study are

in line with research conducted by Wijaya, et al (2018) with the title "The Influence of Situational Leadership Style, Organizational Culture, and Compensation on Performance". The results of this study show that situational leadership style has a positive and significant influence on employee performance.

The work culture variable (X2) has a value of $t_{count} (3.07) > t_{table} \text{ value } (1.68)$ which means H_a is accepted and H_o is rejected, with a significant value less than the probability value of 0.05 or $0.004 < 0.05$. It can be stated that the work culture variable (X2) has a positive and significant effect on employee performance at PT. PLN (State Electricity Company) Persero Area Labuhanbatu Regency. This is in line with research conducted by Rasmulia Sembiring and Winarto (2020) entitled "The Influence of Work Culture and Commitment to Employee Performance (Case Study on Nurses in Government-Owned Hospitals. From the research, it was obtained The value of $t_{count} (10.215) > t_{table} (1.988)$ or $\text{sig-t } (0.000) < \alpha (0.05)$. From these results, it can be concluded that work culture has a positive and significant influence on employee performance, so the alternative hypothesis is accepted.

Intrinsic motivation variable (X3) has a value of $t_{count} (6.26) > t_{table} \text{ value } (1.68)$ which means H_a is accepted and H_o is rejected, with a significant value less than the probability value of 0.05 or $0.000 < 0.05$. It can be stated that the intrinsic motivation variable (X3) has a positive and significant effect on employee performance at PT. PLN (State Electricity Company) Persero Area Labuhanbatu Regency. This is in line with research conducted by Wawan, et al (2014) with the title "The Influence of Intrinsic Motivation and Work Environment on Employee Performance at PT Intimas Lestari Nusantara", the results of the study stated Intrinsic motivation has a significant effect on employee performance as evidenced by the value of $t_{count} > t_{table}$ that is, $(5.703 > 1.996008)$.

Research analysis using the F test, obtained the F_{count} value of $25.19 > F_{table} 2.86$ with a sig value. $0.000 < 0.05$. From these results it can be concluded that situational leadership, work culture and intrinsic motivation have a positive and significant influence on employee performance at PT. PLN (State Electricity Company) Persero Area Labuhanbatu Regency.

IV. Conclusion

1. Situational leadership has a positive and significant effect on the performance of employees of PT. PLN (State Electricity Company) Persero Area Labuhanbatu Regency.
2. Work culture has a positive and significant effect on the performance of employees of PT. PLN (State Electricity Company) Persero Area Labuhanbatu Regency.
3. Intrinsic motivation has a positive and significant effect on the performance of employees of PT. PLN (State Electricity Company) Persero Area Labuhanbatu Regency.
4. Situational leadership, work culture and intrinsic motivation have a positive and significant impact on the performance of employees of PT. PLN (State Electricity Company) Persero Area Labuhanbatu Regency.

References

- Al-Khamaiseh Zaydoon, Bahyah Binti Halim Abdul, Afthanorhan Asyraf, Alqahtani Hassan Ayed. 2020. Exploring and Developing Items Measuring Situational Leadership II (SLII). *Humanities & Social Science Reviews*.
- Cote Robert. 2017. Vision of Effective Leadership. *International Journal of Business Administration*.
- Edward, Y.R., and Purba, K. (2020). The Effect Analysis of Emotional Intelligence and Work Environment on Employee Performance with Organizational Commitment as Intervening Variables in PT Berkas Bima Sentana. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal) Vol 3 (3): 1552-1563*.
- Ghazali Imam. 2018. Aplikasi Analisis Multivariate Dengan Program IBM SPSS25. STIE Indonesia.
- Ghazzawi Khalil, Shouhari El Radwan, Osta El Bernard. 2017. Situational Leadership and Its Effectiveness in Rising Employee Productivity : A Study On North Lebanon Organization. *Human Resource Management Research*.
- Hai Shenyang, Park In-Jo. 2021. The Accelerating Effect Of Intrinsic Motivation And Trust Toward Supervisor on Helping Behavior On The Curvilinear Model Among Hotel Frontline Employees In China. *Journal of Hospitality and Tourism Management*.
- Jaiswal Poora. 2019. The Effect of Motivation on Employee Performance : A Case Study in Emaar Mgf Land Ltd, Gurgaon. *Interational Journal Of Advance Research in Computer Science and Management Studies*.
- Joy, Harry. 2020. Stress Management And Employee Performance. *European Journal Of Human Resource Management Studies*.
- Kalogiannidis Stavros. 2020. Impact Of Effective Business Communication On Employee Performance. *European Journal Of Business and Management Research*.
- Kalhor Maryam, Jhatial A Ashique, Khokhar Sameena. 2017. Investigating the Influence of Extrinsic and Intrinsic Motivation on Work Performance: Study of Bank Officers. *GMJACS*
- Kalsoom Zohra, Khan Ali Mukaram, Zubair Sohaib Syed. 2018. Impact Of Transactional Leadership and Transformational Leadership on Employee Performance : A Case Of FMCG Industry of Pakistan. *Industrial Engineering Letters*.
- Kuswati, Yeti. (2020). "The Effect of Motivation on Employee Performance". *Budapest International Research and Critics Institute-Journal (BIRCI-Journal), Volume 3, No 2, May 2020, pages: 995-1002*
- Mattalatta Solihin. 2019. Pengaruh Kepemimpinan Situasional Terhadap Kepuasan Kerja, Organizational Citizenship Behavior Dan Kinerja Karyawan Pada Perusahaan Keluarga (Studi Kasus Pada PT.Putra Karella Group). *MANDAR (Management Development and Applied Research Journal)*.
- Pang Kelvin, Lu Shan Chin. 2018. Organizational Motivation, Employee Job Satisfaction and Organizational Performance An Empirical Study Of Container Shipping Companies in Taiwan. *Maritime Business Review*.
- Prahiawan Wawan, Simbolon Nopiyana. 2014. Pengaruh Motivasi Intrinsik dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT Intimas Lestari Nusantara. *Jurnal Ekonomi*.
- Santhanam Gokul, Balaji D K. 2020. Impact Of Long Term Work From Home on Work Culture & Employee Engagement : A Study Focused On India IT Companies. *Solid State Technology*.
- Sanjaya Adiprimadana Fanlia. 2021. Dampak Budaya Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan (Studi Kasus : PT Kaltrabu Indah Tour & Travel Banjarmasin). *Jurnal Ilmiah Ekonomi Bisnis*.

- Santoso Agung Bragas Nicolas, Riyanto Setyo. 2020. The Effect Of Work Motivation, Organizational Commitment, And Job Satisfaction on the Contract Employees Performance of PT Bank Rakyat Indonesia Branch Office Of Jakarta Daan Mogot. International Journal Of Innovative Science and Research Technology.
- Sembiring Rasmulia, Winarto. 2020. Pengaruh Budaya Kerja Dan Komitmen Terhadap Kinerja Karyawan (Studi Kasus Pada Perawat Di Rumah Sakit Milik Pemerintah). Jurnal Ilmiah Methonomi.
- Sugiyono. 2016. Metode Penelitian: Kuantitatif, Kualitatif, dan R dan D, Bandung: Alfabeta.
- Syardiansah, et al. (2020). The Effect of Job Satisfaction and Organizational Culture on Employee Performance of the Royal Hotel in East Aceh District. Budapest International Research and Critics Institute-Journal (BIRCI-Journal). P. 849-857.
- Wahjudewanti, A.S., Tjakraatmaja, J.H., and Anggoro, Y. (2021). Knowledge Management Strategies to Improve Learning and Growth in Creative Industries: A Framework Model. Budapest International Research and Critics Institute-Journal (BIRCI-Journal) Vol 4 (2): 1903-1915.
- Widyaputra Andika Ketut I, Dewi Kartika Sagung A. 2018. Pengaruh Motivasi Intrinsik Terhadap Kepuasan Kerja dan Kinerja Karyawan Pada PT Bussan Auto Finance. E-Jurnal Manajemen Unud.
- Wijaya P Hellen, Widayati Catur Christina, Rahmayanti Chichi. 2018. Pengaruh Gaya Kepemimpinan Situasional, Budaya Organisasi dan Kompensasi Terhadap Kinerja. Jurnal Ekonomi.
- Wulandari, R., Djawoto, and Prijati. (2021). The Influence of Delegative Leadership Style, Motivation, Work Environment on Employee Performance in Self-Efficiency Mediation in SNVT Housing Provision of East Java Province. Budapest International Research and Critics Institute-Journal (BIRCI-Journal) Vol 4 (3): 3294-3311.
- Wuryani Eni, Rodli Fathoni Achmad, Sutarsi Sri, Dewi Nurna Nuning, Arif Donny. 2021. Analysis Of Decision Support System On Situational Leadership Styles On Work Motivation and Employee Performnace. Management Science Letters.
- Yucel Ilhami. 2021. Transformational Leadership and Turnover Intentions : The Mediating Role of Employee Performance During The Covid-19 Pandemic. Administrative Sciences.